



DEPARTMENT OF FISHERIES

COMMUNITY FISHERIES DEVELOPMENT OFFICE

CFDO STRATEGIC PLAN



January 2004

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Acronyms

ADB	Asian Development Bank
APIP	The Agriculture Productivity Improvement Project
CF	Community Fisheries
CFDO	Community Fisheries Development Office
CFDU	Community Fisheries Development Unit
Danida	Danish International Development Assistance
DFID	Department for International Development
DoF	Department of Fisheries
DoWA	Department of Women's and Veterans' Affairs
FACT	Fisheries Action Coalition Team
FAO	Food and Agriculture Organization of the United Nations
IDRC	International Development Research Center
IFReDI	Inland Fisheries Research and Development Institute
IO	International Organisation
IT	Information Technology
JICA	Japan International Cooperation Agency
MoE	Ministry of Environment
MRC	Mekong River Commission
NACA	Network of Aquaculture Centres in Asia-Pacific
NGO	Non-governmental Organisation
STREAM	Support to Regional Aquatic Resources Management
UNDP	United Nations Development Programme
VSO	Voluntary Service Overseas
WWF	World Wildlife Fund

Preface

In October 2000 the government of Cambodia announced a major change in fisheries management policy. The core elements of the new policy are the reduction of fishing lot concession areas by 56%, the broader participation of fishing communities in the management of fisheries and a focus on the efficient, sustainable and equitable use of the living aquatic resources.

The establishment of Community Fisheries throughout the country is in the process of being legalized by the approval of the Sub-decree on Community Fisheries most probably in early 2004. The sub-decree will legalize co-management arrangements between the community associations and the Department of Fisheries through the provincial offices. Each individual co-management arrangement will include the elaboration and approval of short and medium term fisheries management plans for the fishing area allocated to a particular Fishery Community.

To facilitate the establishment and development of the Community Fisheries, support and monitor their activities, the Department of Fisheries was authorized¹ to establish a Community Fisheries Development Office (CFDO).

This document details the Strategic Plan for the CFDO in the Department of Fisheries (DoF) based on its mandate. The goals and activities described in this document do not stand on its own, but are closely linked to the goals of the DoF and other – international – organizations that are operating in Cambodian fisheries. An overview is provided below.

In April 2001 the Department of Fisheries has formulated the Master Plan for Fisheries, covering the period 2001 – 2011². The plan is still in draft and not yet fully endorsed by the Department of Fisheries. Important to note here is that the CFDO Strategic Plan and the Master Plan for Fisheries are compliant with each other.

On the regional level the CFDO is part of NACA's STREAM Initiative, a regional communications and learning program, mandated by 15 Asia-Pacific governments and designed within the five-year work program cycle of NACA. The purpose of STREAM is to strengthen, or develop, and communicate strategies, processes and practices that enable poor and vulnerable aquatic resources users in the Asia-Pacific region to pursue their livelihood objectives. The goal of STREAM Cambodia is that poor and vulnerable aquatic resources users in Cambodia are able to achieve their livelihood objectives³.

On the international level, the CFDO collaborates with various multilateral and bilateral organizations like ADB, DFID, FAO, MRC, WB and many NGO's. Each of these organizations support the objectives for fisheries formulated by the United Nations⁴: To promote productive, equitable and sustainable management of fishery resources which supports local community development. Development outcomes of this support are defined as follows:

- Fishery legislation and policies establishing the framework for sustainable management of the fishery resources are revised, approved and implemented.
- Local authorities and communities have the capacity to play an enhanced role in management, are contributing to its effective protection and are benefiting from its use.
- The role of fisheries in food security and in the local and national economy is enhanced.

¹ Declaration 084 of 21/02/2001

² Department of Fisheries 2001, *Master Plan for Fisheries 2001 – 2011*(draft). The Agriculture Productivity Improvement Project (APIP WB).

³ STREAM Cambodia 2002, *Country Strategy Paper*.

⁴ United Nations 2000, *United Nations Development Assistance Framework Cambodia - 2001-2005*.

The CFDO's goals and activities as described in this document are consistent with the goals set forth by these organizations on their project documents on community fisheries, taking into account the fact that these organizations have a broader view of community management of natural resources world wide.

This document has been formulated by the CFDO management team with the help of their advisors (Louise Mackeson-Sandbach, Niva Gonzales and most recently Haiko Meelis) following a series of meetings listed below:

- 1) The regular office meeting with the staff of CFDO held on June 3rd, 2003;
- 2) The quarterly CFDO Partnership Meeting held on May 14th, 2003;
- 3) A meeting held on January 22nd, 2003 with the office vice-chiefs to update the strategic plan;
- 4) A meeting held on April 3rd, 2002 with the staff of CFDO to discuss and update the outputs of 2 strategic planning sessions conducted in 2001;
- 5) Strategic Planning Workshop facilitated by the MRC in September 2001 which identified general strategies for CFDO;
- 6) Strategic Plan developed by Mr Sten Sverdrup-Jensen (MRC) in conjunction with the CFDO office in October 2001.

This document therefore uses the previous drafts of the strategic plans as basis with revisions in certain areas and updates/amendments as agreed with the CFDO. Also, this document replaces previous versions of the CFDO Strategic Plan.

1 CFDO Vision, Mission and Mandate

1.1 CFDO Vision

The CFDO envisages the establishment of strong, self-reliant Community Fisheries throughout Cambodia who have equitable access to and manage in a sustainable manner, fishery resources in partnership with capable and service-oriented staff from the CFDO and provincial fishery offices, thereby improving fisheries dependent livelihoods.

1.2 CFDO Mission

To facilitate the establishment of Community Fisheries throughout Cambodia and support their operation as management partners of the DoF in the endeavour for an efficient, sustainable and equitable use of living aquatic resources through:

- Creating and disseminate the legal framework (including guidelines, rules and regulations)
- Defining the boundaries of Community Fisheries
- Accreditation of Community Fisheries
- Capacity building for Community Fisheries Management
- Monitoring and evaluation of Community Fishery activities
- Research on Community Fisheries
- Conflict resolution
- Sustainable improvement of livelihoods of Community Fisheries

1.3 CFDO Mandate

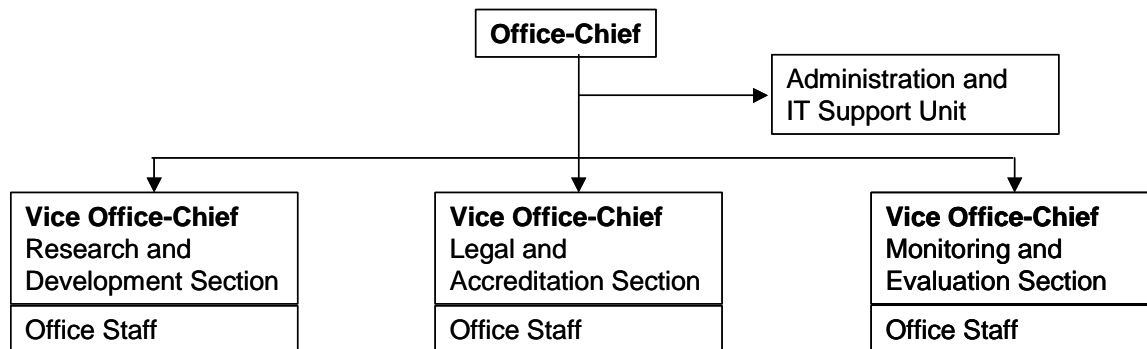
As per Article 16 of the declaration of the tasks and responsibilities of the Department of Fisheries, the mandate of the CFDO office is stipulated as follows:⁵

- 1) Planning/Implementing research on Community Fisheries and related socio-economic development;
- 2) Planning together with the Community Fisheries for the sustainable use of living aquatic resources;
- 3) Promotion and facilitation of the establishment and development of Community Fisheries;
- 4) Cooperate with other offices in defining the boundary of Community Fisheries;
- 5) Cooperate, coordinate and communicate with institutions, associations and NGO's (national and international) to facilitate and enhance the development of Community Fisheries within the legal framework;
- 6) Monitoring and evaluation of Community Fisheries activities;
- 7) Prepare guidelines (on e.g. by laws, implementing rules and regulations on the sub-decree, management plans, committee election, boundary demarcation, accreditation, etc) relating to the establishment, management and development of Community Fisheries and verify all proposed documents for community fisheries establishment;
- 8) Cooperate to solve conflicts in Community Fisheries;
- 9) Disseminate guidelines, rules and regulations related to Community Fisheries;
- 10) Educate and train DoF staff, CF officers and members to improve the skills for Community Fisheries management;
- 11) Coordinate and supervise provincial fishery officers working with Community Fisheries Development Units;
- 12) Carry out other tasks as assigned by the DoF Director.

⁵ Translated from Khmer version

2 Internal Organisation

The CFDO office is headed by an Office-Chief and 3 Vice-Office Chiefs. The responsibility of the Office-Chief and 3 Vice-Office Chiefs has been divided across the following areas:



The following gives an overview of the roles and responsibilities for the office chief and for each section:

2.1 General (Office- Chief)

The Office-Chief has an overall coordinating responsibility both internally and externally:

- 1) Work Plan Creation and Implementation – Work with Vice-Office Chiefs to develop an annual office work plan specifying work responsibilities for each unit and individuals; supervise and monitor the vice office chiefs in the implementation of their plans and ensure that activities are synchronized;
- 2) Internal Advocacy – Ensure that CFDO plans and activities are supported and coordinated with other concerned units in the Department of Fisheries especially the Provincial Units;
- 3) External Advocacy – Coordinate with NGO's, IO's who are currently working in the fisheries arena or will do so in the future, to maximize the use of available resources and avoid duplication of efforts.
- 4) Fund Sourcing and Resource Mobilization – Collaborate with the DoF and donors on the development and approval of proposals for CFDO and community fisheries activities.

2.2 Research and Development Section

The research and development section's main responsibilities are research and support for the establishment of Community Fisheries as listed below:

- 1) Promote and facilitate the establishment and development of Community Fisheries (*mandate ref 4*);
- 2) Plan, implement and manage research work on community fisheries and related socio-economic development (*mandate ref 1*);
- 3) Summarize research findings that can be used in the formulation of guidelines, e.g. on the definition of small scale and commercial fishing gears, harvest quotas, close season for certain species, area zoning, etc.;
- 4) Maintain an updated list of projects on CF funded by NGO's and other donor agencies;
- 5) Formulate and implement plans on education and training of CFDO and Provincial fishery staff to improve their skills for Community Fisheries management (*mandate ref 11*);
- 6) Ensure that due consideration is given to gender issues in CF's;
- 7) Support students in their thesis research related to CF's and sustainable livelihood approaches.

2.3 Legal and Accreditation Section

The legal and accreditation sections' role is to facilitate and enhance the development of Community Fisheries within the legal framework. Its responsibilities are described below:

- 1) Create and disseminate the legal framework:
 - i. Input into and follow-up on the passage of the Community Fisheries Management sub-decree;
 - ii. Disseminate guidelines, rules and regulations related to Community Fisheries (*mandate ref 10*);
 - iii. Support communities in the drafting of by-laws, rules and regulations for the development and management of the Community Fisheries (*mandate ref 3*);
 - iv. Prepare guidelines and verify all proposed documents relating to the establishment and management of Community Fisheries (*mandate ref 8 & 12*);
- 2) Cooperate with Community Fisheries and other offices in the DoF to define appropriate boundaries for Community Fisheries (*mandate ref 5*);
- 3) Accreditation of Community Fisheries by defining and overseeing the process for the registration of Community Fisheries in collaboration with Provincial Units of the Department of Fisheries and local government;
- 4) Cooperate to resolve conflicts in Community Fisheries in close coordination with the Monitoring and Evaluation section and appropriate local authorities.

2.4 Monitoring and Evaluation Section

The monitoring and evaluation sections' responsibilities are described below:

- 1) Monitor and evaluate Community Fisheries activities (*mandate ref 6*):
 - i. Gather, review and summarize the regular reports on Community Fisheries activities coming from the Provincial Offices (*mandate ref 7*);
 - ii. Establish, maintain and regularly update a database on Community Fisheries;
 - iii. Report findings to DoF director and the Minister of MAFF;
- 2) Work closely with the Research and Development Section and other partners that are involved in gathering research data on fish stocks etc., in ensuring that living aquatic resources are utilized in a sustainable way by the Community Fisheries (*mandate ref 2*);
- 3) Document the occurrence of conflicts, determine their causes and work closely with the Legal and Accreditation Section and appropriate local authorities in the resolution of conflicts in Community Fisheries;
- 4) Provide mechanisms for Community Fisheries to report directly to the CFDO especially in cases of problems/conflicts with Provincial Fishery Units;
- 5) Respond to requests for information.

2.5 Administration and Information Technology Support Unit

The responsibilities of the administration and information technology support unit are described below:

- 1) Prepare and draft letters for CFDO undertakings;
- 2) Keeps a record of in-coming and out-going communication and follow-up letters which need to be signed within the ministry;
- 3) Support the preparation of monthly financial records;
- 4) Purchase office stationery and other supplies;
- 5) Maintain the office library according to established guidelines;
- 6) Support Office-Chief and Vice Office-Chiefs in other administrative and IT matters as required;
- 7) Support office IT requirements and implement standards for IT procedures;
- 8) Facilitate the IT capacity building for office staff;
- 9) Facilitate the electronic sharing of information in both Khmer and English;
- 10) Ensure that staff whereabouts, on a daily basis, are known.

3 Coordination within the Department of Fisheries

The CFDO office needs to build up a strong internal network within the Department of Fisheries in order to achieve its mandate. This can be divided into two parts:

- 1) Working relationship with other offices within the Department of Fisheries;
- 2) Working relations with the Provincial Sections/Units.

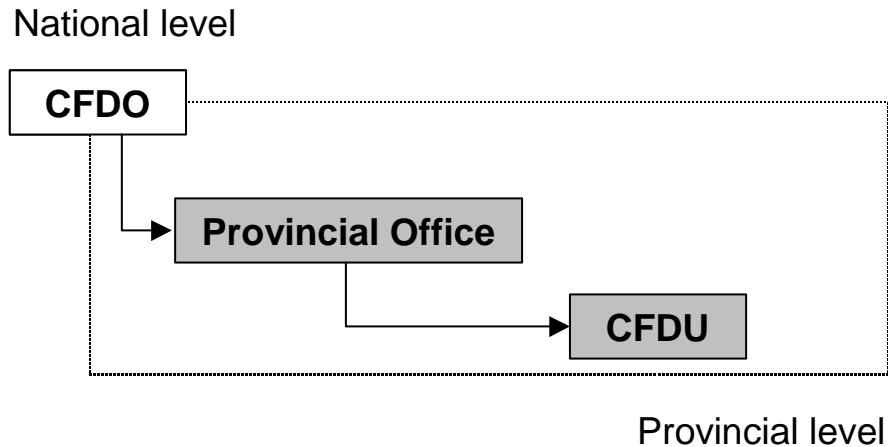
3.1 Working relationship with other offices within the Department of Fisheries

The table below lists the main offices in the Department of Fisheries with which the CFDO will need to collaborate, who is the key contact and the mechanism by which they will share information and work together, e.g. weekly and monthly meetings.

Office	Collaboration areas with CFDO	Key Contact	Mechanism
Inspection Office	Serious illegal fishing activities	Mr. Long Korn (Office-chief)	DoF monthly meeting and ad-hoc meetings as required
Exploitation Office	Definition of small scale and commercial fishing gears	Mr. Heng Sotharith (Office chief)	DoF monthly meeting and ad-hoc meetings as required
Fisheries Domain	Delineation and demarcation of community fisheries boundaries, dissemination of information on illegal fishing activities	Mr. Pheun Phean (Office-Chief)	DoF monthly meeting and ad-hoc meetings as required
IFReDI	Fishery and socio-economic research, policy development for community fisheries and fishing gear study	Mr. Srun Limsong (Director)	DoF monthly meeting and ad-hoc meetings as required
Planning and Accounting Office	Planning unit and statistic unit	Mr. Mong Leng (Office chief)	DoF monthly meeting and ad-hoc meetings as required
Aquaculture office	Rice-field community fisheries, community and small scale pond culture management	Mr. Hav Viseth (Office-Chief)	DoF monthly meeting and ad-hoc meetings as required
Administration office	Correspondence, reports and other administration related work	Mr. Un Uy (Office chief)	DoF monthly meeting and ad-hoc meetings as required

3.2 Working relations with the Provincial Sections/Units

Due to the scale and number of fishing communities, it is not realistic that the CFDO will be actively involved in setting up individual community fisheries at the local level. The CFDO will work in a coordinative capacity through the provincial fishery units/offices assigned to the different communities.



3.2.1 CFDO role

- Support the work of Provincial Units including the CFDO review of CF documents.
- Act on concerns that need attention based on status reports provided by Provincial Units
- Share best practice experiences with Provincial Units
- Assist in providing mechanisms for conflict resolution
- Assist in capacity building of staff on community fisheries establishment and management
- Facilitate sharing of information/skills across Provinces/municipalities in all areas covered by the CFDO e.g. research and development, monitoring and evaluation
- Assist in fund sourcing for community fishery related activities at the local level

3.2.2 Role of Provincial Fishery Office

- Follow up activities of the Community Fisheries Development Unit (CFDU)
- Provide updates to the CFDO in the form of monthly status reports
- Support the CFDO in the establishment and monitoring of Community Fisheries
- Ensure support is given to the CFDO by the other Provincial fishery offices e.g. inspection
- Promote cooperation with local authorities at all levels (provincial, district, commune)

3.2.3 Role of Community Fisheries Development Unit

- Facilitate the establishment of Community Fisheries in the province
- Support the community in developing management plans for Community Fishery
- Provide ongoing support and facilitation to Community Fisheries
- Strengthen existing Community Fisheries e.g. drafting of by laws, supervise the election process, demarcating boundaries, capacity building of officers and members
- Support the protection and conservation of the resource in cooperation with the appropriate fishery provincial technical unit and the local authority
- Where required submit proposals for funding to the DoF
- Assist Community Fisheries to include management plans in the existing local planning processes.

- Submit monthly report to Provincial Fishery Officer and to the Provincial Office of the Ministry of Agriculture Forestry and Fisheries
- Build up advocacy/support within the district/local authority etc.
- Coordinate with NGOs working with CF's
- Report and coordinate with local authority on conflicts occurring in Community Fisheries

4 Coordination with External Partners

There are numerous NGOs (international and local) who are currently involved in community fisheries. In addition, community fishery establishment and management is a multi-agency task where activities at the local level overlap with the tasks of other government agencies. The CFDO should serve as the central hub to coordinate work with different stakeholders to ensure that a consistent approach is taken across different provinces in the country, duplication of initiatives is avoided, information is shared and resources are maximized. The Community Fisheries Development Office should work closely with NGO's, other institutions, associations, government agencies and local units who are involved in Community Fisheries establishment, development and management. In the process of partnering with NGO's and other government agencies, the skills of CFDO staff are strengthened, partnerships are fostered and the area coverage of community fishery establishment is expanded.

4.1 Partnerships with civil society groups

In order to achieve this, the CFDO will undertake the following activities:

- Regularly update the directory and profile of organizations involved in community fisheries (including information such as their size, mandates, type of work, where they are working, specific activities that have taken place or are planned).
- Make a 'map' with basic information showing at a glance who is working where, what is happening in specific provinces or highlight where no work is being done
- Attend regular NGO meetings such as the NGO Forum, FACT meeting, where the CFDO representative may periodically give an update or be able to discuss important issues
- Participate and attend associated workshops and meetings
- Conduct quarterly partnership meetings
- Encourage NGO's to work closely with CFDO's and help build the capacity of CFDO staff, so that CFDO staff may continue to support the CF's started by NGO's
- Those staff involved in projects with partners e.g. MRC, WWF, IDRC will provide updates to the CFDO on a monthly basis and give feedback on their projects.

4.2 Collaboration with other government agencies

The table below lists the main government agencies which the CFDO will need to collaborate with.

Agency	Area of Cooperation Required
Ministry of Environment	Community Fisheries inside MoE protected areas, coastal zone management, management of mangrove resources, aquatic biodiversity management.
Ministry of Interior	Cross-provincial disputes, inappropriate activities within community fishery boundaries, organised illegal fishing operations, CF land and fishing ground theft.
Department of Forestry and Wildlife	Management of inundated forests and endangered and threatened aquatic species
Seila Taskforce	Coordination with commune councils, local development planning
Department of Agronomy	Situations arising from agricultural practices being incompatible with fisheries management
Department of Water Management and Irrigation	Appropriate water management, irrigation management.
Ministry of Water Resources and Meteorology	As above
Department of Women's and Veterans' Affairs	Gender concerns in fisheries, poverty alleviation of disadvantaged groups

5 Funding

Government funds for the kind of work that the CFDO is undertaking is limited and additional funding needs to be sourced from other donors:

- NGO's
- IO's
- Bilateral and multilateral donors

The CFDO will hold an annual donors meeting to coordinate what activities need funding and discuss specific funding opportunities. The donors' meeting can serve as a venue to channel the allocation of donor contribution to where funds are needed the most and ensure that various projects complement each other.

Any salaries and allowances paid to the office staff will be in line with the agreed levels set by the Department of Fisheries. In order to support the day to day operation and administration of the CFDO, a donor funding a specific project will be asked to contribute an administration fee equivalent to 7% of the total project cost. These costs will be for the following:

- Secretarial support (contribute to a salary for a secretary, photocopying costs)
- Provision of office stationery, printer ink cartridges etc.
- Provision of additional office equipment and supplies

6 CFDO Administrative Routines

6.1 Work plans

An annual work plan should be prepared by the Office-Chiefs and Vice Office-Chiefs for each of the sections. The work plan should contain:

- Tasks
- Outputs
- Dates
- Responsibility
- Status

The work plan should be reviewed and updated semi-annually to check progress against plan. The vice-office chiefs should ensure that their staff is familiar with their work plans.

6.2 Reporting

The CFDO submits regular reports to the DoF management in accordance with the DoF rules and procedures. As an input into the monthly office and DoF meetings, each Section will prepare a short status report identifying

- Progress
- Future activities
- Issues

6.3 Office Meetings

There will be a regular monthly meeting, which all office staff will be required to attend. The purpose of this meeting is to:

- Update the office staff on progress and future activities
- Use as a forum to discuss key issues
- Receive updates from the staff seconded to projects (request will be made to all NGO's, IO's who have CFDO staff working with them to let them attend this monthly meeting)

This meeting will be held in the 1st or 2nd week of the month so as to be an input into the Department of Fisheries monthly meeting.

In addition to the monthly meeting there will be a bi-weekly meeting between the senior members of the office-staff. The purpose will be to:

- Review and plan forthcoming activities for the following weeks
- Synchronize schedules among the sections and projects
- Agree on logistical arrangements
- Discuss issues

In addition to the above meetings the section heads should meet with their team on a regular basis to plan their work and ensure that tasks are distributed and not concentrated to just a few persons.

7 CFDO Priorities in 2004

For the year 2004 the CFDO has defined the following priorities:

- General:
 - Improvement of communication and cooperation with provincial offices and CF's.
 - Build up support within the DoF and other government agencies on Community Fisheries management
 - Strengthen coordination with NGO's and IO's working in Community Fisheries management
 - Improve coordination and complementation of activities implemented by various projects and donors
- Legal and Accreditation
 - Approval of the sub-decree on Community Fisheries
 - Formulation of implementing guidelines and policies on the various aspects of the sub-decree on Community Fisheries such as by-laws, rules, regulation, election of committee etc.
 - CF Sub-decree dissemination and extension activities
- Research and Development
 - Community Fisheries Establishment:
 - Formulation of CF management planning and implementation guidelines
 - Identify alternative livelihood activities that community fisheries can undertake in order to be sustainable (poverty alleviation)
 - Capacity building in CFDO, provincial offices, CFDU's and CF's
- Monitoring and Evaluation
 - Setting up of monitoring system on projects and activities on Community Fisheries
 - Setting up of a database on community fisheries in coordination with other NGO's and institutions
 - Work with the legal and accreditation section on formulating mechanisms for appropriate dispute/conflict resolution
 - Impact monitoring

The CFDO priorities will be annually reviewed and formulated.

Bibliography

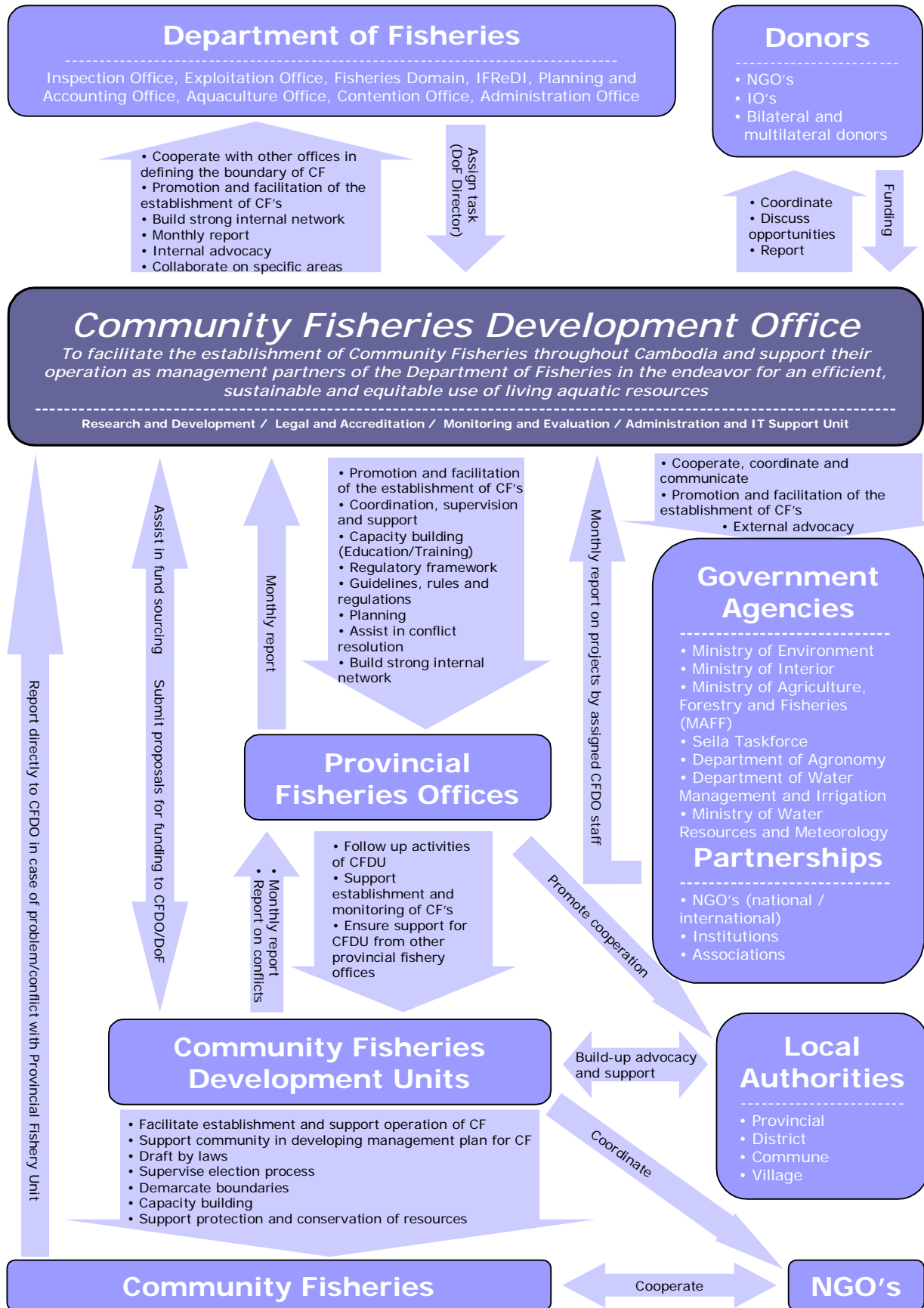
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Appendix A: CFDO Process Flow



Appendix B: CFDO Staff and Role Assignment

Below an overview of the staff assigned to the CFDO office and their roles as of January 2004. Please note that assignments can be changed from time to time depending on the volume of work to be undertaken.

Section	Staff	Comment
General	Thay Somony	Office-Chief (acting)
Research and Development	Kaing Khim	Vice-Office Chief
	Ung Rachana	UNDP
	Chan Ratana	
	Oul Kimsear	WWF
	Sung Sokunthea	MRC
	Chheun Sarik	UNDP
	Prach Sokunthy	MRC
	Tit Phearak	IDRC
	Un Kanika	CPHFLP
	Kou Huy Leang	
Legal & Accreditation	Pech Bunna	Vice-Office Chief
	Hun Kimtek	CPHFLP
	Un Veng	MRC
	Thach Phannady	UNDP
	Nouv Buntha	
	Heng Ponley	
	Chhun Sony	UNDP
	Yath Sim	
	Mom Bunly	
	Yo Vichny	
	Keov Sovathpheap	
	Nut Ly	
Monitoring and Evaluation	Chhuan KimChhea	Vice-Office Chief
	Deap Polin	UNDP
	Yin Dara	FAO/ADB TSEMP, MRC
	Nem Kano	IDRC
	Chhun Vannak	UNDP
	Phan Sota	FAO/ADB TSEMP
	Ung Solaekhena	FAO/ADB TSEMP
	Soeung Salinin	FAO/ADB TSEMP
	Chem Pe A	
	Chan Tho	
Administration and IT Support Unit	Sem Viryak	STREAM, CPHFLP
	Dy Moeun Nary	

Appendix C: CFDO Partners

Below an overview of all CFDO Partners as of January 2004:

- ADB
- CEPA
- DANIDA/CZM
- DFID
- FACT
- FAO
- FLD
- IDRC
- JICA
- Local NGO's
- MRC
- NACA
- Oxfam America
- Oxfam GB
- Prek Leap Agricultural College
- Royal University of Agriculture
- Star Kampuchea
- STREAM
- UNDP
- Royal University of Phnom Penh, Department of Environmental Science
- VSO
- WildAid
- Worldfish Centre
- WWF