

DRAFT

Ministry of Environment Forest Administration Royal University of Agriculture

KINGDOM OF CAMBODIA

Supported by  
International Development Research Centre (IDRC)

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**Community Forestry  
Research Project  
Mid-term Evaluation Report**

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January 31, 2005

## **ACKNOWLEDGEMENTS**

Most of the graphics used in this report were generated by the CRFP Team themselves and this consultant has used these as data sources and to illustrate issues/concepts highlighted in the report.

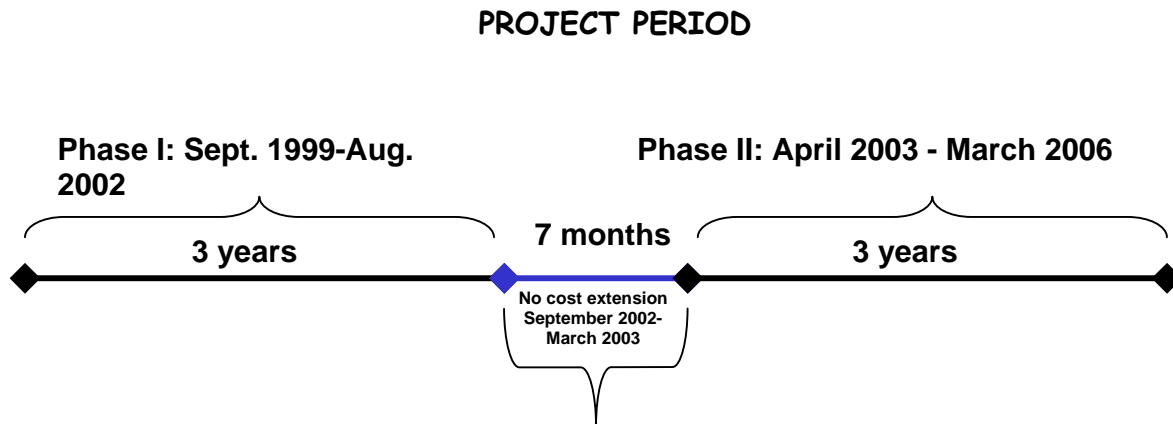
**EXECUTIVE SUMMARY**

## Introduction

The Community Forestry Research Project in Cambodia (CFRP) is jointly implemented by three institutions: the Ministry of Environment (Department of Nature Conservation and Protection), the Forest Administration (FA) and the Royal University of Agriculture (RUA).

The CFRP is currently in its second phase (April 2003 to March 2006). The first phase which lasted from September 1999 to April 2003 was funded jointly by the International Development Research Center (IDRC) of Canada and The Regional Community Forestry Training Center (RECOFTC) of Thailand. The second phase activities are supported solely by IDRC.

### Illustration 1



The second phase activities supported action research in five sites in four provinces including Kampot, Koh Kong, Kratie and Kompong Thom (Boeng Per). A map is presented elsewhere in this report.

This mid-term evaluation was commissioned by the implementing institutions (led by MOE) to determine and examine the strengths and weaknesses of the project in order to “identify the project impact, issues, gaps, challenges and opportunities” with the aim of deriving practical recommendations for improvement of project performance. The review was conducted by an external consultant based in the Philippines (the author of this report, Dr. Julian F. Gonsalves).

The field level component of the assessment was conducted in Cambodia during the period November 15-24, 2004 (excluding travel before and after). Because of the rather limited duration of the mission, most of the analysis was done after the field visit (in the Philippines over three weeks in December and January 2005). The methodology

(described below) allowed the consultant to test and validate the themes as they were being generated during the field visits. Other than keep constant track of the project objectives were, the consultant went with an “open mind”. Stakeholders were also provided an opportunity to comment on the report.

The consultant has been deliberate about limiting his recommendations to those that are practical, doable and realistic given the many limitations and challenges faced locally, including the multi-stakeholder orientation and multiple implementing partners.

## **Methodology**

The rather short duration of the field component of the mission allowed for short visits to only three sites but these sites and activities were sufficiently diverse, to provide the consultant with a good feel of the scope and nature of the action research and related implementation activities of the CFRP. Each of the five research teams had been given a prior assignment to reflect (in a self-evaluation mode) on their work. The results of these reflections were presented to the consultant during the mission. The presentations (power point presentations and accompanying handouts) were sufficiently self-critical to give the consultant an impression that the teams were being very open and frank in their own assessment of accomplishments and weaknesses. During the field visits, a number of representatives of the three implementing agencies accompanied the consultant, allowing for additional one-on-one interaction. Part of the visit of the consultant coincided with the visit of the IDRC Board of Trustees, providing the consultant with additional opportunities to garner insights from the ensuing activities and interactions.

The quality of the Annual Reports and other project documentation (though limited) and the presentation of lessons were of reasonably high quality (meaning reflective and substantive reflections) which helped the consultant immensely. These include but are not limited to the following reports:

1. CFRP Annual Report - Year 2 (August 2000-2001)
2. CFRP Final Technical Report - Phase 1 (September 1999 - March 2003)
3. CFRP Mid-term Evaluation Report (September 2001)
4. Reflecting implementation and set objectives for Phase 2
5. CFRP Annual Report - Year 1 Phase 2 (August 2004)
6. Experience and lesson learnt of community forestry establishment in Chumkiri District
7. Draft: the Development of Community-Based Natural Resources Management in Cambodia CBNRM Learning Initiative 2004
8. Strengthening local voices to inform national policy (draft chapter by Phan Kamnap and Sy Ramony)

9. Independent Forest Sector Review (World Bank Comments and Proposals going forward)
10. Law of Forestry 2003 - Kingdom of Cambodia
11. Sub-decree of Community Forestry Management
12. Rectangular Strategy for Growth, Employment and Efficiency, address by Samdech HUN SEN, Prime Minister of the Royal Government of Cambodia.

The methodology put an emphasis on the generation of themes from the data collected during site visits, team presentations and individual interactions, review of existent literature and policy documents. As these themes were derived, they were explored and then clustered. The themes and sub-themes were further tested (i.e. explored) and fed back on the last day of the mission to the team. Upon return to his country base, the consultant reflected on field notes and the support literature collected during the mission and the various team-based power point presentations. Right through the entire exercise the project goals and objectives served as a check against which relevant themes were selected for exploration.

## **Project General and Specific Objectives**

The consultant is making the assumption that the reader of this report is already familiar with the project. The focus of this report will be on the observations and recommendations derived during the study.

The **general** objective of the project has been to “*build human resource and institutional capacity in community forestry*” in order to enhance livelihood opportunities through the sustainable management of forest resources. The specific objectives (simply presented) are aimed at *(a) field-based action research; (b) using research results to support and change policy; and (c) strengthening inter-institutional learning*. There are at least **eleven** sub-objectives presented in the Annual Report for Year 1, Phase 2, August 2004. These are indeed a very ambitious range of objectives as the first discussion point below will start to argue.

## **OBSERVATIONS AND RECOMMENDATIONS**

### **1. Reflections on project objectives and achievements (in general)**

CFRP’s first specific objective (a) puts an emphasis on understanding how to build local NRM governance structures while also emphasizing the documentation of the issues and experiences. Emphasis is placed on the importance of building capacities for preparing forest management plans, inventories, statutes, etc.

The second specific objective (b) emphasizes using research results to support, influence or even change policy. It stresses the importance of the building partnerships by sharing lessons as well as participation in (community forestry, community protected areas and other NRM) networks. The role of research in linking with the policy development process is also included. The second specific objective suggests a role for collaboration with other organizations engaged in action research, including with those institutions evolving from decentralized commune councils.

The third specific objective (c) emphasizes inter-institutional learning and recognizes the strategic role for capacity development of provincial and local agencies. For this to happen, lessons must be generated on CF mobilization and scaling up processes.

In addition to the rather wide range of specific objectives and sub-objectives (only the main ones are mentioned above), there are two cross-cutting objectives: strengthening provincial and local level institutional level capacity to support field level community forestry **and** ensuring that this knowledge is shared with students and teachers at the Royal University of Agriculture.

*From the above overview it is quite apparent that the project has too ambitious a range of objectives and sub-objectives for its second phase. Some objectives are naturally sacrificed. The discussion above could highlight that the problem is not in the specific objectives per se (i.e. a, b and c above) but in the sub-objectives. The sub-objectives too have a very wide scope: capacity development (at a range of levels), the goal of influencing policy as well as higher education, networking not only in information exchange but in action research as well, the generation, documentation and sharing of lessons, community mobilization and scaling up approaches and a whole range of expectations to foster multi-level partnerships and collaboration.*

*Certainly the establishment of learning-oriented field sites (with an action research objective) has been among those objectives that received adequate attention, though the level of attention differs greatly from site to site. Adequate attention appears to have been placed on local capacity building (e.g. boundary demarcation, preparation of forest management plans and inventories). The inter-institutional partnership between the three implementation agencies is often mentioned (by many of those interviewed) as a unique feature and an accomplishment of CFRP. Some of the mechanisms, such as the multi-agency coordination committee, the multi-agency/interdisciplinary research team at each site and the monthly review and assessment meeting in Phnom Penh, are some of the features that stand out as being worthy of wider sharing.*

*The wider capacity building achievements (beyond what happens at the local levels) and the documentation of experiences (beyond the excellent annual reports and Final Technical Report of Phase I) is limited. It is likely that many opportunities to undertake wider-scale, local-level capacity development (beyond the designated action research sites) might have suffered and these might have to be corrected in the subsequent months. The current bias towards site-based or site-specific capacity development is not surprising given the reality that the project inherited many*

*new or problematic sites (with the sole exception of Chumkiri in Kampot). So a quantum jump to wider-based capacity development at the various levels would have been untimely.*

*The objective to influence policy was mostly achieved in an indirect manner through the participation of project staff, steering committee and management committee members in national consultative processes. This issue of impact on policy having taken place mostly in an indirect manner is very well in Section VII (pgs. 41-46) and page 48 of the Final Technical Report – Phase I (September 2003). Those observations remain valid even in Phase 2. The sharing of reports might also have indirectly contributed. The participation of CFRP partners in the CF and CPA networks and the influence of the Chumkiri site stand out as the main mechanisms through which policy might have been influenced (mostly indirectly). There are few examples where CFRP made a deliberate effort to demonstrate the role of research in influencing policy. It is likely that this objective could receive additional attention in the last years of the project (and more likely in a subsequent new project phase) if the quality and breadth of documentation efforts are enhanced (discussed elsewhere in the report).*

*The most realistically framed and likely achievable objectives are to be found in the projects RESEARCH OBJECTIVES. This consultant used these succinctly presented objectives as a primary basis for the review/evaluation.*

## Illustration 2

### RESEARCH OBJECTIVES

- **Objective 1:** To understand and characterize and develop strategies for community-based forest management;
- **Objective 2:** To utilize research findings and results of CBFM to influence and encourage appropriate policies and programs for sustainable forest management; and
- **Objective 3:** To strengthen the research capacity of three institutions, partner organizations, and local communities on CF and CBNRM through field implementation and networking.

The research objectives put a strong emphasis on the need to “understand” and “characterize strategies” for community-based forest management (in different environments). The research objectives are far less ambitious in its description of the manner in which it expects to influence policy, i.e. indirectly through better *utilization* of research findings rather than to “demonstrate the role of research in influencing policy” (a statement found elsewhere in the list of project objectives). The above short list of research objectives can help guide the project through its last years of Phase 2 and serve as effective monitoring guideposts rather than the earlier ambitious list of eleven project sub-objectives.



## 2. General project strategy

The project generally emphasizes an action-research approach to the generation of knowledge to support community forestry initiatives in Cambodia. The CFRP has listed out the following elements of its strategy (slightly reorganized by the consultant from the original list).

### **The six key elements of CFRP's strategy**

- Participatory research and community forestry mobilization
- Encouraging local participation and empowerment
- Improving multi disciplinary team learning and cooperation
- Promoting collaboration , networking and partnerships
- Improving research linkages to forest policy formulation
- Information sharing and documentation

*These are indeed a very well articulated set of strategies which fit well with the three research objectives and the project is encouraged to maintain this range of strategies. Major project successes are in the first three areas in the list above and to a lesser extent in the fourth area (especially participation in networks). Partnerships among the implementing agencies at the operational level were also reasonably well achieved. But beyond that, much more needs to be done to foster collaboration with other entities engaged in CF in Cambodia. The range of information, products would also have to be expanded. These issues were briefly presented earlier under section 1 and are further elaborated elsewhere in this report.*

*It would suffice to say, at this point, that the six elements that the project has identified as key components be retained, with increased attention being devoted in the remaining years of the project, to the last three elements.*

## 3. Action research for community forestry

The project considers action research (also called participatory action research) as a key strategy of CFRP. Its purpose is clear: to expand practical field-based understanding of CF drawn from experience in *different* forest conditions and promoting learning-oriented approach to CF (*Page 9, Year 1 Phase 2 Annual Report, August 2004*). I doubt one can find a better articulated statement of the relevance of action research in support of CF.

### **Illustration 3**

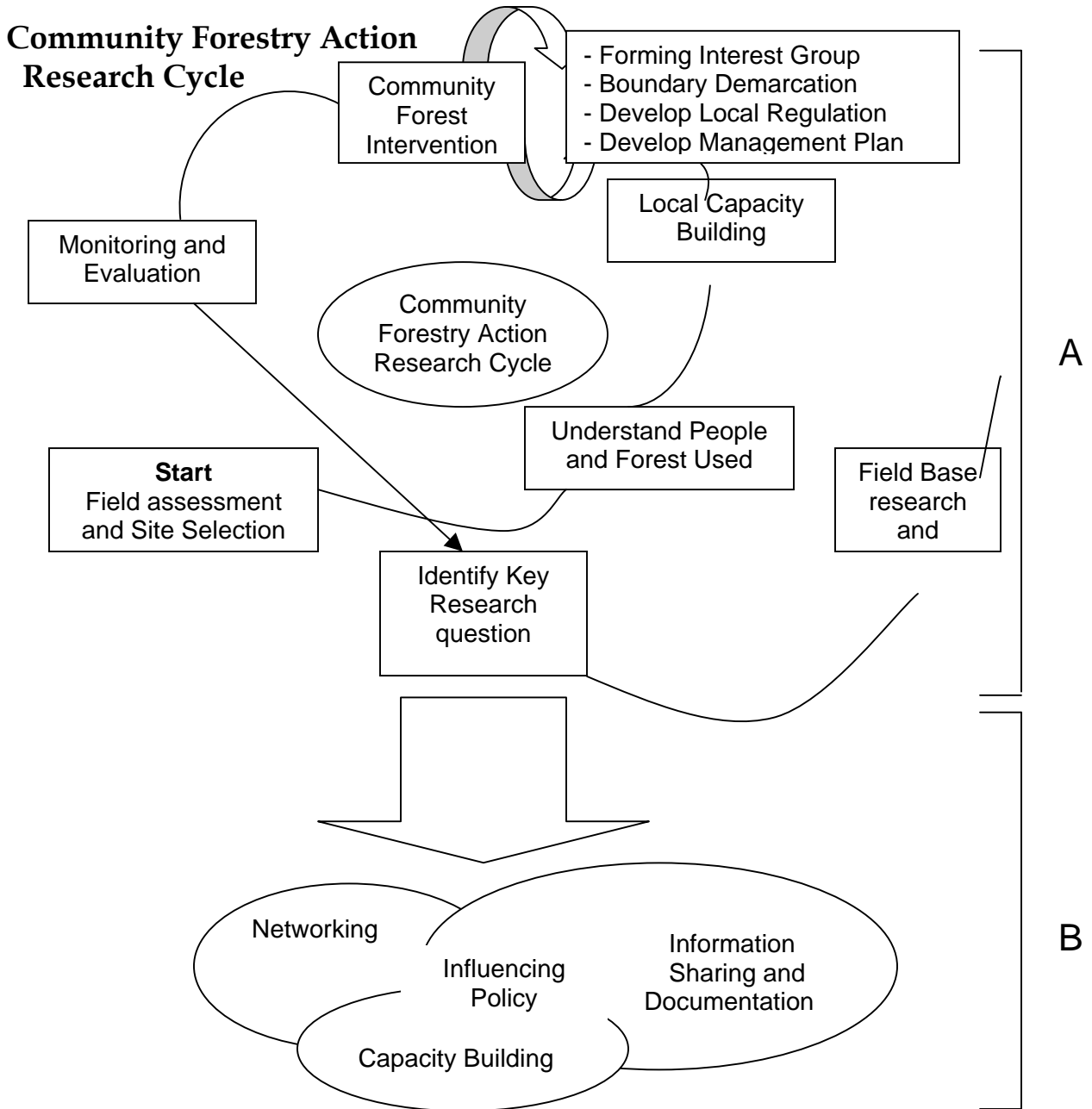
#### ***Action Research for Community Forestry***

*is a continuous process, in which local people joint understanding, joint planning, joint implementation, joint monitoring and evaluation towards the forest resource management for enhancing local livelihood condition while ensuring environmental sustainability.*

The CFRP understanding of action research puts a strong emphasis on engaging local communities too in the learning process as the following statement indicates.

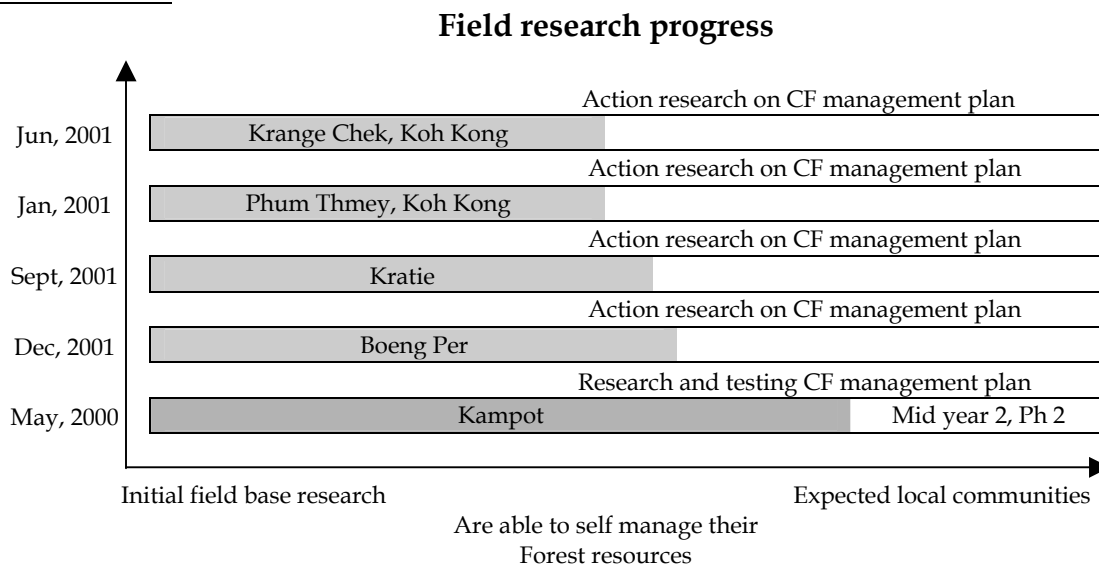
The most useful schematic presentation of CFRP's strategy can be found in the following illustration which demonstrates the strategic role for field-based learning (and establishment of such sites primarily for the purpose of knowledge generation) and the potential and role for field sites (and the knowledge they generate) in influencing policy, networking and information sharing. This model is easy to comprehend and provides guidance to those planning to establish learning sites as a strategy for wider promotion of CF.

**Illustration 4**



The consultant has gained the impression that some of the more complex dimensions of establishing an action research site (part A) of the illustration are receiving more attention (and for good reasons). It might have been a bit premature to expect that everything that is included under the section B (of the illustration) could have been undertaken even in the second phase. This is because most of the sites are still in the early stages of getting the communities mobilized and plans develop (there is simply no fast track route to this as discussed elsewhere in this report). The following diagram generated by the teams illustrates the current status of the field research at the different sites. The consultant, during his visit and interactions with the community, got the impression that many communities were just starting to value their stewardship role. They were just starting to believe that their rights were being recognized and that legal processes were being put into place to ensure that their role in protecting their natural resources would also ensure their access to use of resources (on a sustainable basis).

### **Illustration 5**



Communities at most sites have a long way to go before they will be able to fully manage their forest resources on their own. The Kampot site (which has also received an extraordinary amount of attention, support) is the most advanced. The CFRP management and steering committee themselves might have been able to do more to provide attention to the remaining four sites, which give the impression of being underserved and under-visited. Though it would be important to point out that the research teams themselves do make adequately frequent visits to the sites. However, far more mobilization and capacity development efforts might need to be provided to at least three of the five sites. Some of the sites would be better off focusing on activities listed under A (in illustration 4) and on the packaging of lessons. Some of the activities under B might be better undertaken by the project management team, by hiring local consultants and through the use of writeshops for documentation. It is in this context that the idea of a third phase to the project already seems like an idea that donor and the project implementation agencies might want to think about if they are to be able to complete the process and leave behind CF activities that will be sustained over time. The job is far from done and the potential for maximizing the learning value of all (the remarkably diverse) sites remains very good – but more

*deliberate and targeted support from the coordination committee is needed as well as minimal “disturbance” to the current management structure.*

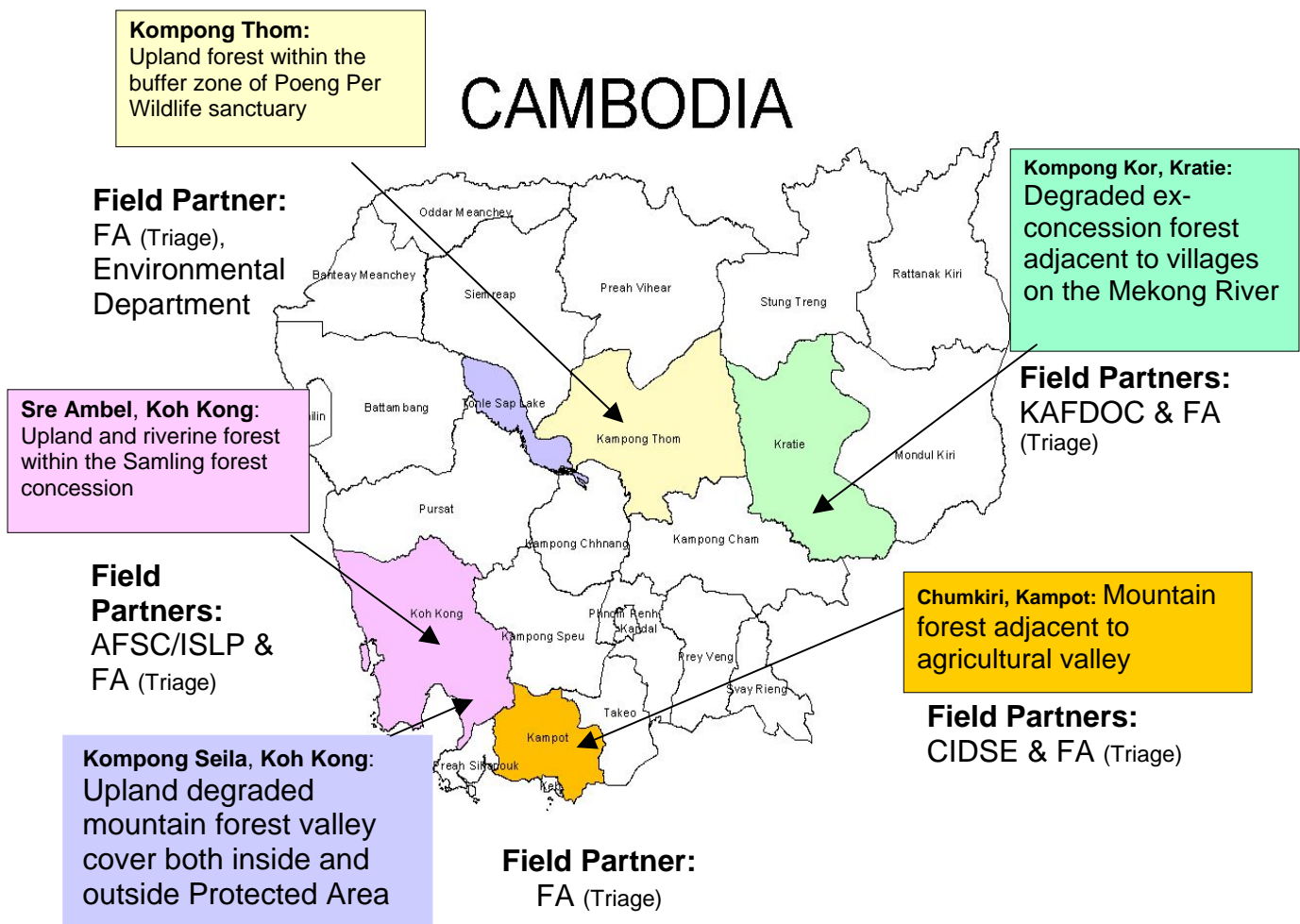
#### 4. CFRP research sites

CFRP chose to undertake research in a number of different forest conditions to “improve understanding and strengthen capacities and to show policy makers how CF can be established and mobilized in different type of forest conditions”. The different types of conditions were not just ecological but also socio-economic and institutional.

The project map below illustrates this very well.

#### Illustration 6

**CFRP research sites with different conditions (for site descriptions, see table 2)**



*Each site has a different range of partners, different forest conditions and different ecotypes. Unlike a typical CF site, the work is not limited to degraded areas and in fact, a rather unique*

feature of the CFRP is the fact that it has included among its sites a concession area, a protected area, a degraded forest and an evergreen forest. At least 2 of the sites are protected areas where CF is typically not targeted to.

### Illustration 7

#### CFRP Research Site Descriptions

Research sites	Forest ecotypes	Forest conditions	Field Partners
Chumkiri, <b>Kompot</b>	Mountain degraded forest adjacent to agricultural valley	Outside protected area	CDISE and Provincial Forestry Office, district agriculture office
Sre Ambel, <b>Koh Kong</b>	Upland and riverine forest, forest still good condition	CF located within Samling forest concession	AFSC/ISLP & Provincial Forestry Office
Kompong Seila, <b>Koh Kong</b>	Slightly upland degraded forest adjacent to Bokor National Park	CF boundary partly located in and outside Bokor National Park (Protected Area)	Provincial Forestry Office
Kompong Kor, <b>Kratie</b>	Degraded ex-concession forest adjacent to villages on the Mekong River	Outside protected area	KAFDOC and Provincial Forestry Office
Boeng Per, <b>K Thom</b>	Upland forest within the buffer zone of Boeng Per Wildlife sanctuary	Within the Boeng Per protected area	Provincial Environmental Department and Park Office

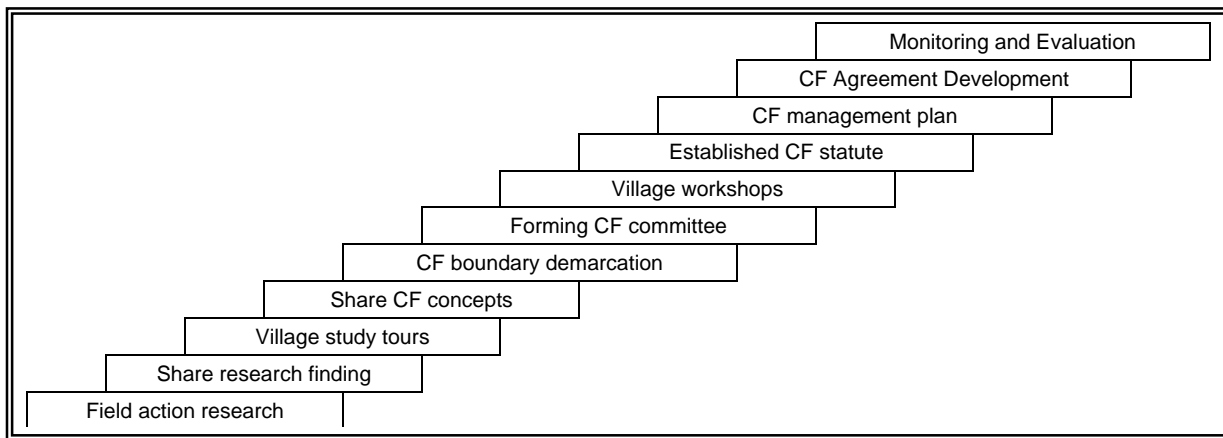
But it must be said that project documentation and research do not seem to take advantage of the opportunities for cross-site comparisons and so the original intention of documenting the salient features of CF under different forest conditions is not fully achieved. It is still unclear if (for example) the state of the forests at different sites has a bearing on the CF **approaches**. But the CFRP must first start by ensuring that the site-specific lessons are first captured (as well as they are in Chumkiri) so that site-specific data is generated. The logical next step would be to undertake cross-case comparisons (this could be done via a workshop facilitated, say, by the external advisors and local CF specialists experienced at drawing lessons from field action research). Most of the current project documentation does NOT highlight enough the differences in modalities or strategies under the different forest conditions or institutional arrangements. This knowledge is urgently needed by planners and policy makers engaged in efforts to scale up CF across the nation. CFRP must be ready with these relevant knowledge products if they are to

*better serve this need of the CF sector in Cambodia. CFRP still has that opportunity to stay a few steps ahead, generating information that planners will need when they start to work on the actual implementation of the nationwide scaling-up efforts..*

*However, outstanding issue remains: the issue that not all of Cambodia’s distinct ecosystems are adequately covered by CFRP sites namely: coastal, highland and lowland sites. There are not enough models. Should these be considered in another phase? Or should CFP deliberately look for organizations and projects that might already be working in these other ecosystem (or sub-systems) and jointly engage in a cross-site documentation of lessons? This is something for the team, implementing agencies and donors to think about.*

**Illustration 8**

**The Community Forestry Establishment Process  
in Chumkiri District, Kompto Province**



**5. Sites: What has been accomplished**

As Illustration 4 clearly demonstrates, each site has to get organized around the issue of zoning and demarcation of sites (and this involves negotiation and often conflict resolution strategies) at different levels. The establishment of interest groups and the forest management committee are integral elements of the process. The demarcation of boundaries, the conduct of forest inventories (completed in 4 out of 5 sites), the development of statutes and regulations, the development of forest management plans and the 3-year master plans are being pursued at all the sites (with differing levels of accomplishments).

The Chumkiri team came up with the following process (illustration 7b). The reader can now understand that the establishment of a CF site is not necessarily simple and it is time consuming. For example, the forest use and management zoning has been *completed* in only one site. Even in the relatively advanced Chumkiri site, the CF agreement between the local people and the Forest Administration (FA) is still not yet

completed. However, in fairness to the research team, it is important to point out that the Government has yet to release the CF guidelines (though local authorities are recognizing and honoring local communities' rights even without the formal CF guidelines). There still continues to be enough (local) incentive for the research teams, local partners and local communities to keep working on the CF management plans.

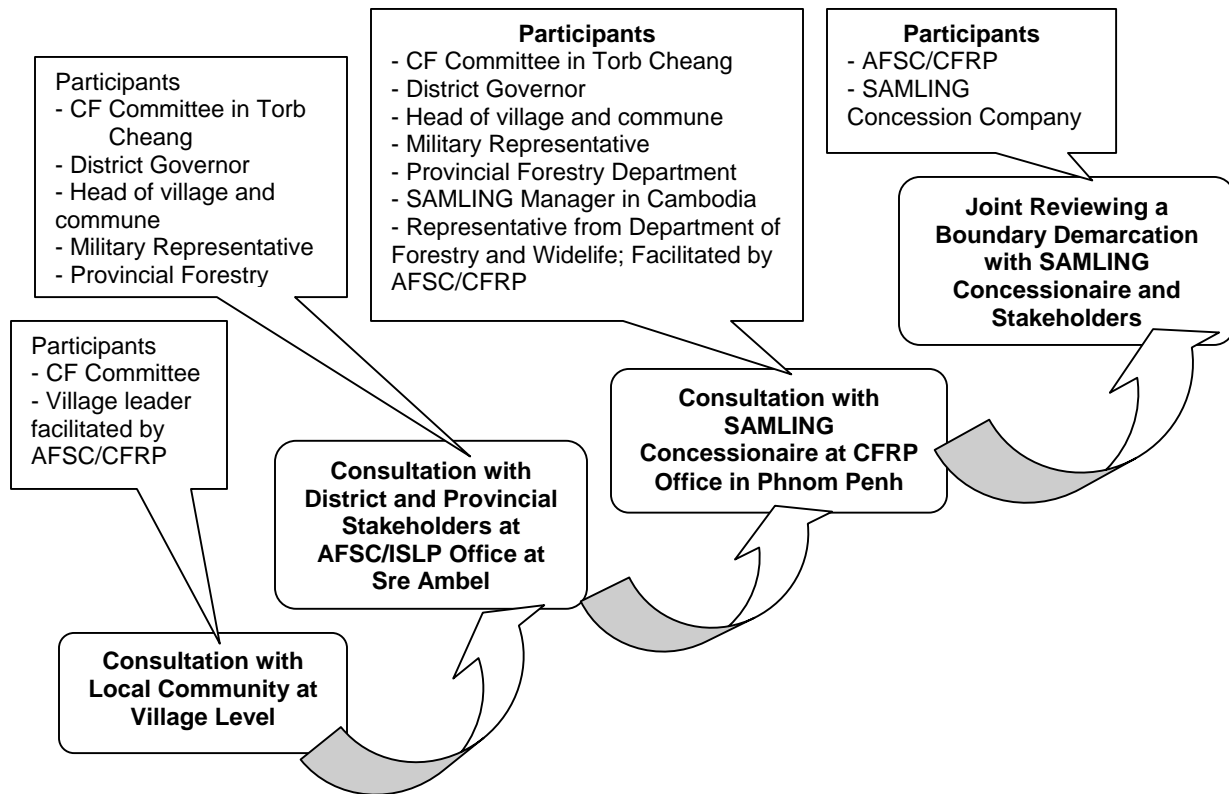
*More needs to be done to expedite these processes. Also, it is important to note that without clarity of tenure rights, motivation and commitment will be adversely affected. Clearly this cannot be left to the research teams themselves. The CFRP hierarchy (at higher levels) should be engaged.*

*This consultant was able to reach one conclusion: in all the site a clear sense of ownership of their natural resources has emerged and local communities now guard and protect their assets in a manner they did not before. The fact that the government has put in place various legislative processes to support customary rights (even allowing shifting cultivation in designated areas of protected areas,) the reality that local people are aware of their tenure rights has gone a long way to creating a positive environment for CF in each of the sites visited. While the long-term benefits of conservation are yet to be reported at each site, communities were already benefiting from the extraction of non-timber forest products (NTFP) and timber for housing and other basic needs. Their interest (and success) in protecting their forest assets from poachers and unscrupulous traders is evident at all the sites visited.*

The process is not only long as the earlier figure shows but it is complex as well. The chart below, produced by the CFRP project team, illustrates well the complexities of the consultation, negotiation and conflict resolution involved in the Sre Amber Koh Kong site where CFRP has a site within a forest concession.

## Illustration 9

### Consultation Process with the Key Stakeholders: Sre Anbel Koh Kong site



The consultant would like to draw attention to the diverse range of stakeholders involved and also the multi-stage process. There is simply no “short cutting” these processes. In the Sre Ambel site and other concessional areas, there was a need for two levels of agreement: (a) an agreement between the local community and concessionaire; and (b) an agreement between the local community and the Forest Administration.

*These are process-intensive approaches. So the point made (above) about “expediting” the processes implies that the research and local team might often need back up support from the members of CFRP at higher levels in the hierarchy of the CFRP management structure. Refer to the organizational structure illustration elsewhere in the report. Of urgent importance is the need for research teams to undertake documentation of the processes for wider sharing. There are differences in strategies across sites and these must be better understood and documented. Besides the annual and technical reports, there is ONLY one other document that the consultant can consider a high quality documentation effort and worth wide sharing – the one prepared by the research team in Chumkiri (experience and lessons learned in community forestry establishment in Chumkiri, 18 August 2002). A point might be made of the need for all those engaged in CF to appreciate the time consuming processes and the dangers of attempting to fast track the process. It also has an implication for the various Penh based committees associated with CFRP to increase their intensity of direct engagement with the three or four of the lesser advanced sites. All this has implications for the three implementing agencies and IDRC to*



*consider a third and last phase if CFRP has to complete its engagement in the current sites and then engage in the subsequent efforts to use the sites as learning centers and focal points for scaling up strategies.*

## **6. Enhancing quality and performance on a site-by-site basis**

As alluded in earlier sections, the five sites are all in varying levels/different stages of development. This can be partly explained by historical factors (some were started earlier than others, there were problems with the partner agencies, etc.) but clearly, it appears that more could have been done by the various project committees to devote “special attention” to the sites that were experiencing difficulties.

*Targeted trouble-shooting assistance should have been provided to the weaker sites and those that currently still experience difficulties. The project has relied primarily on the expertise of the research teams. It might even be suggested that the coordination committee itself make annual or six monthly visits to the sites and offer site-specific recommendations, based on an on-site exploration of needs, problems, challenges and opportunities. After all, the CFRP is expected to generate lessons for possible nationwide use and so it ought to be worth the time and effort of the coordination committee to work on a quality enhancing approach (and a work plan) at each of the four sites (the assumption being that Chumkiri has already received this level of support). Because the project selected five reasonably diverse sites, the opportunities for generating highly usable knowledge exists but far more implementation-improvement inputs are needed.*

Discussions with staff and the research teams have confirmed that EACH site has a 3-year master plan. Each year, the plan is reviewed and the committee is asked what needs to be done in a subsequent year. Does this imply the need for an annual plan, too? Is there sufficient critical review of past performance and achievements built into the process? Rarely (except in Chumkiri) have the communities engaged in a deliberate critical review of the past years successes as basis for revising an annual work plan or 3-year master plan. *The CRFP should consider organizing reflection workshops at each of the sites either on a six-monthly basis or annual basis. This is what the action-reflection-learning cycle (that the project promotes) implies. Engaging communities in a critical reflection process can also serve as a monitoring (tracking progress and problems) mechanism. (Refer to the section of monitoring and evaluation for additional but related insights and suggestions.)*

At least three of the five sites receive very few visitors thus reducing the demonstration and learning potential of these sites. Visitors always serve to challenge and encourage local communities and study visits can be viewed as a facilitating factor or a mechanism to encourage and recognize local communities. *Local partners and the coordination and executive communities should encourage more visitors (and they themselves make it a point to visit). The Chumkiri site receives an extraordinary number of visitors (28 groups at last count) some of which could be directed to other sites. This might serve to encourage the teams, local communities and partners to step up their own efforts and contributions.*

*Research team members emphasized the value of quality CF models to ensure impact on local officials: "only good models will sell". They all point to the example of the role of Chumkiri site as a model that influenced local officials.*

## **7. Special opportunities for CFs in protected areas**

Cambodia has 69 planned protected areas (currently only 24 are recognized) and wherever communities have had traditional access, their rights will be recognized and CF will potentially have a role. Each protected area will have a (i) core zone; (ii) a conservation area; (iii) a sustainable use zone; and (iv) a residential/community zone. Community protected areas are being tested in 12 sites by the MOE and its partners. If a community can demonstrate that it had traditional access to the areas designated as conservation areas, they are allowed to harvest NFFPs. In the sustainable use zone, a committee is responsible for making decisions on its use for NTFPs or shifting cultivation (again, if the local community had previous traditional access). No activities (extraction) of any kind are allowed in the core area. *Here is where a role for sustainable agriculture, agroforestry and community forestry becomes relevant.*

The CF sub-decree does not apply to protected areas but the raft Protected Area Law does deal with it. Under the draft Law on Protected Areas, community-based forest management is undertaken within a "community protected area". So it is just as well that CFRP has 2 sites, but the unique features of doing CF within protected areas deserve more analysis and certainly better documentation. It will also be useful to extrapolate lessons from CPAs and apply it to CFs in well-stocked forest CF sites, than to try to extrapolate lessons from a previously degraded CF site.

The guidelines for CPAs are currently being developed (especially the Beung Per site) so CFRP's lessons could be important. While some of the CPA sites will focus on tourism, others on fisheries, CFRP's two protected area sites have chosen CF as a focus and consequently are really ahead of the game. Urgent attention needs to be given to documenting experiences, organizing study tours for policy makers and planners to the site. (The consultant was very impressed with the attitude and orientation of the park authorities towards local people during his visit to the Beung Per site and the "empowerment" and "optimism" of the local community [over 30 were present at the gathering]).

## **8. CF in degraded areas**

There is a role for CF in degraded landscapes as it is in everyone's interest to see a degenerated landscape being restored. But this should be only be if there is potential for livelihood generation – in degraded areas *CFRP and others must not only rely on natural regeneration alone but also assisted regeneration and enhancement planting. Here, agroforestry has an important role. Not much being done in this area. CF has now reduced open access and*

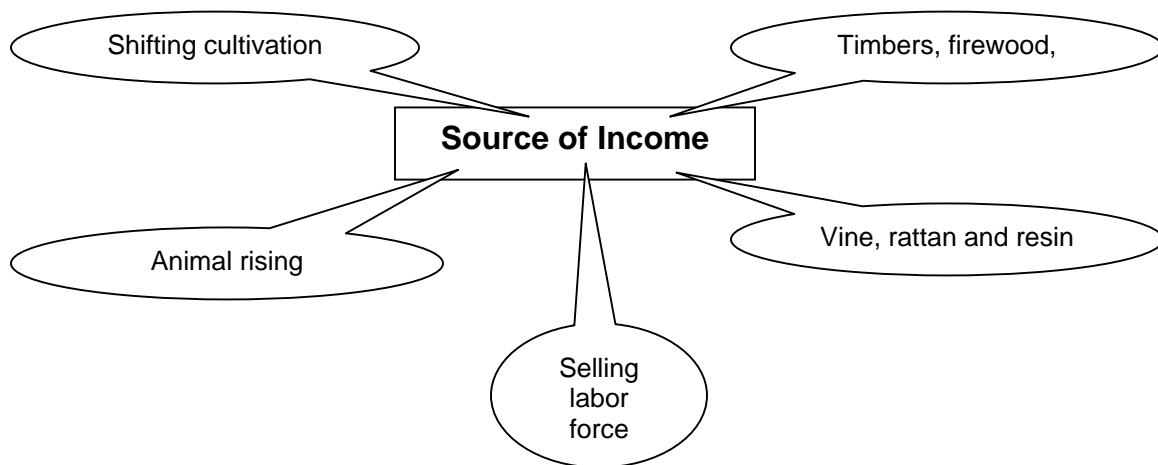
restored and formalized/legalized traditional access and soon will have added value to this forest/assets by improving links with markets through sustainable harvesting.

## 9. Forestry-agriculture linkages

In all the sites visited by this consultant, it was very clear that both forestry and agriculture (crops and livestock) remain important as sources of livelihood and food security. There is very strong reliance on natural resources for livelihoods in Cambodia, more than in most Southeast Asian countries (with Laos being the only other with very similar dependence levels).

### Illustration 10

Source Income of Local Community



Any effort on CF (and especially that conducted in concession areas and protected areas) must recognize the need to acknowledge the strategic value of agriculture, livestock production and agroforestry. The diversity associated with a reliance on both agriculture and forestry ensures nutritional diversification as well as income diversification. The income diversification is important given the near absence of industrial opportunities in most rural areas. The agricultural off-season is often used very productively for other purposes such as for the extraction of resin, medicinal plant extraction, rattan harvest, etc. Just to share an observation: the consultant, after his visit to Beung Per protected area, concluded that there were three major priority needs: better management of the extraction of resin, more sustainable forms of chamcar (shifting cultivation) management within the park and better management of natural regeneration within the degraded areas of the park including some form of assisted natural regeneration. Similarly each CFRP site has a set of priority needs that almost always seems to span across the natural resource and agriculture sectors. The interj-relationships and dependence can be seen below.

## **Illustration 11**

### **Seasonal Calendar in Che Ok Village**

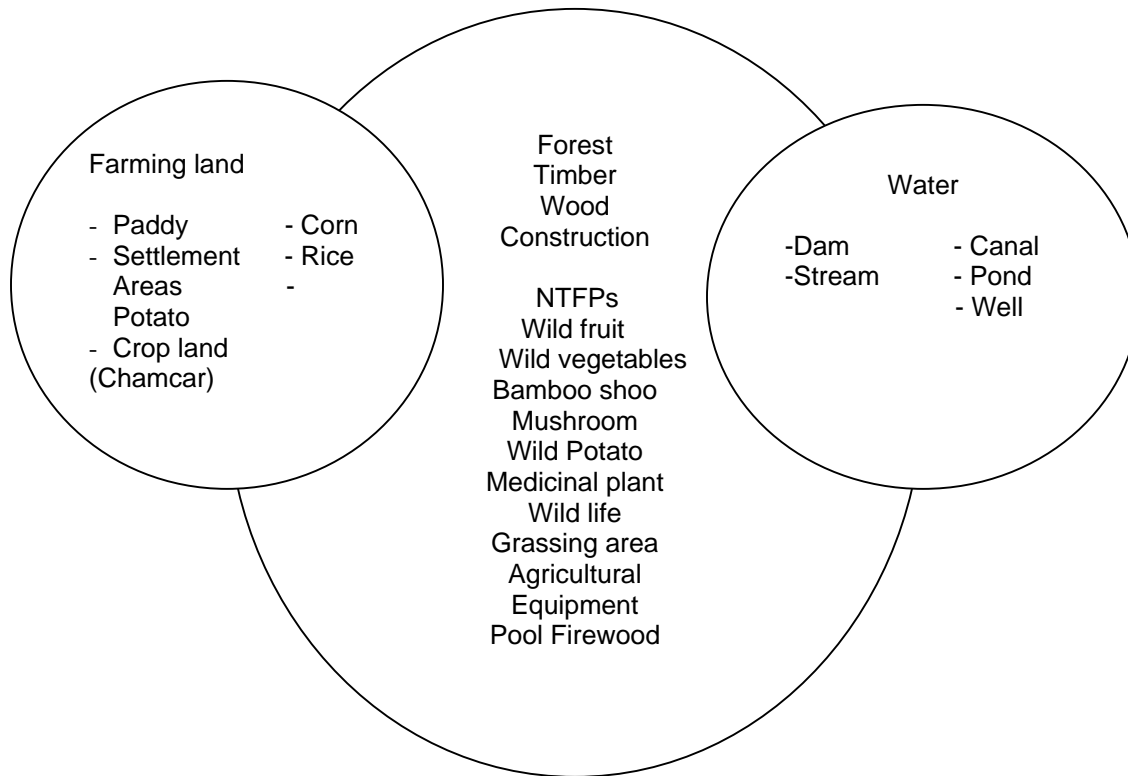
	No.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	
Rice Farming	Harvest						Ploughing and arrowing						
Upland mix cropping					Land Preparation								
construction wood		High rate harvest					Medium rate harvest						
Resin	Harvest one time per month					Harvest one time per 10 days							
Rattan and vine	little harvest	High rate harvest						High rate harvest				little harvest	
Hunting						High rate harvest							
Animal raising	Family raising												
Traditional medicine plant	Little harvest												
Fishing	high rate harvest												high harvest
													high harvest
Cheur Krak	medium rate harvest								high rate harvest				
wild vegetable					high harvest					high harvest			
wild fruit	medium harvest												

There are opportunities for nutrient recycling, reducing the reliance on heavy quantities of externally-acquired fertilizer. Most of the local communities in CF sites are now aware of the nutrient flows from the forest into the lower lying rice paddies and already report rises in paddy yields when forests regenerate.

An important illustration of the value diversity (read it as biodiversity too) of natural resources in Prey Yav (from CFRP reports) is shown below.

## Illustration 12

Diagram of Natural Resources Uses in Prey Yav



Legislation and local authorities in Cambodia recognize traditional rights even in areas where communities practice shifting cultivation. Areas are demarcated so that shifting cultivation can be restricted to those areas where it has been a customary practice for the locals. *However, more needs to be done to address some of the technical and information support needs of this form of agriculture but often it is not considered to be within the scope of a community forestry project. The lack of interventions in support of stabilization of shifting cultivation or other issues arising from population pressures on the agricultural resource base could, over time, counteract the achievements from community forestry. CFRP must play a role in networking with other institutions or at least provide information and educational support to communities in the five sites where agriculture continues to be neglected. The consultant was shocked at the extraordinarily low yields of rice in some communities and the mere introduction of improved local selections of rice seeds from the Cambodia Rice Research Network could alone contribute to increase in rice productivity. Germplasm in many of these areas need to be invigorated through the introduction of local selections from other parts of the country and mini-seed kit trials might be considered as a minimal intervention. It would not be out of place to mention here that the consultant also heard another view about the agriculture versus forestry argument: that sustainable or selective harvesting of forests offers better economics than using the land for agriculture (as in a chamcar or shifting cultivation area). Unfortunately, it is often not this kind of economic justification that people are looking for. They need to sustain*

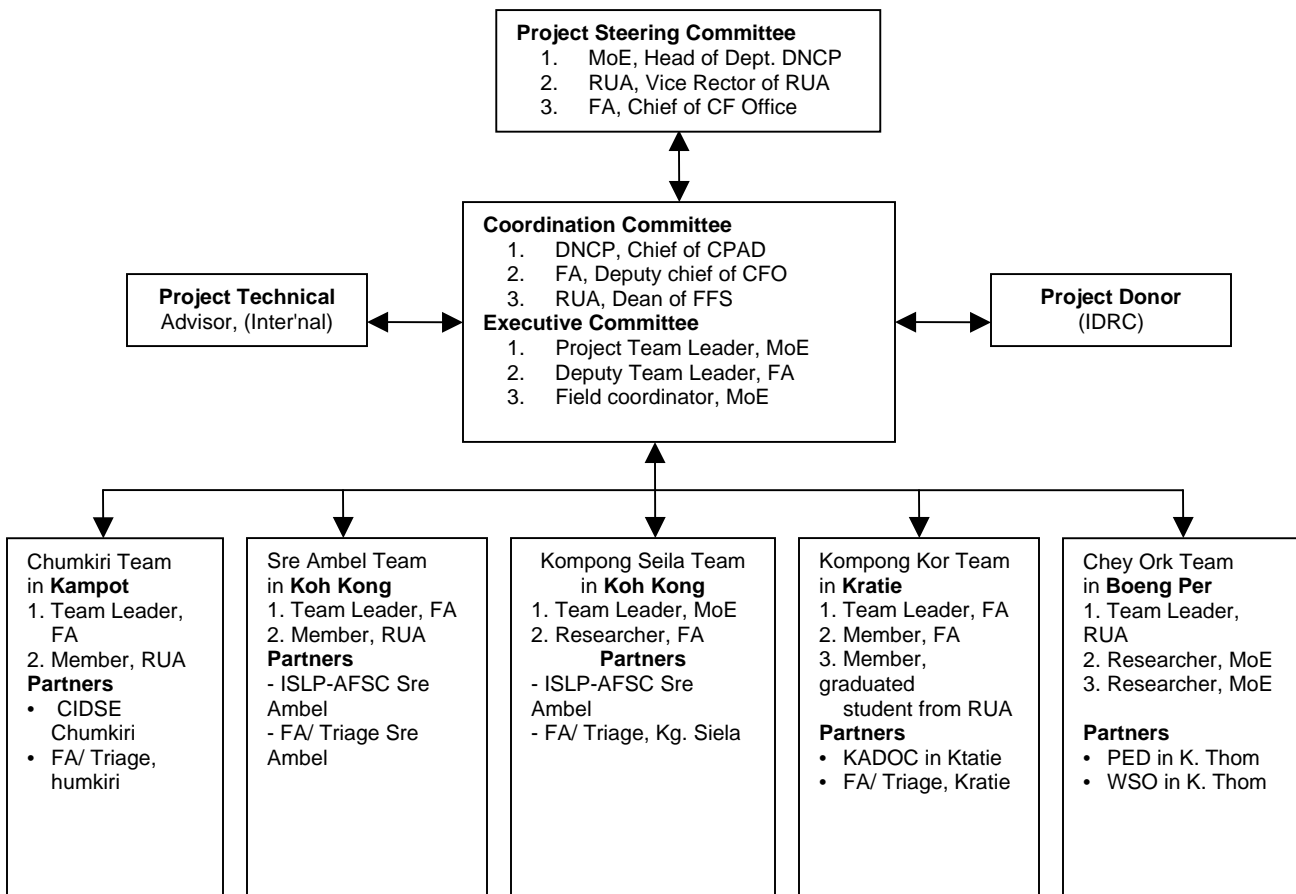
themselves on a daily basis and have to diversify their sources of food and income (as the illustrations above show so vividly). Often it is going to have to be forestry (CF) approach which has a rightful place for agriculture, which offers assured livelihood.

## 10. Research teams and the project management structure

The current project management structure is presented below. The special feature of this structure is the multi-institutional character of the various committees and research teams. This point has been made to the consultant during many of the interviews conducted with officials in Phnom Penh. This multi-institutional representation at different levels of a project management structure sets CFRP apart from many other institutions.

### Illustration 13

#### Organizational Structure



*In reflecting on the value of the multi-institutional approach, the CFRP team makes the following points: “CFRP brings together several national organizations with different mandates relating to forests to learn through action research about processes and opportunities.” It promotes inter-institutional understanding and allows field-testing opportunities. The previous*

evaluator (mid-term evaluation, pg. 26) made the following comment about the need for the “CRFP management structure to balance the needs of the parent institutions with the needs of the project. This is a fundamental issue with the project.....” This consultant got the impression from his discussion with members of the Executive Committee that this still remains a concern. But, overall, one also gets the impression that this by no means is a major problem and in fact, some of the unique features of the project and some of its accomplishment are precisely due to the partnership between the MOE and FA (especially) and the RUA. At the operational level, there are few adverse effects from the multi-institutional character of the teams. Staff from the three institutions are represented at all levels from the steering committee to the research teams though the best evidence of cooperation and team work are seen at the executive committee and research team levels. The poor frequency of participation (and rapid turnover of representatives) at the **higher level committees** continues to be a concern (consequently affecting) opportunities for influencing policy and advocacy. The project steering committee members are viewed (by the team) as USERS of the CFRP information. In this manner, CFRP products and lessons influence national policy. It might not be deliberate, might be difficult to measure, but the influences **are** indirect but there (i.e. influence on national policy).

The executive committee and the research teams are the real important “cogs” in the delivery and management mechanism. This is partly due to the frequency, intensity and quality of interaction that they are engaged in on a monthly basis. These meetings happen at the end of the month and most always in Phnom Penh. This consultant had the opportunity to meet ALL these team members at the briefing session and it was quite remarkable to find the individual members so much at ease with each other and being surprisingly objective in their assessment of their own accomplishments, often tending to be conservative (in claiming successes). For example, many (rightly) said that the economic impact of CF had yet to be noticed but that stewardship had improved, ownership was noticeable with more community members willing to play a “policing” role. They also remarked that the initial increases were mostly in the increase of wildlife and NTFPs. The interaction that took place between the executive committee and the team during the consultant’s visit was impressively open, “free” and critical. The quality of these monthly interactions suggests that they are important capacity enhancing mechanisms. There is a major concern that this consultant has: that local partner representatives (the ones doing much of the local mobilization at each site) and the provincial representatives are only occasionally present at these Phnom Penh-based meetings. CFRP should consider realigning its budget to ensure that in every subsequent meeting these local representatives are brought to the meetings. These meetings should be viewed as capacity development events, not information sharing events alone. The consultant was favorably impressed that the team composition has not changed much between the first phase and the second phase, allowing for continuity. This is rather remarkable as it ensures institutional memory. Occasionally, there is rotation of leadership. Most of the CFRP coordinators worked their way up having been research team members themselves, another very interesting feature. The CFRP team has had very little turnover of staff and this is rather an unusually positive feature. As illustration 9 shows, different sites are led by different institutions. Indeed CFRP is a model for other projects to emulate if partnerships and inter-institutional collaboration and work are to be promoted. The CFRP project has a very old, breakdown and accident-prone, single vehicle. It is probably one of the oldest vehicles being used

*in any project visited by this consultant and urgently needs to be replaced because of risks posed to the lives of researchers.*

## **11. Case-study development**

All the teams are expected to be engaged in case study development. All have already initiated this activity. However, only the Chumkiri team has produced a report (and a rather outstanding one). So the CFRP does already know what a good case study is. Moreover, Cambodia has been the focal point for the CBNRM Learning Initiative (June 2001-Dec 2002) with IDRC, WWF, Oxfam America and RECOFTC as partners. One of their major contributions has been the conduct of CBNRM writing workshops and case study training and workshops. The experiences of case study development process itself have also been documented (besides the ten cases generated). This report "Reflections on the CBNRM Case Study Writing Course: A Trainers Perspective" by Melissa Marschke and "Training Considerations for Case Study Writing: Lessons from Cambodia" by Rebecca Kinakin are available. It is also important to note that 2 out of the 10 case studies under the Learning Initiative involved CFRP sites. These are cases available in Khmer, too. One case focused on conflict management in Sre Ambel Koh Kong and the other on the challenges of community-based protected area management in promoting sustainable livelihood in Kom Pong Tom. The forthcoming compilation of CBNRM cases in Cambodia being produced by the Learning Initiative and IDRC Canada feature some of CFRP's best products so far. *So there are enough models for the CFRP team but guided support and mechanisms are needed. But a real problem remains within CFRP, to generate cases similar to the one done by the Chumkiri team. The reasons are possibly one of capacity to bring all the information together and CFRP might need to consider bringing all the teams together and organizing a writeshop at which teams bring first drafts of cases and raw data. They could then present their drafts to their colleagues for review and revision and at the end of five days have their cases done. They would be assisted in this task by Cambodians associated with the case study project of the CBNRM Learning Initiative. The expertise is available within the country and what is now needed is to provide the structure (writeshop) and an environment for the teams to write.*

## **12. Information education and communication**

- a) Annual report and technical reports: Normally a discussion of **Reporting** would not appear under a sub-section on information education and communication but this consultant has deliberately done this in order to make a point about the quality of the CFRP reports. *The project has been rather regular and consistent in generating very high quality documentation of lessons learnt. However, here the consultant is referring only to the Annual Report and End of Phase Technical and Narrative Reports. These reports (although highly limited in numbers) are of very high quality. The fact that they are produced in Khmer and English language further enhances the value of these reports if they are distributed widely enough at the provincial level (this consultant was not able to assess this).*



*There is also a need for the project to explore the production of secondary products out of these reports for distribution through the “extension materials” task force, recently established at the national level. Technical reports need to be repackaged into other forms.*

*The Project Team leader says that it is an arduous task to extract useful information from the monthly reports the way they are currently written by the research teams. The project might want to pay more attention to improving report-writing skills. There is little value of site-specific technical reports if they document achievements without presenting and discussing the challenges and lessons. One strategy to build such capacity might be to target specific annual events which all teams have to prepare for. Researchers engaged in an annual writeshop event could generate high quality site-specific, annual reports). A part of the writeshop could be devoted to cross-site comparisons at which broader principles and strategies are generated. Each research team would prepare drafts prior to this annual event and would use the writeshop to engage their peers in a critical review for finalization of the documents. Editors and desktop publishing staff could be deployed to support the research team. In-house capacities of the three partners could be built in this manner. This would not only generate a wider range (e.g. site-specific and cross-site comparison) of products for CFRP but it would help build capacities in research writing, design and layout of user-friendly reports and learning materials.*

- b) Materials for community level usage: The national task force on Extension materials (referred to above) led by Concern is already working on generating posters for local level use. The Learning Initiative project also previously generated some high quality posters including one on community forestry. There are already good models within Cambodia of posters of educational value (these are not to be confused with posters for advocacy - those with slogans). CFRP needs to partner with the national level task force to ensure that its own knowledge products are featured in the posters currently being developed. For example, there is enough unique information on conflict resolution mechanisms, on how to establish CF in a concession area or in a protected area. By no means is this consultant suggesting that CFRP engage in a parallel effort (to what is currently being done by the extension materials national task force) but to join hands and play a more active role in that task force. Scaling up of CF and the maintenance of quality in CF will require that materials are not only well-produced but also widely available at the commune levels.
  
- c) Visualization of data research results: This consultant was surprised to find that in most communities there is very limited use of visual materials at the village level presentations (Chumkiri as always is the exception). Where are all the excellent PRA charts? Why are they not being displayed and used by the communities in briefings? What does it take to have sketch maps and other data sets displayed permanently in a common meeting area.

Knowledge generated must be USED locally and not just relegated to technical reports. What was also rather surprising was to find that (other than the posters generated by the Learning Initiative) the district offices had no displays on community forestry. CFRP will have to make a pitch for district offices to serve as focal points for dissemination of information and display of data and findings. A modest start can be made to test these ideas. If scaling up is to be achieved the need to influence the information-environment at different levels of the district and village hierarchy must be emphasized. *The research teams must work harder with the local communities to translate some of their "discoveries" and "findings" into visual forms that are easy to use by the local communities. In fact, the previous mid-term evaluation had already spotted this weakness and had suggested "that more documentation be made available to local communities with special reference to the results of research or PRA exercises such as map transects". There is no evidence that this recommendation of the past mid-term evaluation was addressed adequately. Similarly, a suggestion is made elsewhere that the numerous studies undertaken by students from RUA should be synthesized into two-page briefs and presented back to the communities and left with the communities for future use (these are not meant for the libraries and project documentation centers alone). Researchers (teams or visiting students) have a responsibility to feed their findings back to the local communities. This should be made a requirement for all research conducted at the CFRP sites.*

- d) Joint synthesis opportunities to be explored: The SEILA program in Ratnakiri (April 2001-March 2004) in which IDRC was involved has also been engaged in action research in five sites. In fact, the areas being explored are similar to that of CFRP. One of the objectives is: intensive action research in the community management of forest areas. The action research will experiment with different management options for community protection, use and regeneration of forest areas. The other objectives looks at "community involvement in forest concessions ...and explores options for joint management" ....*With such similar objectives it would make a lot of sense for CFRP and the Ratnakiri project to engage in generating joint knowledge products. Most likely a workshop would be the best way to generate such a joint output, possibly with involvement of the "Learning Institute for Livelihoods and CBNRM" just being established in Phnom Penh.*

*This also raises the bigger issue of why there could not be a wider level of exchanges of lessons, experiences and learning partnerships (informal) between the various IDRC-funded projects within Cambodia, most of which are engaged in CBNRM related work. For example, the so-called mangrove project/coastal fishers and the CFRP all deal with methodological issues but the level of exchanges and partnerships can, at best, be described as weak or limited (though in future the CBNRM Learning Institute might be able to forge stronger links between these IDRC-supported projects). The IDRC program officer responsible for Cambodia and the Projects*

*External Advisor might bring IDRC's various partners together to talk about the importance of informal sharing mechanisms and knowledge partnership opportunities.*

### **13. Networking and scaling-up**

CFRP is engaged in a number of networking activities: high on their networking agenda is the participation in the quarterly CF/CPA meeting (an early draft of a typical agenda appears in the annex). These clearly are event which appear to have had influence at all levels of Cambodian development sector. This network also helps (like CFRP itself) strengthen links and exchanges between the Ministry of Environment, the Forest Administration and the NGO community and their community-level partners. The CF network was established in 1998 and its scope later expanded to include protected areas in 2003. *This is an extraordinarily valuable networking mechanism and it is just as well that CFRP (research teams, CF committee and other community leaders are very active participants). Many community members referred to their participation in one of these meetings (usually they are rotated across sites in the field) as a source for innovative ideas, as a source of encouragement or as a basis for their conviction that CF can and does work. There is an annual congress, too. Study visits and cross-visits are also organized and like the CF/CPA network, appear to have had a major influence on those few who have had an opportunity to participate in a study tour. In fact, study tours and visits to successful project sites is emerging as the crucial and strategic element in the strategy to promote CF and as an extension method. This was clear from discussions with communities at all three sites. However, documentation on process dimensions and methods of organizing study tours or cross-visits (two separate things) is very limited.*

Scaling-up is inevitably going to be the big issue after all the guidelines are completed and in place. Unfortunately, far too often the assumption is that the path to scaling-up is via the training route and capacity building is often assumed to mean just more trainings of different kinds. This is not to question that there is huge value in the efforts of the CF Alliance to prepare the ground for local trainings and to prepare prototype materials for local level training. But it is still very unclear how it is actually going to be implemented on a wider scale at the local level. This is the big question: how will the negotiation, conflict resolution and quality control (so very important in CF) capacities be scaled-up across the country? Who will do the trainings? How will the sites such as CFRP's model sites be featured? We already know from discussions at the community levels that study tours and cross-visits are possibly the strategically most important capacity building tools. How will this be funded? And who will manage this? *Scaling-up must take place vertically and horizontally. CF promoters in Cambodia must now start to think about these questions and not oversimplify the approach to scaling-up. It is indeed a complex task and funds will have to be made available to local communes to undertake these tasks. Investments in multiple approaches (including as IEC materials) and more community-to-community approaches to capacity development (similar to the farmer-to-farmer approaches used in sustainable agriculture) will have to be considered. Obviously, the new Learning Institute has an important role to play in fostering innovative mechanisms to scaling-up that features the*

*important role of training but takes a broader view of the process. CFRP, SEILA, the Learning Institute and the CF Alliance could lead an effort to develop a set of principles for communes wanting to scale-up. Could CFRP advocate for this broader approach to scaling-up? Could the CFRP's external advisor play a critical role in this effort (as with the synthesis)?*

#### **14. Local organizations and the concept of communities**

By not imposing formal organizations (referred to as POs or peoples organizations in many countries), the CF movement in CFRP has done justice to the concept of community. A community in CF normally represents people living within and immediately outside the resource areas. With an emphasis on such informal structures as interest groups and the semi-formal CF management committee, CF is better integrated within the existing commune structure, offering higher prospects for longer-term sustainability and institutionalization within the decentralized commune system. In the CFRP, there are minimal sub-structures and the CF group "grows" as more people get interested and engaged. There is something much more natural about the formation of groups in this manner which this consultant finds refreshing. The groups in all three sites were relaxed, at ease and actively engaged in discussions with no hierarchy of any kind visible. *This is probably because the CF movement did not start by establishing local organizations but instead chose to deal with the tasks on hand associated with the process of creating an environment of trust and confidence for the establishment of CFs. Organizational forms were not that important as were the processes and the CF management committee, more often than not, sufficed. This is important to learn so that one does not get into the kind of situation when organizational forms and structures take prominence over processes with the resulting loss of the "sense of community". This consultant hopes that in the attempt to scale-up CF, the approach will not be bureaucratized with too many new structures, committees, etc. That would be a recipe for killing the evolutionary processes so important to CF.*

#### **15. The basic premise of CF: tenurial security**

The basic premise of CF is that if local people are given a stake in the future availability of a natural resource, they will help conserve it. Visits to successful models and an awareness of a supportive legislative framework can affirm this premise. In giving a community the control of the resource and a role in its management, the community itself becomes empowered. If rights are threatened or at risk, participation alone is not an indicator of empowerment. This is why in CF, there is always a need for improving tenure. In Cambodia, this issue of tenure is being addressed by various legislative mechanisms which are already in place or being put in place. For example, under the recently enacted land law, a mechanism has been created to issue communal land titles, thus providing a vehicle for securing and implementing customary tenurial rights. However, in many parts of the country, many "outsiders" have taken undue advantage of the situation (in the post-Khmer rouge period). *A CBFM agreement without a land law that ensures traditional rights of local communities is not a sufficient form of tenure. Are there*

*ways to improve further the tenurial arrangements of local communities? Is this issue being explored adequately in CFRP? Even if the law respects traditional rights, what is being done to assist the poor whose rights have been trampled upon? What support mechanisms are required? Could this be the subject of student thesis research being done by students from the Royal University of Agriculture? This consultant could not undertake an assessment of some of these and other questions but they are being posed for the record with a request that the team (in subsequent team meetings) deliberate about their community-level efforts to secure tenure.*

## **16. Monitoring and evaluation**

The CFRP does not yet have an M and E structure in place. Like trainings, sometimes many projects overdo M and E or start emphasizing participatory approaches to M and E when communities have not yet ever had a history of experience in participatory decision making. But the near total neglect of M and E (with the exception of the efforts to introduce P C and I: Principles Criteria and Indicators) is an issue of concern to the consultant. However, the detailed monthly reports and field visit reports of the research teams do serve as a record of observations but they do not adequately serve a monitoring and evaluation function. The only critical reflection that takes place is rather informal: the action plan is the basis for reflection. The contributions of RECOFTC via its PCI training has been strategic and this consultant has received positive feedback about the potential of PCI to serve as measure of sustainable forest management (to measure forest well being, community and people well being, policy support...it can serve to set standards for CF agreement, etc.). The approach is being adopted in Chumkiri and in a few other sites; it is just being introduced primarily for field testing. So basically, this is part of the action research agenda. Hopefully, the CFRP management and RECOFTC as well could assist the project in directing some of the energies to using the indicators for monitoring purposes. There is an urgent need for each site to establish a simple monitoring or progress tracking system. This, along with the annual reflection exercises proposed earlier, could help build up the evaluation culture among the research teams and more importantly, at the community level. The impression one gets from community level interactions is that the CF management committee and the commune council would be very comfortable taking on this dimension to the CF work as spirit of openness prevails in local communities (more than in some other Southeast Asian countries).

## SCHEDULE Field Visit Component

<b>Sunday, 14 Nov 2004,</b>	<b>Arrival of Julian Gonsalves</b>
<b>Monday, 15 Nov 2004,</b> AM:	<b>Introductory meeting of CFRP Office</b> Introductory meeting with Ramony, Kamnap and Sarin, and general discussion on evaluation procedure, finalize schedule
PM:	Update project status, progress and impact
<b>Tuesday, 16 Nov 2004,</b> AM:	<b>Team Presentation at CFRP Office</b> Research team presentations
PM:	Continue team presentations
Note:	Coordination committee members will be invited to participate in this session.
<b>Wednesday, 17 Nov 2004,</b> AM:	<b>Meeting with Key Stakeholders and Field Trip</b> Meeting with concern
PM:	Field Trip: Kompong Thom province Meeting with park Director of Boeng Per Wildlife Sanctuary and overnight in Kompong Thom town (3 hours from PNH - K. Thom)
<b>Thursday, 18 Nov 2004,</b> AM:	<b>Meeting with CPA Management Committee and Visit Forest</b> 7:30AM, Field trip: Boeng Per research site and meeting with CPA Management Committee and visit forest (1 hour from K. Thom - Boeng Per)
PM:	After lunch, return back to Phnom Penh, arrive at 6:00PM
<b>Friday, 19 Nov 2004,</b>	<b>Separate meeting RUA, Unit Director (Community Forestry, FA)</b>
<b>Saturday, 20 Nov 2004,</b> AM:	<b>Joint IDRC BOG visit to Chumkiri research site, Kampot</b> 8:00AM, Departure for Kampot, Kep town (2 hours from PNH)
PM:	2:30PM, Project level presentation to IDRC BOG
<b>Sunday, 21 Nov 2004,</b> AM:	<b>Meeting with CF Management Committee and Visit Forest</b> 8:00AM, Field Trip: Chumkiri research site and meeting with District governor and CIDSE field partner (1 hour, Kampot - Chumkiri)
PM:	After lunch, return back to Phnom Penh, arrive at 5:30PM
<b>Monday, 22 Nov 2004,</b> AM:	<b>Field Trip to Sre Ambel, Koh Kong</b> Meeting AFSC P. Penh

Field visit: Sre Ambel district, Koh Kong province (3 hours)  
Meeting with field partner, AFSC/ISLP at about 10AM

PM: Meeting with stakeholders at district level: FA Contentment,  
Division and Commune Chief

**Tuesday, 23 Nov 2004,**  
AM:

**Meeting with CF Management Committee and Visit Forest**  
7:30AM, leaving for Krang Check research site by fast boat (1 hour  
from district town), at about 9:00AM meeting with CF Management  
Committee and visit forest until lunch time

PM: After lunch, return back to Sre Ambel and leaving for Phnom Penh,  
arrived 5:30PM

**Wednesday, 24 Nov 2004,**

**Reflection and sharing of preliminary observation**  
**Departure of Julian Gonsalves**

**Thursday, 25 Nov 2004,**

**Public Holiday**

**Participants at Research Team Meeting on 16 November 2004**

1. Kim Sarin (Field Coordinator)
2. Im Maredi
3. Tong Sokunthea
4. Seng Eang Samraing
5. Sar Chanthy
6. Top Pich
7. Ros Chor
8. Kep Sophy
9. By Seng Leang
10. On Chansocheat
11. Boeng Phal
12. Meas Sothunvathanak
13. Heng Borany
14. Sy Ramony (Project Team Leader)
15. Phan Kamnap (Deputy Team Leader)
16. Svey Marona (Coordination Committee)
17. Von Monin (Coordination Committee)



## Results of the Survey of CFRP Research Team Members

### Question no. 1: Please indicate 3 things that need to be done to improve performance and quality

- A.
  1. Improve understanding on local governance for CF & CBNRM.
  2. Develop information sharing mechanism & materials.
  3. Further research on CFMP methodology.
- B.
  1. Good governance in CF management.
  2. Understand alternatives to using forest resources in order to improve livelihood of local people.
  3. Capacity building to local community by focusing on PCI for develops FMP in sustainable way.
- C.
  1. Sharing lesson learnt and technical support.
  2. Good governance in CF in order to improve community forest management.
  3. Integrated CF program in commune council development program.
- D.
  1. Community using and managing their own forest resource in sustainable way.
  2. Capacity building of local communities.
  3. Local self-management capacities.
- E.
  1. Team should assist local people to develop their action plan and they can evaluate themselves in order to improve their work.
  2. All findings @ grassroots should be put in library and summary put as poster to display in community office.
  3. Teams should be doing or writing technical report and annual report (timely submission).
- F.
  1. Facilitate CFMC (community forestry management committee) to develop action plan (1 month, quarter, one year).
  2. Should organize study tour.
  3. Completely stop illegal logging within forest community.
- G.
  1. Benefit sharing to ER members using forest resources.
  2. Facilitate official recognition of RR agreement with technical department.
  3. Improve cooperation with partner and relevant stakeholder.
- H.
  1. Possible benefit sharing among members.
  2. Facilitate official recognition of agreement between local people and technical department.
  3. Strengthening cooperation with partner and interested stakeholders.

- I.
  1. Facilitate for official recognition on CF management plan and agreement.
  2. Continue understanding the good governance within the CF management.
  3. Share lesson learnt to partners and interested stakeholders.
  
- J.
  1. Develop CFMP based on the guidelines of RGC.
  2. Conduct assessment of CFMC in order to identify the capacity building needs.
  3. Explore alternatives in the area of agriculture production to improve livelihood of local people (NTFPs and crops production).
  
- K.
  1. To find alternative income sources and improve their livelihood (instead of relying on forests).
  2. Exploring the way how to communicate between local people and relevant stakeholder.
  3. Hand over the role and responsibility to local people.
  
- L.
  1. Local people can operate and manage their CF by themselves.
  2. Local people can use forest resources to improve their living standard.
  3. CF program strong support from relevant stakeholder.
  
- M.
  1. Capacity building to local people and partner.
  2. Facilitate CF intervention for local people through survey/case study extension and other activity.
  3. Review and evaluate progress activities.
  
- N.
  1. Capacity building to local people through organizing training on tree planting and silviculture.
  2. Develop agroforestry program within CF.
  3. Documentation and share lesson learnt on how to collect resin.
    - From - Dipterocarpus alatus
    - Shorea Odorata
    - Pine

**Question no. 2: What can be done to improve the use of research outputs and lessons from the action research?**

- A.
  - 1. (Better) reporting to policy maker for supporting.
  - 2. Extension of lessons learnt in CF to all stakeholders.
- B.
  - 1. Local people will aware understand the importance of forest resources.
  - 2. Facilitate to develop CF action plan.
- C.
  - 1. Reporting the progress and lesson learnt in CF to donors and their own technical organizations and policy makers.
- D.
  - 1. Documentation of all the research finding.
  - 2. Share lesson learnt to interested stakeholders through meeting, workshop, ... etc.
- E.
  - 1. Extension service based on the lessons learnt in CF implementation to partner, NGOs, local people and interest stakeholder.
  - 2. Facilitate to improve official recognition and use of results/findings by policy maker and interested stakeholders.
- F.
  - 1. Serve as a model area of CF development in Cambodia.
- G.
  - 1. Share the lesson learnt on CFMP steps to facilitate CF (to interested stakeholders).
  - 2. Strong cooperation and technical support to stakeholder and local community.
- H.
  - 1. Documentation and sharing lessons learnt to other interested stakeholders as well as their own technical organization.
  - 2. Creating taskforce or team for providing technical support to CF.
- I.
  - 1. Team member and project should report and provide updates on lessons learnt from the field to policy maker through different ways (formal and informal ways).
  - 2. Extension service should be reached to grassroot level as well as interested stakeholders.
- J.
  - 1. Documentation and consultation process and secure feedback and comments on lessons learnt in CF from stakeholder and technical organization.
  - 2. Prepare short story and extend through TV and newspaper.
- K.
  - 1. Effective sharing to all related stakeholders including community itself through networking.
  - 2. Translate findings into local languages (make it short and understandable to key policy and decision makers).
- L.
  - 1. Extension should be research-based and relevant and partner at local level.
  - 2. Documentation of the lessons learnt in CF.

**Agenda of the CF & CFA Network Annual Meeting**  
**“Sharing Experiences and Information on CF & CPA”**  
**01-02/December/2004 at Holiday Plaza Hotel, Sihanouk Ville**

A Draft Program			
Day 1 (01/December 2004)			
Time	Activities	Methods	Presenter
1:30-8:00	Registration		
<b>1. Introduce the objective of the workshop</b>			
8:00-8:30	Introduce the objective and program of the workshop	Presentation/LCD	Mr. Srey Marona??
<b>2. CF &amp; CPA Network Update in 2004</b>			
8:30-9:40	Summary of Activities of CF & CPA network in 2004	Presentation/LCD	Miss. Hou Kalyan??
	-Achievement		
	-Issues and Constraints		
9:40-10:00	Coffee Break		
<b>3. Provincial Network</b>			
10:00-10:20	Experiences of Networking in Pursat	Presentation/LCD	Mr. Kim Chantha
10:20-10:40	Experiences of Networking in Kampong Chhnang	Presentation/LCD	Mr. Chea Buntha
10:40-11:00	Experiences of Networking in Siem Reap	Presentation/LCD	Mr. Prak Marina
11:00-12:00	Q and A		
12:00-14:00	Lunch Break		
<b>4. Experiences on Natural Resource Management Network</b>			
14:00-14:20	NRM in Rattanakiri	Presentation/LCD	???
14:20-14:40	NRM in Kampong Speu	Presentation/LCD	???
14:40-15:00	NRM in Kampong Thom	Presentation/LCD	???
15:00-16:00	Q and A		
Day 2 (02/December/2004)			
<b>5. Group Discussion</b>			
8:00-9:40	Small Group Discussion on Strategy to promote linkage of network		All Committee members
9:40-10:00	Coffee Break		
10:00-12:00	Sum up the finding from the group discussion including Q and A		Mr. Srey Marona??
12:00-14:00	Lunch Break		
<b>6. CF &amp; CPA development and Livelihood (Main objective: Sharing Experiences and Information)</b>			
14:00-14:20	NREM experience in Pursat	Presentation/LCD	Mr. Chhum Sovanny
14:20-14:40	Experience from CF in Kampong Kor, Kratie	Presentation/LCD	??
14:40-15:00	Experience from FAO in Siem Reap	Presentation/LCD	???
15:00-16:00	Q and A		
<b>7. Sum up and close the workshop</b>			
16:00-16:30	Sum up the result of the workshop and close		Mr. Lao Sethaphal??