

KINGDOM OF CAMBODIA

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MINISTRY OF AGRICULTURE, FORESTRY AND FISHERIES

FISHERIES ADMINISTRATION



FISHERIES CO-MANAGEMENT TRAINING MANUAL

n° 3: Strengthening Community Fishery Committees



August 2018

Inland Fisheries Research and Development Institute

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Prepared by the
Inland Fisheries Research and Development Institute
for the
Fisheries Administration

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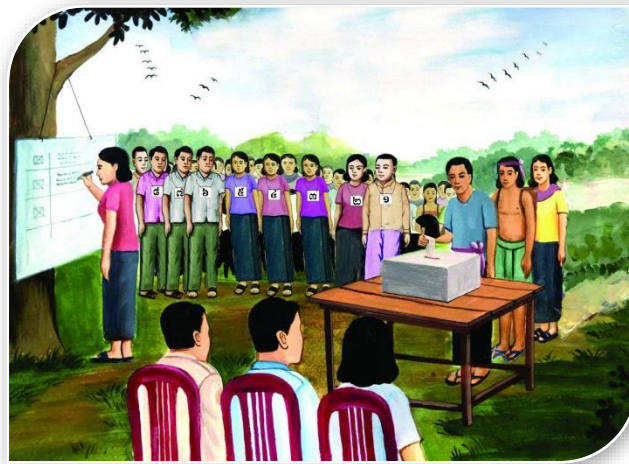
All comments and opinions expressed herein are those of the authors and may not reflect the position of the Fisheries Administration, its partners or the organizations that provided funding for the project and the publication.

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1. LEADERSHIP IN THE COMMUNITY FISHERY COMMITTEE

The **Community Fishery Committee (CFC)** is composed of elected people who will lead the CFI. The task of leaders is to get the people from where they are to where they have not been. Leaders should provide inspiration and motivation. They excite others with their vision, are concerned with getting members to commit to the goals, work with people, and establish values and morality.



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A leader is a person who has been entrusted to work for the benefit of all

Leaders are needed to motivate, inspire, manage and energize the organization and process.

A good leader:

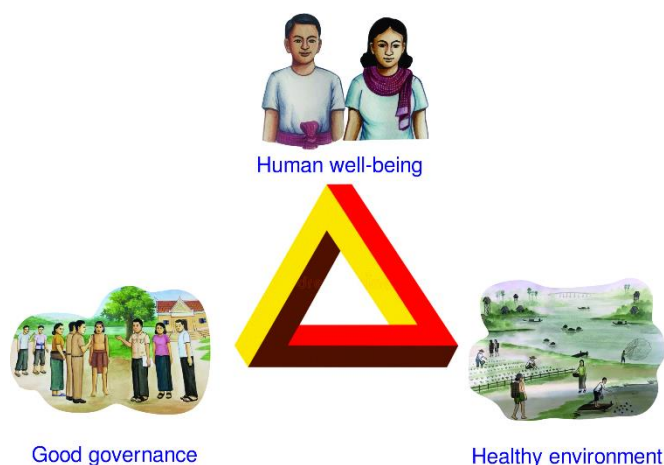
- is a motivator, with caring and positive attitude towards people;
- listens, communicates, collaborates and values consensus (he/she is willing to share power with the group);
- pulls together strengths and talents of the group;
- expresses the values of the organization and leads by example;
- is willing to admit mistakes.

2. ECOSYSTEM APPROACH TO FISHERIES MANAGEMENT AS CFC GUIDING PRINCIPLES

Managing fish catch and fishermen without managing the environment has proven not sustainable. This led to the development of the Ecosystem Approach to Fisheries Management (EAFM). The Cambodian government has officially endorsed the EAFM approach, and the EAFM principles can serve as conceptual bases and guiding principles for Community Fishery Committees.

The Ecosystem Approach to Fisheries Management aims at securing a balance between a healthy environment, human well-being and good governance.

- *Healthy environment*: good fish diversity, sustainable abundance, non-degraded habitats and healthy water.
- *Human well-being*: good living standards (income), food security, improved social connections and relationships, safety.
- *Good governance*: participation; legal rights; equity; planning and implementation mechanisms; compliance and enforcement.



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Conventional fisheries management often fails to protect the environment and poor communities. This is why the more comprehensive Ecosystem Approach to Fisheries Management was developed. EAFM is an integrated and participatory management approach that considers i) the fish resource; ii) the major components of the ecosystem, and iii) the social and economic benefits that can be obtained. This approach seeks a *balance* between ecological well-being and human well-being through good governance for future generations.

EAFM looks at the bigger picture. It recognizes that fish and fisheries are part of a broader ecosystem that includes fish habitats as well as the people who benefit from catching, trading and eating fish. EAFM provides a vision that is more than just fisheries.

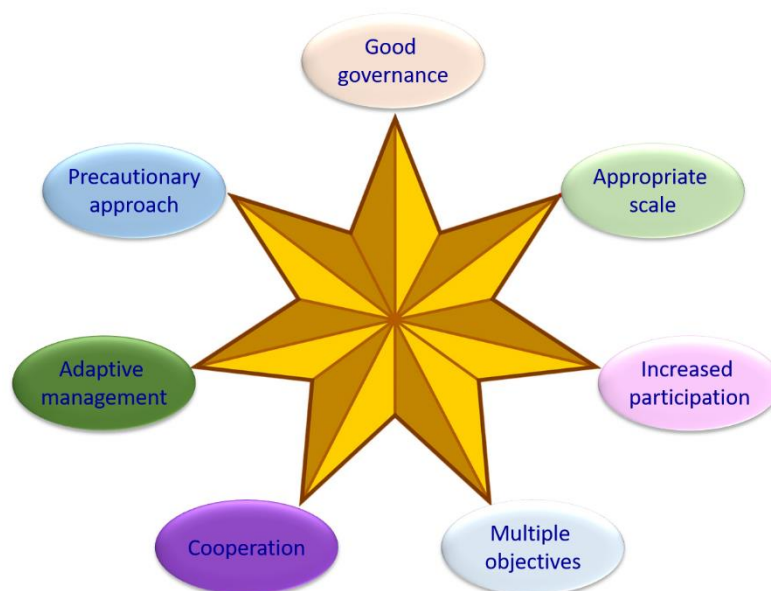
Cambodia is a signatory to two legal frameworks of the Food and Agriculture Organization of the United Nations in fisheries:

- the Code of Conduct for Responsible Fisheries;
- the Small-Scale Fisheries Guidelines.

Both include the Ecosystem Approach to Fisheries Management.

There are seven principles in the Ecosystem Approach to Fisheries Management.

1. Good governance
Accountability, transparency, effectiveness, efficiency, rule of law in governing
2. Appropriate scale
Right spatial, temporal and governance scales for management
3. Increased participation
People's involvement in decision-making
4. Multiple objectives
Balancing intentions of different sectors involved with fisheries
5. Cooperation and collaboration
Engagement across multiple sectors of government, economy and environment
6. Adaptive management
Observing results of the management and adapting the strategy accordingly
7. Precautionary approach
Not knowingly pushing the resource to its limits



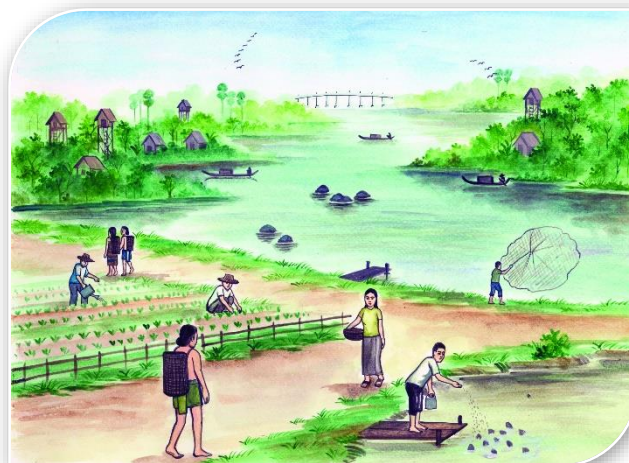
Adaptive management monitors and evaluates the sum of all the management measures, compares it with previous strategies, or strategies employed by other communities, and thereby improves the strategy based upon learning.

A **precautionary approach** basically means, “*Let’s be careful!*” If, for example, the CFi believes that the fishery can support 100 bamboo cylinder traps, a lower limit of 70 traps might be set instead “just in case”. As information about the fishery improves, and if it is found that fish stocks are also improving, it may be possible to allow more traps to be used.

3. ROLE AND RESPONSIBILITIES OF THE COMMUNITY FISHERY COMMITTEE

The Community Fishery Committee has the following functions and duties:

- operate in accordance with the conditions set out in the by-laws, internal regulations and other relevant legal instruments;
- seek technical and financial support from Fisheries competences, relevant institutions and donors for implementation of community fisheries activities;
- represent the community fisheries in any mediation and conflict resolution that may occur;
- Open a bank account and manage community fisheries finances in a transparent and accountable manner;
- make decisions on community fisheries development with the agreement of a majority of community fisheries members in accordance with the community fisheries by-laws, and community fishing area agreement and management plan;
- participate in consultations in the preparation of instructions related to the interests of community fisheries;
- report and provide information immediately on any fisheries violations in the community fishing area to the nearest Fisheries competence;
- conserve and protect the aquatic life within the community fishing area;
- perform other functions as instructed by the Fisheries competence;
- appeal if the agreement is not renewed for the community fishery.



Complements for trainers

The Community Fishery Committee includes the chairperson, deputy chairperson, and members. The number of members must be an odd number between five and eleven. The Community Fishery Committee must elect one of its members to serve as secretary and one to serve as treasurer, and must discuss how to divide up duties among the other members according to actual needs.

The Community Fishery Committee shall undertake the following activities:

- define the framework for the sustainable management, protection, conservation, development and use of fisheries resources
- serve as a fundamental mechanism for the functioning of the Community Fishery
- protect the rights and benefits of members of the Community Fishery.

The Community Fishery Committee shall implement by-laws and internal rules to ensure that management of the Community Fishery is effective and orderly.

The Community Fishery Committee may request technical assistance from the Fisheries Administration to formulate a Community Fishing Area Management Plan.

The Community Fishery Committee has a term of five years beginning the day of the election and ending when a new Community Fishery Committee has been elected to take their place.

4. THE CFC AND THE COMMUNITY FISHING AREA AGREEMENT

That **Community Fishing Area Agreement** recognizes and ensures the rights of the Community Fishery in the specific area mapped.

One of the tasks of the Community Fishery Committee is to prepare and sign that Community Fishing Area Agreement. The agreement is also signed by the Fisheries Cantonment chief (with the local commune/*Sangkat* chief as witness).

The CFC must make sure the following points are part of the Agreement:

- parties signing the agreement as well as the roles, duties and responsibilities of each party;
- the location and size of the fishing area;
- the time period and conditions of use of the fishing area;
- the conditions of amendment and termination of the agreement.

After the agreement has been signed, each page of the agreement must be stamped with the seal of the provincial Fisheries Administration Cantonment. Copies of the agreement shall be kept at the Community Fishery office, commune/*Sangkat* office, provincial FiA Cantonment office, provincial/municipal office, central Fisheries Administration, and at the Ministry of Agriculture, Forestry and Fisheries.

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Only two parties who must sign the agreement, namely the Provincial FiA Cantonment Chief and the Community Fishery Committee. The local commune/*Sangkat* chief serves as a witness.

5. ROLE OF THE CFC IN UPDATING THE COMMUNITY FISHING AREA AGREEMENT AND MANAGEMENT PLAN

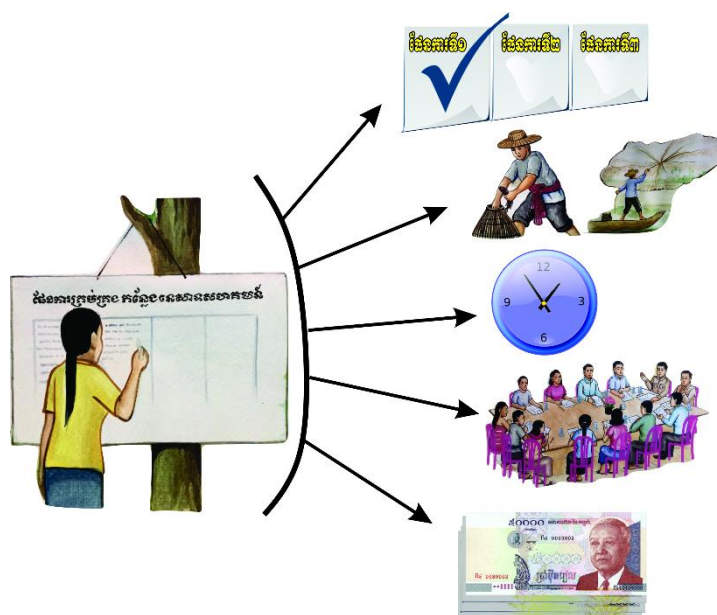
Each year a meeting of the whole CFi must be organized by the CFC to review and possibly update or revise:

- the Community Fishing Area Agreement;
- the Community Fishing Area Management Plan.

These revisions will be based on the above procedure, by reconsidering in particular:

- priorities in threats, issues and objectives;
- activities in relation to objectives.

Funding and funding opportunities must also be reviewed annually (see below).

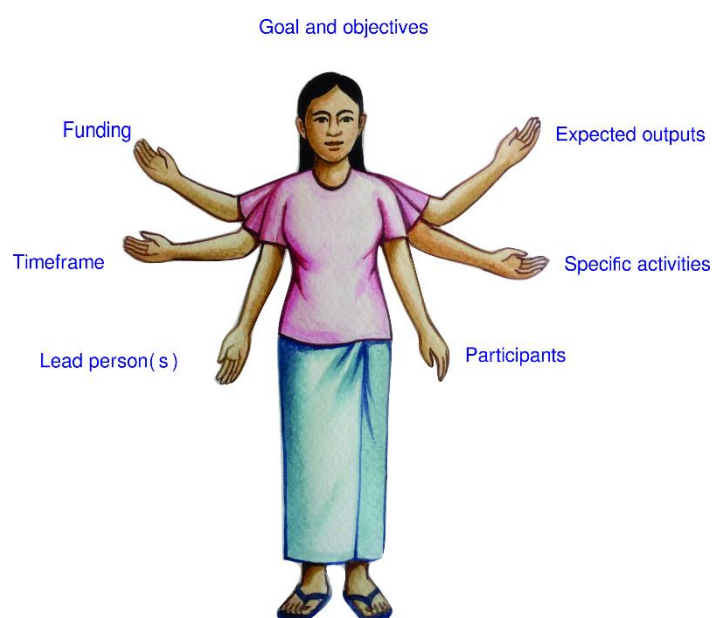


6. THE CFC AND THE COMMUNITY FISHING AREA MANAGEMENT PLAN

6.1. Updating the Community Fishing Area Management Plan

The most important in the management plan is to answer the following questions:

- What are the overall goal and what are the detailed goals to be achieved?
- What are the objectives to be achieved?
- What are the specific activities for achieving the objectives, and ultimately the overall goal?
- What are the expected outputs (what will be produced or changed)?
- What is the timeframe (over what period will this strategy be implemented)?
- Who are the participants (whose cooperation is needed to effectively carry out this action)?
- Who are the lead persons or organizations (who is responsible for implementation)?
- What are the funding needs and funding sources?



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Annex 4 of the *Prakas* provides a model Community Fishing Area Management Plan for a three-year period. This is a generic model in which the Community Fishery Committee fills in blank spaces with local information. Even though the CFi is already familiar with the Community Fishing Area Management Plan, we propose in this training an update, with specific guidance for full development of a comprehensive management plan

The purpose of the plan is to identify i) fisheries management strategies and actions, and ii) the roles and responsibilities among Community Fishery members and government. The plan should also cover social issues (e.g. conflicts, health and safety); interactions with other sectors and external drivers (e.g. pollution, market demand); ecological issues (e.g. impacts on habitats, on certain species or on juvenile fish); and governance issues (e.g. consultation process, involvement of women, etc.). The Community Fishing Area Management Plan is essential and should be reviewed and updated annually.

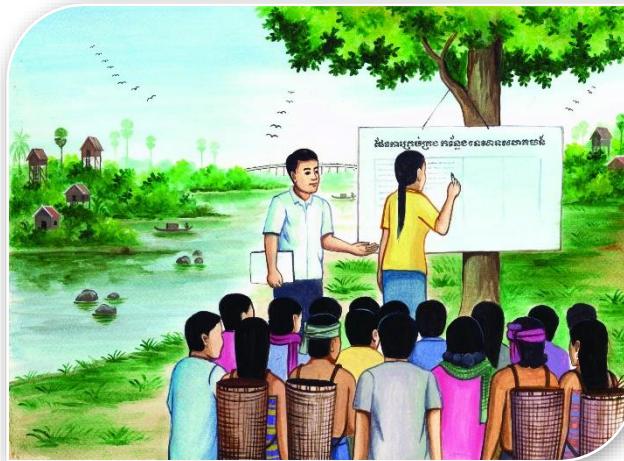
6.2. Guiding the CFi members about the Fishing Area Management Plan

The CFi may or may not have a Community Fishing Area Management Plan, but developing a workable plan is a challenging exercise, and the *prakas* are not explicit about the structure of the plan. And even if the CFi already has a plan, that plan is meant to be revised each year, which is a chance to improve its content.

Therefore we shall review and detail in the following sections what a good management plan should include, with a focus on practical aspects, and on what the CFC should know to lead the CFi members.

Plan development and amendments should be done during a meeting/workshop where all relevant Community Fishery members are gathered, in particular women and members of minorities. It is important to get inputs from as many people as possible.

The plan identified fisheries management strategies and actions, as well as the roles and responsibilities among the partners, CFC, Community Fishery members and government.



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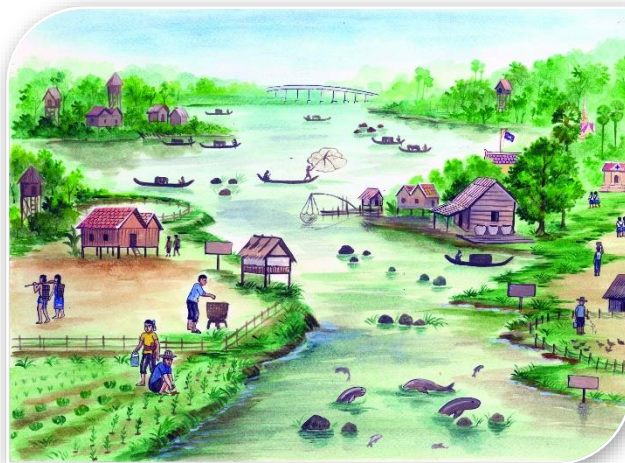
The meeting aimed at updating or amending the management plan should include a large share of women, and members of minorities (if the village includes any). If few people only can be involved at this stage, the process can be made very interactive with a few basic media aids, drawing on paper and whiteboards, or using cartoons.

6.2.1. Developing a vision for the CFi

When consulting the Community Fishery members, the CFC should lead the group and help create a vision for the CFi. The **vision for the CFi** must describe what CFC and CFi members want the CFi or situation to be in the future, i.e. the desirable overall situation to be achieved (whether it is fully feasible or not).

Here are two examples of vision for the CFi:

- *“By 2030, the fisheries of our community are ecologically healthy and deliver equitable benefits to our people through collaborative, safe, and legal fisheries management”.*
- *“To sustain sufficient fish catch in the next 20 years for each family of the CFi”.*



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The vision must describe clearly what members want the fishery to look like in the future or the results they want to achieve through the CFi.

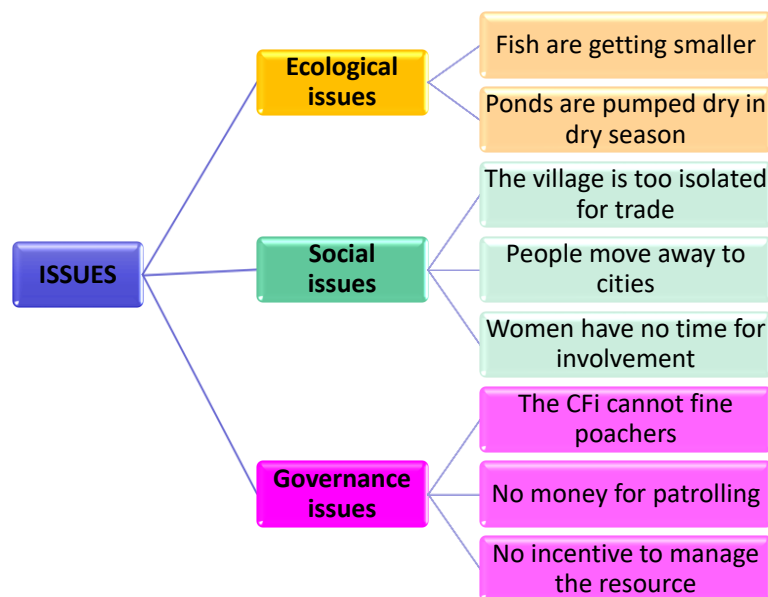
Another example of vision is:

- *“To be a recognized Community Fishery serving as an example for the development of other Community Fisheries in Cambodia”.*

6.2.2. Identifying issues

When consulting the CFi members, the CFC should lead the group and help *identify issues or threats associated with the fishery*.

Threats and issues should be broadened to include *ecological issues* (e.g. habitat protection and restoration, pollution reduction and waste management, fishery resources); *social issues* (e.g. food security, sustainable livelihoods, rural infrastructure); and *governance issues* (e.g. participation, empowerment). Some examples are illustrated below.

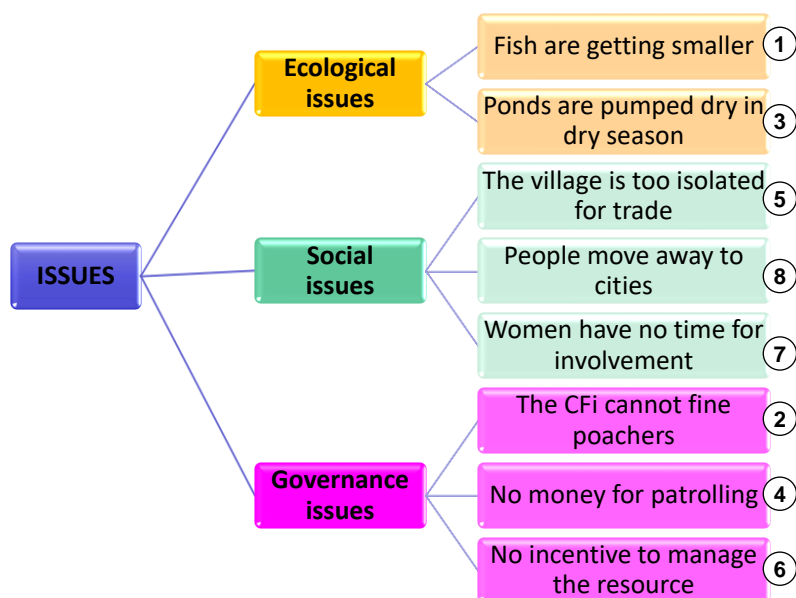


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Under a more traditional fishery management planning approach, only fisheries threats and issues would be identified, while here, under an ecosystem approach, non-fishing (e.g. upland pollution) and social (e.g. community infrastructure) issues and threats are also identified.

6.2.3. Prioritizing issues

The CFC should then *help the group select most important issues or threats* among those identified (i.e. a number manageable with dedicated activities), then identify *the* most important issue, followed by the second most important one, etc. This will allow ranking problems and corresponding activities by order of priority. A possible prioritization is shown below.



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Identifying threats and issues is likely to result in long lists, but there is a practical limit to how many threats and issues can be dealt with by a fisheries management system.

Prioritization involves judging the severity of risk associated with each threat and issue. At the prioritization stage, each issue is given a score in relation to its relative effect on the community and aquatic ecosystems, then issues are ranked (details in Training Manual n° 5).

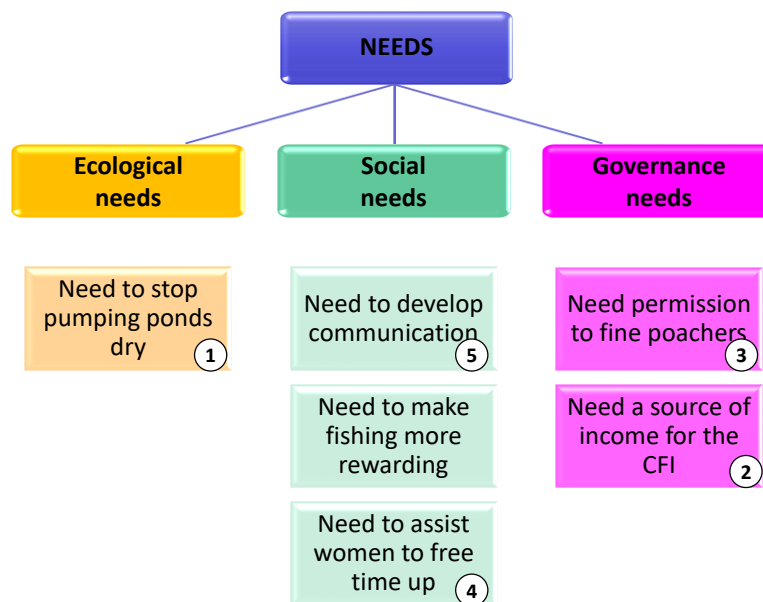
6.2.4. Identifying and prioritizing needs

Then the CFC should lead the CFI members and help them *identify needs* of the CFI, then *prioritize needs* in relation to issues or threats. This is one of the most important parts, because it will determine which actions the CFI will focus in, in response to the needs identified and prioritized.

Identifying needs in relation to issues or threats: list all needs, while remaining realistic (focus on needs the CFI or the village can do something about). The list should be limited, as these are needs the CFI and the CFC will have to tackle.

Prioritizing needs in relation to issues or threats: from the first, most important and most urgent need, to the least important and urgent need. Identify where the CFI can most easily have an impact.

Some examples are given below.



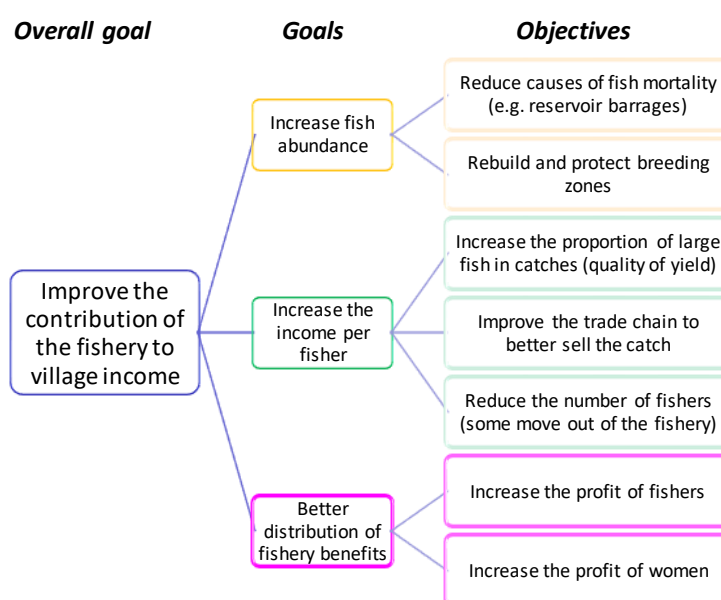
6.2.5. Defining the goals and objectives of management

Then the CFC should lead the CFi members and help them *define the overall goals of the management* and *identify the specific objectives of management* in relation to each issue

Define the overall goals of the fishery management: a goal, or a set of goals, should be prepared in relation to the threats and issues prioritized. Like issues and threats, goals should be classified under i) ecological goals; ii) social goals; iii) governance goals. A good goal should be *relatively general, brief, realistic and measurable*.

Example: we want to improve the contribution of the fishery to the village income.

Identify the objectives of management in relation to each issue: the objectives are developed based on the issues and goals. If specific issues have been well identified, it should not be difficult to create an objective related to addressing them. Examples in the tree below.



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A **goal** is a general statement of the desired state towards which the stakeholders are working.

An **objective** is a formal statement detailing the desired outcome of management.

The objectives will be related to the goals and will address the key issues identified and prioritized by community members. Objectives should be “SMART”, i.e. **S**pecific, **M**easurable, **A**greed, **R**ealistic and **T**ime-dependent.

Both goals and objectives refer to what should be achieved by management, but goals should be generic, at large scale, whereas objectives should be practical, in relation with activities.

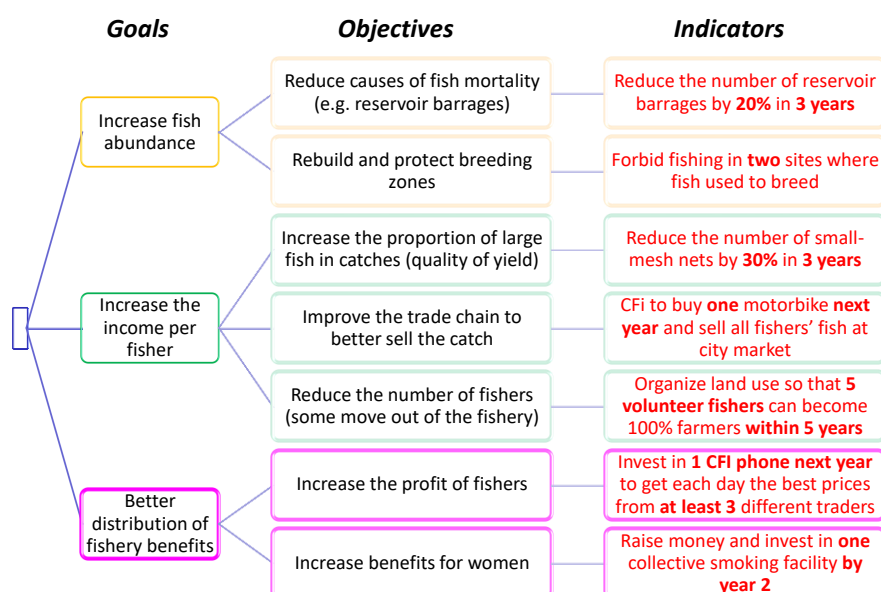
6.2.6. Identifying indicators for each objective

Then the CFC should help the CFI members to *identify realistic indicators for each objective*.

Indicators provide a quantitative measure of how well management is performing.

For each objective, at least one indicator should be identified, with a progress quantitatively identified.

Examples are given below.



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For each objective, at least one indicator should be identified, with a progress quantitatively identified compared to the present situation (benchmark or reference point). This will later on provide a measure of how well management is performing.

If for instance the objective is to develop alternative sources of income, an appropriate indicator might be the number of new community enterprises.

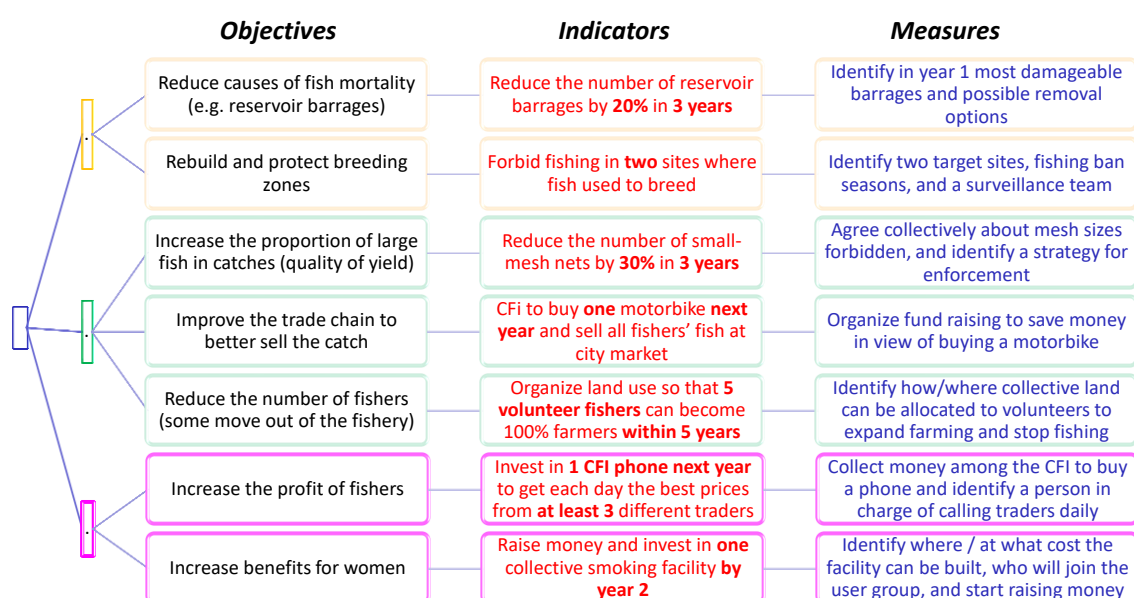
6.2.7. Identifying management measures

Then the CFC should help the CFI members to *identify practical and feasible management actions* for each objective.

Management measures are the actions required to achieve an objective. Management actions can include for instance placing restrictions on the type of fishing gear and imposing closed seasons.

For each management action, identify:

- what is the expected output (what will be produced or changed);
- what is the timeframe (over what period will the strategy be implemented);
- who are the participants (whose cooperation is needed to effectively carry out this measure);
- who is the lead person or organization (who is responsible for implementation);
- what are the funding needs and sources.



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For each objective, it is useful to prepare a list of all possible management measures with particular attention given to their ease of application, likelihood of success, feasibility, and cost. Often, one management measure can be used to address several objectives (e.g. fisheries conservation zone).

The management strategy should seek to avoid or minimize negative impacts on members of the community including ethnic groups. If, for some reason, the management strategy results in any access restriction, provisions described in the Resettlement Policy Framework should be applied.

6.3. Including gender and minority aspects in the plan

The CFC needs to ensure that the management plan includes aspects and activities related to *women, minorities* when they exist in the village, *and marginalized groups*.

Separate meetings with women's group should be organized by the CFC to find out women's issues, needs and opportunities, and include those in the plan.

The CFC needs in particular to make sure that the plan includes:

- goals and objectives that address the needs of women and minorities
- activities to improve women's and minorities' participation in the CFI and the CFC
- targets to be reached in each case
- investment planned to meet the targets
- responsible person/group in charge of meeting these targets

Goal and objectives regarding women

Promotion for gender
equality



Investment for women

Improved women's participation

7. MONITORING AND EVALUATION OF THE MANAGEMENT

Plans must be monitored to ensure they are on track; they must also be evaluated for lessons can be drawn from successes and failures.

Monitoring answers the question: *How are we doing?*

Evaluation answers the question: *How did we do?*

Each year the CFC must organize a meeting with the whole CFi to monitor the management plan and evaluate progress.

Based on this process, the community will review and possibly update or revise the Community Fishing Area Management Plan and the Community Fishing Area Agreement. The CFC and the CFi will in particular reconsider priorities in issues, objectives, and activities of the plan. Funding and funding opportunities must also be reviewed.



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Monitoring and evaluation are processes which assist in answering the questions: *“Are the management measure, action and activities working or not?”* And if not, *“what measures, actions and activities are needed to make them work?”*

Good monitoring and evaluation lead to adaptive management of the plan – learning by doing.

8. THE CFC AND CONFLICT MANAGEMENT

Conflicts are likely to happen during the 5-year term of the CFC, and the CFC must be prepared to manage conflict within the CFi, between CFi members and villagers, or between the CFi and outsiders. CFC members should recognize that the parties have opposing views about the proper solution to a problem, and that each group's views may be rational and/or legitimate.

The goal of conflict management is not to avoid conflict, but to help people solve their problems in a collaborative way.

Conflict management includes:

- **negotiation:** parties meet “face-to-face”, with or without a facilitator;
- **mediation:** a neutral mediator (third party) helps the parties in conflict, but this mediator has no power to enforce a solution;
- **conciliation:** the mediator communicates separately with disputing parties to reduce tensions;
- **arbitration:** the mediator communicates with disputing parties and has legal authority to impose a solution.

Conflict resolution mechanisms should include:

- provisions for early conflict resolution (when parties are ready to find an arrangement);
- provisions for hard conflict (when parties are not ready to agree).

Provisions should consider in both cases:

- who will help resolve the conflict;
- who will make a decision in case an agreement cannot be reached.



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The *Prakas* states (chapter 11, Article 33) - “All disputes in the Community Fishery shall be resolved as follows:

- *The Community Fishery Committee must mediate and resolve disputes that occur within their own Community Fishery*
- *In the event that the Community Fishery Committee cannot successfully resolve the dispute, the case must be sent to the Fisheries Administration to resolve at successive levels of hierarchy, with the participation of local authorities and relevant officials as necessary.*

-
- *In the event that the dispute still cannot be resolved, the Community Fishery Committee and Fisheries Administration must submit the case to the relevant provincial or municipal court to resolve according to the law.”*

Developing conflict resolution mechanisms in early phases of management planning will help to build trust and avoid significant, time-consuming, costly conflicts. Community Fisheries that include conflict management mechanisms tend to have far more success in achieving management objectives than those without conflict management mechanisms.

9. ROLE OF THE CFC IN ENFORCEMENT AND COMPLIANCE

Enforcement is not just authority and force, it involves a broad range of approaches to change or modify behavior.

Soft enforcement focuses on encouraging voluntary compliance. This includes public relations, special events, public meetings, study tours, community exchange visits, promotion of best practices, school programs.

Hard enforcement uses control and sanctions. It is more costly than soft enforcement, as it implies continuous presence of patrols to enforce the law and apprehend violators.

The CFC should help the CFI think about soft enforcement measures, not only hard enforcement. Then it should help identify who is responsible for any enforcement measure.

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Enforcement involves the application of a broad range of approaches by different stakeholders to change or modify behavior.

Soft or positive enforcement focuses on the social and cultural dynamics of compliance that can be used to: (i) encourage voluntary compliance, (ii) sustain widespread compliance, and (iii) achieve general deterrence. Soft or positive approaches include social marketing, social mobilization, education, information dissemination; sharing of resource management best practices.

Hard or negative enforcement uses legal sanctions imposed by a court or regulatory authority. The objective is to identify, locate and suppress the violation using all possible instruments of law. Hard or negative approaches include presence of law enforcers, activities to detect, apprehend and sanction violators, and negation of economic benefits from illegal activities (e.g. confiscation).

10. ROLE OF THE CFC IN FUNDING THE CFI

Sufficient, timely and sustained financial resources are critical to support the management plan and the CFI in general. The CFC has a critical role in securing sustainable financing of the plan and its activities.

Several sources of financing may be required and are to be detailed in a financing plan. The financing plan should be based on an evaluation of the costs of operations. Thus, the CFC will have to identify:

- *The cost of activities and major expenditure items* such as infrastructure and equipment costs (e.g. patrol boat, surveillance and communication equipment, etc.), but also operating costs (gas, food, costs of meetings, etc.).
- *The sources of money;*
- *the expected timing* of expenditures and income so that cash flow is available on time.

Several sources of sustainable financing may be available:

- contributions from community fisheries members and donations;
- assistance from the Royal Government;
- grants from donors, the private sector, international organizations and non-governmental organizations;
- other lawful income, for example tourism revenue (entry fees, boating fees, recreational fishing license fee, etc.), income derived from local enterprises (handicrafts, aquatic products, local products etc.), or income derived from savings clubs or other microcredit.



Complements for trainers

This section is particularly important.

Financial resources are necessary to support the management plan and are critical to achieve long-term sustainability. Funds need to be available to support various on-going operations and facilities related to planning, implementation, coordination, monitoring, and enforcement, among others.

Sustainable financing should be considered as an essential part of a Community Fishing Area Management Plan, and more generally the CFI must be designed from the start with thoughts and plans for sustainable financing.

The financing plan should be based on an evaluation of the costs of operations over both short- and long-term time horizons.

A CFi can raise revenue from any source and manage the funds themselves, as long as it is lawful income, such as contributions from Community Fishery members, charitable - donations, through a tax on catch, and enforcement fines. The Community Fishery Committee can open a bank account and manage Community Fishery finances in a transparent and accountable manner.

11. ROLE OF THE CFC IN PLANNING AND REPORTING

11.1. The CFC action plan

An *action plan* is required from the CFC.

The **action plan** is based on the Community Fishing Area Management Plan and is used to prepare activities, identify needs, and list important issues to be addressed over the next three months.

The action plan should specify:

- activities planned but not done yet;
- activities to be done;
- material requirements;
- person(s) in charge;
- time and place of the activity;
- budget requirements for each activity.

The CFC should prepare the initial action plan and review it each month during the meeting. The plan is evaluated and every three months a revised action plan is produced.

Complements for trainers

The action plan should cover:

- the actions that the Community Fishery Committee conducted in the past;
- the key issues that have not been resolved and continue to need to be addressed;
- the next priority issues;
- the major actions to focus on;
- expected support from local authorities and stakeholders.

11.2. The CFC activity report

The Community Fisheries Committee must prepare a report every three months to the Fisheries Cantonment and copy it to the commune/*Sangkat* council; it must also be kept by the Community Fishery Committee itself.

A model Community Fishery report shall be provided by the Fisheries Administration. The activity report should include the following points:

- Results of implementing the Community Fishing Area Management Plan
- Progress of activities of the Community Fishery
- Summary of the situation with regards to income and expenditures of the CFC
- Problems encountered and recommendations for resolving them
- Directions and activities for implementation in the next month, quarter, semester, and year.



12. WORKING WITH THE FISHERIES ADMINISTRATION CANTONMENT

The CFC members will work closely with the Fisheries Administration Cantonment on a number of activities including the Community Fishing Area Agreement, the management plan, reporting, and enforcement.



The CFC should know who their contact person is at the Fisheries Administration Cantonment and invite this person to meetings and other CFi activities. Open communication is very important to ensure success of the CFi.

The Fisheries Cantonment has the following functions and duties:

- observe the Community Fishery Committee election;
- take part to the delineation of boundaries and mapping of Community Fishing Area;
- approve the Community Fishing Area Agreement, approve its renewal or cancel it;
- provide advice and technical assistance to the CFi;
- help the CFi develop management interventions or actions;
- review the Community Fishing Area Management Plan;
- review quarterly and yearly reports from the Community Fishery Committee;
- evaluate CFi performance against objectives;
- make monthly, quarterly, semester and yearly summary reports to the central level Fisheries Administration).

More generally, the Fisheries Administration Cantonments will also:

- enforce rules and regulations;
- help with conflict management;
- coordinate plans between several Community Fisheries;
- formulate and refine policy and development plans in relation to CFi.

13. LINKING THE MANAGEMENT PLAN TO THE DEVELOPMENT PLAN

The outputs of the Community Fishing Area Management Plan include specific management actions that can serve as inputs into the Commune/*Sangkat* Development Plan.

This integration will allow for the priorities of the management plan to be included as priorities in the Commune/*Sangkat* Development Plan.

There are several possible approaches for this linkage, including:

- involvement of the Commune Council in the Community Fishing Area Management Plan development;
- involvement of the CFC members in the making of the Commune/*Sangkat* Development Plan;
- facilitated collaboration between the Commune Council and Community Fishery members.

To begin this process of integration, a meeting involving i) the CFC chairperson and vice-chairperson, ii) the Commune Council and iii) the provincial fisheries officer in charge of the CFi should be scheduled.

To ensure smooth integration and harmonization, some materials and documents should also be prepared in advance; in particular a set of Commune Development Plan copies and a set of Community Fishing Area Management Plan copies.

Complements for trainers

The purpose of preparing a Commune/*Sangkat* Development Plan every 5 years is to help the commune/*Sangkat* council to mobilize resources - both internal and external - and decide on their use to solve local problems and to serve the general interest of the residents.



Background

The project “Mekong Integrated Water Resources Management - Phase III” is funded by the World Bank. The objective of this project is to establish the foundation for effective water resource and fisheries management in the northeast of Cambodia.

Within this project, Component 1 (Fisheries and aquatic resources management in Northern Cambodia) is executed by the Fisheries Administration and implemented by the Inland Fisheries Research and Development Institute. The objective of this component is to improve the management of fish and aquatic resources in selected areas in Kratie and Stung Treng provinces.

Five training manuals on inland fisheries co-management

The present manual is part of a series of five training manuals on inland fisheries co-management in Cambodia. These manuals target villages willing to form a Community Fishery, Community Fisheries members, members of Community Fishery Committees and staff of Fisheries Administration Cantonments.

N° 1: Establishing a new Community Fishery

audience: villagers

N° 2: Strengthening the Community Fishery

audience: all members of a Community Fishery

N° 3: Strengthening Community Fishery Committees

audience: elected members of Community Fishery Committees

N° 4: Strengthening Fisheries Administration Cantonments

audience: Fisheries Administration staff

N° 5: Developing a Community Fishing Area Management Plan

audience: all CFI members, in particular CFC members

