

KINGDOM OF CAMBODIA

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MINISTRY OF AGRICULTURE, FORESTRY AND FISHERIES

FISHERIES ADMINISTRATION



FISHERIES CO-MANAGEMENT TRAINING MANUAL

n° 4: Strengthening Fisheries Administration Cantonments



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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1. WHAT IS COMMUNITY FISHERY CO-MANAGEMENT?

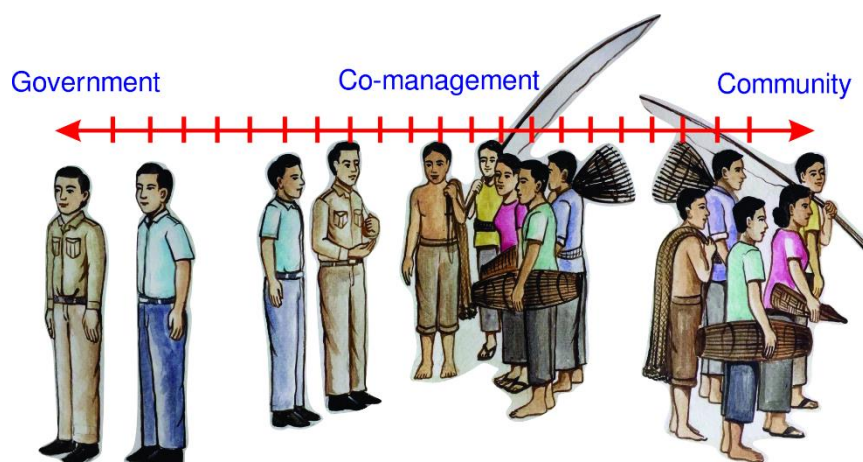
Co-management is a partnership arrangement in which the community, the government, and possibly other stakeholders (fish traders, business people, NGOs, etc.) share responsibility and authority for the management of the fishery.

In Cambodia, the development of Community Fisheries is co-management. The government is a partner with the fishing community in the management of the fishery.

For the government to collaborate with fishers in a place, the latter must be structured as a **Community Fishery (CFi)**. Through consultations and negotiations, the Fisheries Administration and the Community Fishery develop a formal agreement, the Community Fishing Area Agreement, on their respective roles, responsibilities and rights in management.

Fisheries co-management involves:

- equitable membership – fair and equal, and open to all, including women and minorities;
- cooperation and collaboration - working with someone to produce something;
- sharing of responsibility and authority - shared power for decision-making;
- clear objectives - thing aimed at or sought;
- arrangements and agreements between parties on a course of action.



Complements for trainers

New approaches to fisheries management recognize the need to involve fishers, to recognize local stewardship, and to share decision-making.

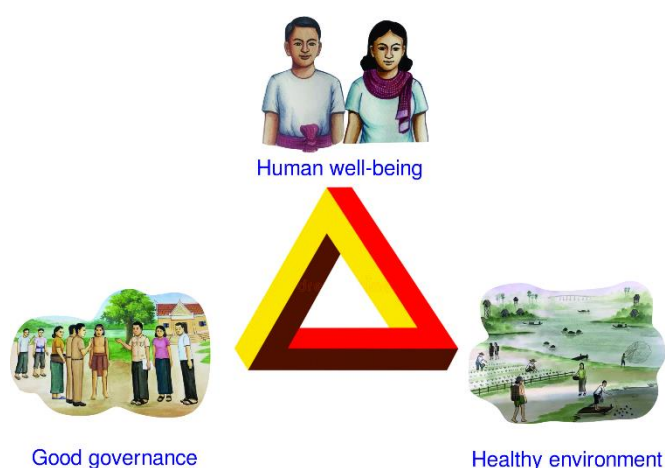
In former systems, decision making was top-down, and mainly in the hands of the Fisheries Administration deciding, implementing, monitoring or punishing. In co-management, decision-making, resource management and responsibilities are shared between the government and fishers. Thanks to co-management, there is better agreement between the government and fishers, the resource is more actively managed, regulations are better enforced, fishery conflicts can be reduced and fishery management can be improved.

2. PRINCIPLES OF THE ECOSYSTEM APPROACH TO FISHERIES MANAGEMENT

Good fisheries management includes 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.

There is an approach that considers the major components in an ecosystem, and the social and economic benefits that can be derived from this ecosystem through sustainable use. Such approach is called the **Ecosystem Approach to Fisheries Management (EAFM)**, and is officially endorsed by the Royal Government of Cambodia.



Complements for trainers

Existing fisheries management does not cover all threats and issues facing the fishery (such as habitat loss and equity) and can often fail. A broader and more inclusive approach was needed.

- An **ecosystem approach** is a holistic, integrated and participatory management approach. An ecosystem approach seeks a *balance* between ecological well-being and human well-being through good governance for future generations
- EAFM provides a vision that is more than just fisheries – it includes a healthy environment and habitats and improved well-being of the people.
- 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.

3. WHAT IS A COMMUNITY FISHERY?

A **Community Fishery (CFi)** is a group of physical persons

- holding Khmer citizenship;
- voluntarily established in or near the fishing area; and
- taking the initiative to improve their own standard of living by using and processing fisheries resources sustainably.

The Community Fishery establishes a partnership between Cambodian citizens and the government, represented by the Fisheries Administration. The Fisheries Administration and local authorities or Commune/*Sangkat* councils shall cooperate together to establish the Community Fishery.



Complements for trainers

The Sub-decree on Community Fisheries Management n° 25 / *Or Nor Kror*, Chapter 2 (Establishment of a Community Fishery), Article 6, states: *“All Cambodian citizens have the right to form a Community Fishery in their own local area on a voluntary basis to take part in the sustainable management, conservation, development, and use of fisheries resources.”*

The Fishery Law, Royal Decree, Sub-decree and *Prakas* on Community Fisheries all provide legal support for co-management of fisheries in Cambodia and the establishment of a partnership between citizens and government to share responsibility and authority for the management of the Community Fishery.

4. ESTABLISHING A COMMUNITY FISHERY

The Prakas identifies **nine steps** in establishing a Community Fishery.

- Step 1: Establish a group of founders
- Step 2: Assess CFi site needs
- Step 3: Register CFi members
- Step 4: Prepare CFi vision statement, by-laws and internal rules
- Step 5: Elect the Community Fishery Committee
- Step 6: Map community fishing areas
- Step 7: Prepare a Community Fishing Area Agreement
- Step 8: Register the Community Fishery
- Step 9: Prepare a Community Fishing Area Management Plan

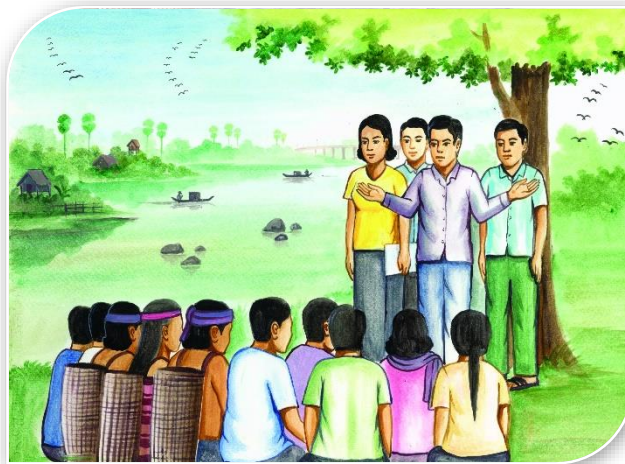


4.1. Step 1: Establish a founder group and request CFI establishment

A local community who wants to establish a Community Fishery must establish a group of founders.

Women should be included in the group of founders, as well as members of ethnic groups if any, and other minority groups.

The group of founders will raise awareness in the village about the benefits of establishing a Community Fishery, then will submit a request to the provincial Fisheries Administration Cantonment to establish a Community Fishery.



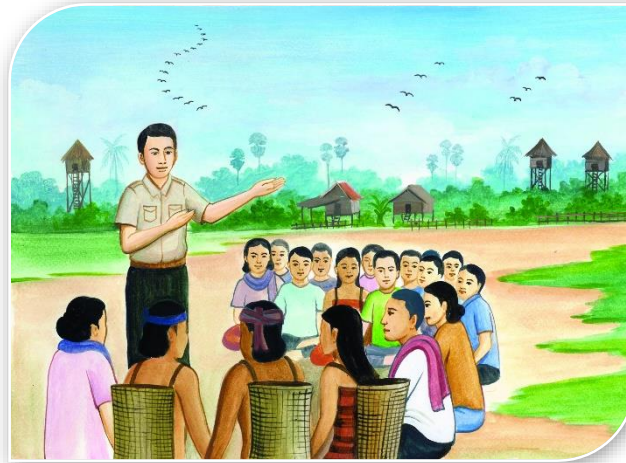
Complements for trainers

Founders are the people willing to create the Community Fishery. Anyone can be a founder. Women and members of ethnic groups and other minority groups should be part of the group of founders.

Once awareness is raised among villagers and a majority of villagers agrees about the creation of a CFI (see step 1.a), founders must submit a request in writing to the Provincial Fisheries Administration Cantonment, via the Commune/*Sangkat* chief, *Sangkat* Fisheries Administration and Division Fisheries Administration, attaching a draft temporary hand-drawn map of the area requested (Article 3).

4.2. Step 1a: Awareness raising through education, capacity development and communication

Before preparing the Community Fishery application, the founders (i.e. the persons leading the CFI registration process) must organize awareness raising activities among villagers on the benefits of establishing a Community Fishery.



Complements for trainers

The *Prakas* states (Article 7) that: *“The members of the group of facilitators and members of the group of founders must organize awareness raising activities among residents in the local area on the benefits of establishing Community Fishery, so that at least more than half of the total number of fishing families in that area will volunteer to submit applications to become members of the Community Fishery. In the event that the number of people who join does not reach a majority as per the above requirement, it is necessary to persevere further in raising awareness.”*

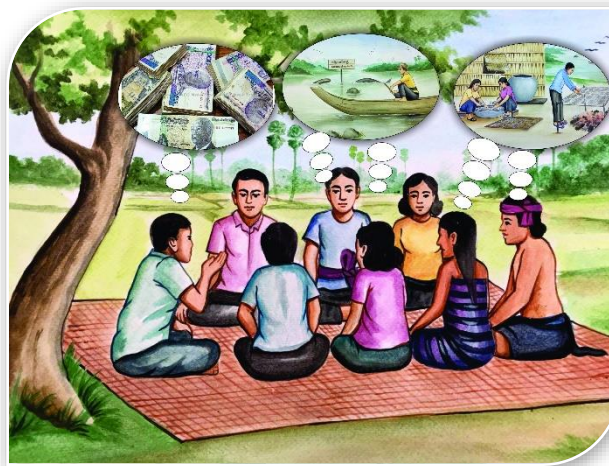
The purpose of this step is to empower people with the knowledge and skills they need to become volunteers of the CFI and to actively participate in it. Women are encouraged to apply to be volunteers of the CFI.

Empowered people will be enabled to take greater control over the resource, the economic and social problems and over their needs. They will improve their understanding of fisheries resources and develop their management skills in an ecosystem context.

4.3. Step 2: CFi site needs assessment

Before preparing the submission of a Community Fishery, the founders, with support from the provincial Fisheries Administration Cantonment, must conduct a study and collect accurate information on:

- the socio-economic situation of local people;
- the situation with regards to fishing;
- the nature of the fishing grounds;
- activities related to fishing;
- the situation with regards to agriculture; and
- problems related to the fisheries sector that arise in the village.



Complements for trainers

A good site needs assessment includes:

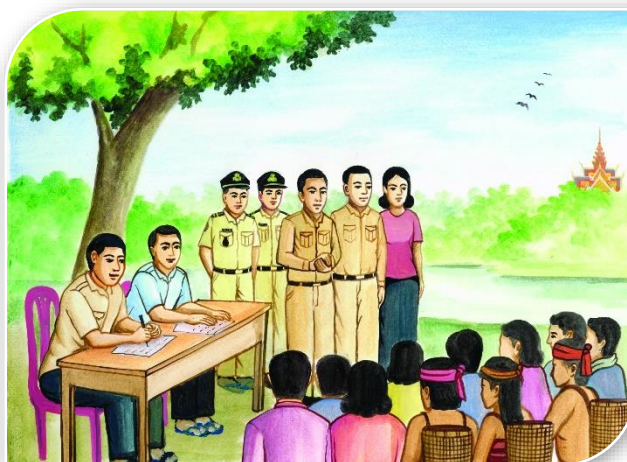
- a resource and ecological assessment (land, rivers and water bodies; climate);
- a socio-economic assessment (identification of the social, cultural, economic and political conditions in the village);
- a legal and institutional assessment (identification of the organizations and governance structures for resource management in the community);
- a brief agriculture assessment (number of people involved in agriculture; main crops);
- a detailed fishery assessment (number of fishers, type of boat and fishing gear, species targeted, fishing areas);
- an assessment of issues in fisheries (problems, challenges, opportunities).

4.4. Step 3: Registration of CFi members

The group of founders has the duty to register people who volunteer to participate as members in the Community Fishery. Women should be encouraged to apply and become members of the CFi.

With facilitation from the provincial Fisheries Administration Cantonment, the group of founders:

- raises awareness of the benefits of establishing a CFi to encourage villagers to become CFi members (the target should be that more than 50 % of *fishing households* in the area become CFi members);
- identifies and registers members of the village(s) who wish to become members of the CFi;
- identifies candidates ready to become members of the CFi Committee. All potential candidate members should be informed and have an opportunity to be nominated;
- helps establish an organising group to elect the CFi Committee during the initial congress;
- prepares invitations for commune members to attend the initial congress;
- distributes draft by-laws and internal rules, proposed for discussion, ahead of the initial congress.
- makes arrangements for the initial congress meeting;



Complement for trainers

The group of founders must assess whether the community members are ready to embark and commit to the CFi process. The three key components are: 1) an awareness of the problems with fisheries and the environment; 2) a concern about these problems; and 3) a willingness to take action to solve these problems. The group of founders will need to reach internal consensus on the interests and concerns that they want brought forward to the Fisheries Administration.

Safeguards: It is important that the CFi includes representatives of all fishery households present in the commune or village, including ethnic minorities, women, elders and youth. The process of engagement and consultation followed in the identification and election of the CFi members should ensure that all members of the village have an opportunity to become a member of the CFi.

Note: In cases where the commune largely comprises, or is dominated by, ethnic minority groups, the Indigenous People Planning Framework for the establishment of the CFi will also be followed.

4.5. Step 4: Preparation of vision statement, by-laws and internal rules

The **vision statement** states the desired outcome of the CFi in the future and in ideal terms.

The **by-laws** are administrative procedures that specify how the Community Fishery is organized and should work (book keeping, elections, existence of a Community Fishery Committee, etc.).

The **internal rules** specify the rights and obligations of members, and organizational aspects such as meetings, etc.



Complement for trainers

Chapter 3, Article 8 of the *Prakas* states that “*The members of the group of facilitators and members of the group of founders must organize consultation meetings with local residents on draft by-laws and internal rules in order to submit them to the congress for approval*”.

The *vision statement* describes what members want the situation to look like in the future; i.e. the desired outcome of the Community Fishery management. It answers the question: “*If we can achieve what we want to do, what will we look like in 5 or 10 year time?*”

The *by-laws* are agreed administrative procedures defining the functioning of the Community Fishery.

The *internal rules* specify what is permitted and what is forbidden in the CFi (rights and duties of members) and how the CFi should be run.

4.6. Step 5: Initial founding congress of the CFI to elect the Community Fishery Committee

The congress of the Community Fishery is the highest level meeting for all decision-making in the name of the Community Fishery. The initial congress also sees the election of the Community Fishery Committee.

After the first congress, ordinary congresses are held once a year, and extraordinary congresses are called as needed by the Community Fishery. The congress approves the draft by-laws and internal rules drafted by the group of founders.



Complement for trainers

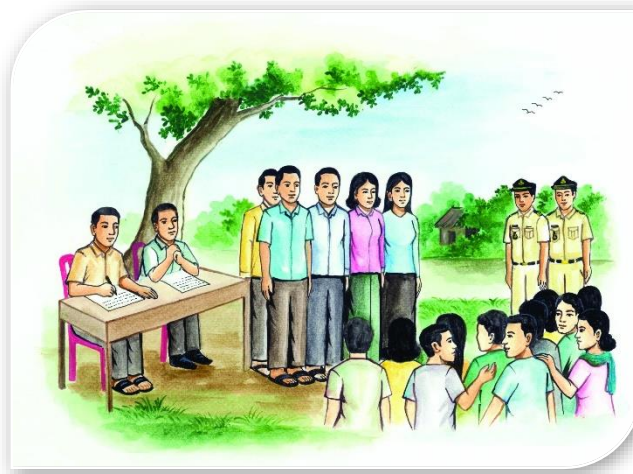
During the initial founding congress of the Community Fishery:

- the members of the Community Fishery are listed;
- they approve the by-laws and internal rules drafted for the Community Fishery;
- the number of Community Fishery Committee members is defined and approved;
- the election organizing group is identified and the names of CFC candidates are registered;
- the election of the CFC candidates takes place and the results are announced.

4.7. Role and responsibilities of the Community Fishery Committee

Members of a Community Fishery elect a **Community Fishery Committee (CFC)** in charge of managing the Community Fishery.

The Community Fishery Committee has the authority to lead and manage the Community Fishery. The CFC is made of elected members. Anyone from the CFi can be a candidate. The CFC members have a term of five years.



Complement for trainers

The Community Fishery Committee will in particular:

- prepare and sign a Community Fishing Area Agreement;
- develop a Community Fishing Area Management Plan;
- obtain official approval for the management plan from the provincial Fisheries Administration Cantonment and the central Fisheries Administration;
- administer the implementation of the management plan;
- evaluate and revise the management plan with the Fisheries Administration Cantonment;
- prepare a report every three months to the Fisheries Administration Cantonment and report on violations;
- resolve disputes that occur within the Community Fishery;
- open a bank account and manage Community Fishery finances;
- organize meetings and consultations among members;
- make decisions with the agreement of a majority of Community Fishery members.

4.8. Step 6: Delineation of boundaries and mapping of the community fishing area

The mapping of the community fishing area is required in order to have a clear statement of the area to be managed and where the rules of the Community Fishery apply.



Complements for trainers

As stated in the *Prakas* (Chapter 6, Article 17), “*The delineation of boundaries and mapping of community fishing areas must involve thorough consultation in the local area of the Community Fishery. A committee to delineate the boundary, prepare the map of the community fishing area, and resolve conflicts shall be set up and led by the central-level Fisheries Administration*”.

Ideally, the community fishing area boundaries will coincide with a precisely defined ecosystem; however, more realistically the community fishing area may first operate within more socially or politically determined jurisdictional boundaries. The challenge is how to develop the community fishing area at the appropriate scale that addresses political, social/cultural, and ecosystem needs for management.

When possible, the boundaries should address interconnections in the area between (i) aquatic habitats and conditions; (ii) the composition, abundance, and distribution of aquatic species and natural resources; and (iii) human use patterns.

When the community fishing area boundaries are identified, maps of the area should be prepared and validated through consultation with the community fishers and any adjacent CFi.

4.9. Step 7: The Community Fishing Area Agreement

The **Community Fishing Area Agreement** is a formal agreement between a Community Fishery and the Fisheries Administration that recognizes and ensures rights of the CFI in the specific area mapped.

The Community Fishing Area Agreement shall specify the following important points:

- 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.



Complements for trainers

The Community Fishing Area Agreement (FAA) is an agreement with the FiA to hand over management jurisdiction of fishing grounds to the CFI for sustainable management for a three-year period. It also includes details of the fishing area, and describes the duties of Provincial FiA Cantonment to support the CFI, and procedures for reporting non-compliance with rules and regulations.

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.

The Community Fishing Area Agreement document must have attached:

- a 1 / 50,000 scale map showing the areas requested for establishment of a Community Fishing Area with clear coordinates;
- a list of Community Fishery members and Community Fishery Committee members;
- the by-laws and internal rules of the Community Fishery; and
- a statement on the objectives of establishing the Community Fishery and management of the fisheries resources.

The Community Fishing Area Agreement shall be announced by posting it at least 30 days in different public places where it can be easily seen, at the commune and provincial offices, before it is submitted to the FiA for review and approval.

4.10. Step 8: Registration and recognition of the Community Fishery

After the signing of the Community Fishing Area Agreement, the Fisheries Cantonment chief must make a request to Ministry of Agriculture, Forestry and Fisheries to register the Community Fishery and announce its recognition.



4.11. Step 9: Developing the Community Fishing Area Management Plan

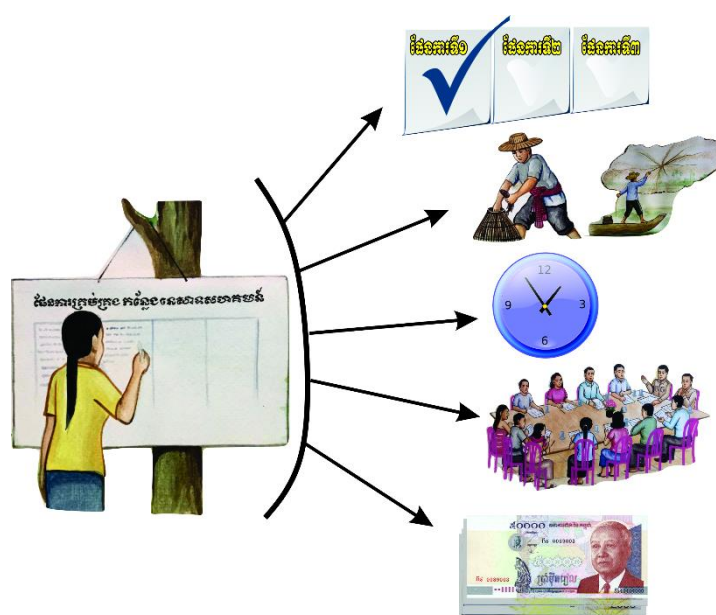
After signing the Community Fishing Area Agreement, the Community Fishery Committee shall develop a management plan for their community fishing area.

The Community Fishing Area Management Plan is a document prepared by a Community Fishery and approved by the Fisheries Administration. The plan identifies fisheries management actions, as well as the roles and responsibilities of the CFI members and the government.

The management plan should include provisions about *management measures, enforcement and compliance, conflict management*, and *details about how the plan will be monitored and evaluated*.

The fisheries management planning is led by the Community Fishery Committee. The CFC and the Fisheries Administration Cantonment should engaging with Community Fishery members, in particular with women and the Commune Women and Children Focal Point, in all steps of planning.

Once approved, the Community Fishing Area Management Plan must be linked and included with the Commune/*Sangkat* Development Plan.



Complements for trainers

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

The Community Fishing Area Management Plan is essential and should be reviewed and updated annually.

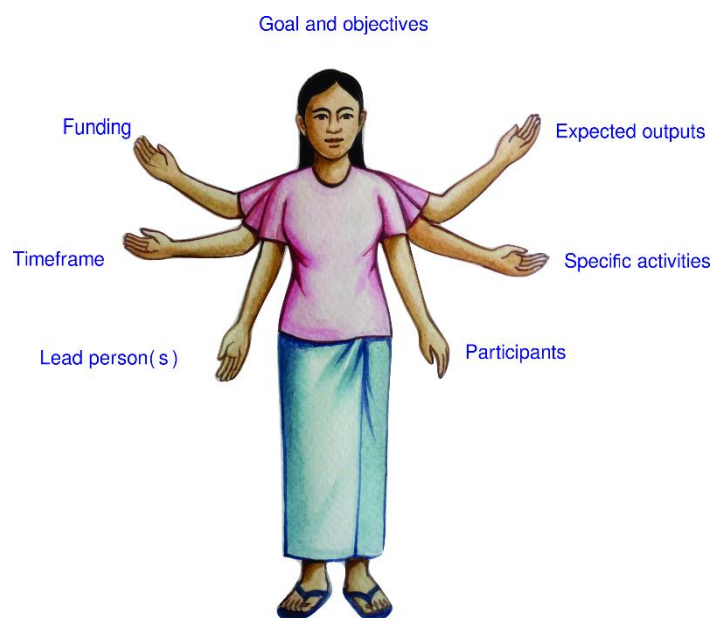
The *purpose of the plan* is to identify:

- fisheries management strategies and actions;
- the roles and responsibilities among Community Fishery members and government;

The plan should also cover:

- social issues (e.g. conflicts, health and safety, fish processing);
- interactions with other sectors and external drivers (e.g. pollution, market demand);
- ecological issues (e.g. impacts on habitats, on certain species or on juveniles);
- governance issues (e.g. consultation process, involvement of women, etc.).

The Management Plan should be written in Khmer in non-technical terms, and should be relatively short (around 15 pages in length). Provincial Fisheries Administration Cantonments are expected to help the Community Fisheries prepare their management plan.



The Community Fishing Area Management Plan should indicate:

- what are the key issues to be addressed (list and order of priority);
- what are the results desired;
- what are the management measures for achieving each result;
- what are the tools and activities for enforcement and compliance;
- what are the tools for conflict management;
- what is the timeframe (starting time, and time of completion of each activity);
- who are the participants (including women);
- who are the lead persons or organizations (who is responsible for implementation);
- what is the support expected from local authorities and stakeholders (networking);
- what are the funding needs and what are the funding sources.

Fisheries management measures include:

- catch and effort controls;
- technical measures (e.g. gear restrictions, size limits);
- spatial controls (e.g. conservation zones, and no-take areas);
- temporal controls (e.g. seasonal closures);
- access control (e.g. limited entry or access rights);
- measures to protect or improve habitats (e.g. protection of breeding sites).

Complements for trainers

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.

4.12. Gender aspects in the plan

The management plan should include aspects and activities related to gender. For instance:

- goals and objectives that address the needs of both men and women;
- investment for improving fish processing technologies as needed by women;
- activities to improve women's participation in the CFC and Community Fishery;
- training to promote gender equality in fisheries and aquaculture.

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

Goal and objectives regarding women

Promotion for gender
equality



Investment for women

Improved women's participation

4.13. Summary

Roles and responsibilities of the central and local management authorities in establishing Community Fisheries as defined by the law, sub-decree and the *prakas*.

| Roles/Responsibilities | MAFF | FiA | Provincial Department of Agriculture/ Provincial FiA Cantonment | Local Authorities |
|--|-------------|------------|--|------------------------------|
| Form, and participate in, a group of facilitators | | | ✓ | |
| Undertake a site needs assessment | | | ✓ | |
| Approve request by group of founders to establish a CFi | | | ✓ | |
| Help facilitate all the work of the group of founders | | | ✓ | ✓ |
| Organize awareness raising activities | | | ✓ | ✓ |
| Organize consultation meetings on draft by-laws and internal rules | | | ✓ | ✓ |
| Keep copies of by-laws and internal rules | | | ✓ | ✓ |
| Establish a founder group and request CFi establishment | | | ✓ | ✓ |
| Delineate boundaries and mapping of the community fishing area | | ✓ | ✓ | ✓ |
| Community Fishing Area Agreement | | | ✓ | ✓ |
| Registration and recognition of the Community Fishery | ✓ | ✓ | ✓ | ✓ |
| Develop a CFi fishing area management plan | | ✓ | ✓ | ✓ |
| Monitor and enforce the Management Plan | | | ✓ | |
| Evaluate the Management Plan | | | ✓ | ✓ |
| Receive/review quarterly reports submitted by the CFi | | | ✓ | ✓ |
| Prepare and submit reports to the central FiA | | | ✓ | |
| Resolve disputes | | | ✓ | ✓ |
| Dissolution of the CFi | ✓ | ✓ | ✓ | ✓ |

5. CONFLICT MANAGEMENT

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.



Complements for trainers

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."*

Community Fisheries that include conflict management mechanisms tend to have far more success in achieving management objectives than those without conflict management mechanisms.

6. ENFORCEMENT AND COMPLIANCE

Enforcement is not just authority and force, it involves a broad range of approaches to change or modify behavior. Enforcement interventions can be 'soft' preventive measures or 'hard' sanctions.

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

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.

Complements for trainers

Soft or positive enforcement focuses on the social and cultural dynamics of compliance that can be used to: (i) sustain widespread compliance, (ii) encourage voluntary 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.

7. NETWORKING

The linkages developed by the Community Fishery members to institutions outside the community are crucial for the long-term success of Community Fishery.

The linkages include those to:

- other communities and projects with Community Fisheries;
- NGOs and business for technical assistance and information;
- government agencies with which the Community Fishery do not generally have contact (such as Ministry of Commerce or Health); and
- sources of power and influence such as business leaders, politicians and law enforcement.



Complements for trainers

Networking establishes linkages that are important so that CFi interests and concerns are taken into account by government, to provide a source of technical assistance and knowledge, to achieve certain objectives, and for the sharing of experiences and strategies.

8. ROLE AND RESPONSIBILITIES OF FIA CANTONMENTS IN COMMUNITY FISHERIES

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 and approve 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



9. MONITORING AND REVIEWING THE CFI

According to Article 31 of Sub-decree on Establishment of CFI, it is important to monitor the progress of the CFI in meeting its goals and objectives so that the provincial FIA Cantonment and the CFI know if adjustments are needed to improve co-management.

Depending on the needs of the CFI, monitoring can occur monthly, quarterly or annually.

The following steps can be followed:

- understand the CFI goals and objectives, as well as the strengths and weaknesses of the CFC and CFI members involved. Understanding the goal and objectives of the activities is essential;
- review the fisheries management plan. The plan contains goals, objectives and indicators. These are used as the baseline for monitoring progress and performance;
- make a list of CFC and CFI members and the responsibilities assigned to each individual participating in the activities;
- hold a meeting with the CFC to discuss each objective and indicators and assess the progress in meeting each of these. Involve CFC and CFI members to obtain wide participation and input;
- ask the right questions. *Are we doing the right thing? Are we doing it the right way? Are there better ways of achieving the results?*
- formulate a plan for identifying and solving the problems in case the CFI has fallen behind or has run into obstacles;
- apply the results of the monitoring and review process.

Keep records of the meetings and progress to date and update your records after each meeting. Share your assessment with the CFC members and the Fisheries Cantonment.

10. TECHNICAL ASSISTANCE TO THE CFI

As co-manager, the provincial Fisheries Administration Cantonment is expected to provide technical assistance to CFI. Technical assistance is the process of providing support to the CFI with a need or problem.

The four phases of technical assistance are:

- *Request by the CFI:* the Community Fishery Committee makes a request for technical assistance and provides a description of the problem, issue or need.
- *Analysis by the Cantonment:* analysis is used to determine issues and needs that lie behind the request. Analysis can be done through an interview of or visit to the CFI. An assessment is made as to what action is necessary to fix the problem, issue or need
- *Implementation by Cantonment and CFI:* delivery of the information and skills that will solve the problem or improve the performance of the CFI. This is done through: (i) preparation of the “fix”; (ii) delivering the “fix”; and (iii) assessment of next steps (if needed) to support the “fix”;
- *Evaluation by Cantonment:* do a verbal “check-in” at the CFI following the assistance to determine if the “fix” was effective and if more assistance is needed.

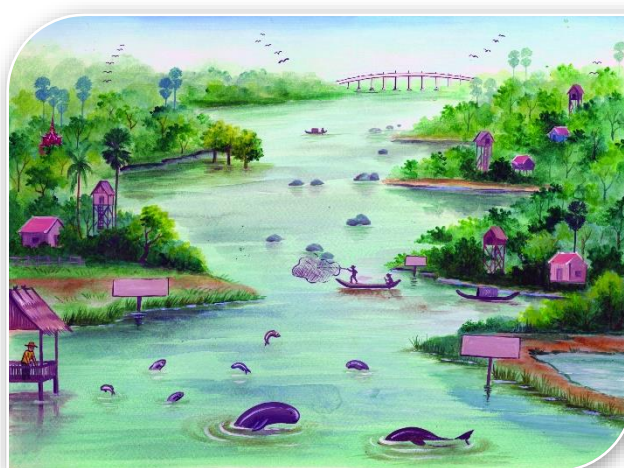
11. ACTIVITY REPORTS

An activity report or progress report documents the CFI's activities and performance over a specified time period. The Cantonment shall initially provide each Community Fishery with a model for such report. Based on the report of Community Fishery, the provincial FiA cantonment makes monthly, quarterly, half-yearly and yearly summary reports to the central level Fisheries Administration.

Activity reports serve to bridge the communication gap between the CFI and the central Fisheries Administration. An activity report allows for monitoring the tasks of the provincial FiA Cantonment, and the progress of the Community Fishery.

Here are some tips which might be useful in writing activity reports:

- Carefully plan the report. Identify the purpose of writing the report. Understand what is being reported on.
- Take your time in writing the report. Prepare the report a few days before the deadline.
- Give your report a structure. This will include:
 - Title page with name of Provincial FiA cantonment, location, Provincial FiA cantonment staff, time period of report;
 - CFI and Provincial FiA cantonment activities and accomplishments – activity, activity status, results/progress; and
 - Changes/challenges – any changes during the time period on activities or people or finances and any challenges faced.



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

