



## Impact Assessment and Future Strategies

<b>Project Title</b>	CBNRM Case Studies and Networking Initiative
<b>Project Code</b>	KH0005.01
<b>Project Period</b>	June 2001—December 2002

### Project Rationale

While the concept of community based natural resource management may be considered new to Cambodia, such traditional resource management regimes, as the term implies, have existed throughout the country for generations. However, as the nation emerges from years of instability and isolation, market forces are increasingly threatening this age-old relationship between natural resources and rural communities.

Currently, there is scattered experience and expertise in community based resource management within the country. Insufficient analytical skills on the part of government officials and NGO staff, and the lack of communication between initiatives and sectors, have impeded progress on systematically understanding best practices. Further, the current institutional and policy frameworks are inadequate to support community based approaches.

This project comes at an appropriate time to address the above constraints.

- The present Royal Government of Cambodia (RGC) is the first in decades to govern a country at peace. It is actively promoting the growth of civil society and the rule of law. Cambodia is a country open to international assistance and there are a significant number of international organizations and local NGOs embracing community empowerment, active in rural areas throughout the country.
- Legal frameworks on "Management of National System of Protected Areas", "Community Forestry", "Forest Concession Planning, Management and Control", "Forestry Law", "Fisheries Law", "Community Fisheries", "Land Law", and "Commune Law" are in various stages of preparation and consideration by the relevant authorities. There is limited consideration at the highest level of government as to the potential negative impacts of not appropriately considering the role of local communities in the management process.

By building analytical skills, improving understanding of existing realities at the field level, and documenting and disseminating the lessons learned, supporters of community based natural resource management will have the "raw materials" necessary to embark on appropriately designed advocacy and educational campaigns and other initiatives that seek to promote community based natural resource management activities in Cambodia.

## **List of Acronyms**

CAMCOFTT	Cambodian Community Forestry Training Team
CBCRM	Community-Based Coastal Resource Management
CBNRM	Community-Based Natural Resource Management
CF	Community Forestry
CFDO	Community Fisheries Development Office
CFRP	Community Forestry Research Project
CFSD	Community Forestry Sub Decree
CFWG	Community Forestry Working Group
CoRR	Coastal Resource Research Network
DNCP	Department of Nature Conservation and Protection
DoF	Department of Fisheries
DoFW	Department of Forestry and Wildlife
FACT	Fisheries Action Coalition Team
FAO	Food and Agricultural Organization
FLWG	Fisheries Law Working Group
IDRC	International Development Research Centre
MoE	Ministry of Environment
MOSAIC	Management of Strategic Areas for Integrated Conservation
NGO	Non-Governmental Organization
NTFP	Non-Timber Forest Product
PLG	Partnership for Local Governance
PLUP	Participatory Land Use Planning
PMMR	Participatory Management of Mangrove Resources
PRA	Participatory Rural Appraisal
RECOFTC	Regional Community Forestry Training Center
RGC	Royal Government of Cambodia
RUA	Royal University of Agriculture
SL	Sustainable Livelihoods
SMRP	Sustainable Management of Resources in the Lower Mekong Basin
SWOT	Strengths/Weaknesses/Opportunities/Threats
WWF	World Wide Fund for Nature
WI	Wetlands International

## EXECUTIVE SUMMARY

### Methodology

A six-stage, critical self-evaluation process led to the development of this *Impact Assessment and Future Strategies* document. The first stage involved the compilation of all activities and outputs undertaken during the reporting period. The second stage comprised the development of indicators. These indicators function to: (1) ease organization and categorization of activities and outputs; (2) breakdown the main project objectives (i.e., capacity building, lessons learning, networking, and policy support); and (3) gauge the progress of fulfilling the objectives. The third and fourth stages entailed a brainstorming session with the core team to match activities and outputs to indicators, as well as to identify related impacts with the guiding question of assessment being: "What is the impact of the activities/outputs on the development of CBNRM in Cambodia?" In addition to examining the impact of *project activities and outputs*, a fifth stage engaged a SWOT analysis framework to review the *process* employed. The last stage involved the synthesis of the findings of both the impact assessment and the SWOT analysis to ascertain strengths, detect weaknesses, and to identify potential follow-up activities and opportunities.

### Overview

The following outlines the progress towards objectives including the indicators used, the activities undertaken and the associated outputs, as well as a brief description of the impact. Also, a synopsis of the SWOT analysis, as well as a summarized list of potential follow-up and second phase activities, is given.

## PROGRESS TOWARDS OBJECTIVES

### 1.0 Capacity Building

#### 1.1 Indicator

- Enhanced training in research, writing, and analysis for CBNRM

#### Activities/Outputs

- "Stories from the Tonle Sap" (July, 2001) case study writing workshop
  - *"Stories from the Tonle Sap" Case Study Training report*
  - *Case Study Writing Tool Kit*
  - *Proceedings report (a basis for improving future trainings)*
- "Stories from the Uplands of Ratanakiri" (November 2001) workshop
  - *"Stories from the Uplands of Ratanakiri" Case Study Training report*
  - *Updated version of the Case Study Writing Tool Kit*
  - *Proceedings report (a basis to assess progress and improvements of trainings)*
- Synthesis and Reflection Workshop in Koh Kong (May 21-25, 2002)
- Lessons networked into action at the "National CBNRM Workshop" (November 2002)

**IMPACT:** These events marked the beginning for the identification of Cambodia-specific CBNRM issues and concepts, and also produced a great demand for similar follow-up training activities. The outputs have been used as the basis for training and shaping the

case study writing process. Expected impacts include action plans and policy innovations that will support CBNRM in Cambodia.

#### 1.2 Indicator

- Increased number of trained facilitators across Cambodia

##### Activities/Outputs

- Training for Trainers workshop (November 2001, Phnom Penh)
- Training for Trainers workshop (November 2001, Ratanakiri)

**IMPACT:** Equipped with improved agenda designs and training skills, facilitators are better able to enhance the building of CBNRM capacity.

#### 1.3 Indicator

- Increased understanding of basic community fisheries concepts and management

##### Activities/Outputs

- Community Fisheries Management training for trainers (Kampong Cham, August 23–26, 2001)
  - *Community Fisheries Management training manual*

**IMPACT:** The manual has been used by practitioners throughout the country and as a basis for training others.

#### 1.4 Indicator

- Increased understanding of basic community forestry concepts and management

##### Activities/Outputs

- International Conference on Innovations in Community Forestry" (Chiang Mai, September 25 – 28, 2001)

**IMPACT:** Increased regional/international collaboration, strengthened linkages, and information/experiences sharing provide support to the improvement of CBNRM in Cambodia.

#### 1.5 Indicator

- Increased understanding of participatory land use planning

##### Activities/Outputs

- PLUP Training for Trainers (Mondulhiri, November 2001)
  - *PLUP Manual and Training of Trainers modules*

**IMPACT:** The manual and training modules will be used as a basis for implementing future PLUP trainings in Cambodia.

#### 1.6 Indicator

- Increased understanding of relevant CBNRM related laws

##### Activities/Outputs

- Core CBNRM team training (Stung Treng, January 10-13, 2002)
  - *Manual on resource rights and responsibilities*

**IMPACT:** The manual has become a basis for training on resource rights and responsibilities.

## **2.0 Lessons Learning**

### **2.1 Indicator**

- Identification of effective methodologies

#### Activities/Outputs

- Case study writing as a tool and a bridge for networking
- Learning by Doing approach (experiential learning cycle)

**IMPACT:** These methods have fostered a participatory, lessons learning process by establishing linkages and partnerships. The flexibility and adaptability afforded by a experiential learning approach has engendered more effective functioning.

### **2.2 Indicator**

- Increased pool of CBNRM experience and expertise

#### Activities/Outputs

- Building of multi-disciplinary, inter-institutional teams
- Championing a Cambodia-based conceptual and analytical framework
- CBCRM Workshop on Sustainable Livelihoods (Philippines, March 2-5, 2002)

**IMPACT:** Participation by diverse groups and institutions has enhanced knowledge and experience sharing, as well as increased comfort, understanding, and support between and among levels of government. Also, by being context sensitive and building on indigenous experiences and skills, the way is being paved for the evolution of Cambodia-based CBNRM and internal solutions.

## **3.0 Networking**

### **3.1 Indicator**

- Increased linkages between and among community forestry supporters

#### Activities/Outputs

- Community Forestry Working Group meetings
- Community Forestry Network meetings
- Community Forestry Management Planning workshop (Siem Reap, March 20-22, 2001).

**IMPACT:** These activities encourage information and experiences sharing, improved coordination of resource management activities in Cambodia, and greater policy support/advocacy for CBNRM.

### **3.2 Indicator**

- Increased linkages between and among community fisheries supporters

#### Activities/Outputs

- Supporting and participating in the Fisheries Action Coalition Team
- Fisheries Law Working Group monthly meetings

**IMPACT:** Like the community forestry activities, these meetings increase information and lessons exchange, improve coordination of resource management activities in Cambodia, and promote greater policy support/advocacy for CBNRM. Also, the dissemination of legal knowledge has increased understanding of laws pertaining to community fisheries.

### 3.3 Indicator

- Increased coordination of CBNRM initiatives

#### Activities/Outputs

- NGO Forum Working Group on the Environment monthly meetings.
- Establishing Training Capacity in CBNRM workshop (November 27-28, 2001, Phnom Penh).
- Community-based conservation coordination meetings.
- Cooperation meetings between IDRC supported CBNRM projects in Cambodia
- CBNRM networking meeting (January 23, 2002).

**IMPACT:** These activities have strengthened linkages and, in some cases, fostered new links and partnerships. The increased information flow has enhanced knowledge and understanding of conservation and community based approaches, as well as improved coordination and management and scaled up policy support/advocacy strengthens CBNRM endeavours around the country.

### 3.4 Indicator

- Strengthened core team

#### Activities/Outputs

- Regular team meetings

**IMPACT:** The team's multi-sectoralism lends itself to seeing a more complete picture, and this larger vision has improved both individual and team action plans, while promoting more effective management and coordination.

## **4.0 Policy Support**

### 4.1 Indicator

- Increased participation in policy development

#### Activities/Outputs

- The CBNRM Policy Support and Networking Meeting (December 13, 2001).
- Support for the community forestry sub-decree and the community consultation process.
- Support for the Fisheries Law Working Group and the development of the community fisheries sub-decree.
- Support for the development of the Protected Area Sub-Decree.

**IMPACT:** This meeting provided an important networking opportunity; the event enhanced linkages, increased coordination, and strengthened policy support. This consultative process is widely considered to be the model to follow and build upon for similar efforts. Further, these sub-decrees will provide the important legal bases for CF, community fisheries, and protected areas management in Cambodia.

### 4.2 Indicator

- Increased access of policy makers to information

### Activities/Outputs

- Dissemination of field results to policy makers and CBNRM practitioners.
- Support to policy makers to attend Chiang Mai conference

**IMPACT:** Providing information on local realities will assist policy makers in making appropriate, informed decisions in terms of enabling policy and legal framework that will support CBNRM in Cambodia.

### **REVIEW OF THE PROCESS**

The previous section examines the impacts of activities/outputs, whereas this section considers the *process* of the case study writing initiative. Based on a presentation given Mr. Ronnakorn Triraganon of RECOFTC, Thailand (May 25, 2002, Synthesis Workshop, Koh Kong), a SWOT analysis is used to review the purpose, resource requirements, project team organization/coordination, data collection, analysis, format/packaging, beneficiaries (target audience), peer review, and environmental context of the case study writing process. In this way, areas of opportunity for further activities can be identified.

### **STRATEGIES TO BUILD ON FUTURE OPPORTUNITIES**

Synthesizing the findings from the impact assessment and SWOT analysis, it is clear that opportunities exist and more work needs to be done. Some of these activities include:

- Facilitation skills training workshops
- Case study writing workshops
- Linking the case study writing program to other CBNRM activities
- Redefinition of target audience and identification of options for case study packaging

Possible elements of a second phase of implementation might include:

- Policy advocacy
- Multimedia production/case study packaging
- CBNRM Learning Institute;
- Linking Sustainable Livelihoods to CBNRM;
- A high profile environmental education/awareness raising initiative
- A support program aimed at incorporating CBNRM into the curriculum at the Royal Agricultural University (Faculty of Fisheries and Forestry) and the Royal University of Phnom Penh (Department of Environmental Science);
- Efforts aimed at improving CBRM practices, including gender/social analysis, community organizing, sustainable livelihoods development, and
- Development of a program network and support system to promote the efforts of CBNRM practitioners.

## **A. BACKGROUND**

The overall goal of the CBNRM Case Studies and Networking Initiative is to promote CBNRM as an integral component of the socio-economic development policies and strategies of the Royal Government of Cambodia (RGC). Specific objectives and challenges of this initiative include the following:

- ✓ **Capacity Building** – To build conceptual, analytical, and writing skills within relevant institutions at the national and provincial levels.
- ✓ **Lessons Learning** – To identify and analyze effective programming methodologies in community based natural resource management.
- ✓ **Networking** – To build networking linkages among organizations and institutions supporting community based resource management strategies.
- ✓ **Policy Support** – To improve understanding of the policy context which influences community based natural resource management practices at the field level.

The project supports linkages to locally based approaches that empower local communities to participate actively in the conservation and sustainable management of natural resources through Community Forestry, Community Fisheries and Participatory Land Use Planning.

### ***Team and Task Selection***

In June 2001, eight counterpart researchers were selected from relevant departments such as the Department of Forestry and Wildlife, Department of Nature Conservation and Protection, the Department of Fisheries, and the Ministry of Agriculture, Fisheries, and Forests. The selection criteria were based on the need to build capacity of human resources and institutions involved and basic skills and experience required to implement the project successfully. In addition, government counterparts were assigned the role of facilitating information flow from local level experience to their home offices and departments within the government. This selection has produced a cross-institutional, multi-disciplinary core group of researchers (refer to list of team members, Appendix 1). Following team selection, introductory meetings with relevant government departments were undertaken, as well as the development of key contact lists and the selection of advisory members. Project objectives were then agreed upon and a detailed work plan was developed. After, selection of case study sites/topics and agreements with local partners ensued, with a study tour to Ratanakiri taking place in September 2001 to assist in the decision making process.

Ongoing activities include the development of a conceptual and analytical framework for Cambodia-based CBNRM, as well as capacity building, networking and policy support.

## **B. PROGRESS TOWARDS OBJECTIVES**

This section examines the main project activities and outputs for the period June 2001—June 2002, as well as assesses the impact of these activities and outputs on the development of CBNRM in Cambodia. Indicators have been developed to help categorize activities and gauge the achievement of objectives laid out above.

## **1.0 Capacity Building**

### 1.1 Indicator

- Enhanced training in research, writing, and analysis for CBNRM

#### 1.1.1 Activities/Outputs

- The "Stories from the Tonle Sap" (co-sponsored by FAO in Siem Reap, July 2001) case study writing workshop was an excellent forum for capacity building, networking, exchanging CBNRM experiences, and identifying a range of resource management issues from coastal areas and lowlands to uplands. The more than 30 participants were from government, NGOs, learning institutions, and various international organizations. RECOFTC Thailand attended as observers of process. Workshop outputs were:

- *"Stories from the Tonle Sap" Case Study Training report.*
- *Case Study Writing Tool Kit.*
- *Proceedings report to be used as a basis for improving future trainings.*

#### **IMPACT**

- This workshop generated increased attention to local level understanding and realities of resource management. It also marked the beginning of the identification of Cambodia-specific CBNRM issues and concepts. This workshop produced a great demand for similar follow-up events.

#### 1.1.2 Activities/Outputs

- The "Stories from the Uplands of Ratanakiri" (co-sponsored by NTFP, PLG and CFRP, November 2001) workshop followed from the first training in Siem Reap as a request and demand from the people in Ratanakiri. Continuing with the process of building participants' capacities, this event conferred deeper reflection on key CBNRM concepts. Outputs were as follows:

- *"Stories from the Uplands of Ratanakiri" Case Study Training report.*
- *Updated version of the Case Study Writing Tool Kit.*
- *Proceedings report to be used as a basis to assess progress and improvements of trainings.*

#### **IMPACT**

- The Case Study Writing Tool Kit has been the basis for training and shaping the case study writing process. Impressively, RECOFTC has been using the toolkit as a model for its trainings region-wide. Also, CBNRM concepts and issues not taken up before were addressed, and linkages among other provincial organizations were established.

#### 1.1.3 Activities/Outputs

- The Synthesis and Reflection Workshop in Koh Kong (co-sponsored by PMMR, May 21-25, 2002) analyzed and peer reviewed the draft results of 8 CBNRM case studies from the Tonle Sap, Mekong, uplands and the coastal zone. Training in analysis and giving/receiving feedback was given, as was training on how to do

an Ideas Map (or "Mind Map"), a SWOT analysis, and an Action Plan. Outputs include constructive peer feedback on the case studies in the form of Ideas Maps, a SWOT analysis on the case study writing process, and team Action Plans. Also, a field visit to remote fishing villages in Peam Krasaop Wildlife Sanctuary provided participants a first hand account of CBNRM in practice, as well as problems and opportunities.

**IMPACT**

- Peer feedback and analysis skills are paramount for improving CBNRM. During the workshop, these skills were applied and the identification of additional key CBNRM issues and concepts were generated from the case study review. Also, the linking of key CBNRM concepts to case study writing demonstrated to the CBNRM project teams that the case study is not merely an end product, but a tool for analyzing and thus bettering CBNRM and related capacities in Cambodia.

1.1.4 Activities/Outputs

- Lessons will be networked into action at the "National CBNRM Workshop" (various co-sponsors, October 2002). This planned national workshop will present the results of the case study writing process to key policy makers and practitioners of CBNRM and will develop strategies from these lessons learned into improved programming and policy for CBNRM.

**IMPACT**

- Expected impacts include action plans and policy innovations that will support CBNRM in Cambodia.

1.2 Indicator

- Increased number of trained facilitators across Cambodia

1.2.1 Activities/Outputs

- A "training for trainers" workshop was held in November 2001 in Phnom Penh, with technical assistance from RECOFTC. This event was an opportunity to reflect on the Siem Reap case study writing workshop and learn how to develop/improve agenda design.

**IMPACT**

- By scaling up regional linkages (i.e. RECOFTC), improved agendas and associated skills were developed. The skills extended during this training were successfully applied to the Ratanakiri case study writing workshop. Newly trained individuals also helped in co-facilitating this event.

1.2.2 Activities/Outputs

- A training workshop on communication skills was held in November 2001 in Ratanakiri, hosted by the CBNRM Ratanakiri project and sponsored by IDRC. Mr. Son Bora and Mr. Oul Kim Sear participated from the CBNRM Team. This was an event for training trainers/facilitators of local communities.

## **IMPACT**

- This training generated ideas on new ways for people to communicate, produced many "new" facilitators in local communities that are better able to tap into indigenous experiences and skills, and have since helped to enhance CBNRM in Cambodia by building the capacity of others around the country. Also, the success of such training courses has been evident by the increased number of Khmer people wanting to attend similar events/workshops.

### 1.3 Indicator

- Increased understanding of basic community fisheries concepts and management

#### 1.3.1 Activities/Outputs

- A training course for trainers on Community Fisheries Management was held in Kampong Cham province from August 23–26, 2001. It enabled 25 selected participants to help develop and test training materials and tools from a draft toolkit developed through the collaboration of two other IDRC supported projects: PMMR in Cambodia and CBCRM/Learning and Research Network in the Philippines. Oxfam America and Oxfam GB sponsored the workshop.

Mrs. So Srey Mom and Mr. Kim Sear participated in the facilitators training course and follow-up activities, including the development of the training manual ("*Community Fisheries Management*"), collaborations primarily between CFDO, DoF, MoE, IDRC, Oxfam America, WWF, Oxfam GB, WI, and the CBNRM Initiative.

## **IMPACT**

- The manual has been used by practitioners throughout the country and as a basis for training trainers and field workers. The success of the manual has prompted the proposed development of a follow-up manual, study tour, and training workshop on community fisheries management planning, with the assistance of newly trained facilitators. Also, the drafting of the facilitator's manual on community fisheries management was endorsed by the government, which sends a strong support of support for CBNRM in Cambodia.

### 1.4 Indicator

- Increased understanding of basic community forestry concepts and management

#### 1.4.1 Activities/Outputs

- The "International Conference on Innovations in Community Forestry" held in Chiang Mai (September 25 – 28, 2001) provided participants with opportunities to exchange experiences and contribute to the development of a better understanding of the dynamic context in which CF is implemented, as well as where CF is heading. It explored how experiences can be better linked to capacity building and networking initiatives and the supportive inter-institutional arrangements to improve the governance of forest resources.

Through the CBNRM Initiative, RECOFTC sponsored a total of seven people to attend this conference from Cambodia, including four members of the CBNRM team (Ms. Hou Kalyan, Mr. Toby Carson, Mr. Cheam Mony and Mrs. So Srey Mom) plus three policy makers selected by the CBNRM team from the MoE (Mr. Chay Samith and H.E. Touch Kroung Vutha) and RUA (Mr. Von Monin).

The CBNRM Initiative collaborated with CFRP and other members of the CFWG in Cambodia to prepare an interactive Learning Kiosk for the Information Market, for which a prize was awarded.

#### **IMPACT**

- The conference raised the profile of CF in the region, particularly among policy makers. Increased regional/international collaboration and strengthened linkages and information/experiences sharing have provided and continue to support the improvement of CBNRM approaches in Cambodia.

#### 1.5 Indicator

- Increased understanding of participatory land use planning

##### 1.5.1 Activities/Outputs

- Mr. Cheam Mony of the CBNRM Initiative was selected as a lead National Facilitator to participate in the PLUP Training for Trainers in November 2001. This activity contributed to the development of the PLUP Manual and Training of Trainers modules.

#### **IMPACT**

- The manual and training modules will be used as a basis for implementing future PLUP trainings in Cambodia, including the PLUP workshop in Kratie province from June 16-28, 2002, and another training in Mondulkiri province in November, 2002. As well, the MOSAIC/CBNRM team is now capable of helping to facilitate these trainings that will be co-sponsored by SMRP, the MOSAIC Initiative, and the newly formed PLUP training team.

#### 1.6 Indicator

- Increased understanding of relevant CBNRM related laws

##### 1.6.1 Activities/Outputs

- Training of the core CBNRM team and provincial counterparts in Stung Treng (January 10-13, 2002) led to the development of a manual on resource rights and responsibilities. A follow-up workshop on Resource Rights and Responsibilities Material and Strategy Development in Mondulkiri province (February 19-22, 2002), based upon the training manual, was an opportunity for participants from national and provincial government, NGOs, and international organizations to share information on forestry law, community forestry sub-decree, commune law, and land law, and generate ideas on how to improve policy to support local level resource management.

#### **IMPACT**

- The manual has become a basis for training on resource rights and responsibilities. Further, as a result of the high demand for extension material expressed during workshop discussions, subsequent

activities will include the creation of additional training information that can be used Cambodia-wide for the teaching of laws relevant to CBNRM.

## **2.0 Lessons Learning**

### 2.1 Indicator

- Identification of effective methodologies

#### 2.1.1 Activities/Outputs

- Case study writing, a cornerstone of this project, has been used as a tool and a bridge for networking.

#### **IMPACT**

- This method has: created a more open, participatory process by bringing in more stakeholders and interested parties; developed cross-institutional information sharing through multi-sectoral case study writing teams; established linkages and partnerships between and among the various levels (grassroots, provincial, and national); increased swapping of ideas and experiences between communities of the various regions of Cambodia (uplands, lowlands, coastal areas); and drawn recognition of case study writing as a tool for capacity building (research, writing, and analytical skill development).

#### 2.1.2 Activities/Outputs

- The project has embraced a Learning by Doing approach, an experiential learning cycle where experience-reflection-conclusion-action ideals are applied to all activities/outputs/events.

#### **IMPACT**

- This approach and method of interacting with experiences has been integrated into everyday routines and procedures, from report writing, workshop preparation, to conference facilitation and follow-up. This experiential learning cycle allows for flexibility and adaptation that has engendered more effective functioning.

### 2.2 Indicator

- Increased pool of CBNRM experience and expertise

#### 2.2.1 Activities/Outputs

- The building of multi-disciplinary, inter-institutional teams for the CBNRM initiative has been central.

#### **IMPACT**

- Participation of various diverse groups and institutions has enhanced knowledge and experience sharing, as well as increased comfort, understanding, and support between and among levels of government. For example, Mr. Cheam Mony of DoFW is now trained in and has working knowledge of PLUP, a concept unknown to him before. This "working together" is facilitating easier ground on which to enhance CBNRM.

### 2.2.2 Activities/Outputs

- The CBNRM initiative has been championing a conceptual and analytical framework that is Cambodia-based through enhancing capacity, increasing linkages, and building on indigenous experiences and skills.

#### **IMPACT**

- This context-sensitivity is paving the way for the evolution of Cambodia-based CBNRM, and allowing for internal solutions appropriate for the situation. The use of this model has increased participation and support.

### 2.2.3 Activities/Outputs

- The CBCRM Workshop on Sustainable Livelihoods in the Philippines (March 2-5, 2002) included participants from IDRC-supported projects who have worked with CoRR in the region along with other participants from STREAM and selected initiatives from the Philippines. Ms. So Srey Mom and Mr. Toby Carson participated from the CBNRM Initiative. This workshop was designed to build on previous collaborative work and start expanding to include other partners. The main components of the workshop included: analysis of experiences related to implementing a sustainable livelihoods approach to CBCRM; refining of research questions projects might use in implementing research under an SL framework; and drafting a follow-up program for SL skills development.

#### **IMPACT**

- This event was a significant networking opportunity. The lessons learned and exchanged, as well as links made, will support the bettering of CBNRM in Cambodia and elsewhere in the region.

## **3.0 Networking**

### 3.1 Indicator

- Increased linkages between and among community forestry supporters

#### 3.1.1 Activities/Outputs

- The CFWG was established in late 1998. The group aims to improve the understanding of CF, while promoting information gathering and sharing, as well as collaboration among organizations working in the sector.

Mr. Cheam Mony and Mr. Srey Marona attended the meeting at DoFW held on December 3, 2001. The topics of discussion were: progress of the CF sub-decree; ideas for the CF national program; debriefing on the CF conference in Chiang Mai; debriefing on the workshop to establish training capacity for CBNRM, PLUP TNA and PLUP training module development; and planning for the CF management plan workshop.

#### **IMPACT**

- Participation in the CFWG encourages capacity building, increased information and experiences sharing, improved coordination of resource management activities in Cambodia, and greater policy support/advocacy for CBNRM.

### 3.1.2 Activities/Outputs

- The Community Forestry Network meetings are held every three months. The purpose of the meetings is to share information and experience among CF agencies, the CF units of MoE, DoFW, NGOs, and community organizations around Cambodia. The Cambodia Environment Management Project (CEMP) established the network meetings in 1996. When CEMP was disbanded in 1997, the MoE, DoFW, IDRC, and then Concern Worldwide continued to support and facilitate the meetings.

Core team members regularly attend these meetings and present the proceedings from CBNRM meetings/workshops/events. At the meeting on December 21, 2001, Mr. Cheam Mony presented the results of the CBNRM workshop in Ratanakiri.

#### **IMPACT**

- These meetings are a mechanism for networking and disseminating information concerning the CBNRM initiative to other partners, projects, and interested groups. The meetings increase information and experiences sharing, improve coordination of resource management activities in Cambodia, and promote greater policy support/advocacy for CBNRM.

### 3.1.3 Activities/Outputs

- The Community Forestry Management Planning workshop was held on March 20-22, 2001, in Siem Reap Province. Ms. Hou Kalyan went on behalf of the CBNRM Team and Mr. Srey Marona represented the CF and Buffer Zone Unit of the DNCP. The workshop was co-sponsored by CFRP, FAO Siem Reap, Concern Worldwide, Oxfam GB and other organizations.

This national workshop was designed to share concepts, approaches, field-based experience, and lessons learned related to CF Management Planning among practitioners and technical staff involved in CF development in Cambodia. The workshop focused on participatory planning approaches that involve the local community in forest resource planning, and developed recommendations for approaches/standards for CF Management Planning in support of national guidelines for CF. This workshop had a valuable field visit component where information could be exchanged with local partners.

#### **IMPACT**

- This networking event provided an opportunity for staff and practitioners in different projects, NGOs and government agencies around Cambodia to meet and share experiences of developing management plans, paving the way for the development of better management plans in the future. Increased support and added momentum to CF were also resultant.

### 3.2 Indicator

- Increased linkages between and among community fisheries supporters

#### 3.2.1 Activities/Outputs

- The CBNRM team is participant to FACT, which is supported by OXFAM America and brings together various NGOs with fisheries concerns and interests in community approaches.

#### **IMPACT**

- These meetings increase information and experiences sharing, improve coordination of resource management activities in Cambodia, and promote greater policy support/advocacy for CBNRM.

#### 3.2.2 Activities/Outputs

- The FLWG meets monthly to improve understanding and discuss the development of the community fisheries sub-decree and share information.

#### **IMPACT**

- The dissemination of legal knowledge and advocacy for community-based approaches has increased understanding of laws pertaining to community fisheries.

### 3.3 Indicator

- Increased coordination of CBNRM initiatives

#### 3.3.1 Activities/Outputs

- The NGO Forum Working Group on the Environment holds monthly meetings to share information on environmental issues in Cambodia. This opportunity affords a space for lessons and successful projects to be shared and replicated. The forum is also a bridge for linking NGOs and government. Mr. Em Tray and Mr. Sam Rang Dy Vichet of the CBNRM Team regularly attend these meetings.

#### **IMPACT**

- The Forum is a vehicle for promoting CBNRM to policy makers and considerable advocacy for support takes place here.

#### 3.3.2 Activities/Outputs

- On November 27-28, 2001, a workshop on establishing training capacity in CBNRM and building upon the experiences of CAMCOFTT was held in Phnom Penh. Mr. Toby Carson gave the keynote presentation on the concept of CBNRM and the opportunities for enhancing training capacity for CBNRM in Cambodia. A main message coming from this event was the need to move beyond a CF focus to broader support for community fisheries, PLUP, and other community-based approaches as well.

#### **IMPACT**

- There is consensus on the need for initiative to be taken to pick up where CAMCOFT left off, while widening the scope for action. In this movement for action, the CBNRM project has taken to supporting a follow-up to CAMCOFT initiatives.

### 3.3.3 Activities/Outputs

- There have been several meetings to coordinate community based conservation efforts in Cambodia.

#### 3.3.3.1 Coordination Workshop on Cambodian Protected areas (October 25-26, 2001)

This workshop was led by the MoE and supported by the World Bank Biodiversity and Protected Areas Management Project. The purpose of the workshop was to bring together active donors, NGOs, MoE, and other relevant government agencies in an attempt to exchange information on the ongoing and planned programs and to seek agreement on how best to coordinate them. Mr. Toby Carson moderated and presented at the thematic session on "Alternative Livelihood and Community Awareness Programs".

#### 3.3.3.2 Coordination meeting of community based conservation activities in the Eastern Plains (December 12, 2001)

This coordination meeting was hosted by WWF and moderated by Dr. Andy Maxwell. The objectives of the meeting were to discuss conservation activities in the Eastern Plains (primarily Mondulkiri province) with particular attention to activities in (human) communities. Three important topics covered were:

1. Curriculum for awareness raising, including education about laws and rights;
2. Training of trainers at national and/or provincial levels; and
3. Geographical focus for each project/program.

#### 3.3.3.3 Coordination meeting of "Eastern Plains Community Related Conservation Activities" (January 31, 2002)

This second coordination meeting was hosted by Sangkrohs Sat Prey (Save Cambodia's Wildlife). Mr. Cheam Mony and Mr. Toby Carson presented the proposed awareness raising program on resource rights and responsibilities for local communities.

### **IMPACT**

- These meetings have drawn great attention to and provided motivation for inclusion of local communities in conservation/land use development. Increased information flow has enhanced knowledge and understanding of conservation and community based approaches, as well as support for enabling policy, which are key to more effective natural resource management and sustainable livelihoods.

### 3.3.4 Activities/Outputs

- Cooperation meetings between IDRC supported CBNRM projects in Cambodia include:
  - 3.3.4.1 1st meeting hosted by CFRP (September 2001)  
The participants of this first meeting were Mr. Sy Ramony (CFRP), Mr. Nghem Sovanna (PLG Ratanakiri), Mr. Srey Marona (CBNRM Initiative), and Mr. Kim Nong (PMMR).
  - 3.3.4.2 2nd meeting hosted by PLG Ratanakiri (January 2002)
  - 3.3.4.3 3rd meeting hosted by PMMR (May 2002)
  - 3.3.4.4 4th meeting to be hosted by CBNRM Initiative (planned for September 2002)

#### **IMPACT**

- These meetings have established linkages between IDRC projects where before they did not exist. More effective information sharing and increased capacity building for CBNRM in Cambodia have resulted as the various groups have come together to help and share skills (e.g. the CBNRM team has provided training on the case study writing process in exchange for field level research skills training from other groups).

### 3.3.5 Activities/Outputs

- On January 23, 2002, an informal discussion was hosted by WWF and organized by Concern Worldwide, bringing together a small group of key people involved in CBNRM network support organizations in Cambodia. During the working meeting, this small group reviewed the existing CBNRM networks, mapped the linkages between them, identified strengths and weaknesses, and generated strategies to strengthen these networks in Cambodia.

#### **IMPACT**

- The benefits of more effective coordination and management, increased information sharing, and scaled up policy support/advocacy strengthens CBNRM endeavours around the country.

### 3.4 Indicator

- Strengthened core team

#### 3.4.1 Activities/Outputs

- The core group has regular team meetings that encourage information sharing, open discussion, and free flow of ideas. In this way, the team is learning by doing, or practicing the participatory approach it is advocating and setting a good example.

#### **IMPACT**

- The participatory nature of the team has created a comfortable environment for organizing. The multi-sectoralism lends itself to seeing a more complete picture, and this larger vision has improved both

individual and team action plans, while promoting more effective management and coordination.

## **4.0 Policy Support**

### 4.1 Indicator

• Increased participation in policy development

#### 4.1.1 Activities/Outputs

- The CBNRM Policy Support and Networking Meeting (December 13, 2001) was convened by Oxfam America to bring together staff of the Oxfam GB Sustainable Livelihoods Program and the CBNRM Initiative to share program updates and explore ways to build policy with decision makers. Other concerned groups such as the Cambodian Development Research Institute, NGO Forum and FACT were also invited for information sharing and networking. The meeting was moderated by Ms. Femy Pinto and Mr. Toby Carson.

#### **IMPACT**

- This meeting provided an important networking opportunity; the event enhanced linkages, increased coordination, and strengthened policy support. Also, the ideas and strategies discussed will likely form the basis to future CBNRM policy.

#### 4.1.2 Activities/Outputs

- From August 2001—January 2002, there has been ongoing support for the development of the community forestry sub-decree and the community consultation process. The CBNRM Initiative collaborated with the NGO Forum, Oxfam GB, and other NGOs on the community consultation process. A series of four community consultation meetings were held on November 15-17, December 17-19, January 8-9, and January 17-18.

The CBNRM Initiative contributed financially towards the consultation meetings. Mr. Em Tray and Mr. Samrang Dy Vichet helped facilitate while Ms. Hou Kalyan, Mrs. So Srey Mom, and Mr. Toby Carson participated as technical observers at the last meeting.

#### **IMPACT**

- This public consultative process with broad stakeholder participation is widely considered to be the model to follow and build upon for similar efforts. Further, the CFSD will provide the important legal basis for CF in Cambodia.

#### 4.1.3 Activities/Outputs

- The CBNRM team has actively participated in the Fisheries Law Working Group, formed by Oxfam GB, Oxfam America, FACT, and other NGOs, and the development of the community fisheries sub-decree. Meetings were held on October 26 and on December 14 to consult and review drafts of the Fisheries Law as well as the Community Fisheries Sub-Decree. Mr. Oul Kim Sear and Mr. Thay

Somony, Mrs. So Srey Mom and Mr. Toby Carson participated in these meetings.

**IMPACT**

- This Sub-Decree will provide the important legal basis for community fisheries in Cambodia.

4.1.4 Activities/Outputs

- The CBNRM Initiative has supported the development of the Protected Area Law (December 2001 – March 2002).

The MoE approved a consultative process for drafting protected areas legislation based on the model developed for the recent revising and drafting of the CFSD. Mr. Seng Teak participated in the Advisory Group and Mr. Srey Marona was selected as a member of the Task Force. In addition, WWF has provided financial support to the Secretariat. The objective of the consultative process is to complete Protected Areas legislation to be submitted for approval by March 2002.

During the third task force meeting on January 24, at MoE, Mr. Toby Carson gave a presentation on "Parks and People: The importance of Community Participation in Protected Areas Management", while Dr. Andy Maxwell presented on Landscape Conservation Planning and Implementation, and Mr. Dale Withington presented on Eco-tourism and Protected Areas.

The inputs of the WWF team have been important to help the task force consider the role of communities and considering landscape and eco-region based approaches in developing the Protected Area Law.

**IMPACT**

- Due to the success of the CFSD consultative process and other participatory forums, the government has been open to stakeholder discussion as a means to developing better, more effective legislation. This law will provide the important legal basis for protected areas in Cambodia.

4.2 Indicator

- Increased access of policy makers to information

4.2.1 Activities/Outputs

- There has been active and ongoing dissemination of field results to policy makers and CBNRM practitioners.

**IMPACT**

- Providing information on local realities will assist policy makers in making appropriate, informed decisions that will support CBNRM in Cambodia.

4.2.2 Activities/Outputs

- The project provided support to policy makers to attend the community forestry conference in Chiang Mai (September, 2001) which fostered better understanding of CF and increased linkages and networking among CF supporters. Also of great significant was the attendance of DNCP Director, Mr. Chay Samith, at the CBNRM Case Study Writing Synthesis workshop in Koh Kong province in May 2002.

#### **IMPACT**

- These happenings demonstrate a growing interest in CBNRM which may lead to greater support for these approaches in Cambodia in terms of enabling policy and legal frameworks.

### **C. REVIEW OF THE PROCESS**

The previous section examined the impacts of activities/outputs, whereas this section considers the process of the case study writing initiative. Based on a presentation given Mr. Ronnakorn Triraganon of RECOFTC, Thailand (May 25, 2002, Synthesis Workshop, Koh Kong), a SWOT analysis has been employed here to review the purpose, resource requirements, project team organization/coordination, data collection, analysis, format/packaging, beneficiaries (target audience), peer review, and environmental context of the case study writing process (refer to SWOT analysis chart, Appendix 2). In this way, areas of opportunity for further activities can be identified. The following is a summary of the SWOT analysis.

In terms of the purpose for case study writing, results of the SWOT analysis show that there appears to be a clear purpose and much enthusiasm, despite a lack of research, writing, and analysis skills. Opportunities for capacity building are immense. As well, this process allows for the identification and addressing of CBNRM issues relevant to the Cambodian context. Moreover, this process allows for reflection and the documentation of an emergent chapter of natural resource management in Cambodia. Possible threats include the selection of sensitive or unappealing topics and questions of who gets to set the "agenda".

Regarding resource requirements, the case study writing process demands less material and financial resources and channels into/builds on indigenous knowledge and experience. However, requisite skills remain largely undeveloped. Opportunities include increased capacity building and learning-by-doing approaches (the experiential learning cycle). Nevertheless, a lack of time and support for human resource/skills development may threaten the impact of the case study.

The organization and coordination of the project teams are strengthened through their multi-sectoral composition, defined roles and responsibilities, and diverse perspectives. However, team members also have other jobs and duties to perform and lack time and availability. Opportunities afforded by the team organization, however, are enhanced networking and linkages with other agencies and projects outside of their own. Also, increased coordination of the team enables local officers to be more effective in carrying out their jobs. Nonetheless, without a clear and supportive mandate, it is difficult to move forward. As well, successful projects always run the risk of co-option.

The strengths associated with data collection include the wide availability of data and the relative ease of being able to return to or communication with the villages to obtain more information. But again, data collection skills are rudimentary. As well, the information gathered is highly context-specific. Even so, the opportunity to learn and use PRA tools and

enhance data collection skills is vast, despite potential conflicts over who is collecting what data where, when, how, and why.

For analysis, there are numerous benefits associated with the availability of comprehensive, hands-on information. The skills to analyze this data are relatively weak, however, with questions remaining as to the differences between "facts" and "results of analysis." However, much opportunity exists for the learning and usage of participatory analysis tools, even though there is a threat of facilitation whereby a result may be forced. Also, threats linger around the interpretation of sensitive information and questions of who gets to perform analysis (Villagers? Project teams? National advisors?).

The strengths behind the format/packaging of the case study are easy access, basic format, and relatively small inputs required. Despite the fact that the case study targets literate people, it offers other media opportunities (e.g. field manuals, videos, slides, posters, etc.) that target larger audiences. Challenges involve the different learning abilities and styles of different people; a case study may not be conducive to everyone. Also, there is the inevitability of some required, even unforeseen, inputs.

The beneficiaries of this process are the writers who are receiving training, villagers, other projects, and policy makers who will be reading these case studies. Difficulties remain in defining a target audience. Nevertheless, capacity building, lessons learning, networking and linking of villagers, local advisors, other projects, authorities, and others are the clear areas of opportunity. Threats include the continuing uncertainty of target groups, the different learning styles of individuals, and low literacy.

The peer review component of the process is a powerful tool whereby groups that are open may learn from each other and improve their work. And despite nearly inevitable differences in perception of issues, the opportunity to give and receive feedback from readers, superiors, and others is enormous. Challenges of peer review include destructive feedback, defensiveness, time consumption, and questions of who gets to be the reviewer.

The environmental context (political, economic, socio-cultural, and physical) within which any project or process takes place is important to consider in an analysis such as this. The strengths of the environmental context in Cambodia include the fact the traditional natural resource management has been based in community and participatory notions for generations. Also, the current growing government support is assisting CBNRM development. Further, the project's process focuses on capacity building and networking; it is not simply a donor payout project. Weaknesses include the scattered experience and expertise around the country, as well as male domination of the project teams. Opportunities afforded by the environmental context include the current drafting of environmental legislation (eg. CFSD, Fisheries Law) by the RGC, the current exploitation of natural resources, and the growing global awareness of the benefits of CBNRM, all of which give room to maneuver for CBNRM goals. Threats include an increased dependence on donor support, increased market privatization, an overly-centralized government stance, and lack of supportive policies/mandates.

## D. STRATEGIES TO BUILD ON FUTURE OPPORTUNITIES

From the impact assessment and SWOT analysis, it is clear that opportunities exist and more work needs to be done. Some of these activities include:

- **Facilitation skills training workshops**—to increase the number of trainers.
- **Case study writing workshops**—to further develop research, writing, and analytical skills.
- **Linking the case study writing program to other CBNRM activities**—to apply the case study writing concept to developments such as Community Forestry and the formulation of the Community Forestry Sub-decree.
- **Redefinition of target audience and identification of options for case study packaging**—to present information in a manner that will be received by the intended audience.

### *Phase 2: Planning and Design for Follow-up Initiatives*

Before and following the final workshop, a core group of the Project Counterparts, Project Advisors, Advisory Team members, researchers and other interested staff members will conduct project planning exercises. The objective will be to outline the elements of a project that can build on the results of the first phase of implementation by taking advantage of the “raw materials” and skills generated in the development of the case studies. Possible elements of a second phase of implementation might include:

- **Policy advocacy** work aimed at getting CBNRM issues more fully integrated into legal instruments of the RGC;
- **Multimedia Production/Case Study Packaging**, depending upon the focus audience. There is a strong interest among local partners to use the case study documents as a basis for developing other media for innovative information sharing, advocacy, and policy support. Funds could be channeled into the production of CD ROMs, posters, and/or policy memos on a pilot-testing basis. More focus on translations and editing of case study documents is proposed, with an emphasis on providing additional support to the community fisheries sector.
- **CBNRM Learning Institute;**
- **Linking Sustainable Livelihoods to CBNRM;**
- A high profile **environmental education/awareness raising** initiative emphasizing the lessons learned through CBNRM;
- A support program aimed at **incorporating CBNRM into the curriculum** at the Royal Agricultural University (Faculty of Fisheries and Forestry) and the Royal University of Phnom Penh (Department of Environmental Science);
- Efforts aimed at **improving CBRM practices**, including gender/social analysis, community organizing, sustainable livelihood development, etc;
- Development of a **program network and support system** to promote the efforts of CBNRM practitioners.

**Appendix 1 List of Team Members—CBNRM Core Facilitating Team (WWF/Oxfam/IDRC/RECOFTC)**

No.	Organization	Name	Position	Address	Telephone	Email
1	Ministry of Environment	Srey Marona	Counterpart Team Leader	#48, Preah Sihanouk	023 218 034 012 826 399	<a href="mailto:marona@bigpond.com.kh">marona@bigpond.com.kh</a>
2	Ministry of Agriculture	So Srey Mom	Counterpart Team Leader	#186 Norodom Blvd	023 218 034 016 947 799	<a href="mailto:CBNRM@bigpond.com.kh">CBNRM@bigpond.com.kh</a>
3	Department of Forestry & Wildlife, MAFF	Cheam Mony	Counterpart Team Leader	#40 Norodom Blvd	023 218 034 012 835 842	<a href="mailto:CBNRM@bigpond.com.kh">CBNRM@bigpond.com.kh</a>
4	Department of Forestry & Wildlife, MAFF	Em Tray	Technical Counterpart	#40 Norodom Blvd	023 218 034 016 872 987	<a href="mailto:CBNRM@bigpond.com.kh">CBNRM@bigpond.com.kh</a>
5	Dept of Nature Conservation & Protection, MoE	Son Bora	Technical Counterpart	#48, Preah Sihanouk	023 218 034 011 883 094	<a href="mailto:CBNRM@bigpond.com.kh">CBNRM@bigpond.com.kh</a>
6	Dept of Nature Conservation & Protection, MoE	Sam Rang Dy Vichet	Technical Counterpart	#48, Preah Sihanouk	023 218 034 016 842 826	<a href="mailto:CBNRM@bigpond.com.kh">CBNRM@bigpond.com.kh</a>
7	Department of Fisheries, MAFF	Oul Kim Sear	Technical Counterpart	#186 Norodom Blvd	023 218 034 012 912 283	<a href="mailto:CBNRM@bigpond.com.kh">CBNRM@bigpond.com.kh</a>
8	Department of Fisheries, MAFF	Thay Somony	Masters Student	#186 Norodom Blvd	023 218 034 012 829 971	<a href="mailto:thavsomony@hotmail.com">thavsomony@hotmail.com</a>
9	Ministry of Environment	Hou Kalyan	National Advisor	#48, Preah Sihanouk	023 218 034 012 839 955	<a href="mailto:kalyan@bigpond.com.kh">kalyan@bigpond.com.kh</a>
10	WWF/Oxfam/IDRC	Toby Carson	Technical Advisor	#28, Street 9 Tonle Bassac	023 218 034 016 828 528	<a href="mailto:tobyc@bigpond.com.kh">tobyc@bigpond.com.kh</a>

**APPENDIX 2: SWOT Analysis—The Case Study Writing Process**

	<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• clear purpose for writing and excitement to learn</li> </ul>	<ul style="list-style-type: none"> <li>• writing and analytical skills</li> </ul>	<ul style="list-style-type: none"> <li>• capacity building</li> <li>• identifying/addressing CBNRM issues that are Cambodia-based</li> <li>• reflection and documentation</li> </ul>	<ul style="list-style-type: none"> <li>• topic choice may be sensitive/unappealing</li> <li>• questions of who should set the agenda</li> </ul>
<b>Resource requirements</b>	<ul style="list-style-type: none"> <li>• can channel into/build on indigenous knowledge</li> <li>• less inputs (material and financial) needed</li> </ul>	<ul style="list-style-type: none"> <li>• not fully developed skill sets (research, writing, analysis)</li> </ul>	<ul style="list-style-type: none"> <li>• capacity building</li> <li>• learning by doing (experiential learning cycle)</li> </ul>	<ul style="list-style-type: none"> <li>• lack of time/opportunity/support to develop skills needed to make a significant impact</li> </ul>
<b>Team Organization/Coordination</b>	<ul style="list-style-type: none"> <li>• dynamic multi-sectoral teams</li> <li>• clear roles/responsibilities</li> <li>• diverse perspectives</li> </ul>	<ul style="list-style-type: none"> <li>• availability/time</li> <li>• other tasks/work</li> </ul>	<ul style="list-style-type: none"> <li>• increased networking and linkages between other related agencies</li> <li>• local officers</li> </ul>	<ul style="list-style-type: none"> <li>• lack of supporting policy and mandate</li> <li>• extension/cooption of success</li> </ul>
<b>Data Collection</b>	<ul style="list-style-type: none"> <li>• vast data for collecting</li> <li>• can go back to villages if needed</li> </ul>	<ul style="list-style-type: none"> <li>• data collection skills</li> <li>• data is very context-specific</li> </ul>	<ul style="list-style-type: none"> <li>• PRA tools</li> <li>• data collection skills development</li> </ul>	<ul style="list-style-type: none"> <li>• conflicts over who is collecting what data, where, when, how, and why</li> </ul>

<b>Analysis</b>	<ul style="list-style-type: none"> <li>hands-on information</li> <li>comprehensive data/info</li> </ul>	<ul style="list-style-type: none"> <li>analysis skills</li> <li>balancing "facts" and "analysis results"</li> </ul>	<ul style="list-style-type: none"> <li>participatory analysis</li> </ul>	<ul style="list-style-type: none"> <li>facilitation</li> <li>interpretation of some sensitive issues</li> <li>who analyzes?</li> </ul>
<b>Format/Packaging</b>	<ul style="list-style-type: none"> <li>easy to access</li> <li>basic format</li> <li>less inputs needed</li> </ul>	<ul style="list-style-type: none"> <li>targets literate people</li> </ul>	<ul style="list-style-type: none"> <li>offers other media opportunities (field manuals, video, slides, storytelling, posters, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>people have different learning abilities/styles</li> <li>some (unforeseen) inputs</li> </ul>
<b>Beneficiaries (target audience)</b>	<ul style="list-style-type: none"> <li>writers trained in basic concepts of case study writing</li> <li>readers are villagers, other projects, authorities/policy makers</li> </ul>	<ul style="list-style-type: none"> <li>defining target audience</li> </ul>	<ul style="list-style-type: none"> <li>capacity building, lessons sharing and learning, networking and linking of villagers, local advisors, other projects, authorities, etc/</li> </ul>	<ul style="list-style-type: none"> <li>unsure of target group</li> <li>different learning styles</li> <li>low literacy may mean low exposure and impact</li> </ul>
<b>Peer Review</b>	<ul style="list-style-type: none"> <li>powerful tool</li> <li>groups are open to learn from others</li> <li>more/better ideas can be found to illustrate points</li> </ul>	<ul style="list-style-type: none"> <li>different perception of issues</li> </ul>	<ul style="list-style-type: none"> <li>feedback from readers, superiors, and others</li> </ul>	<ul style="list-style-type: none"> <li>destructive feedback</li> <li>defensiveness/ argument</li> <li>time consuming</li> <li>who gets to be the reveiwer?</li> <li>writing/reading styles</li> </ul>
<b>Environmental Context (political, economic, socio-cultural, physical)</b>	<ul style="list-style-type: none"> <li>traditional RM has been based in community and participation for generations</li> <li>growing government support</li> <li>capacity building and networking focus of donors, not simply payouts</li> </ul>	<ul style="list-style-type: none"> <li>scattered experience and expertise</li> <li>male dominated</li> </ul>	<ul style="list-style-type: none"> <li>RGC in porocess of drafting environmental legislation (eg. CFSD, Fisheries Law)</li> <li>growing global awareness of benefits of CBNRM</li> <li>justification through increased resource/habitat exploitation</li> </ul>	<ul style="list-style-type: none"> <li>dependence on donor support</li> <li>increased market privatization</li> <li>overly centralized government</li> <li>no supportive policies/mandates</li> </ul>