



Implementation model for the Community-based Production Forestry project

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Khmer Summary

សេចក្តីសង្ខេប:

អត្ថបទនេះបង្ហាញជូននូវយុទ្ធសាស្ត្រសម្រាប់ការប្រតិបត្តិទស្សនទានស្តីពី **សហគមន៍ព្រៃផ្តល់ផល**^២ ដែលត្រូវបានស្នើធ្វើការសាកល្បងនៅក្នុង **តំបន់ព្រៃការពារ និងអភិរក្សជីវចម្រុះ "សីមា"**^៣ ។ អត្ថបទនេះត្រូវបានរៀបរៀងឡើងក្នុងគោលបំណងលើកទឹកចិត្ត និងទទួលយកនូវមតិគំរើកលំអរពីសំណាក់អ្នកពាក់ព័ន្ធទាំងឡាយ ដើម្បីស្វែងរកនូវយន្តការដ៏សមស្របបំផុត ក្នុងការអនុវត្តនូវគម្រោងទស្សនទានដ៏ថ្មីមួយសម្រាប់ប្រទេសកម្ពុជា។ គម្រោងទស្សនទាននេះនឹងត្រូវធ្វើការ កែលំអរ និងអភិវឌ្ឍជាបន្តបន្ទាប់ ដោយយោងទៅតាមស្ថានភាពជាក់ស្តែងនៃការអនុវត្ត។

សហគមន៍ព្រៃផ្តល់ផល គឺជាគម្រោងមួយនៃការចូលរួមគ្រប់គ្រងព្រៃឈើដោយសហគមន៍មូលដ្ឋាន ដែលកម្មវិធីបានស្នើធ្វើការសាកល្បងនៅក្នុងតំបន់ភាគខាងកើតប្រទេសកម្ពុជា។ ទម្រង់សហគមន៍ព្រៃឈើមួយត្រូវបានបង្កើតឡើងក្នុងកម្រិតមួយដែលពុំធ្លាប់មានពីមុនមក និងបង្កើតនូវប្រព័ន្ធថ្មីមួយដើម្បីលើកទឹកចិត្តឱ្យមានការចូលរួមគ្រប់គ្រង និងប្រើប្រាស់ធនធានព្រៃឈើដែលមានសក្តានុពលខ្ពស់របស់ប្រទេសកម្ពុជា ប្រកបដោយចីរភាព។ ទស្សនទានស្តីពីសហគមន៍ព្រៃផ្តល់ផល ត្រូវបានដំណើរការដោយប្រើប្រាស់នូវលិខិតបទដ្ឋានច្បាប់សម្រាប់សហគមន៍ព្រៃឈើ ប៉ុន្តែមានលក្ខណៈខុសប្លែកគ្នាខ្លះ ដោយសារតម្រូវឱ្យអនុវត្តនៅក្នុងតំបន់ដែលមានផ្ទៃដីព្រៃឈើធំទូលាយ និងមានសក្តានុពលក្នុងការប្រមូលផលព្រៃឈើប្រកបដោយចីរភាព ជាអាទិភាពគឺ **" ឈើហ៊ុប "** ។

ការអនុវត្តសាកល្បងនូវគម្រោងទស្សនទាននេះ ត្រូវបានគាំទ្រតាមរយៈ **កម្មវិធីព្រៃឈើជាតិ**^៤ ដោយកម្មវិធីរំពឹងថាទស្សនទាននេះនឹងចូលរួមចំណែកសម្រេចបាននូវគោលបំណងចម្បងៗជាច្រើន។ សហគមន៍ព្រៃផ្តល់ផលត្រូវបានចាត់ទុកជាការងារអាទិភាពមួយនៅក្នុងកម្មវិធី ៤ នៃកម្មវិធីព្រៃឈើជាតិ ហើយការសាកល្បងនេះនឹងផ្តល់ឱកាសសម្រាប់អនុវត្តនូវគម្រោងថ្មីមួយ ដែលនឹងឆ្លើយតបទៅនឹងលទ្ធផលរំពឹងទុកសំខាន់ៗរបស់កម្មវិធី ៤ គឺ ការត្រួតពិនិត្យឡើងវិញ និងការកែលំអរអនុក្រឹត្យស្តីពីការគ្រប់គ្រងសហគមន៍ព្រៃឈើ។

២- សហគមន៍ព្រៃផ្តល់ផល ដែលពីមុនគេស្គាល់ថាជា សហគមន៍ពាណិជ្ជកម្មព្រៃឈើ។ ទស្សនទាននេះត្រូវបានគាំទ្រដោយកម្មវិធី ៤ នៃកម្មវិធីព្រៃឈើជាតិ។

៣- តំបន់ព្រៃការពារ និងអភិរក្សជីវចម្រុះ " សីមា " ត្រូវបានបង្កើតឡើងដោយរាជរដ្ឋាភិបាលកម្ពុជា តាមរយៈអនុក្រឹត្យលេខ ១៤៣ អនក្រ.បក ចុះថ្ងៃទី ០៧ ខែ សីហា ឆ្នាំ ២០០៩។ តំបន់នេះពីមុនគេធ្លាប់ស្គាល់ថាជា តំបន់អភិរក្សជីវចម្រុះ " សីមា " ។

៤- រដ្ឋបាលព្រៃឈើ (២០០៩) កម្មវិធីព្រៃឈើជាតិនៃព្រះរាជាណាចក្រកម្ពុជា។ ឯកសារគ្រោងការយុទ្ធសាស្ត្ររបស់រដ្ឋបាលព្រៃឈើ រាជធានី ភ្នំពេញ- កម្ពុជា។

ទស្សនទាននេះបង្ហាញនូវដំណោះស្រាយទៅនឹងអនុសាសន៍ទាំងឡាយ ដែលបានលើកឡើងដោយ Blomley *et al's* 2010 នៅក្នុងរបាយការណ៍ស្តីពីការត្រួតពិនិត្យឡើងវិញនូវដំណើរការអនុវត្តសហគមន៍ព្រៃឈើ^៥ ។ របាយការណ៍នេះបានផ្តល់អនុសាសន៍សំខាន់ៗ ដូចជា គួរបន្តអនុវត្តឱ្យបានជោគជ័យនូវគម្រោងសាកល្បងទាំងអស់ រួមមាន សហគមន៍ព្រៃផ្តល់ផលផងដែរ (អនុសាសន៍ ១) ដោយបានគូសបញ្ជាក់ថា គួរជម្រុញលើកទឹកចិត្តឱ្យក្រុមប្រឹក្សាឃុំចូលរួមកាន់តែខ្លាំងក្នុងការងារសហគមន៍ព្រៃឈើ(ទំព័រ៤០) ។ ប្រការដែលសំខាន់បំផុតនោះ ទស្សនទានស្តីពីសហគមន៍ព្រៃផ្តល់ផលនឹងផ្តល់ឱកាសក្នុងការសាកល្បងនៅមូលដ្ឋានផ្ទាល់នូវប្រព័ន្ធគ្រប់គ្រងនិងវិធីសាស្ត្រថ្មីជាច្រើន ដែលអាចចូលរួមចំណែកដល់ការកែលម្អអនុវត្តស្តីពីការគ្រប់គ្រងសហគមន៍ព្រៃឈើ (អនុសាសន៍ ១៥.៣ ១៥.៤ ១៥.៥ និង ១៥.៨) ។

សហគមន៍ព្រៃផ្តល់ផលត្រូវបានបង្កើតឡើង តាមរយៈការចងក្រងជាអង្គការសហគមន៍មូលដ្ឋានដែលមានពីរកម្រិត គឺកម្រិតភូមិ ដែលហៅថា “ **ក្រុមគ្រប់គ្រងព្រៃឈើ** ” និង កម្រិតឃុំ “ **សហគ្រាសសហគមន៍ព្រៃឈើ** ” ។ នៅកម្រិតភូមិ ក្រុមគ្រប់គ្រងព្រៃឈើ មានរចនាសម្ព័ន្ធគ្រប់គ្រងជា **គណៈកម្មការគ្រប់គ្រងព្រៃឈើ** ដែលទទួលស្គាល់ដោយដីកាឃុំ (ចំពោះសហគមន៍ប្រជាពលរដ្ឋខ្មែរ) ឬជាអនុគណៈកម្មការរបស់ គណៈកម្មាធិការជនជាតិដើមភាគតិចដែលទទួលស្គាល់ដោយក្រសួងមហាផ្ទៃ (ចំពោះសហគមន៍ជនជាតិដើមភាគតិច) ។ នៅកម្រិតឃុំ ក្រុមគ្រប់គ្រងព្រៃឈើទាំងឡាយនឹងប្រមូលផ្តុំគ្នាចងក្រងជាសហគ្រាសសហគមន៍ព្រៃឈើមួយ ដែលមានរចនាសម្ព័ន្ធគ្រប់គ្រងរួមគឺ **ក្រុមប្រឹក្សាភិបាល**។ សមាសភាពរបស់ក្រុមប្រឹក្សាភិបាល រួមមាន គណៈកម្មការគ្រប់គ្រងព្រៃឈើតំណាងឱ្យភូមិគោលដៅនីមួយៗ ព្រមទាំងអ្នកពាក់ព័ន្ធសំខាន់ៗដទៃទៀត ។ សហគ្រាសសហគមន៍ព្រៃឈើគឺជាស្ថាប័នថ្មីមួយសម្រាប់ប្រទេសកម្ពុជា ដែលនឹងទទួលបានសិទ្ធិចូលរួមគ្រប់គ្រងព្រៃឈើដោយស្របច្បាប់ និងមានភារកិច្ចជាចម្បង ដូចជា ចងក្រង និងប្រតិបត្តិផែនការគ្រប់គ្រងស្វែងរកទីផ្សារ និងលក់ផលព្រៃឈើ ព្រមទាំងធានាការបែងចែកផលប្រយោជន៍ដល់សមាជិកសហគមន៍ប្រកបដោយសមភាព និងសមធម៌ ។

ការបង្កើតសហគ្រាសសហគមន៍ព្រៃឈើនៅក្នុងតំបន់ព្រៃការពារ និងអភិរក្សជីវចម្រុះ “ សីមា ” នឹងត្រូវធ្វើឡើងជា២ដំណាក់កាល ។ ដំណាក់កាលទីមួយ (ឆ្នាំ២០០៧ ដល់ឆ្នាំ២០១០) សហគ្រាសសហគមន៍ព្រៃឈើមួយត្រូវបានបង្កើតនៅក្នុងមួយឃុំ ហើយចាប់ផ្តើមសាកល្បងប្រមូលផលឈើ ។ រដ្ឋបាលព្រៃឈើ អង្គការសមាគមអភិរក្សសត្វព្រៃកម្ពុជា អង្គការមិនមែនរដ្ឋាភិបាលនានា ព្រមទាំងក្រុមប្រឹក្សាឃុំ នឹងជួយសម្របសម្រួល ព្រមទាំងគាំទ្រផ្នែកបច្ចេកទេសនៅក្នុងដំណាក់កាលទីមួយ ។ ដំណាក់កាលទីពីរ (ចាប់ពីឆ្នាំ២០១២តទៅ) ពេលដែលសហគ្រាសសហគមន៍ព្រៃឈើមានសមត្ថភាពគ្រប់គ្រាន់ ភារកិច្ចរបស់អ្នកគាំទ្រមកពីខាងក្រៅនឹងត្រូវកាត់បន្ថយ ហើយសហគ្រាសសហគមន៍ព្រៃឈើ

៥- Blomley, T. Prom Tola, Mam Kosal, Eam Dyna, and Dubois M. (2010)
ការត្រួតពិនិត្យឡើងវិញនូវដំណើរការអនុវត្តសហគមន៍ព្រៃឈើ និងសហគមន៍នេសាទ នៅក្នុងព្រះរាជាណាចក្រកម្ពុជា ។
របាយការណ៍របស់កម្មវិធីគ្រប់គ្រងធនធានធម្មជាតិ និងទ្រទ្រង់ជីវភាព គាំទ្រដោយ Danida/Dfid/NZAID រាជធានីភ្នំពេញ-កម្ពុជា ។

ថ្មីៗនឹងត្រូវបង្កើតឡើងជាបន្តបន្ទាប់នៅក្នុងឃុំគោលដៅជិតខាង។ ខណៈពេលនោះ អ្នកគាំទ្រមកពីខាងក្រៅនឹងរៀបចំ យុទ្ធសាស្ត្រដកថយ ដើម្បីឱ្យក្រុមប្រឹក្សាភិបាលតាមឃុំគោលដៅនីមួយៗមានភាពឯករាជ្យ និងម្ចាស់ការយ៉ាងពេញលេញ។ នៅគ្រប់ជំហាន និងដំណាក់កាលទាំងអស់នៃការអនុវត្តគម្រោង រដ្ឋបាលព្រៃឈើដើរតួនាទីដ៏សំខាន់ជាសមត្ថកិច្ចគ្រប់គ្រង។ រដ្ឋបាលព្រៃឈើគាំទ្រផ្នែកច្បាប់ និងគោលការណ៍ណែនាំសម្រាប់សហគ្រាសសហគមន៍ព្រៃឈើប្រតិបត្តិតាម ព្រមទាំង ធ្វើការតាមដាន និងត្រួតពិនិត្យ ដោយអនុលោមទៅតាមគោលការណ៍ដែលបានកំណត់។

ចាប់តាំងពីឆ្នាំ២០០៨មក ការកែលម្អនិងអនុវត្តសាកល្បងនូវទស្សនទានស្តីពីសហគមន៍ព្រៃផ្តល់ផលនេះមាន ភាពរីកចំរើនទៅមុខគួរឱ្យកត់សំគាល់។ ការសិក្សាពីប្រសិទ្ធភាពសេដ្ឋកិច្ចត្រូវបានធ្វើឡើង ដើម្បីបានស្មានពីសក្តានុពល ក្នុងការលក់ផលឈើសម្រាប់ទីផ្សារក្នុងស្រុក។ តាមរយៈលទ្ធផលនៃការសិក្សានេះ គេអាចសន្និដ្ឋានថាសហគ្រាស សហគមន៍ព្រៃឈើអាចផ្តល់ផលប្រយោជន៍ផ្នែកហិរញ្ញវត្ថុភ្លាមៗដល់សមាជិកសហគមន៍មូលដ្ឋាន និងទាក់ទាញឱ្យមាន ការចូលរួមក្នុងការគ្រប់គ្រងព្រៃឈើដែលមានសក្តានុពលខ្ពស់ប្រកបដោយចីរភាព។ ជាងនេះទៅទៀត សហគ្រាស សហគមន៍ព្រៃឈើអាចមានលទ្ធភាពចូលរួមចំណែកអភិវឌ្ឍន៍វិភាគជាតិ តាមរយៈការបង្កើនស្វ័យសារ បុព្វលាភ និង ពន្ធផ្សេងៗ។ តំបន់គោលដៅសាកល្បងសមស្របនៅក្នុងតំបន់ព្រៃការពារ និងអភិរក្សជីវចម្រុះ " សីមា " ត្រូវបានចាប់ផ្តើម នៅក្នុងសហគមន៍ចំនួនបី (ភូមិពូថាវ ភូមិអូរច្រា និងភូមិពូគង់) ក្នុងឃុំស្រែព្រះ ស្រុកកែវសីមា ខេត្តមណ្ឌលគីរី។ រដ្ឋបាលព្រៃឈើបាននិងកំពុងខិតខំថែរក្សា ការពារព្រៃឈើក្នុងតំបន់គោលដៅពីបទល្មើសព្រៃឈើទាំងឡាយ និងការ ផ្តល់ជាដីសម្បទានសេដ្ឋកិច្ច ស្របពេលដែលក្រុមការងារសម្របសម្រួលនៅមូលដ្ឋានខិតខំបណ្តុះស្មារតីការពារព្រៃឈើ និងកសាងសមត្ថភាពដល់សមាជិកសហគមន៍ជាបណ្តើរៗ។ ក្រុមគ្រប់គ្រងព្រៃឈើចំនួនបី ត្រូវបានចងក្រងឡើងនៅក្នុង ភូមិគោលដៅចំនួនបីដោយឡែកពីគ្នា ដែលក្រុមគ្រប់គ្រងព្រៃឈើនីមួយៗគ្រប់គ្រងដោយគណៈកម្មការគ្រប់គ្រងព្រៃឈើ មួយដែលកើតពីការបោះឆ្នោតជ្រើសរើសដោយសមាជិកសហគមន៍ភាគច្រើន។ ទំនាស់ព្រំប្រទល់រវាងភូមិគោលដៅនីមួយៗ ត្រូវបានដោះស្រាយចប់រួចរាល់ ហើយចាប់ផ្តើមអនុវត្តដំណើរការរៀបចំផែនការប្រើប្រាស់ដីធ្លីដោយមានការចូលរួម។ លទ្ធផលពីដំណើរការកសាងផែនការប្រើប្រាស់ដីធ្លីភូមិនេះ អាចជួយកំណត់ឱ្យបានច្បាស់លាស់នូវផ្ទៃដីព្រៃឈើជាក់ស្តែង ដែលអាចប្រមូលផលឈើ និងតំបន់គ្រប់គ្រងពិសេស ដូចជា ព្រៃអារក្ស ជាដើម។

ឥឡូវនេះ ក្រុមគ្រប់គ្រងព្រៃឈើទាំងបីភូមិបានត្រៀមលក្ខណៈជាស្រេចដើម្បីប្រមូលផ្តុំគ្នាចងក្រងជា សហគ្រាស សហគមន៍ព្រៃឈើមួយ ដោយគ្រោងស្នើសុំបង្កើតជាផ្លូវការ និងឈានទៅរកការបោះឆ្នោតជ្រើសរើសក្រុមប្រឹក្សាភិបាល នៅកំឡុងពេលរដូវវស្សាឆ្នាំ២០១០នេះ។ បន្ទាប់មក បទបញ្ជាផ្ទៃក្នុងរបស់ក្រុមប្រឹក្សាភិបាល និងលក្ខន្តិកៈរបស់សហគ្រាស សហគមន៍ព្រៃឈើនឹងត្រូវរៀបចំឡើងដើម្បីស្នើសុំការឯកភាពពីរដ្ឋបាលព្រៃឈើ។ នៅឆ្នាំ២០១១ សហគ្រាសសហគមន៍ ព្រៃឈើនឹងសម្របសម្រួលក្នុងការធ្វើសារពើភ័ណ្ឌព្រៃឈើលើផ្ទៃដីព្រៃទាំងមូល ព្រមទាំងចងក្រងផែនការគ្រប់គ្រងព្រៃ។ គម្រោងវិធីសាស្ត្របច្ចេកទេសដ៏សមស្របសម្រាប់ការធ្វើសារពើភ័ណ្ឌព្រៃឈើ និងផែនការគ្រប់គ្រងត្រូវបានចងក្រងដោយ

ក្រុមការងារអនុវត្តគម្រោង ហើយគ្រោងស្នើសុំការអនុម័តពីរដ្ឋបាលព្រៃឈើ ។ ការប្រមូលផលឈើអាចចាប់ផ្តើមសាកល្បងនៅ ឆ្នាំ២០១១ ដោយធ្វើការស្វែងយល់ពិនិត្យ និងវិភាគពីប្រសិទ្ធភាពសេដ្ឋកិច្ច ដើម្បីឈានទៅដំណើរការប្រមូលផលឈើ យ៉ាងពេញបរិបូណ៌នៅឆ្នាំ២០១២ ។

Summary

The document outlines the strategy for implementation of the Community-based Production Forestry (CPF)⁶ model at the pilot target site in the Seima Protection Forest and Biodiversity Conservation Area (SPF)⁷. This document aims to encourage debate and feedback from other stakeholders on the best way to implement such an ambitious model in Cambodia. Elements of the model will be refined further during the process.

CPF is an innovative form of forest management that is being piloted in eastern Cambodia. The system is developing a community forestry model at a scale never before attempted in Cambodia, and aims to create a new system for the sustainable utilization of Cambodia's valuable forest resources. It builds on the existing legal framework for Community Forestry, but by utilizing a large area of high-value forest the system allows for economies of scale that should enable the profitable sustainable harvesting of forest products, principally timber.

The implementation of this model is supported by Cambodia's National Forest Program (NFP)⁸, and will help to meet many of its objectives. CPF is identified as a priority area in Programme 4 of the NFP and this pilot will provide an opportunity to test new systems that will meet one of the major outputs of Programme 4: review and revisions to the Sub-decree on Community Forestry.

This model addresses many of the recommendations made in Blomley *et al*'s 2010 review of community forestry⁹. Most notably the report recommends the completion of all pilot programs including CPF (recommendation 1); greater involvement of commune councils in community forestry is promoted (p40); and most significantly the CPF pilot gives the opportunity to field test new methods and systems that can inform the revision of the CF sub-decree (recommendations 15.3, 15.4, 15.5, 15.8).

The CPF model has two layers of community-based organisations. At the village (*phum*) level are **Forest-Management Groups** (FM Groups), recognised by a commune *Deika* or as part of an Indigenous Commission. At the commune-level is a broader organisation, including representatives of all the FMCs, as well as other important local stakeholders. This **Community-based Forest Enterprise** (CFE) is a new institution with no precedent in Cambodia. Its primary roles will be to hold the management rights to the forest area, develop and execute management plans, market and sell forest products, and share benefits with the communities.

The development of CFEs in the SPF will take place in two phases. In Phase 1 (2007-2012) a CFE will be formed in one commune and begin harvesting activities. The FA, WCS, other NGOs and the Commune Council will provide guidance and technical support during start-up. During Phase 2 (2012 onwards), as the capacity of the CFE increases, the role of the non-community partners will be reduced, and additional CFEs will be developed in neighbouring communes. In time non-community partners will cease their direct involvement so that each CFE board becomes fully

⁶ CPF was formerly known as Commercial Community Forestry (CCF). This model is supported by Program 4 of the National Forestry Program.

⁷ The SPF was declared by sub-decree # 143 on 7th August 2009. The area was formerly known as the Seima Biodiversity Conservation Area (SBICA).

⁸ FA (2009) *Cambodia's National Forest Programme. Strategic Framework Document*. Forestry Administration, Phnom Penh, Cambodia.

⁹ Blomley, T. Prom Tola, Mam Kosal, Eam Dyna, and Dubois M. (2010) *Review of Community Forestry and Community Fisheries in Cambodia*. Report prepared for the Natural Resource Management and Livelihoods Program. Danida/Dfid/NZAID. Phnom Penh, Cambodia.

independent. Throughout the process FA holds the main regulatory role. The FA sets the legal framework and guidelines in which the CFE can operate and will monitor compliance with these regulations.

Notable progress has been made since 2008 in developing and implementing the model. An economic analysis was carried out to examine the potential of selling timber on the domestic market. It found that, unlike other forms of community forestry in Cambodia, the enterprise could provide significant financial benefits to participating communities. In addition the financial model indicates that in time the enterprise could pay full royalties, premiums and fees and still be profitable. A suitable area of forest has been identified in the Seima Protection Forest and work has started with three communities in Sre Preah Commune. The Forestry Administration has worked to secure the site from illegal logging and the development of Economic Land Concessions, while the field team has built the capacity of participating villagers. Forest Management Groups have been created in the three villages each with an elected committee. Boundary disputes between the villages have been resolved and a participatory land-use planning process carried out in each village. This land-use planning process has helped define more clearly the forest area available for timber harvesting as well as identify no-cut zones such as spiritual sites.

The CFE is now ready for formation and the FMCs are requesting permission to create this group during the 2010 wet season. Once created the CFE will develop by-laws and regulations in preparation for recognition by the FA. The CFE will also coordinate an inventory of the entire forest area, and prepare a management plan in 2011. Suitable, participatory, systems for inventory and planning have been identified by the project implementation team and approval is being sought from the FA to test these new methods. A trial harvest will be possible in 2011, to test procedures and assumptions of the model, leading to a full-scale harvest in 2012.

Images (next page): A natural grassland (top) and mixed deciduous forest (bottom) in the CPF pilot area



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Introduction

Objectives

CPF is an innovative form of community-based forest management that is being piloted in eastern Cambodia. The system will develop a community forestry model at a scale never before attempted in Cambodia, and aims to create a new system for the sustainable utilization of Cambodia's valuable forest resources. It builds on the existing legal framework for Community Forestry (CF), but by utilizing a large area of high-value forest the system allows for economies of scale that should enable the profitable sustainable harvesting of forest products, principally timber.

The goal of the project is *to establish a community-based enterprise to carry out sustainable forest management in the buffer protection forest of the Seima Protection Forest*. The project aims to:

- contribute to national development
- contribute to rural poverty alleviation
- maintain forest cover and social & biodiversity values

The strategy stems from policy analysis conducted CDRI and WCS in 2004¹⁰ and a feasibility study conducted by the Tropical Forest Trust, WCS and FA in 2005/6¹¹.

The project proposes that timber harvesting rights will be assigned to community-based forest enterprises (CFEs) set up at the commune level. Income to the Royal Government of Cambodia will be through timber royalties, taxes and service contracts to technical line agencies such as FA. Communities will benefit financially through direct employment in forestry activities, and profit sharing. Communities will benefit additionally from increased business skills, increased tenure security, and continued access to NTFPs.

National Forest Programme

CPF is recognised as one of four forms of decentralised forest management in programme 4 of Cambodia's National Forest Program. It is listed as one of the priority areas in section 4.1 and this model will help meet many of the NFP's objectives (section 4.4). Most directly it will: help to secure the permanent forest estate through wise management and protection of resources; enhance the socio-economic development of participating communities and the country more broadly; and will help in the development of more effective tools for sustainable forest management.

Section 4.6.3 of the NFP mentions the need promote forest entrepreneurship in forest communities. This model of community forestry is uniquely placed to do this as the potential financial benefits from CPF are larger than other models.

CPF will help meet several of the NFP Programme 4 objectives (section 4.7). Specifically:

- The lessons learned will be used to review and revise the CF sub-decree. Specific areas that will be examined include the length of tenure, the 5-year cooling off period, inventory methods, and management plan design.

¹⁰ McKenney, B., Yim Chea, Prom Tola and Evans, T (2004) *Focusing on Cambodia's High Value Forests: Livelihoods and Management*. Phnom Penh: Cambodia Development Resource Institute and Wildlife Conservation Society Cambodia Program, Phnom Penh

¹¹ Grimm, J., Evans, T., Long Ratanakommar and Hing Mesa (2007) *Commercial Community Forestry in Cambodia. Development of a pilot project in the Seima Biodiversity Conservation Area*. Tropical Forest Trust, Wildlife Conservation Society Cambodia Program and Forestry Administration, Phnom Penh.

- The model will lead to Sustainable Forest Management with increased productivity, biodiversity and carbon values.
- In time the revenues will be sufficient so that the enterprise will be self-sustaining and will not require donor support.

Project Partners

The project is being implemented by the Forestry Administration (FA) in partnership with the Wildlife Conservation Society (WCS) Cambodia Program. Their long-term cooperation in Mondulkiri is called the Seima Biodiversity Conservation Project (SBCP). The first year of implementation of the project was funded from the Multi-donor Livelihood Facility (MDLF) through the Technical Working Group on Forestry and the Environment (TWG F&E), under a contract signed on 20th September 2007¹². Continued work has been supported through MDLF's Civil Society and Pro-poor Markets Program (CSPPM) through The Asia Foundation. The MDLF comprises the UK government's Department for International Development (DfID), the Danish International Aid Agency (Danida) and New Zealand Aid.

Target Site

The target site for piloting the CPF model is in the western buffer protection forest area of the SPF. Initially established as the Seima Biodiversity Conservation Area (SBCA) by Ministerial Decree in 2002 in a suspended Samling International logging concession, the area was recognised by a Sub-decree in August 2009. The SPF aims to combine biodiversity conservation with the maintenance of local livelihoods. The SPF consists of a Core Protection Forest which is the focus of activities to conserve biodiversity, and Buffer Protection Forest areas, where suitable development activities can occur¹³. In the Core Protection Forest area small-scale livelihood support activities, such as securing tenure, agricultural extension, and water supply improvements are being carried out. The Subdecree design envisions larger-scale activities in the Buffer Protection Forest areas. These activities should assist poverty alleviation in remote rural communities, but will not significantly impact on the biodiversity, social and cultural values of the area. The target site is located in the western buffer area of the SPF, in the three adjoining communes of Sre Preah and Sre Chhuk in Mondulkiri and Khseum in Kratie province (Figure 1).

During Phase 1 of implementation activities will centre on three villages in the commune of Sre Preah: Pu Char, O Chra and Pu Kong. The SBCP has had a presence in the area for several years and this provided the best opportunity to pilot the concept since support is available from other components of the SBCP and logistics will be easier. In Phase 2 the model will be replicated in other villages in the neighbouring communes (Figure 2)

¹² The project would like to thank His Excellency Chheng Kim Sun for his support and backing for CPF. We thank also HE Ty Sokhum, HE Chea Sam Ang and Mr Eang Savet for their support, assistance and encouragement. Mr Long Ratankomar and members of the National Community Forestry Program Coordinating Committee have provide valuable advice and information. Danida provided early grants to begin the process.

¹³ Article 6 of the Sub-decree states "The Buffer Protection Forest Areas will be used for sustainable economic development activities that also ensure low impact on customary use of forest products and by-products by local communities, or development of community-based ecotourism whilst ensuring conservation of forest cover and sustainable use of biological diversity" (unofficial translation)

Figure 1: Location of the CPF target site in the SPF

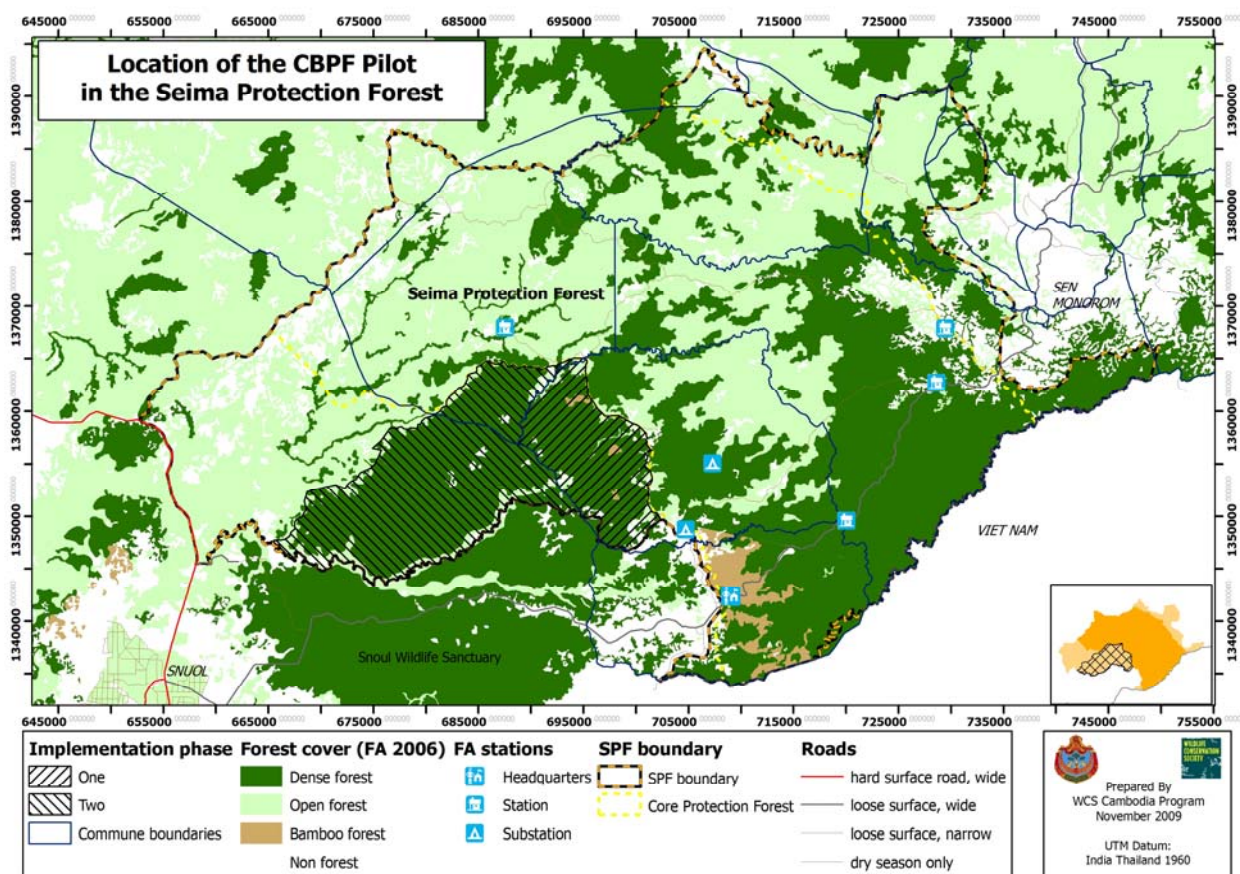
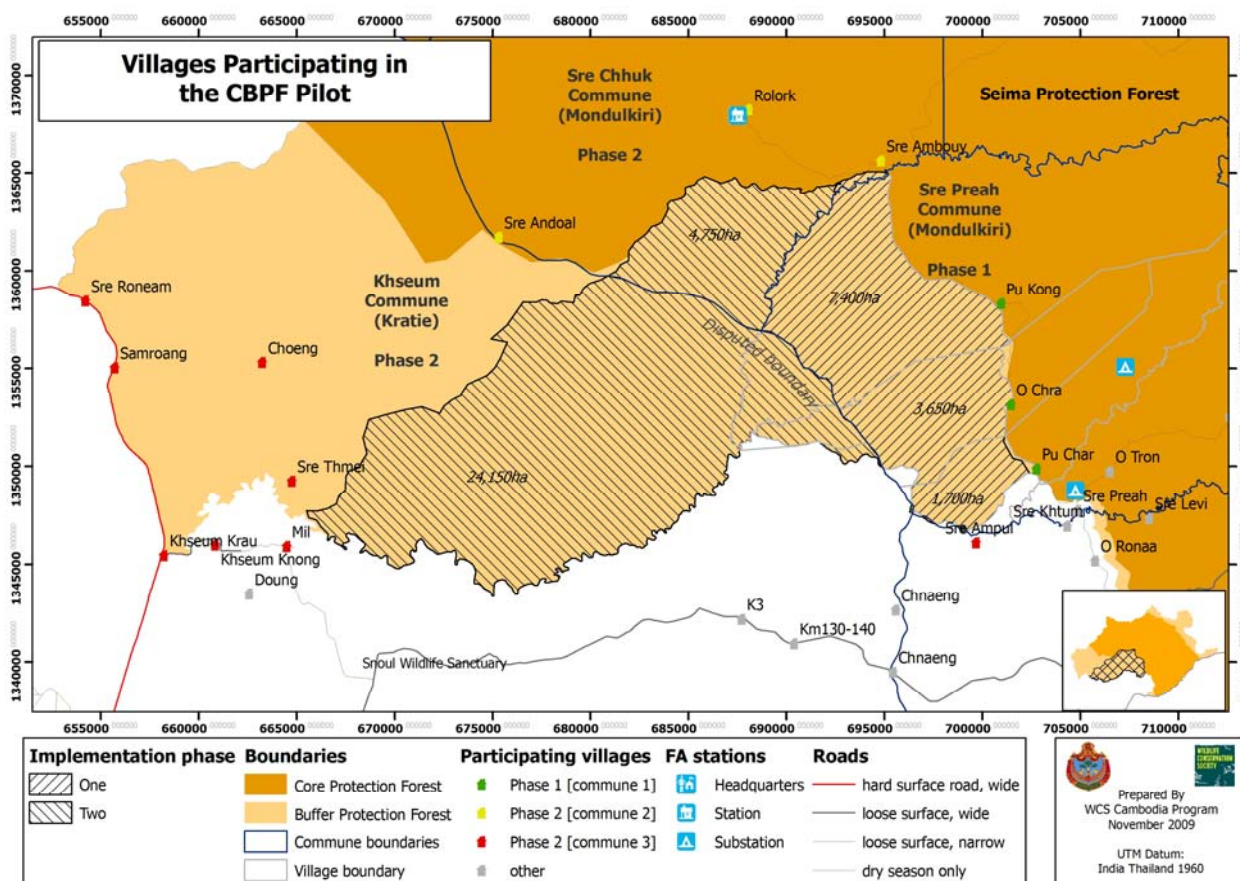


Figure 2: CPF target area and pilot villages



The Phase 1 target forest area is around 12,750 hectares¹⁴ of logged evergreen, semi-evergreen and mixed-deciduous forest, with a high percentage of trees from the genus *Lagerstroemia*. The site includes smaller areas of wetlands, natural grassland, and riparian vegetation. The area is generally flat at an altitude of 100 – 200m asl, and soils are of a type that is rare elsewhere in the SPF.

Residents of villages around the target site utilize the area for the collection of forest products as well as spiritual reasons. Resin trees are found throughout the area, and people fish in the rivers and pools of the site. The villages in Mondulkiri are predominately Bunong, and recognise parts of the site as spirit forest. These areas will be respected, and not disturbed by forest operations. The area is known to hold key species for conservation including Yellow-cheeked Crested Gibbon, Black-shanked Douc, Gaur, and Green Peafowl¹⁵. Sustainable forest management, if implemented appropriately is a valid tool for conserving tropical forests¹⁶. Impacts on target species will be minimised, and active management of the site will help to ensure that the forest is maintained, rather than being converted to other more high impact uses (eg farming and plantations). Maintaining the forest through its active management will help to protect large areas of habitat for several Globally Threatened species.

Economic Potential

The model assumes that timber products will be sold on the domestic market. This is in line with sub-programme 2 of the National Community Forestry Program (NFP section 4.13), which states that “*Livelihoods development will prioritize sustainable domestic consumption (livestock, food, **timber**, energy, medicines and NTFPs that support rural livelihoods)*”. An economic analysis was carried out in 2008 to assess the potential for supplying the domestic market¹⁷. This found that not only was there a large market for legal, responsibly sourced wood products in Cambodia (mainly in the Phnom Penh construction trade), but also that when operating at full scale this CFE could potentially pay full royalties, premiums and fees, and still make a significant profit. For example for phase 1, the financial models predicts¹⁸:

Revenues	≈ \$400,000
Operational costs	≈ \$90,000 (including wages to villagers)
Protection costs	≈ \$15,000 (paid to FA)
Transport costs	≈ \$130,000
Royalties	≈ \$65,000
Total Profit	≈ \$100,000 (to be distributed)

In the early years of operations the community groups will request a waiver on some or all of the Royalties and fees (as supported by the CF sub-decree and letter of support for the project from MAFF¹⁹). This will result in greater financial returns for the participating communities which will help cover the high start-up costs, as well as strengthen support for the concept.

¹⁴ The Phase 2 area covers about 29,000 ha of similar forest in Sre Chhuk Commune, Mondulkiri and Khseum Commune, Kratie Province.

¹⁵ Bird, J.P., Mulligan, B. and Gilroy, J. (2006) *Cambodia Ornithological Expedition, 2006*. Final Report to the Oriental Bird Club.

E. Pollard pers obs Jan 2009.

¹⁶ Frumhoff P. C. (1995) *Conserving wildlife in tropical forests managed for timber to provide a more viable complement to protected areas*. BioScience 45:456–464

¹⁷ Blackett H (2008). *A study of the Cambodia timber trade: Market analysis for the commercial community forestry project*. Wildlife Conservation Society and Forestry Administration, Phnom Penh, Cambodia

¹⁸ With the following assumptions: total forest area = 12,750ha. Forest area available for harvesting = 10,200ha. Annual logging block = 340ha. Approximate harvesting intensity = 2 stems per ha. Log value = \$500 per cubic metre.

¹⁹ Minutes for meeting held on 13th November 2007. No. 3074

Institutional structures and benefit sharing

The final structure of the CPF model will involve two types of organisation:

- 1) Forest Management (FM) Group in each participating village
- 2) Community-based Forest Enterprise that links several FM groups in one commune.

Building CFE capacity will take time, so a two phase approach is planned, as set out in Table 1.

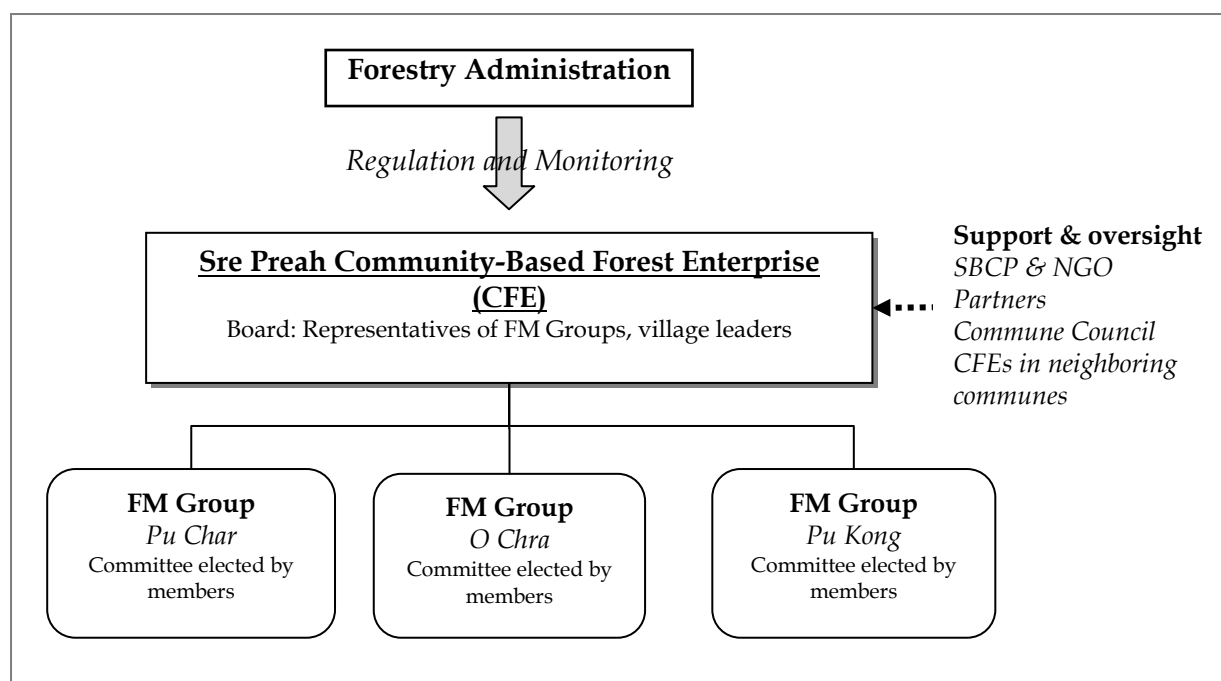
Table 1: Summary of Phase 1 and Phase 2 strategies

Phase 1	1 commune (Sre Preah)
2007-2012	Interim CFE structure with SBCP and NGO partners directly involved Trial harvests and benefit-sharing
Phase 2	2-3 communes (adding Sre Chhuk and Khseum)
2012 onwards	CFEs become increasingly independent, WCS and SBCP move to support role Harvests and benefits expand

Phase 1 will target the villages of Pu Char, O Chra and Pu Kong, in Sre Preah commune (Figure 2) as they are relatively easily accessible, and have had previous experience with the SBCP. These villages will form a model from which other interested villages can learn. During Phase 2 additional CFEs will be developed in neighbouring communes and go through the same steps. Without this large scale it may not be possible to achieve a commercially viable enterprise which includes all forest users and contributes sufficiently to national development and rural poverty alleviation.

During Phase 1 WCS (and potentially other third party groups²⁰) will give advice to guide the CFE and minimise the risk of governance problems. The FA will maintain influence over CFE activities through its role as regulator, and by setting the legal framework in which the CFE operates. Initial gaps in capacity and governance will be filled by these partners. During Phase 2, as the capacity of the CFE increases, the role of these partners will be reduced in a stepwise fashion.

²⁰ e.g. NGOs with community forestry or good governance backgrounds

Figure 3: Relationship between CPF institutions

The FM Group and CFE are described in more detail below.

Forest Management Group

The basic unit is a Forest Management group in each village. Villagers interested in being an active part of the CPF project can choose to be a member of this group. Membership is initially open to any member of the village²¹. Membership will be recorded and made public. The members vote to select the executive committee.

The primary roles of the committees are to enable representation of each village in the CFE and to monitor the activities of the CFE (see Table 2). FM group members will in effect be the stockholders in the enterprise, with the power to select and remove members of the CFE, to approve annual workplans and to scrutinise the budgets. FM group members will be the first choice for selecting staff and day labourers, where possible. The committee (or IC if applicable) will also participate in profit-sharing according to agreed principles.

Table 2: Membership and roles of Forest Management Group

Institution	Legal Basis	Membership	Responsibilities
Forest Management Group (FMG)	• <i>Deika</i>, • Or Indigenous Commission (if appropriate)	• Any interested villagers – registered with the group • Executive Committee elected by villagers.	• Selection of members of the CFE • Input to management plan. • Distribution of some benefits. • Labour force sourced from members. • Participatory patrolling. • Monitors work of CFE

Indigenous Commissions (ICs) recognised by the Ministry of Interior are being formed in some of the predominately ethnic Bunong villages. Traditional Bunong elders are an important source of information and guidance to enhance the social and cultural cohesion of the group, and the role of

²¹ In the future it may be possible that the members will approve or deny membership of new applicants. This can be used as a control mechanism to discourage people moving into the conservation area simply to get membership of the FM Group, and hence involvement with the CFE.

the IC will include supporting traditional systems of land and forest management. Hence they could potentially assume the role of FM Group committee. This will avoid creating too many different committees in each small Bunong village. Regulations for the management of the FM Group would need to be included in the IC statutes and be approved in some way by FA.

Community-based Forest Enterprise

The Community-based Forest Enterprise (CFE) unites several FM groups at the commune level. The concept of a CFE is modelled on experiences from Mexico, where 80% of the forest estate is managed in this manner ²². The use of enterprise development to support community forestry is a key component in the implementation strategy of Programme 4 of the NFP (section 4.11). The role of the CFE will be to act as the main body responsible for the management of the forest area, to market and sell forest products, to pay of taxes and to ensure the fair distribution of benefits (see Table 3). The CFE will be the group that is awarded the rights to manage the forest resources. It will create a management plan that is approved by the FA, and will be responsible for its implementation.

Table 3: Membership and role of Community-based Forest Enterprise

Institution	Legal Basis	Membership	Responsibilities
Community-based Forest Enterprise (CFE)	• To be determined. • Recognised by national FA.	• Representatives of each village FMC. • Village leaders, • Key elders, • Commune Council members	• Forest management title holder • Employer • Create and implement management plan. • Coordination of all activities. • Coordination with government agencies • Payment of taxes and royalties • Marketing and sale of forest products. • Benefit sharing

Effective, transparent, accountable, non-corrupt governance of the CFE is essential if the CPF model is to achieve its full potential. FA, Commune Councils, FMGs and civil society groups will all have a role in overseeing the management of the CFE. The exact mechanisms will be developed during the rest of Phase 1.

The CFE will be run by a committee which has a similar role to Community Forestry Management Committees (CFMCs) as described in the CF Sub-decree. The CFE is however run more like a small business. The exact form and legal structure for the CFE will be determined in consultation with the FA, lawyers and others familiar with small and medium sized enterprises (SMEs) in Cambodia.

Capacity is currently very low in the pilot villages. Literacy levels are low, and numeracy and financial management skills are particularly poor. WCS and the FA have formed a partnership with the international NGO World Education²³. A program was started in January 2010 to provide appropriate adult literacy and numeracy classes in villages in the SPF. This program will be expanded in coming years to include the CPF target villages. For the foreseeable future it will be necessary for the CFE to hire and manage various professionals to help run the business. This is discussed in more detail below.

²² Bray, D., Merino-Perez, L. and Barry, D. (2005) *The Community Forests of Mexico*. University of Texas Press, Austin, USA.

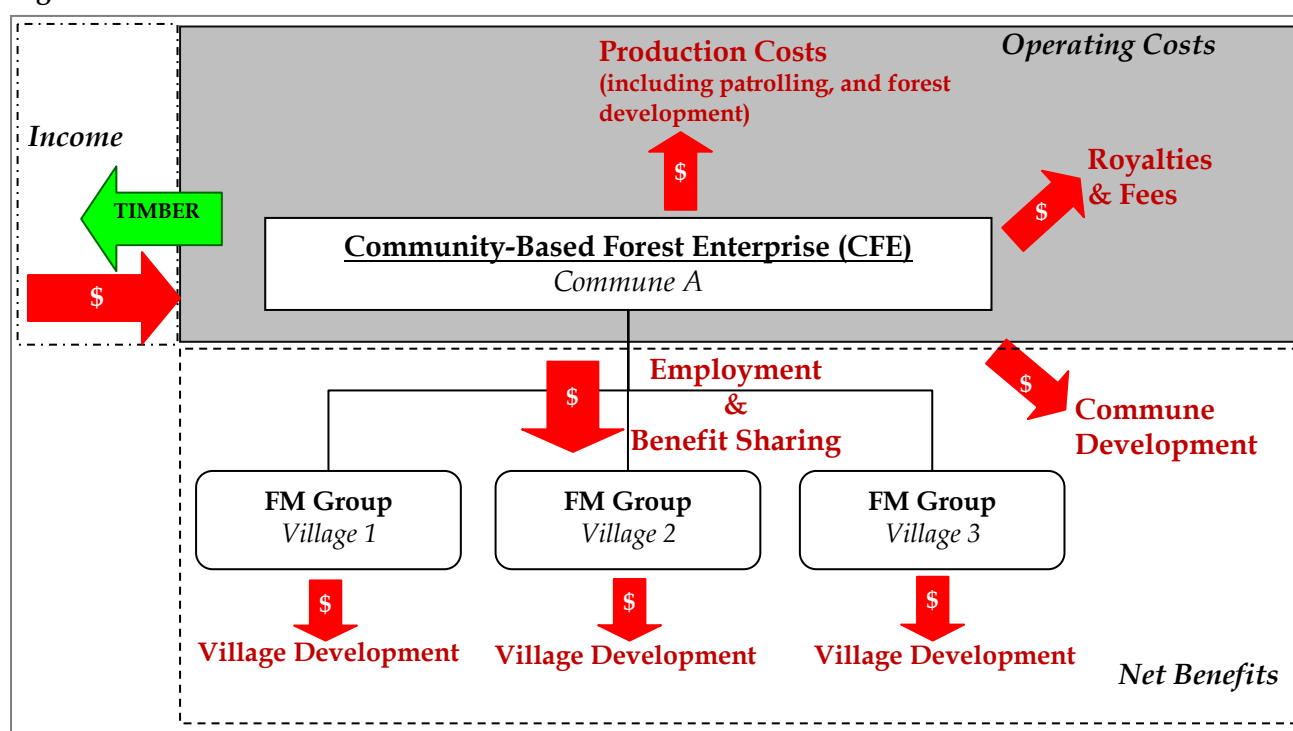
²³ <http://www.worlded.org>

Benefit-sharing

Detailed community consultations on benefit sharing have not been held yet, but the model set out in Figure 4 has been discussed with FA and appears to be a suitable starting point. Timber sales revenues come to the CFE who first have to cover the costs of royalties, other taxes and forestry operations (patrolling, inventory, haulage, silviculture etc). This stage brings significant community financial benefits through direct employment and multiplier effects.

Net benefits can then be used in several ways – including family dividends, payments to village development funds, contributions to the Commune Development Fund. It is likely that the eventual pattern will include a mixture of some or all of these. The use of Community Forestry Development Funds (CFDF) as a mechanism for benefit sharing is highlighted in the 2010 Review of Community Fisheries and Forestry⁹ (recommendation 2, p.37). This model will provide an example of the successful use of a development fund to distribute benefits from community forestry.

Figure 4: Flow of benefits in the CPF model



Implementation Steps

Enabling environment

Legal framework

As outlined in the TFT feasibility study there are some policy and legal issues that do not support the creation of a CFE. Key remaining problems include the five-year 'cooling off period' (Article 12) and fifteen year tenure limits (Article 27) within the Community Forestry Sub-decree. A full analysis of the legal issues is included in the TFT feasibility study, and will not be repeated here. In addition the Protection Forest status potentially raises other legal complications, as community forestry is currently prohibited in Protection Forest areas. This situation will be reviewed with MAFF during Phase one. The former Director General of the FA, HE Ty Sokhun stressed that there will be no legislative or policy obstacles to the success of the CPF pilot project²⁴. During Phase 1 an analysis of the potential legal framework (for example small/medium-sized enterprises, or cooperatives) will be carried out to identify the most appropriate legal structure for the CFE.

This pilot project provides an excellent opportunity to develop and test new policies that can provide guidance for the revision of the CF sub-decree. The revision of the Sub-decree is a key objective of Programme 4 of the NFP, and is proposed as one of the long-term results of the Programme (section 4.12.3). This is also a recommendation in Blomley *et al* (2010)⁹. Specific recommendations that this pilot program hopes to address are: 15.3 recommending a tenure period of 30 years; 15.4 recommending the simplification of the management planning process; 15.5 seeking clarification on the payment of royalties and taxes; and 15.8 recommending the removal of the "5-year rule".

Site Security

This is currently being carried out by SBCP staff in Sre Preah and Sre Chhuk communes. A ranger station has been constructed in Sre Chhuk to help improve the capacity of the FA to patrol more remote parts of the site. This activity is led by FA staff accompanied by military police and is currently supported by donor funds. Law enforcement can be improved with greater involvement of local communities. FM groups will participate in the law enforcement effort. Participatory patrols can be used to control minor infractions and look for more significant problems. FM groups will report problems to the SBCP law enforcement teams, supplying information on illegal activities which cannot be dealt with by the community alone. As income from timber sales increases a portion of the funds should be used by the CFE to sub-contract FA staff working under the SBCP to provide law enforcement services, hence reducing the need for donor funds, ensuring sustainability and increasing accountability of FA staff to the community.

Implementation

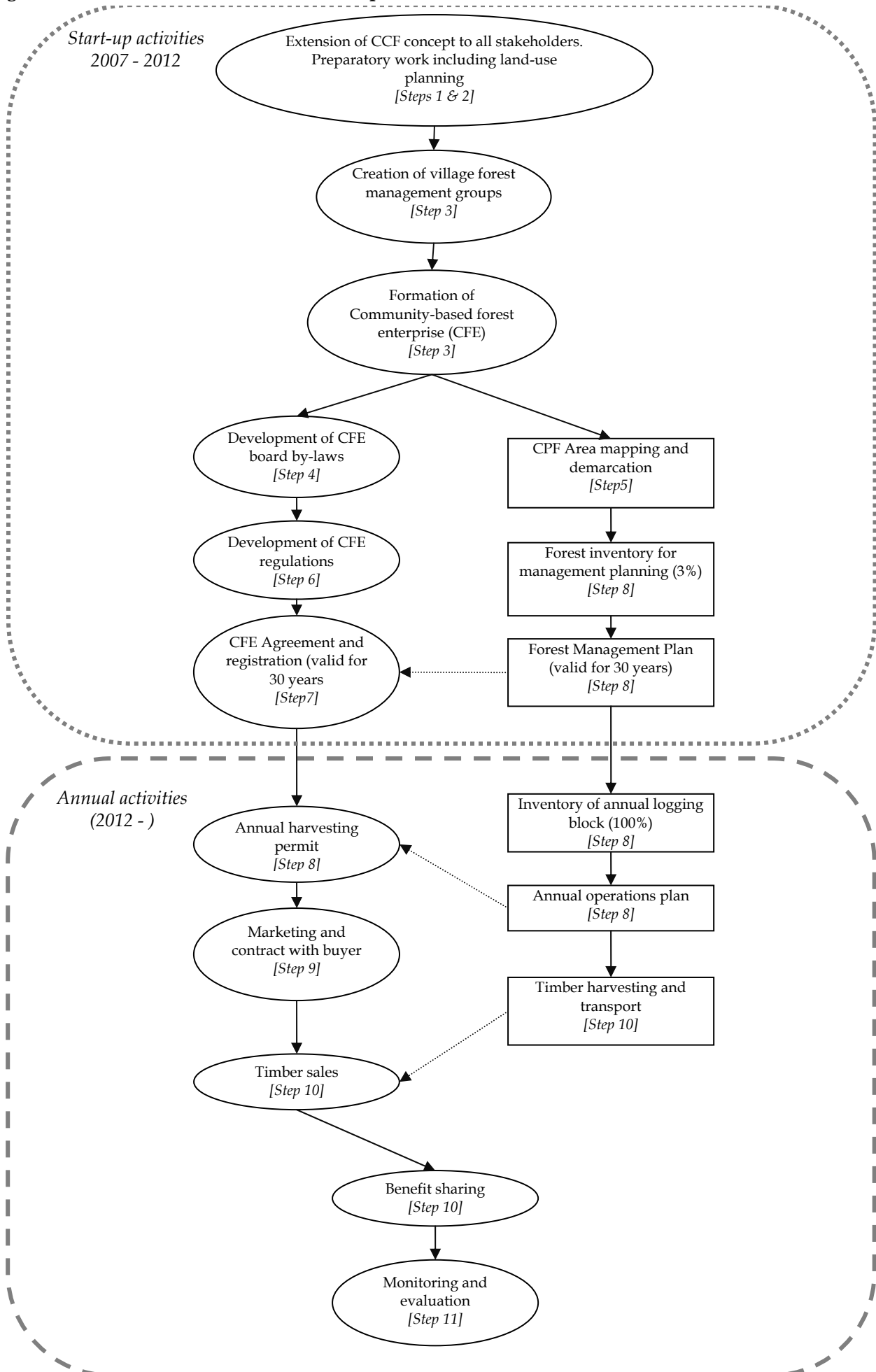
Implementation of the model takes place through a series of steps which are broadly similar to those in the CF sub-decree and as outlined in section 4.12 of the NFP. Some of these steps take place sequentially, such as the formation of the CFE after the creation of the village FM groups. Some activities however can happen simultaneously, for example the inventory and writing of the forest management plan can happen at the same time as the registration of the CFE. These steps are outlined in Figure 5 below and the work plan in annexe 3.

Income from timber sales during Phase 1 will be relatively small. A trial harvest will take place in 2011 which will provide some income and opportunity to test procedures. A full harvest could take

²⁴ Stated at the Technical Working Group on Forestry and the Environment meeting 15th February 2008

place in 2012. External donor funds will however still be needed to cover development costs. The FM groups and CFE may also use commune development funds to help support some start up costs.

During Phase 2 the volume of timber harvested will increase, as will CFE turnover. Increased income will reduce the need for large levels of donor support, but it will probably take several harvesting cycles before the CFE is self-sufficient. If growth is too rapid, it is unlikely that adequate governance arrangements can be put in place to manage the flow of funds and the pilot will collapse.

Figure 5: Flow chart for CPF formation and operation

Step 1

Participatory planning and NRM extension

The first stage of the project was awareness raising and facilitated discussions in each village. This helped community members analyse their existing patterns of forest resource use and their needs and desires. In order to manage expectations the concept was built up gradually, adding more detail when the community was ready, or demanding more assistance. This was advisable for several other reasons. Some of the concepts and proposals of the project are very novel. The levels of education and awareness in the target villages is often low. Staff have found that the idea of a community-run logging business was often beyond the frame of reference of these remote Bunong communities. The concept is hard for them to comprehend, and often misunderstood. They also doubt their own capacity and are occasionally suspicious of any claims of the benefits that may be available to them. This is perhaps understandable given their previous experiences with poorly controlled logging.

After priorities were identified, extension work was carried out to improve understanding of the opportunities to manage natural resources, including timber, sustainably, and to increase understanding of community-based forest management.

Progress

This awareness raising and capacity building work was carried out in the target villages of Pu Char, O Chra and Pu Kong through 2008 and 2009.

Step 2

Village mapping and boundary demarcation

Before significant progress can be made with group development it is vital to clarify the village territory and the locations of agricultural and forest land. This is achieved through a land-use planning process in collaboration with neighbouring villages and the Commune Council. The SBCP team has a great deal of experience with land-use planning and is currently working in four villages in the SPF to develop or finalise PLUP agreements. The NGO Development and Partnership in Action (DPA) is working in some of the target CPF villages, and has already started the process of developing land-use agreements. The CPF project uses the expertise of the other SBCP staff, and DPA, to help develop PLUP agreements in participating villages.

Progress

The pilot villages in Sre Preah commune have identified their administrative boundaries (Figure 2). This work was carried out in collaboration with a Commune land use planning process and corrections in the commune and district boundaries have now been recognised by the Provincial Government. One outcome of this process may be that two settlements (*krom*) transfer their administration to Sre Preah village, and thus no longer part of the CPF pilot. As of December 2009 one area of dispute remains: a general disagreement about the location of the boundary between Kratie and Mondulkiri Provinces. This disagreement will have to be resolved at a national and provincial level. Until this is solved the project will follow the current official provincial boundary (defined by Department of Geography in 2002).

Mapping of active and planned farm land was completed by February 2010. All active fields in Pu Kong, O Chra and Pu Char have been mapped, and discussions on planned land-use is underway.

Step 3

FM group development

The form and legal recognition of the FM groups closely follows the development of CF groups as outlined in the CF sub-decree and supported by the NFP.

Progress

Village Forest Management groups have formed in Pu Char, O Chra and Pu Kong. They have elected executive committees and as of April 2010 are developing rules and regulations. A draft set of rules and duties is attached in annexe 1.

Steps 3, 4, & 6

CFE development

Formation of the CFE is discussed after the election of the FM Committees. In order to ensure the sustainable management of resources it will be important for the separate FM groups to work together on many aspects. Discussions on benefit sharing also begin at this stage. The CFE will initially be formed as a loose association of FM group members. With project facilitation they will develop an outline of the role of the CFE. All members of FM groups will be allowed to elect the CFE board, which must include representatives from the FM Committee in each village. The CFE board will, with assistance from the FA and non-government partners, develop by-laws and statutes for the operation of the CFE. These will be based on those for CFMCs outlined in the CF sub-decree.

Step 7

CFE registration

The first level of legal recognition for the CFE will be by the Provincial Governor and Provincial Council. The CFE will also be registered with the FA and MAFF. The form of registration, and process that will be followed will be clarified in discussions with the FA in mid 2010. It is hoped that registration of the Sre Preah CFE will be complete before the start of the 2010/2011 dry season. Later it is likely that it will be registered as a small business of some sort. The exact legal basis for this is yet to be determined.

Progress

The FM groups in O Chra and Pu Kong began discussions on the formation of the CFE in February 2010. They are now ready to elect the CFE and will request permission from the Provincial Council in June 2010.

Step 5

Mapping and demarcation

The FA has already identified a block of forest where the CPF model is to be piloted (Figure 1), in the Buffer Protection Forest of the SPF.

The potential area for CPF will be defined by the village administrative areas that are within the Buffer Protection Forest. Not all of this area will however be operable for timber harvesting, so some areas will be excluded. The project team will work with the CFE to identify and map these areas. Village residential areas and farmland have been identified through the on-going village land-use planning process. Village and farm land will be excluded from the CPF area. The CFE will also identify special sites within the forest area. Site could include spirit forests, grave forests, and areas rich in NTFPs. Management rules will be developed for each of these areas. Environmentally sensitive areas will also be excluded. Riparian buffers will be defined following FAO guidelines.

Table 4: Suggested riparian buffers

Stream Width	Buffer (L&R)
> 20 m	30m
10 – 20 m	20 m
< 10 m	10m

Several large natural grasslands and pools exist in the CPF pilot area which are of particular importance of wildlife and fisheries. Other environmentally sensitive areas, such as mineral licks, and bird colonies, will also be mapped. Special measures will be developed for the management of these areas, such as no-harvest buffer areas in the forest around the grasslands, and corridors to link them.

All of these special management areas will be identified through a participatory mapping process with each of the FM groups. The CFE will map these areas in the forest with GPS and mark trees to identify special sites.

After socially and environmentally sensitive sites have been excluded it will be possible to calculate the total area available for timber harvesting. The size of annual logging blocks (coupes) will be calculated by dividing this area by the harvesting rotation period. For example a rotation of 30 years would mean the creation of 30 coupes. Coupes will be determined with assistance from the technical team and GIS. Where possible they will be delineated by features such as village boundaries, rivers or trails

Step 8

Forest inventory

The entire CPF forest area will need to be inventoried to provide data to better understand the potential of the forest, and for input into the management plan. The inventory method suggested by the CF sub-decree is not designed to be used in large, well-stocked forest. It is too labour-intensive to be used for CPF. In Phase 1 the project will test an alternative inventory method. This will be discussed during the 2010 wet season and approval to test a new method will be sought from the FA prior to starting field work. The inventory method to be tested was developed in Lao PDR as part of a 'village forestry' project²⁵. This project worked in areas with very similar forest types to those found in the CPF pilot site and with communities with very low technical capacity. It is likely that the systems that were developed and tested there will be applicable to CPF. This pilot project will provide an opportunity to test these methods and where necessary adapt them to Cambodian conditions. This provides an excellent opportunity to provide recommendations and feedback that will guide any revision of the CF Sub-decree and associated *Prakas* and templates. These revisions are a key output of Programme 4 of the NFP, and are a major recommendation of the 2010 review of CF.

A per coupe systematic sampling method will be used to carry out a forest inventory which is simple and easy to implement. It is recommended that in semi-evergreen forests such as those in the CPF pilot area a sampling intensity of around 3% is sufficient to provide information for long term planning. A simple way to achieve this is through placing sample plots along parallel strip-lines. The proposed method uses circular sample plots of 0.1 ha each (plots with a radius of 17.84m). To achieve a sampling intensity of 3.3% requires strip-lines placed 300m apart with plots located every 100m along the lines, resulting in one plot per 3 ha. All commercial tree species larger than 5 cm dbh will be measured in each plot. The sampling design would therefore require 4,250 plots. It is estimated that one team can complete five plots per day, and therefore nine teams (three per village) could complete the inventory in about four months. The entire Phase 1 forest area of around 12,750 ha will be inventoried in this manner in the 2010/2011 dry season.

²⁵ FOMACOP (2001) *Village Forestry Handbook*. Ministry of Agriculture and Forestry, Department of Forestry, Lao PDR.

Simple analysis of the inventory results will be carried out by the project together with the CFE.

Forest Management Plan

A long-term forest management plan will be developed by the CFE. This process will start during the 2010 wet season. Project partners will review the proposed system and apply for approval from the FA to pilot the new design.

The management plan will have a 30 year planning period and will outline all aspects of forest management including timber and non-timber products; and forest regeneration and protection. A suggested outline for a management plan, modelled on the Lao Village Forestry program is include in annexe 2. This model needs to be approved by the FA before the CFE starts preparation of their plan.

The complete 30-year management plan will prepared by the CFE with support from partners in 2011 and will be submitted to MAFF for approval. To ensure that the management plan stays relevant and to adapt to changing conditions it will be reviewed by the CFE and FA every ten years.

Pre-harvest inventory of annual logging block

Prior to annual harvesting a complete inventory of the coupe will need to be carried out. This will provide information for the annual operations plan, and the basis for negotiations with potential buyers.

The project proposes to test a pre-harvest inventory method that was developed in Lao. The entire coupe will be surveyed using parallel 50m strips. Every tree over 50cm dbh will be identified and measured. The location of each tree will be mapped on a simple sketch map. Regeneration potential will be measured through the use of 0.1 ha circular plots spaced at 100m intervals on the strip-lines. Within these plots all trees 5-49 cm dbh will be counted and measured. Areas with very low numbers of seedlings may be excluded from harvesting, or may need additional post-harvesting treatments to ensure forest regeneration.

Annual operations plan

The CFE will use the pre-harvest inventory data to write a simple annual operations plan. This plan will be used to apply for harvesting and transporting permits, and guide operations. It will provide more detail than the full management plan including mapping which areas will be harvested, which trees will be cut (and which left as seed trees), the projected volume to be harvested and how the wood will be extracted from the forest.

An appropriate format for the operations plan, which is simple to complete but contains sufficient information will need to be developed in consultation with the FA. As with the full management plan, the Lao Village Forestry Handbook will provide a suitable framework for an annual plan.

Permits and licences

The CFE will submit the annual operations plan to the FA for approval. This will be the basis for the awarding of harvesting and wood transport permits. The details of which permits are needed, how they are awarded and by whom need to be defined. The project implementation team will work with the FA to finalise these details prior to timber harvesting in 2012.

Step 9

Marketing and contracts

Advance sales will help ensure that only the required volume of wood is harvested and provide capital to cover some of the harvesting expenses. Data from the feasibility study and test inventory

will be used when approaching potential buyers. The market study carried out in 2008 identified some interested buyers in Phnom Penh. These organisations will be approached by the project when it has been confirmed that timber harvesting will take place. Advanced sales will be negotiated and a deposit required. The discussions will specify the species of wood required, the total volume needed and the form the timber is needed (boards, semi-processed etc). It is anticipated that the buyer will be able to assist in identifying suitable mills and wood processing facilities and potentially make all processing arrangements independently.

Step 10

Harvesting and Transport

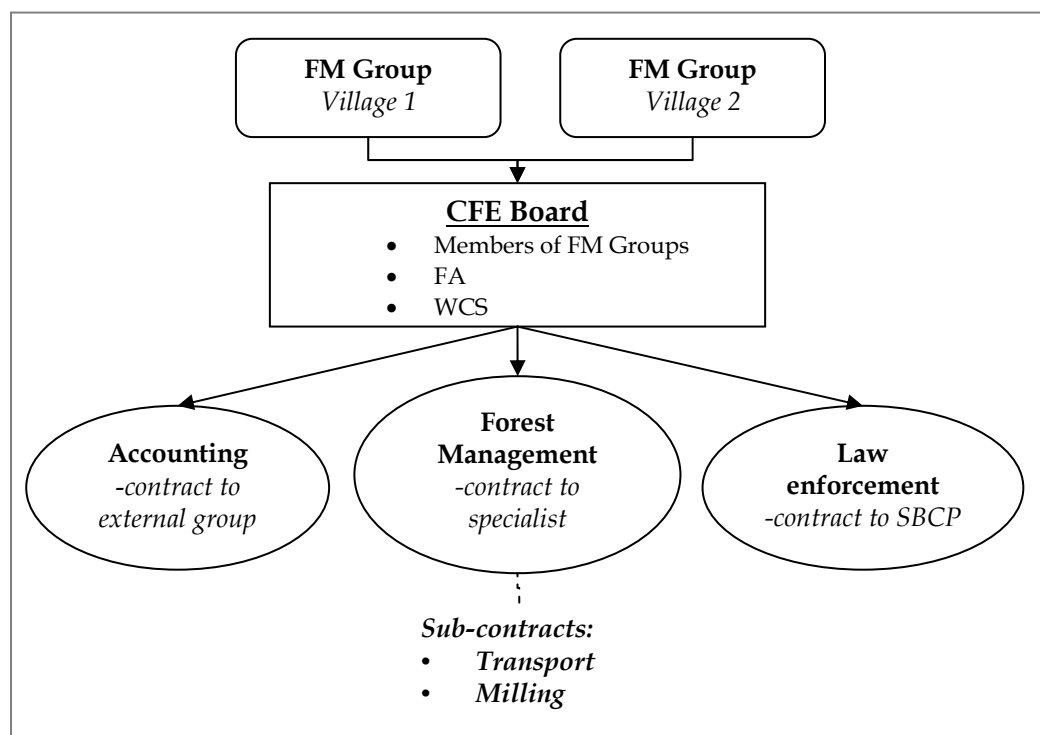
Harvesting will take place once permits have been secured. It is anticipated that harvesting and hauling will be carried out by local labourers sourced from the FM groups. They will be supervised and advised by a Forest Operations Manager hired by the CFE. Harvesting will follow best-practices including standard reduced impact logging techniques²⁶. To reduce costs and impact on the environment the use of oxen to haul timber to the log yards will be tested in the first years of operations.

Transport of timber from the forest gate to the processing facilities will be organised by the CFE together with the buyer and FA. A chain of custody system will need to be developed to track the wood and ensure that illegally harvested wood from other sources is not mixed with CPF products.

Technical support of Phase 1 operations

Many of the skills needed to run a logging operation and SME are not currently available in the pilot villages. In order to successfully complete the first few years of operations the CFE will need to contract assistance from other groups and individuals. Three key roles are Accountant, Forest Operations Manager and Law Enforcement Teams (Figure 6 and Table 4)

Figure 6: Operational structure during Phase 1



²⁶ For example those described in The Cambodian Code of Conduct for Forest Harvesting (1999).

Table 4: Roles and responsibilities of sub-contractors

Group	Membership	Role	Responsibilities
Accounting	Specialist group hired by CFE	Independent control of income and expenditures	• Paying labour and contractors • Managing income • Managing benefit sharing (taxes, dividends, CDF)
Forest Management	Expert group or individual hired by CFE	Management of all forest operations. Link between CFE and contractors	• Coordinating forest activities • Controlling contractors
Law Enforcement Teams	FA – Local/SBCP	Law enforcement in the CPF area	Law enforcement

Accountant

The CFE will have to manage many thousands of dollars. An external, trusted accounting institution will therefore have to be engaged to help with financial transactions and transparent book-keeping.

Forest Operations Manager

Any use of contractors in forestry operations will need to be carefully regulated and supervised to ensure that the contractor follows a clear plan. There is great potential for contractors to abuse their relationship with a CFE. The complicated logistics of organising and implementing the forest operations need to be carefully managed and at currently capacity amongst the villagers do do this is limited. It is essential therefore for the CFE to use a professional forest manager to coordinate all these activities. The forest manager could be contracted from the FA, or the CFE could hire an external advisor. This individual or group will act as the bridge between the CFE, village labourers and any contractors. They help to coordinate work groups in the forest during the inventory, and harvesting. Transport of wood needs to be planned so that wood is moved efficiently from several felling sites, loaded onto contracted transport and taken to a mill. The forest manager will have to ensure that clear chains of custody exist and are documented. This is needed to provide assurance to the buyers that all the wood they are receiving does indeed come from the CFE, and has not been mixed with un-documented wood during transportation or processing. Together with the accounting team and CFE board the forest manager will ensure that all paper work is in order, and that the wood can be documented as coming from a verified legal origin.

Law Enforcement Teams

Community-based patrols will be used to control minor infractions and monitor the CPF area. However, the villagers do not have the strength or legal authority to secure the forest from illegal logging and land-grabbing on their own. These will need to be supported by FA-led patrols that have the power to arrest people and confiscate items. This work will need to be contracted out to government law enforcement teams currently working under the SBCP framework. The SBCP has a successful model for law enforcement with clear governance and transparent operations. Use of the (already operational) MIST data management system will allow the CFE to assess patrol effectiveness against pre-determined targets, to ensure that they are getting the assistance that they have paid for.

Annexe 1: Draft rules and duties of the Forest Management Committee

(July 2009)

1. Prepares internal rules (by-laws) for implementation by the FMC to ensure participation and quality of the committee's work
2. Extends all RGC laws and policies to members of the FM group
3. Develops regulations for the village to ensure the respect of customary law the sustainable use of resources by the community and outsiders
4. Works to resolve conflicts in the community based on the existing laws and for the common benefit
5. Forms an incentive system to encourage all members to respect and follow the laws and community regulations.
6. Manages and coordinates members of the FM group to carry out forest patrols frequently and to ensure the existing forest resources are protected
7. Forms a system to ensure that all illegal activities are reported immediately to local authorities including the nearest Forestry Administration officials
8. Cooperates with local authorities and relevant institutions to ensure support and recognition of all activities of the FM group
9. Communicates with development partners to ensure support for FM group activities
10. Participates and leads members of the FM group in developing annual operational plans
11. Participates to follow up, monitor and evaluate the tasks of the FM group
12. Follows all decisions made by FM group assembly meetings
13. Facilitates equitable benefit sharing amongst members, prioritising the poorest and most vulnerable.
14. Protects common benefits of all members when they are abused.

Annexe 2: Potential management plan structure.

(adapted from the Village Forestry Handbook)

The forest management plan should have a 30-year planning horizon. It should include the following sections:

- a. Introduction
- b. Forest management unit and its forest resources
- c. Forest management plan
- d. Plan implementation
- e. Benefits and impacts

The introduction section should contain:

- a. *Background.* This tells very briefly about the area – its location, population.
- b. *Plan objectives.* This presents the objectives of the village forest management plan.
- c. *Methodologies.* This briefly tells about how the plan was prepared.

The forest management unit and its forest resources section should contain:

- a. *Village land use plan.* This presents the map and tabulation of the present and planned land uses in the village.
- b. *Forest management unit.* This presents the map of the forest management unit.
- c. *Forest resources.* This gives an assessment of the forest resources based on the forest inventory and other resource inventories, and an assessment of forest growth and mortality.

The forest management plan section gives the main description of the village forest management plan. It should contain:

- a. *Forest managers and stakeholders.* This tells who the forest managers and stakeholders in the village are and what are their rights.
- b. *Forest products and services.* This lists the products and services that the forests are managed for.
- c. *Forest harvesting cycles.* This tells what are the harvesting cycles for timber and other products.
- d. *Forest management for grazing and non-timber forest products.* This section introduces the rules that the village has adopted for managing the non-timber forest products. The rules are given as an annex to the plan.
- e. *Timber harvesting sites.* This shows the division of the CPF management area into years of timber harvesting operations.
- f. *Annual allowable timber harvests.* This gives a tabulation of the annual forest growth and how they convert into annual allowable timber harvests for each forest type.
- g. *Trees to be harvested.* This gives the guidelines for the selection of trees to be harvested.
- h. *Timber harvesting methods and plan.* This gives the specifications for timber harvesting, as well as the schedule by year.
- i. *Regenerating and improving the forest.* This gives the specifications for regenerating the forest after harvest and for improving the condition of the forest.
- j. *Protecting the forest and preserving its values for various services.* This gives the specifications for forest protection.
- k. *Conservation.* This gives some specifications concerning the conservation of biodiversity and other forest values.

The plan implementation section should contain:

- a. *Community-based Forest Enterprise.* This tells about the plan implementation activities that the CFE will do.
- b. *Contractors.* This shows what activities will be contracted to other parties (if necessary).
- c. *Schedule of operations.* This summarizes the activities planned and in what year they will be done.
- d. *Resources to implement the plan.* This gives an estimate of how much human resources and financing will be needed to implement the plan, and also how the financing will be found.

The benefits and impacts section should contain:

- a. *Timber sales, royalties, and benefits.* This shows the projected timber sales, royalties, and benefits to the CFE/FMG for each year.
- b. *Impact on the forest stand.* This describes what are the possible impacts of the forest management on the forest stand.
- c. *Sustainability of forest management.* This tells whether the forest management will be sustainable over time, or not.

Annexe 3: Phase one work plan

CF Step	Activity	2007	2008	2009	2010				2011				2012			
					Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec
	Model development& adaptation															
	Law Enforcement															
	Village Boundary Agreement															
	Village Land-use planning															
	Financial modeling															
0	Selection of site															
1	Extension and education															
2	Information gathering															
	FM Group formation															
3	FM Group registration															
	CFE formation															
4	CFE bylaws															
5	Mapping															
6	CFE regulations															
7	CFE agreement															
	Participatory Inventory															
	Management plan															
8	Pre-harvest inventory															
	Annual operations plan															
	Permits for harvest															
9	Contract with buyer															
	Harvesting and hauling															
10	Transport and milling															
	Benefit distribution															
11	Monitoring and Evaluation															