



**KINGDOM OF CAMBODIA**  
NATION RELIGION KING

## **THE STRATEGIC PLANNING FRAMEWORK FOR FISHERIES: 2010 – 2019**



# **“FISHING FOR THE FUTURE”**



**Unofficial Translation**

**1**  
**VOLUME**





**MINISTRY OF AGRICULTURE, FORESTRY AND FISHERIES**  
**FISHERIES ADMINISTRATION**





## FOREWORD BY THE MINISTER OF AGRICULTURE, FORESTRY AND FISHERIES

Fish provides over 80% of the animal protein consumed by Cambodians. Together with rice, it forms the mainstay of the Cambodian diet – as it has done for countless generations. The importance of fish to the Cambodian people can not be overstated. From the desperate situation that prevailed 30 years ago, the Royal Government, under the inspirational leadership of Samdech Hun Sen, has striven tirelessly to ensure that fish is available to all Cambodians, both rich and poor, throughout the country, throughout their lives. The successive departments and administrations of the Ministry of Agriculture, Forestry and Fisheries have played the central role in ensuring that this is so.

The Statement of the Royal Government of Cambodia on the National Fisheries Sector Policy, signed by the Prime Minister on June 15, 2005, recognised that the fisheries sector is crucial to people's livelihoods and the national economy. It identified fisheries' contribution to the national goals of environmental protection, conservation of biodiversity, socioeconomic development, good governance and poverty alleviation as part of the Royal Government's Rectangular Strategy. These goals remain fully valid today. The policy statement also established the Royal Government's enduring vision for the fisheries sector:

*Management, conservation, and development of sustainable fisheries resources to contribute to ensuring people's food security and to socioeconomic development in order to enhance people's livelihoods and the nation's prosperity.*

Building on this policy and vision, the fisheries sector is primarily governed by the Law on Fisheries, passed by the Royal Government and signed by His Majesty the King in 2006. This Law has a number of principal aims.





It aims to ensure fisheries and fishery resource management; to enhance aquaculture development; to enhance the management of production and processing; and to promote the livelihoods of people in local communities. It is aimed at delivering socio-economic and environmental benefits, including the sustainability of natural resources and the conservation of biodiversity and natural cultural heritage in the Kingdom of Cambodia. The reforms instituted under the Law on Fisheries have already delivered great benefits to the people of Cambodia.

This Strategic Planning Framework takes this strong legacy and describes how the Royal Government wishes to see the fisheries sector continue to develop in the future, for the lasting benefit of the people of Cambodia. To reach our goals, we must do a number of things:

In line with the wise guidance of Prime Minister Hun Sen, we must increase the number of fish refuge ponds available to communes and communities, so that we can reap the benefit of increased fish stocks in the rice fields that pervade Cambodia.

We must grow aquaculture production, whilst ensuring that we avoid the risks from disease and pollution and, in accordance with the Law on Fisheries, preventing the escape of exotic species into the wild.

We must reduce the vulnerability of our fisheries environment to existing and future threats to the water resources on which it relies, including the effects of climate change. We must do this through a combination of protection and adaptation.

We must improve the quality and safety standards of our fish and fish products, so that we can export more of our delicious Cambodian fish to the world and gain economic benefits as a result.

We must ensure that the great contributions that fisheries bring to nutrition, livelihoods and growth are available to all the people of Cambodia, especially the poor and disadvantaged.

And we must take action now to make sure that all of these benefits continue to be available to our children and to our children's children, and for generations to come.

The Strategic Planning Framework creates the structure that will help us to achieve all this. It will help us to reach the Royal Government's vision for the future, where all Cambodians benefit from a sustainable and plentiful harvest of valuable, healthy and nutritious fish. I urge all stakeholders and participants in the fisheries sector to work their utmost to implement it.

**H.E. Dr Chan Sarun**

Minister of Ministry of Agriculture,  
Forestry and Fisheries





## ABBREVIATIONS

ASEAN	Association of Southeast Asian Nations
CamCode	Cambodian Code of Conduct for Responsible Fisheries
CAP	Coordination Action Plan
CBO	Community-Based Organisation
CC	Commune Council
CDC	Council for the Development of Cambodia
CFi	Community Fisheries
CIF	Commune Investment Fund
CITES	Convention on International Trade in Endangered Species
CMDG	Cambodian Millennium Development Goals
CNMC	Cambodian National Mekong Committee
D&D	Decentralisation and Deconcentration
DC	District Council
DIF	District Investment Fund
DIW	District Integration Workshop
DPAM	District Priority Activities Matrix
ExCom	Executive Committee
FA	Forestry Administration
FDAP	Fisheries Development Action Plan
FiA	Fisheries Administration
GDP	Gross Domestic Product
HNV	High Nutritional Value
Logframe	Logical Framework
MAFF	Ministry of Agriculture, Forestry and Fisheries
M & E	Monitoring and Evaluation
MEF	Ministry of Economy & Finance
MIME	Ministry of Industry, Mines & Energy
MLMUPC	Ministry of Land Management, Urban Planning & Construction







MoC	Ministry of Commerce
MOE	Ministry of Environment
MOH	Ministry of Health
MOI	Ministry of Interior
MOP	Ministry of Planning
MOWRAM	Ministry of Water Resources and Meteorology
MRC	Mekong River Commission
NCDD	National Committee for Sub-National Democratic Development
NGO	Non-governmental Organisation
NSDP	National Strategic Development Plan
NOVOP	National One Village One Product
OVOP	One Village One Product
PDP	Provincial Development Plan
PIF	Provincial Investment Fund
PIP	Provincial Investment Plan
PRDC	Provincial Rural Development Committee
RGC	Royal Government of Cambodia
SPF	Strategic Planning Framework
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TA	Technical Assistance
TradeSWAp	Trade Sector-Wide Approach
TWGF	Technical Working Group on Fisheries
UN	United Nations
UN FAO CCRF	United Nations Food and Agriculture Organization's Code of Conduct for Responsible Fisheries







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## INTRODUCTION

This Strategic Planning Framework sets out the Royal Government's vision for the future of the fisheries sector in Cambodia and describes the goals that must be reached in order to implement it. Its purpose is to support the achievement of Cambodia's Millennium Development Goals, implementation of the National Strategic Development Plan, and compliance with the Law on Fisheries, to the benefit of the people of Cambodia.

It describes the overarching strategic context, and the challenges and opportunities facing the sector. It lays out the Royal Government's strategic priorities for sustaining and developing the sector and includes targets for this sustainment and development. It is intended for the guidance of all stakeholders in the fisheries sector and to give provenance and guidance to their supporting development and action plans and, particularly, the plans and actions of the Fisheries Administration (FiA).

A second supporting Volume, 'Feeding Growth', is also available and contains the detailed descriptions, analysis and justification that have been instrumental in the process of formulating this Strategic Planning Framework.



## FISHERIES IN CAMBODIA

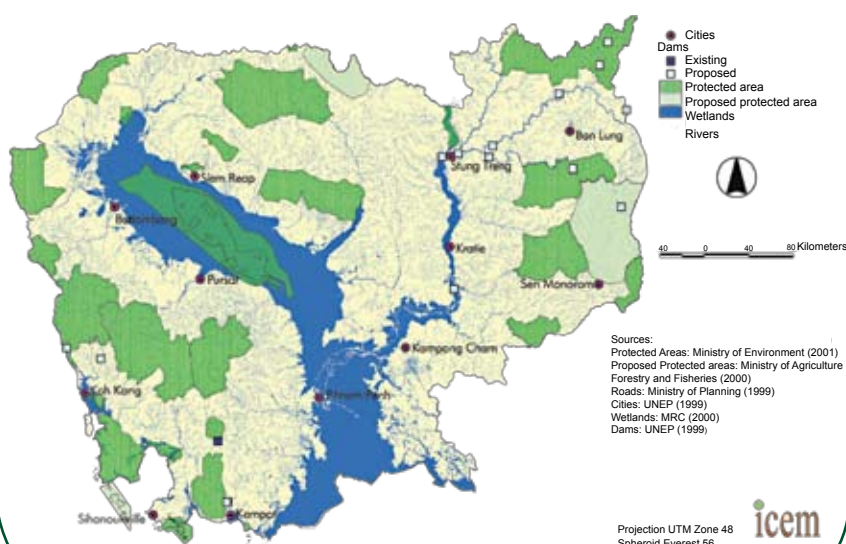
Seasonal and permanent wetlands cover more than 30% of Cambodia. As a result, Cambodia has one of the largest and most diverse freshwater fisheries in the world, with only the fisheries of the geographically much larger nations of China, India and Bangladesh being bigger.

The fisheries sector has for many years contributed significantly to the employment and livelihoods of the poor, to food security, and to GDP and foreign exchange balance. Cambodia's fisheries provide full-time, part-time and seasonal employment for up to 6 million people and the fisheries sector contributes very significantly to domestic food security, providing over 81.5% of the animal protein in the national diet and also forming a critical source of essential vitamins and micro-nutrients.

In addition, fisheries production is estimated to be worth around US\$200-300 million per year at the point of landing and fisheries harvesting, processing and trade contributes 8-12% of GDP. The value of fish exports has been estimated to be as high as US\$100 million per year.

Fish are also part of Cambodia's cultural heritage. The complex and enduring linkage between fisheries and many aspects of the region's history, as shown by the archaeological finds of fish processing and trade through the region and the incorporation of fish scenes into the historic temples of the country, demonstrates the continuity of the importance of the sector both domestically and throughout the South East Asia region. The aquatic environment and the associated rich diversity of species also constitute a very important part of both the national and global natural heritage.

### The wetlands ecosystem and fisheries domain





However, the fisheries sector also faces a number of growing challenges. Some of these, like over-fishing, come from within the sector but others come from outside it, and include threats that exist on a regional and even global basis. These include potentially highly damaging changes to the ecosystem caused by damming for hydropower, loss of critical habitat due to economic pressures, and climate change. There is a strong and clear relationship between the seasonal flooding patterns and the level of the fish catch: the higher the flood, the bigger the catch. But the converse is also true, and factors that reduce the level and extent of the annual flood (or affect its timing) will also reduce the ability of the ecosystem to provide essential food supplies. All of these challenges must be faced if the fisheries are to continue to play their vital role in supporting the people of Cambodia.

	2000	2002	2004	2006	2008
<b>Fisheries:</b>					
- Inland (tonnes <sup>1</sup> )	245,600	360,300	250,000	422,000	365,000
- Marine (tonnes)	36,000	45,850	55,800	60,500	66,000
<b>Aquaculture</b>					
- Inland (tonnes)	14,410	14,547	18,585	34,160	39,025
- Marine (tonnes)	20	53	75	40	75
<b>Trade and Export (tonnes)</b>	43,600	52,500	45,850	30,000	25,000
Flooded forests:	FiA official data available 2005- Mangrove forest 67,770 ha + Inundated forest 932, 141 ha =999,911ha				
<b>Others (Fingerling)</b>	<b>7,508,000</b>	<b>13,420,000</b>	<b>15,793,000</b>	<b>21,335,000</b>	<b>37,193,000</b>

The future of the fisheries sector in Cambodia must be set in the context of growing demand due to population growth. The population of Cambodia by 2010 is about 14 million and the rate of growth was estimated at 1.54% per annum<sup>2</sup>. This growth, coupled with the needs both to improve food and nutrition security for the people and to continue to support economic development, means that the demand for fish will also continue to grow. The sector must rise to the challenge of providing supply to meet this demand, while making sure that this supply continues to be available for future generations.

<sup>1</sup> Metric tons

<sup>2</sup> 13,388,910 General Population Census of Cambodia 2008: Provisional Population Totals, National Institute of Statistics, August 2008.





## THE POTENTIAL AND CHALLENGES OF FISHERIES IN CAMBODIA

## 3.1

## STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

### SWOT Analysis

#### Strengths

- Vast resources, high diversity and a self-refreshing resource base, accessible to wide range of fishing techniques and technologies, with good indigenous technical and environmental knowledge.
- Successful application of community-based management and popular willingness to protect and conserve the resource.
- Strong history of fish farming in a diversity of forms and levels.
- Good traditional processing skills, with low energy requirements.
- Long history of trade and high domestic and international demand.
- Improving institutional understanding and support.
- Increasing knowledge base of critical species and habitats.

#### Opportunities

- Export growth through improved market strategies, better product quality and value adding.
- Export stimulation through reduced cost and tax burdens.
- Improved sustainability of catch through improved mapping, demarcation and conservation of critical habitats.
- Development of marine fisheries.
- Growth of aquaculture and rice field fisheries.
- Improved post harvest handling of high nutritional value fish to enhance food security.
- Improved natural resource management through moving decision making closer to the people reliant on the sector.

#### Weaknesses

- Lack of awareness of the importance of fisheries in some parts of society and government.
- Seasonal and annual variation in supply, leading to gluts, shortages and over-exploitation of some species.
- Limited governance, legal and regulatory environment in some areas, coupled with lack of demarcation and weak enforcement.
- Limited skills, standards and guidance material.
- Shortage of funding, including for investment in infrastructure.
- Shortage of resources and knowledge to support aquaculture.
- Limited quality control and disease management facilities.
- Lack of good research and data in many areas.
- Employment of last resort – vulnerable to general economic conditions.

#### Threats

- Loss of breeding habitat and declining wild stocks because of: Climate change, leading to changes in water levels, flow rates and flooding patterns. Environmental degradation from pollution and increased mining sediment. Damming, land conversion and deforestation.
- Increased pressure on the resource due to economic and population growth factors.
- Increased international trade competition and more stringent import regulations.
- Uncontrolled, illegal and destructive fishing, leading to conflict.
- Disease, especially in aquaculture.
- Loss of land for fisheries due to weaknesses in land management.





The main strengths of the fisheries are natural and historic but, although the institutions are beginning to catch up, they remain weak in many areas. The other principal weaknesses are due to the very nature of the resource: to a large extent, the fundamentally open access of the fisheries makes it an employment that the poor will always fall back on, but the variability of the resource means that it cannot always be counted on to produce a reliable livelihood. When the need is highest, so is the pressure likely to be.

Despite the weaknesses, the opportunities are large and clear. Growth is not only possible but achievable, both in terms of production and earnings. However, to achieve it, the essential resources must be assured and maintained.

The sector has the potential to increasingly to provide benefits for the economy and for the livelihoods of people but that potential is under threat from a series of challenges from within the sector and from outside. Some of these challenges are domestic and others are regional or global. In particular, the threats to the water resource and its ability to support fish populations, from environmental change, damming and other human activities are potentially very severe indeed. Nonetheless, whilst these challenges must be taken fully into account, there are also opportunities for the sector to maintain and even expand its contribution.

## 3.2 | EXTERNAL ISSUES

Issues that have causes or effects that extend beyond the fisheries sector fall into two categories: those that lie solely within the Kingdom of Cambodia, and those that are regional or international/global.

**Within Cambodia:** Those issues are primarily internal to the Kingdom of Cambodia include the needs to:

- 1 Ensure land security for protection and growth of the fisheries sector.
- 2 Protect the wetlands ecosystem from the effects of deforestation, land conversion and pollution.
- 3 Ensure that the effects on fisheries of the construction of dams within the Kingdom of Cambodia are properly addressed.
- 4 Stimulate fisheries export growth.
- 5 Reduce pressure on the wild fisheries resource through livelihood diversification<sup>3</sup>.

<sup>3</sup> Including through fisheries elements of the One Village One Product (OVOP) programme managed by the National OVOP Committee.





Implementation of the SPF will support the Fisheries Administration in taking an even more prominent role in developing and implementing a co-ordinated policy across those ministries, departments, agencies and institutions that affects or is affected by the water resource. Similar co-ordination will also be required by and with those Development Partner NGOs that are operating in the relevant sectors to ensure that their actions and interventions are co-ordinated with overall development goals and needs.

**Beyond Cambodia:** Those issues that cross national and regional boundaries include the needs to:

- 6 Take measures to mitigate the effects on fisheries of hydropower damming on the Upper Mekong.
- 7 Address the implications of climate change.
- 8 Ensure that action is taken to reduce the vulnerability to external threats of the fisheries sector and those people who depend on it.

These issues require concerted international action. In the case of hydropower damming, this will include nations both within and outside of the framework of the Mekong River Commission. Implementation of the SPF will seek to enhance the cooperation with the regional bodies such as MRC as well as ensuring an improved uptake of the data and information made available through such bodies.

In the case of climate change, work will need to be done through regional bodies and global organisations and forums, including the UN. However, the Royal Government will need to develop co-ordinated national policies to address these issues effectively. Research in this field has already started in other sectors and the Fisheries Administration will be responsible for ensuring that fisheries is included as well.





## THE STRATEGIC APPROACH

### 4.1 | LINKAGES TO NATIONAL POLICY DOCUMENTS AND STRATEGIES

#### *Cambodia's Millennium Development Goals*

The role of the fisheries in achieving Cambodia's Millennium Development Goals (CMDG) is highly significant.

- 1 In particular, by providing both food and employment, fisheries are core to Goal 1: Eradicate extreme poverty and hunger.
- 2 The important roles played by women in the fisheries means that they also help contribute to 3: Promote gender equality and empower women.
- 3 Improved nutrition from consumption of fish and fish products also plays an important role in helping towards Goal 4: Reduce child mortality and Goal 5: Improve maternal health.
- 4 Last, but not least, good stewardship of the wetlands helps considerably Goal 7: Ensure environmental sustainability.

Good progress has already been made against each of these goals, but much more will be achieved in the future. Consequently, these goals play a central role in shaping this Strategic Planning Framework.

#### *National Strategic Development Plan*

The importance of the fisheries is also recognised in the National Strategic Development Plan (NSDP), which acknowledges that "Fish continues to occupy a crucial position in terms of food, nutrition and income of millions of Cambodians." The NSDP for 2009 – 2013<sup>4</sup> also sets targets for the fisheries, which are closely linked with this Strategic Planning Framework.

#### *Decentralization and Deconcentration*

The fisheries also have their part to play in the Royal Government's policy of Decentralization and Deconcentration (D&D). A process of devolving responsibility for fisheries management to Provincial, Commune and community levels has already begun and the implementation of the SPF will support the Fisheries Administration to continue this process including building the capacity at the Cantonment level to assume increasing responsibilities.

The fisheries sector in Cambodia is inextricably linked with many other parts of Cambodian government and society and the role of the Fisheries Administration in coordinating across sectors will be further strengthened

4. In draft and awaiting endorsement at the time of writing.





through the implementation of the SPF. More details linkages of the fisheries sector is included in Annex 4.

## 4.2 | VISION

Based on its overall goals for the future, the Royal Government's Vision for the fisheries sector is:

**Management, conservation and development of sustainable fisheries resources to contribute to ensuring people's food security and to socioeconomic development in order to enhance people's livelihoods and the nation's prosperity.**

This vision is based on implementing the policies of the Royal Government, achieving the targets of the NSDP and reaching the CMDG. The co-ordination, harmonization and management of the development of the fisheries sector towards this vision for the future benefit of Cambodia and its people is the core role and responsibility of the FiA.

The FiA is the leading government agency charged with the management and development of fisheries in Cambodia. The FiA has the responsibility to ensure that the benefits that flow from Cambodia's aquatic resources are distributed equitably and generated sustainably for current and future generations. The FiA's principal mandate is to implement this vision; the Strategic Planning Framework is a key step in this process.

## 4.3 | PILLARS OF DEVELOPMENT

The development approach of the Royal Government for the fisheries sector is based around three fundamental pillars:

- 1 Fishery – inland and marine
- 2 Aquaculture – inland and marine
- 3 Post harvest and trade

To support these pillars, a strong foundation of appropriate and enabling regulation is required, coupled with effective regulatory framework and service provision.





The pillars themselves support the people in the fisheries sector and the overarching outcomes of food security, poverty alleviation and economic growth. Direct actions will be taken under the SPF across each of the three pillars, as well as in relation to development of the regulatory framework and service provision.

Inland capture fisheries form the overwhelming bulk of current production. We must maintain and, wherever possible, improve them. But there is a limit to the capacity of the natural resource to sustain a growing population, so growth of aquaculture is essential. At the same time, we must work to improve the quality and standards of the fish and fish products that we eat and trade if we are to achieve real improvements in both livelihoods and exports.

## 4.4 STRATEGIC GOALS

In order to implement the SPF, Fisheries Administration has defined seven key goals. The seven key goals will contribute to Royal Government's vision for the future of the fisheries sector. These goals describe the situation that the Royal Government wishes to see in place by 2019; to reach them will require concerted action not only by FiA, but by all elements of Cambodian government and society, and all of Cambodia's Development Partner nations and organizations. The key goals are identified below and the overall linkage to the development pillars described.

Goals	Pillars	Overarching	Fishery	Aquaculture	Post-harvest and trade	Regulatory & services
1. The contribution of the fishery and aquaculture to national prosperity is high and sustained.			✓	✓	✓	
2. The livelihoods of people in the sector are improving and above the national average <sup>5</sup> ).		✓	✓		✓	
3. The fisheries domain and associated resources are in a healthy and resilient condition and sustainably managed <sup>6</sup> ).			✓			✓
4. Fish is a plentiful, healthy and valuable source of food.		✓	✓	✓	✓	
5. Fishing businesses are profitable, sustainable and responsible.		✓	✓		✓	
6. The fisheries domain is managed, developed and conserved in close cooperation with neighboring countries.						✓
7. The policy, regulatory and support environment for the sector is sufficient, appropriate and enabling.		✓			✓	✓

5. This covers all those working in or reliant on the sector, whether full-time, part-time or seasonally.

6. Co-management, with the full participative involvement of local people throughout the process, is a fundamental principle of this goal.







To guide achievement of the key goals and to monitor progress towards them a series of indicators and targets has been established for each goal. These targets have been defined for years 3, 6 and 10 of the planning framework. They have been made as measurable and as objectively verifiable as possible but it should be recognised that they are indicative only and circumstances beyond the control of FiA may influence their achievement.

Many of the most significant targets are introduced in the next section of this document (Implementing the Strategy). The full set of Indicators and Targets for 2010 – 2019 can be found in Annex 1.

The goals, indicators and targets form the basis for the development of the three-year Fisheries Development Action Plan and the annual fisheries plans produced by all FiA entities. This integrated planning system will be central to the achievement of the goals and to bringing real, sustained improvement to the lives of the people this Strategic Planning Framework is intended to help. The integrated planning system will be applied to all the initiatives and activities that the Royal Government will undertake in development and maintenance of the fisheries sector.

## 4.5 | PRINCIPLES AND VALUES

### Principles

The fundamental principles contained within the Royal Government's vision for the sector can be used to guide the setting of principles for development. These are:

- 1 Ensure people's food security, including quality and safety
- 2 Improve people's livelihoods
- 3 Enhance the nation's prosperity
- 4 Sustainably.

**Applying these principles to the issues facing the fisheries sector means that the key areas for strategic intervention will therefore be:**

- 1 To protect and maintain the ecosystem in order to support wild capture fisheries at levels that are both sustainable and sufficient to support demand.
- 2 To increase rice field fisheries.
- 3 To support the growth of small, medium and large-scale freshwater aquaculture.
- 4 To develop marine fisheries and mariculture.
- 5 To make improvements in post-harvest processing.
- 6 To promote fish and fisheries products in both national and international markets.
- 7 To support livelihood diversification away from capture fisheries, especially for poor, disadvantaged and vulnerable people in order to help them out of poverty.







- 8 To ensure that the regulatory environment for the fisheries sector is supportive and effective.
- 9 To ensure that research and development is applied and supports an equitable development of the fisheries sector.

## Values

The means for achieving the development of the fisheries sector will be based on four values which will guide all our actions: Understanding, Protecting, Growing and Supporting.

- 1 **Understanding:** We need to understand the fishery and the people who depend upon it if we are to maximise its contribution to national development. We strongly believe that all stakeholders in the fisheries should learn from each other. This also means that we will need effective, targeted research that will support an enhanced fact based decision platform upon which both regulatory and policy frameworks will be build
- 2 **Protecting:** We need to protect the species, habitats and ecosystems of the marine and freshwater environment if we are to maintain the flow of benefits from fisheries to the nation. In particular, we need to take concerted action with our neighbours and partners against the threats to the habitat that face us all.
- 3 **Growing:** We need to grow the productivity of the fisheries sector if we are to continue to feed the increasing population of Cambodia and benefit from the increasing international market for fish. This needs to be done through the growth of both small-scale and large-scale aquaculture, and rice field fisheries, and through better use of those resources through post-harvest and export performance.
- 4 **Supporting:** We need to support these processes through efficient and effective service provision, by creating an enabling environment for the private sector to expand its contribution to growth, by being open and transparent in our actions, by effectively regulating that environment, by building better relations with our neighbours and by making our decisions evidence-based. This also includes addressing the need for compliance with international standards such as the UN Global Compact. The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with 10 universally accepted principles in the areas of human rights, labour, environment and anti-corruption. By doing so, business, as a primary agent driving globalization, can help ensure that markets, commerce, technology and finance advance in ways that benefit economies and societies everywhere.

In particular, Principle 5 of the UN Global Compact addresses the issue of Child Labour (generally defined in developing countries as children under 14 unless particular hazards are present, in which case the age limit is 18) and urges action to reduce/eradicate this practice. In Cambodia, many children are involved in fisheries practices, some of which could be hazardous or prevent these children from taking part in formal education.

The responsibility for achieving the vision for the sector will be a collaborative process involving the government, the private sector, fishing communities, Commune Councils, donors and NGOs. The roles which will be played by each participant group will be agreed through a collaborative process of negotiation keeping in mind the statutory requirements of the different ministries, departments and agencies of government, both at central and sub-national levels.



## IMPLEMENTING THE STRATEGY

### 5.1 | OVERARCHING ISSUES

#### Food, Livelihoods and Growth

Amongst the most important indicators are measurements of both growth and sustainability of fish production, as these will be the principal engine for improved livelihoods and economic growth, as well as assuring food and nutrition security. The key targets for the overall fisheries development programme are:

- 1 Wild fish capture production<sup>7</sup> is stabilized and sustained at not more than 500,000 tonnes per year.
- 2 Rice field fish production<sup>8</sup> is increased by 15% annually, to reach 500,000 tonnes per year by 2019.
- 3 Aquaculture production is increased by 15% annually, to reach 185,000 tonnes per year by 2019.

These targets are ambitious but achievable; the principal interventions for achieving them are straightforward and well understood (and indicators and targets have been developed for them in their own right).

The effect of these targets on fisheries production, compared to the current aggregate level of consumption as extrapolated for future need, is shown below.



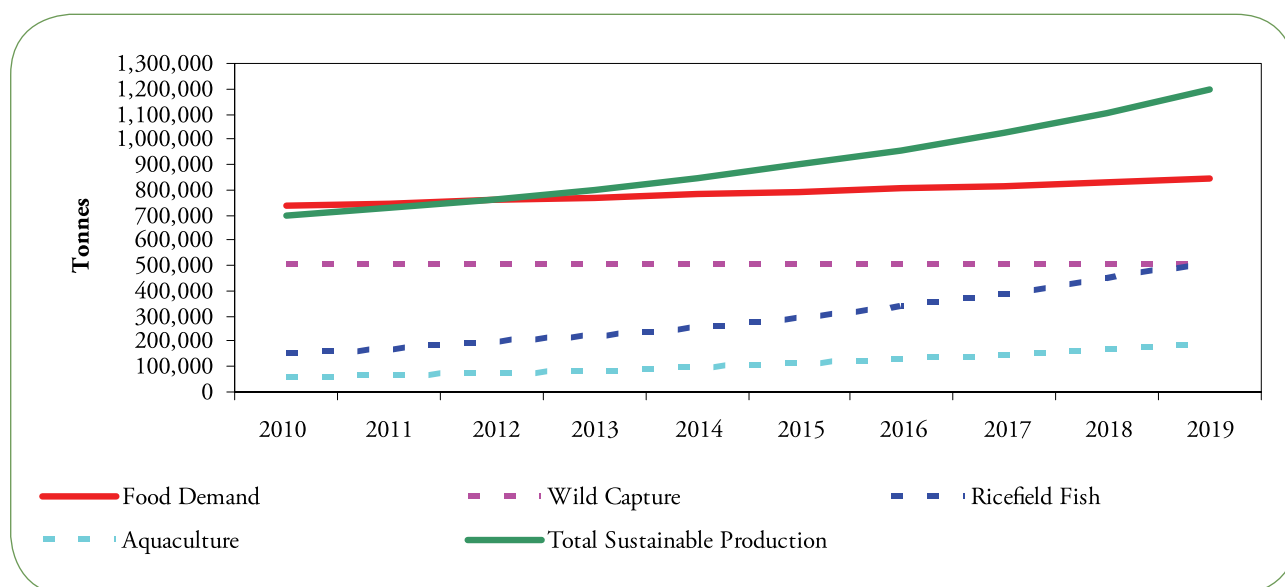
7. This includes all fish caught from rivers, lakes and seas but does not include wild fish caught in human-managed environments such as rice fields.

8. This term also includes other managed areas within the floodplain. This does not include cultured fish ('fish-rice culture'), which falls under the aquaculture targets.





## Production Targets 2010 - 2019<sup>9</sup>



If the targets are met, then by 2019 Cambodia will have a considerable surplus of production. This can be used both to improve nutritional standards and to fuel economic growth through export. At the same time, people's lives and livelihoods will be improved as a result.

## People

The growth of fish production does not itself ensure that development will be equitable. Consequently, a number of targets have been set that focus specifically on poor and disadvantaged groups. These include:

- 1 The number of small-scale fishers and fish processors living below the national poverty line is reduced by 40% on baseline levels by the end of 2019.
- 2 Women's livelihoods are at a commensurate level to men's in all sub-sectors of the fisheries<sup>10</sup> by the end of 2019.
- 3 Interventions at the community level leading to improved employment opportunities<sup>11</sup> are implemented on a nationwide basis by the end of 2019.
- 4 The average national availability of fish for consumption remains at least at 2007 levels<sup>12</sup> and the actual availability of fish to at least 70% of poor people is at least equivalent to the 2007 national average by the end of 2019.

9. Source: FiA data.

10. Including the ability of women to participate fully in Community Fisheries, aquaculture activities and the development of post-harvest activities in the FOVOP activities.

11. As part of the fisheries sector harmonisation with the national OVOP programme and FOVOP Asian Regional Programme.

12. 52.4kg/person/year.



- 5 The per capita availability of High Nutritional Value (HNV) fish<sup>13</sup> and other aquatic animals is increased by at least 50% on 2011 levels by the end of 2019.

Progress towards these targets will be monitored regularly and, where necessary, specifically targeted interventions (or modifications to interventions) will be incorporated into the Fisheries Development Action Plan.

## 5.2 | INLAND AND MARINE FISHERIES

To achieve the growth in production needed to fire the engine of development, a number of specific enabling targets have been set. For the inland fisheries, the main objectives are to support and increase the carrying capacity of the wetlands system (especially the rice fields). Targets for river and lake fisheries relate to the protection of the ecosystem services that are necessary to the sustenance of fish diversity and numbers. The marine fisheries are currently much less well understood and an early target will be to develop plans for their sustainable growth. Among the targets for capture fisheries are:

- 1 At least 1,200 communes (75% of total) have a sustainable and effective fish refuge by the end of 2019<sup>14</sup>.
- 2 470 community fisheries are officially registered and operating effectively by the end of 2019.
- 3 Fishing lot catches are maintained at sustainable levels throughout the period.
- 4 Scientifically-based plans for the sustainable exploitation of marine fisheries are implemented by the end of 2014.
- 5 At least 35% of the area of inland flooded forest and at least 75% of the area of coastal flooded forest are protected through physical demarcation by the end of 2019.
- 6 At least 40 of the 97 Upper Mekong deep pools are effectively protected and conserved and at least 80% of Great Lake fish sanctuaries are improved through boundary demarcation, protection and public awareness by the end of 2019.

The last two targets do not represent the final end state needed in the longer term. Post-2019, it will be a goal to complete the protection of all flooded forest, deep pools, sanctuaries and other critical habitats.

13. Certain specific fish species have been discovered to be particularly rich in essential vitamins and micro-nutrients compared with other fish and animal protein sources. These are referred to as HNV fish.

14. This is the key intervention to increase production from the rice fields. The presence of a fish refuge pond can increase fish productivity from rice fields up to 6-fold, even on a 'self-recruiting' basis. FiA will also encourage and support communities to develop, maintain and protect their own small rice-field ponds on a voluntary, self-help basis.







### 5.3 | AQUACULTURE

Aquaculture offers enormous long-term potential for Cambodia. However, the starting level is fairly low (only 50,000 tonnes was produced in 2009, mostly from small-scale operations). In order to achieve immediate growth whilst also maintaining a pro-poor focus, the main interventions will be to support small and family-scale development, primarily through training, the provision of fingerlings, and establishing risk management systems. Targets include:

- 1 At least 85,000 trained fish farmers actively engaged in aquaculture by the end of 2019.
- 2 Fish seed production is increased to 250,000,000 per year by the end of 2019.
- 3 A surveillance, monitoring and control system for fish disease outbreaks is developed and implemented by the end of 2014.
- 4 Research and development to identify commercially viable production of indigenous species in cooperation with regional interventions i.e. MRC.

In order to facilitate the general growth of aquaculture, the FiA will also develop comprehensive regulations and technical standards under the Law on Fisheries that are specifically designed to support the ability of the aquaculture sector to reach the targets set out for it.

### 5.4 | POST-HARVEST AND TRADE

Post-harvest quality, standards, processes and procedures are core to the achievement of real improvements in nutrition, livelihoods and trade (both national and international). The chief interventions will focus on improving quality and enhancing access to markets. Key targets are:

- 1 At least 80% of fish processors and 80% of fish produced comply with quality and safety assurance regulations and standards<sup>15</sup> by the end of 2019.
- 2 Co-operative associations<sup>16</sup> are providing established and functioning channels to access finance and markets by the end of 2019.

15. National standards will be developed for internal trade and consumption, whilst international standards will also be implemented for exports. This will also include capacity building within the fisheries administration.

16. Including FOVOP fish processing, fish trading, fish marketing, fish farmers' fish hatchers' associations.





- 3 Interventions at the community level leading to product and quality improvements and better market access<sup>17</sup> are implemented on a nationwide basis by the end of 2019.

The FiA will develop a full range of standards and guidelines to help improve processing, quality, packaging and safety and will implement formal registration and inspection processes. These will be designed to facilitate trade by providing quality assurance, and great attention will be paid to ensuring that they do not add unnecessarily to the administrative burden on either large or small businesses. The FiA will also work with the Ministry of Commerce (MoC) to try to find ways to reduce general trade barriers that also affect the fisheries sector, in alignment with the Royal Government's Trade Sector-Wide Approach (TradeSWAp).

## 5.5 | REGULATION AND SERVICES

Many of the development interventions that are required need to be built upon a recognised basis of legislation and regulation. This covers both the need to recognise and address threats and to build upon nascent strengths. Effective applied research is required across the board to make sure that relevant information is available to support evidence-based decision making in both the regulatory and planning processes. But, most of all, the regulatory and service environment must be responsive to the needs of the people it is intended to serve. Among the targets for this area are:

- 1 Full responsibilities and authorities are transferred to sub-national agencies in accordance with the National Program for Sub-National Democratic Development and the national Decentralization and Deconcentration reform program by the end of 2019.
- 2 Enabling regulations for all fisheries sub-sectors in support of good governance, sub-sector development and implementation of national laws (including anti-corruption<sup>18</sup>) are in place by the end of 2019.
- 3 A comprehensive plan to address international issues facing fisheries in Cambodia, including climate change, damming and environmental degradation, is developed by the end of 2011.
- 4 Participatory assessments are formally used in support of all elements of the legal, regulatory, policy and planning processes and at least 70% of respondents in fishing communities and the general public have a positive response to fisheries development policies and their implementation by the end of 2019.

Where trans-boundary issues are concerned, the FiA will ensure that it participates fully in the work of the Mekong River Commission (MRC), through membership of the Cambodian National Mekong Committee (CNMC). The FiA will bring issues that affect the fisheries sector directly to the attention of these bodies and will work closely with them to seek resolutions, including binding international agreements where necessary and appropriate.

17. As part of the fisheries sector harmonisation with the national OVOP programme and Asian Regional FOVOP Programme,

18. Support for the anti-corruption law will be a priority action.







## 5.6 | PLANNING AND PRIORITIES

### Planning

The Strategic Planning Framework represents the starting point for all of FiA's fisheries development and action plans. However, any long-term plan will need to be adapted to reflect the political, social, economic and environmental changes that influence the sector over coming years. As such, this Strategic Planning Framework aims only to create a broad aspiration and direction for the future – a framework upon which shorter-term and more detailed plans can be hung. This planning process has a number of integrated elements:

- 1 The Fisheries Development Action Plan.** This plan covers a three year time span from a programmatic perspective and is updated annually to cover the forthcoming three years. As such, it is therefore a rolling plan. It gives detailed direction and forms the key tool both for shaping the detailed activities of the FiA and informing Cambodia's development partners about the Royal Government's objectives for the fisheries sector over the period. This is the plan that will be used to ensure that progress against the targets of the Strategic Planning Framework remains on track towards the achievement of the Royal Government's goals for the sector.
- 2 The Annual Fisheries Plan.** This is a multi-part plan that covers the detailed outputs to be delivered and actions to be undertaken each year in order to work towards the overall development objectives. It contains Sub-Programme Plans for each sub-sector of the fisheries (such as aquaculture, Community Fisheries development, the fisheries domain, post-harvest and quality, resource conservation and management, etc), and Activity Area Plans for each specific intervention.
- 3 The Fisheries Cantonment Annual Action Plan.** Each Province in Cambodia is supported by a Cantonment of the FiA. These Cantonments work closely with local organisations and people and are key to effective service delivery. The FiA is working through the Cantonments to move immediate action planning closer to the people who are the intended beneficiaries of the overall planning process, in line with the Royal Government's D&D policy. The Terms of Reference given in Annex 4 describes a mechanism and processes that link to other sub-national coordination, planning and funding systems that will support the preparation and implementation of a Fisheries Cantonment (FiAC) Plan to will deliver priority projects and services to sub-national councils in an efficient, effective and coordinated manner.

### Priorities

The Royal Government recognises that this Strategic Planning Framework is ambitious. But action is necessary across the board if the goals are to be reached, and this will require adequate resources to be available throughout





the period. Pragmatically, however, the Royal Government also recognises that constraints may occur from time to time, especially in the light of global economic conditions. It is therefore necessary to set principles for prioritisation so that these may be applied in lower-level development and action planning when and where necessary. In accordance with the CMDG and the NSDP, therefore, these priorities will be:

- 1 Actions that are both important and urgent to meeting the needs of food and nutrition security, including actions to reduce the vulnerability of the people reliant on fisheries to external threats to the wetlands bio-ecosystem.
- 2 Actions that are important to improving the livelihoods of poor people.
- 3 Actions that are important to supporting longer-term economic growth.

In overall terms FiA will follow the abovementioned planning cycles and strategies/policies, but in order to initiate implementation of the SPF the following areas will be given priority:

- 1 Research and Development;
- 2 Human resource development at central as well as cantonment level;
- 3 Aquaculture production from all kinds both Inland and Marine;
- 4 Community fishery and rice field fisheries production;
- 5 Reduction of post-harvest losses and waste at small scale operators;
- 6 The development and implementation of Fisheries Cantonment plans;
- 7 Conservation and protection including:
  - ▶ The mapping, demarcation and protection of flooded forest
  - ▶ The protection and conservation of Upper Mekong deep pools
  - ▶ The area of critical fisheries habitats under sustainable management
  - ▶ A comprehensive plan for regional cooperation to address international issues facing fisheries in Cambodia, including climate change, damming and environmental degradation, developed by the end of 2011.





## RESOURCES

### 6.1 | HUMAN CAPACITY

The success of the various plans produced by FiA will depend upon its capacity to deliver the services demanded by the fisheries sector. This will require continuous upgrading of FiA staff skills, especially at the provincial and district levels. By giving priority to HRD FiA also recognises that developing personal skills are essential and it is further recognized that in the short term it may be unable to deliver all the services needed. Hence FiA will work closely with other ministries, departments and agencies to ensure cross-sectoral coordination and cooperation. The TWGF will play a major role in this.

Where appropriate capacity and capabilities exist, FiA will also work in partnership with NGOs and the private sector. Again, the key vehicle for developing these partnerships will be the TWGF.

Nonetheless, development of the capacity and skills of FiA staff will remain a critical factor in enabling progress against this Strategic Planning Framework. FiA will therefore design and implement a comprehensive Human Resource Development programme for all staff at all levels. This will include a full skills requirement analysis and the identification of solutions for securing these skills. An overall aim will be to try to find ways of reducing the reliance on external and international technical assistance as far as possible over the second decade of the 21st century. However, especially in the beginning of the 10-year strategic framework national and international TA will be required to assist FiA in covering as wide as possible all the prioritized areas of intervention. At the local level assistance to the Cantonments are foreseen to ensure sufficient capacity to engage and implement planned activities.

External TA should be engaged where national staff are especially in need of assistance hence the detailed need assessment will be a result of the HRD plan for FiA. It is estimated that as much as 4 international consultants/advisors and 20-24 national consultants will be required per year. At the cantonment level it is estimated that on average 12 cantonments (this may over time include all) will receive support each being assisted with 5-7 local resource staff. Further details are included in Annex 5.



## 6.2 | BUDGET AND FUNDING

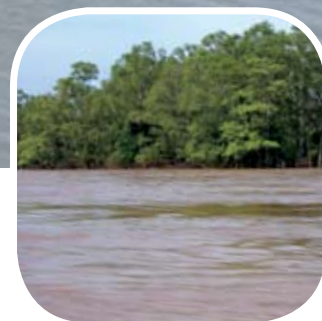
The Royal Government will continue to provide direct funding to the Fisheries programme at an initial level for 2010 of \$1.25M per year. It is the Royal Government's aspiration to further increase this level of funding by up to 15% per year in real terms but, due to the economic circumstances in force at the time of writing, this cannot currently be guaranteed. The budget projection therefore assumes that no further increases are possible within the first five years of the strategy (2010-2014), after which it is anticipated that the national funding level will increase at a rate of 15% per year. The following table summarizes the budget projection for the 10 years, by goals and by pillars.

	Calculated 2010-2012	Estimate 2013-2015	Estimate 2016-2019	GRAND TOTAL
<b>GRAND TOTAL Mill. USD</b>	<b>25.19</b>	<b>23.18</b>	<b>30.18</b>	<b>78.55</b>
<b>Of which Goals in %:</b>				
Goal 1: Contribution of fishery to national prosperity is high and sustained				26%
Goal 2: Livelihoods of people in sector are at least at the national average and improving				14%
Goal 3: The fisheries domain and resources are in a healthy and resilient condition etc.				18%
Goal 4: Fish is a plentiful, healthy and valuable source of food				18%
Goal 5: Fishing businesses are profitable, sustainable and responsible				6%
Goal 6: Fisheries domain managed, developed, conserved in coop. with neighboring count.				6%
Goal 7: Policy, regulatory & sector support environment is sufficient, appropriate & enabling				11%
<b>Of which Pillars in %:</b>				
Pillar 1: Inland and Marine Fisheries				49%
Pillar 2: Aquaculture				21%
Pillar 3: Post-harvest and Trade				30%

The Royal Government will continue to seek sources of money to make sure that the programme is fully funded. The Royal Government recognises that its development partners will face the same global economic constraints but, as a less developed nation with fewer reserves to fall back on, Cambodia is likely to feel the effects even more intensely.







In the short to medium term Cambodia will depend on funding arising from development partners. However, over time the higher levels of fisheries production should allow for increasing resource rent extracted from the sector. This growth in revenues, and the general growth of the fisheries, can help support the Royal Government's overall economic ability to provide funding for the sector<sup>19</sup>. However, the key driving principal behind the setting of actual future revenue levels will be to ensure that no undue burdens are placed on the people in the sector, so that food and nutrition security can be assured, poverty within the sector can be alleviated, and the fisheries achieve sustainable economic growth.

### 6.3 | FUNDING MECHANISM

It is recognised that the services provided by the FiA centrally to local communities are not sufficient. Therefore strengthening the competency of the sub-national fisheries staff is crucial as they are mandated to directly implement field activities within their function. Consequently, the role of FiA central should concentrate much more on strengthening the capacity of its sub-national staff as an engine to drive the way forward. To achieve this, the FiA will need to delegate a degree of responsibility and function to sub-national level, consistent with existing staff capacity and the agreed sector-wide capacity building programme within the FiA.

Overall budget management and control will be held by the FiA centrally through the Department of Planning, Finance and International Cooperation as guided by the existing planning and budgeting systems and procedures of Ministry of Agriculture, Forestry and Fisheries.

There are two funding flows envisaged during course of implementing the SPF over the next 10 years. Firstly, the funds flow directly to line departments at central level to support the development of policy, technical guidance, and relevant fisheries legislation for the sector development as a main driver for the sector. Recognizing the limited capacity and expertise of staff at the sub-national level for field implementation, the line departments will be required to assist the fisheries cantonments, so some of the funds will be utilized for this. The other funding flow would go directly to the sub-national level where the services will have to link up with the commune, district and provincial demands. The amount of funds directed through this second flow path for the sub-national fisheries should be gradually increased over time as the capacity of the sub-national staff increases and can be demonstrated against agreed benchmarks. To achieve this, FiA central will implement an active HR development plan for all sub-national staff.

*19. Income from the fisheries sector will be used as part of general revenues and, in line with standard governmental practice, will not necessarily be specifically withheld for support to the fisheries sector.*







# ANNEX



22 **Annex 1: Indicators and Targets 2010 - 2019**



33 **Annex 2: Background to the Strategic Planning Framework**



35 **Annex 3: TOR Implementation of Fisheries Cantonment Plan. & Coordination**



39 **Annex 4: Linkages of the fisheries sector the Cambodian government & society**



40 **Annex 5: Additional strategic considerations for the fisheries sector**



44 **Annex 6: Budget assumptions**



# ANNEX 1: INDICATORS AND TARGETS 2010 - 2019

Goal 1: The contribution of the fishery to national prosperity is high and sustained				
Indicators	Baseline	By the end of 2012 (3 years)	By the end of 2015 (6 years)	By the end of 2019 (10 years)
1.1. The production level of wild harvested fish <sup>20</sup>	<b>2008:</b> see footnote <sup>21</sup>	Wild-harvested fish production stable and sustained at not more than 500,000 tonnes per annum	Wild-harvested fish production stable and sustained at not more than 500,000 tonnes per annum	Wild-harvested fish production stable and sustained at not more than 500,000 tonnes per annum
1.2. The production from rice field fisheries	<b>2008:</b> 110,000 tonnes	Rice field production increased by 15% per year to reach 168,000 tonnes	Rice field production increased by 15% per year to reach 255,000 tonnes	Rice field production increased by 15% per year to reach 500,000 tonnes
1.3. The number of community fish refuges	<b>2009:</b> 235	At least 400 communes (25% of total) have a sustainable and effective fish refuge	At least 800 communes (50% of total) have a sustainable and effective fish refuge	At least 1200 communes (75% of total) have a sustainable and effective fish refuge
1.4. The increase in aquaculture production in line with food security and export demands <sup>22</sup>	<b>2008:</b> 40,000 tonnes	Aquaculture production increased by 15% per year to 67,000 tonnes	Aquaculture production increased by 15% per year to 102,000 tonnes	Aquaculture production increased by 15% per year to 185,000 tonnes
1.5. The number of trained fish farmers actively engaged in aquaculture	44,000 farmers	55,000 farmers	65,000 farmers	85,000 households
1.6. The level of fish seed production for aquaculture	<b>2008 :</b> 37,000,000	Fish seed production increased to 100,000,000 per year	Fish seed production increased to 150,000,000 per year	Fish seed production increased by 250,000,000 per year
1.7. The level and nature of domestic feed production for aquaculture	Not available	A baseline study on the use of feedstuffs for aquaculture conducted and a plan for reducing the reliance on fishmeal and imported vegetable protein produced	Use of locally produced vegetable ingredients increased by 20% on baseline	Use of locally produced vegetable ingredients increased by 60% on baseline

20. Includes Other Aquatic Animals (OAA), such as shrimps, crabs, snails, frogs, etc. Does not include catch from rice fields.

21. Based on reported production data for inland commercial and family-scale and all marine fisheries: 321,000 tonnes. If based on extrapolation of consumption data:  $\pm 600,000$  tonnes. Target level is based on extrapolated total consumption, less aquaculture and rice field production.

22. As a pro-poor measure, the level of aquaculture production from small-scale production systems will be maintained at not less than 25% of the overall total.



Goal 1: The contribution of the fishery to national prosperity is high and sustained				
Indicators	Baseline	By the end of 2012 (3 years)	By the end of 2015 (6 years)	By the end of 2019 (10 years)
1.8. The number of schools actively producing fish from aquaculture	<b>2008:</b> 29	At least 60 schools producing farmed fish and teaching children in aquaculture	At least 90 schools producing farmed fish and teaching children in aquaculture	At least 140 schools producing farmed fish and teaching children in aquaculture
1.9. The production level of marine fish	<b>2008:</b> 66,000 tonnes	Marine fisheries baseline data collection designed approved and implemented	Scientifically-based plans for the sustainable exploitation of marine capture fisheries and the growth of marine aquaculture implemented	Marine wild capture fisheries exploitation at stable and sustainable levels and marine aquaculture in overall growth
1.10. The growth of fish exports <sup>23</sup>	Not available <sup>24</sup>	The potential for increased export of wild and cultured fish and fishery products fully assessed	A comprehensive plan for the stimulation and growth of fish and fishery product exports fully implemented	At least 50% of export growth plan targets achieved
1.11. The level of crocodile skin production and export in line with market demand and trade frameworks	<b>2009:</b> 266 farms operating	A baseline of crocodile production and production systems completed and a plan for sustainable crocodile production developed	70% of crocodile farms nationally registered <sup>25</sup> and operating in accordance with sustainability guidelines <sup>26</sup> , and live exports reduced to 50% of 2012 levels	70% of crocodile farmers are able to export skins into international markets and all live crocodile exports stopped
1.12. The value of fish lost due to poor handling and processing	Not available	A baseline of the national level of fish loss in terms of value and quality completed and a programme plan to reduce losses developed	The national level of fish loss in terms of value and quality reduced by 20% of 2011 levels	The national level of fish loss in terms of value and quality reduced by 50% of 2011 levels
1.13. The level of revenue generated from fisheries for the state for reinvestment in national development	<b>2005:</b> \$1.76M	The level of revenue from the fisheries sector returning to the Ministry of Economy and Finance increased by 15% on baseline	The level of revenue from the fisheries sector returning to the Ministry of Economy and Finance increased by 25% on baseline	The level of revenue from the fisheries sector returning to the Ministry of Economy and Finance increased by 40% on baseline

24. To standards laid down in CITES.

25. Including sustainable feed production, taking into account the nature of the feed sources used.

Goal 2: The livelihoods of people in the sector are at least at the national average and improving				
Indicators	Baseline	By the end of 2012 (3 years)	By the end of 2015 (6 years)	By the end of 2019 (10 years)
2.1. The level of poverty in the fisheries sector	Not available	Baseline poverty survey designed, approved and implemented	Targeted poverty reduction programme fully developed and implemented and the number of small-scale fishers and fish processors living below the national poverty line reduced on baseline levels <sup>27</sup>	The number of small-scale fishers and fish processors living below the national poverty line further reduced on 2015 levels
2.2. The expansion of livelihood opportunities leading to increased income for the poor and to eliminate the worst form of child labour and work in fisheries sector	Not applicable	Opportunities and constraints to income generation activities identified and interventions <sup>28</sup> leading to eliminate the worst form of child labour/work and to improve employment opportunities piloted in at least 20 communities <sup>29</sup>	Interventions leading to improved employment opportunities and to eliminate the worst form of child labour and work implemented in at least 60 communities in at least 18 provinces	Interventions leading to improved employment opportunities and to eliminate the worst form of child labour and work implemented in at least 150 communities nationwide
2.3. The registration and effective operation <sup>30</sup> of Community Fisheries	<b>2008:</b> 468 formed, 173 registered	300 community fisheries officially registered and operating effectively	300 community fisheries officially registered and operating effectively	470 community fisheries officially registered and operating effectively
2.4. The ability of women to participate effectively and on an equal basis in fisheries activities <sup>31</sup>	<b>2008:</b> GMPSFS approved	Participation by women in fisheries activities increasing in all areas	Women able to access all fisheries resources and services and to participate in fisheries activities on an equal footing with men	Women's livelihoods at a commensurate level to men's in all sub-sectors of the fisheries

27. Because poverty levels are heavily dependent on general economic conditions, no precise target figure can be set.

28. Fisheries FOVOP interventions.

29. The term 'communities' also covers villages, associations, or networks.

30. The creation/provision of opportunities for improved livelihoods (including FOVOP) for Community Fishery members.

31. Includes the involvement of women in Community Fisheries committees and aquaculture, post-harvest and FOVOP activities supported by gender and FOVOP mainstreaming activities at all levels of FiA.



Goal 2: The livelihoods of people in the sector are at least at the national average and improving				
Indicators	Baseline	By the end of 2012 (3 years)	By the end of 2015 (6 years)	By the end of 2019 (10 years)
2.5. The level of conflict in the fishery	Not available	Sources and nature of conflicts characterised, scoped and quantified ( to provide a baseline) and conflict reduction interventions designed	The number of reported serious conflicts in the fisheries sector reduced to 60% of baseline levels	The number of reported serious conflicts in the fisheries sector reduced to 30% of baseline levels
2.6. The level of illegal and destructive fishing	<b>2008:</b> 1,948 offences reported	An education programme for officials and local people on fisheries law and the impact of destructive fishing implemented nationwide	Level of illegal fishing reduced by 20% on baseline	Level of illegal fishing reduced by 40% on baseline
2.7. The number of people (including women and children) suffering from injury, ill health and death as a result of working in the fisheries sector	Not available	Baseline health and safety survey completed	The level of injury, ill health and death reduced by 20% on baseline levels	The level of injury, ill health and death reduced by 40% on baseline levels

Goal 3: The fisheries domain and associated resources are in a healthy and resilient condition and sustainably managed				
Indicators	Baseline	By the end of 2012 (3 years)	By the end of 2015 (6 years)	By the end of 2019 (10 years)
3.1. The number of endangered aquatic species in Cambodia	<b>2009:</b> 58 species listed as endangered in sub-decree <sup>32</sup>	The number of endangered aquatic species reduced to 53	The number of endangered aquatic species reduced to 49	The number of endangered aquatic species reduced to 43
3.2. The protection and management of critical fisheries habitats <sup>33</sup>	Not applicable	A programme to map habitats, spawning grounds and distribution of aquatic species throughout the year designed, approved and piloted	Mapping programme at least 80% complete and protection interventions piloted in at least 50% of critical areas	Mapping programme complete and at least 80% of critical habitats protected

32. And recovery measures identified in proclamation.

33. Including rivers, lakes, floodplains and flooded forests, estuaries, mudflats and coastal zones.

Goal 3: The fisheries domain and associated resources are in a healthy and resilient condition and sustainably managed				
Indicators	Baseline	By the end of 2012 (3 years)	By the end of 2015 (6 years)	By the end of 2019 (10 years)
3.3. The mapping, demarcation and protection <sup>34</sup> of flooded forest	<b>2010:</b> 21,657Ha inland and 3,388Ha coastal demarcated	At least 2.5% of the area of inland flooded forest and at least 5% of the area of coastal flooded forest <sup>35</sup> protected through physical demarcation	At least 10% of the area of inland flooded forest and at least 25% of the area of coastal flooded forest protected through physical demarcation	At least 35% of the area of inland flooded forest and at least 75% of the area of coastal flooded forest protected through physical demarcation
3.4. The protection and conservation of Upper Mekong deep pools	<b>2009:</b> 97 deep pools: 5 pools protected	16 deep pools are effectively protected and conserved	30 deep pools are effectively protected and conserved	40 deep pools are effectively protected and conserved
3.5. Improvement of the Great Lake fisheries conservation areas through demarcation, protection and public awareness	<b>2009:</b> 23,544 ha to be protected by sub-decree. Currently, 30% considered so	40%	60%	80%
3.6. The area of critical fisheries habitats under sustainable management	<b>2009:</b> Seagrass: 2,500Ha, coral: nil mangrove: 200Ha,	At least 3,000ha of seagrass and 300ha of coral reef are under an appropriate form of sustainable management and 300ha of flooded forest and mangrove are replanted	At least 5,000ha of seagrass and 500ha of coral reef are under an appropriate form of sustainable management and 700ha of flooded forest and mangrove are replanted	At least 7,000ha of seagrass and 840ha of coral reef are under an appropriate form of sustainable management and 1000ha of flooded forest and mangrove are replanted
3.7. The release of fishing lots for community use and conservation	<b>2009:</b> 56.46% released	60% of fishing lots by surface area released for community use <sup>36</sup>	60% of fishing lots by surface area released for community use	60% of fishing lots by surface area released for community use
3.8. The strengthening of Community Fisheries to conduct effective Natural Resource Management <sup>37</sup>	221 CFis registered strengthened	At least 75% of registered Community Fisheries are fully strengthened	At least 80% of registered Community Fisheries are fully strengthened	At least 90% of registered Community Fisheries are fully strengthened

34. This is a multi-stage process of plotting, mapping, regulating (through prakas) and demarcating with concrete poles and signboards.

35. Based on 2005 areas of 936,554ha of inland flooded forest and 68,357ha of coastal flooded forest.

36. Based on GMDG and NSDP.

37. Strengthening consists of demarcation, establishment and maintenance of fish sanctuaries, patrolling, and networking. Should other natural resource co-management processes and/or systems then Community Fisheries be created, new targets for them will be set.



Goal 3: The fisheries domain and associated resources are in a healthy and resilient condition and sustainably managed				
Indicators	Baseline	By the end of 2012 (3 years)	By the end of 2015 (6 years)	By the end of 2019 (10 years)
3.9. The impact of regulation on inland fisheries protected areas	Not applicable	Baseline survey of the impact of inland fisheries protected areas completed	Regulatory impact monitoring for inland fisheries protected areas developed, approved and implemented	At least 50% of inland fisheries protected areas properly regulated and under full regulatory impact monitoring
3.10. The implementation of fish bio-ecology monitoring and evaluation systems in support of improved natural resource management	<b>2009:</b> 200 fishers trained in NE Cambodia	At least 1000 knowledgeable/skillful fishers and 120 FiA staff trained on fish bio-ecology monitoring methods	Fisheries bio-ecological monitoring and evaluation information system developed and implemented	At least 80% of fisheries bio-ecological monitoring and evaluation information and data immediately accessible to all relevant stakeholders
3.11. The availability of data on the effects on fisheries of damming in the Mekong Basin	Not applicable	Impact data on at least 2 of the most significant proposed hydropower plants in the Mekong Basin available	Impact data on at least 5 of the proposed hydropower plants in Mekong available	Impact assessments on at least 9 of the proposed hydropower plants in Mekong Basin available
Goal 4: Fish is a plentiful, healthy and valuable source of food				
Indicators	Baseline	By the end of 2012 (3 years)	By the end of 2015 (6 years)	By the end of 2019 (10 years)
4.1. The nationwide availability of fish (not fish products) for consumption	<b>2007:</b> 52.4kg / person / year	The average national availability of fish remains at least at 2007 levels	The average national availability of fish remains at least at 2007 levels	The average national availability of fish remains at least at 2007 levels
4.2. The contribution of fish to national nutrition security and health	<b>2009:</b> nutritional data available	Baseline Survey compiled giving information on the processing and consumption of high nutritional value (HNV) fish and other aquatic animals (OAA) available to all people in all areas, as part of the National Strategy to Improve Human Nutrition,	Specific target to be set as part of the National Strategy	Specific target to be set as part of the National Strategy

Goal 4: Fish is a plentiful, healthy and valuable source of food				
Indicators	Baseline	By the end of 2012 (3 years)	By the end of 2015 (6 years)	By the end of 2019 (10 years)
4.3. The value added to local products through improved processing, quality, packaging and safety	Not applicable	Interventions <sup>38</sup> leading to improved processing, quality, packaging and safety piloted in at least 20 communities <sup>39</sup>	Interventions leading to improved processing, quality, packaging and safety implemented in at least 60 communities in at least 18 provinces	Interventions leading to improved processing, quality, packaging and safety implemented in at least 150 communities nationwide
4.4. The standard of fish processing and handling with respect to quality, safety and use of chemicals	<b>2009:</b> technical data gathered and initial training conducted	<ul style="list-style-type: none"> <li>National standards for fish processing published</li> <li>knowledge transfer programme for fish processors in place</li> <li>30% of large and medium-scale fish processors able to produce hygienic and standardized products</li> </ul>	<ul style="list-style-type: none"> <li>50% of all fish processors have implemented quality and safety control measures</li> <li>50% of fish is produced in accordance with quality and safety standards</li> </ul>	<ul style="list-style-type: none"> <li>80% of fish processors have implemented quality and safety control measures</li> <li>80% of fish produced comply with quality and safety assurance regulations and standards</li> </ul>
4.5. The effectiveness of fish quality control inspection processes, set out in compliance with International Standards	Not applicable	20% of processing facilities formally registered and inspected regarding: <ul style="list-style-type: none"> <li>HR Capacity</li> <li>Development of Legal Framework</li> </ul> Infrastructure development	50% of processing facilities formally registered and inspected	80% of processing facilities formally registered and inspected
4.6. The dissemination and transfer of information and technologies on post-harvest fisheries to those in the supply chain and consumers	Not applicable	Database on <ul style="list-style-type: none"> <li>quality assurance</li> <li>safety standards</li> <li>markets,</li> <li>fisheries post-harvest technologies</li> </ul> other related subjects established and available for use	Pilot demonstration for technology transfer effectively improving processing techniques and handling completed	A full system for post-harvest information and technology support available and accessible for all stakeholders
4.7. The ability of FiA and fish farmers to manage fish health and diseases	Not applicable	At least 1,500 fish farmers and 45 FiA staff trained on fish health and diseases	A Surveillance, Monitoring and Control System for Fish Disease Outbreaks developed and implemented	A National Fish Diseases Database developed and shared

38. Fisheries FOVOP interventions.

39. The term 'communities' also covers villages, associations, or networks.



Goal 5: Fishing businesses are profitable, sustainable and responsible				
Indicators	Baseline	By the end of 2012 (3 years)	By the end of 2015 (6 years)	By the end of 2019 (10 years)
5.1. The level of catch from Fishing Lot operations	<b>2008:</b> 115,000 tonnes	Baseline of legal fishing gears and practices completed and a plan for sustainable and responsible fishing lot operation created	Fishing lot catches maintained at sustainable levels and a value monitoring system in place	Fishing lot catches maintained at sustainable levels and a value enhancement programme in place
5.2. The regulation and use of fishing gears and methods to ensure sustainable and responsible resource utilization	Not applicable	Base line survey of the effectiveness, efficiency and impact of inland fishing gears completed	Regulation for inland fishing gears formulated, approved and implemented	At least 30% of all inland fishing efforts have fully implemented the regulations
5.3. The existence and membership of co-operative associations <sup>40</sup> in the sector	<b>2009:</b> 4 associations in 3 provinces	Fish processor associations established in 9 target provinces	Fish processor associations established in all fishing provinces and plans developed for the establishment of other associations	Co-operative associations providing established and functioning channels to access loans and markets
5.4. The improvement in linkage between markets and products and services at the community <sup>41</sup> level	Not applicable	Value chain analysis for at least 5 products <sup>42</sup> completed	10 products and/or services meeting domestic market demand developed and marketed	10 products and/or services meeting export market requirements developed and marketed

40. Fish processing associations, fish trading associations, fish marketing associations, fish farmers' associations, fish hatcheries' associations (include FOVOP associations).

41. The term 'community' also covers villages, associations, or networks.

42. Fisheries FOVOP products.

Goal 6: The fisheries domain is managed, developed and conserved in close cooperation with neighbouring countries				
Indicators	Baseline	By the end of 2012 (3 years)	By the end of 2015 (6 years)	By the end of 2019 (10 years)
6.1. The effectiveness of regional cooperation to address international issues related to fisheries	Not applicable	A comprehensive Plan for Regional Cooperation to address international issues facing fisheries in Cambodia, including climate change, damming and environmental degradation, developed	At least 20% of key targets in Plan for Regional Cooperation completed	At least 50% of key targets in Plan for Regional Cooperation completed
6.2. The establishment and operation of trans-boundary management systems for major fish stocks and habitats	Not applicable	A baseline of trans-boundary fisheries management systems implemented and a plan for regional adoption implemented	At least 20% of key targets completed	At least 50% of key targets completed

Goal 7: The policy, regulatory and support environment for the sector is sufficient, appropriate and enabling				
Indicators	Baseline	By the end of 2012 (3 years)	By the end of 2015 (6 years)	By the end of 2019 (10 years)
7.1. The harmonization of Fisheries sector goals, policies and plans with those of other government departments and other sectors that use the water resource	Not applicable	A programme plan for cross-sectoral harmonization, including the incorporation of fisheries issues into the climate change adaptation plans, developed	Processes for cross-harmonization of goals, policies and plans with other government departments developed and implemented	At least 50% of harmonization programme indicators achieved
7.2. The extent to which CamCode is used by development partners in Cambodia	<b>2009:</b> CamCode in final draft	Technical guidance on the implementation of CamCode developed	A pilot self-assessment of the use of CamCode implemented through the TW/GF and a revised version of CamCode produced	A full self-assessment of the use of CamCode implemented through the TW/GF
7.3. The extent to which Joint Monitoring Indicators (JMIs) are regularly achieved	<b>2009:</b> 80%	At least 80% of all annual JMIs achieved	At least 80% of all annual JMIs achieved	At least 80% of all annual JMIs achieved



Goal 7: The policy, regulatory and support environment for the sector is sufficient, appropriate and enabling				
Indicators	Baseline	By the end of 2012 (3 years)	By the end of 2015 (6 years)	By the end of 2019 (10 years)
7.4. The devolution of responsibility and authority in accordance with national D&D <sup>43</sup> plans	Not applicable	Operating procedures, processes and management systems for sub-national agencies designed and developed	At least 60% of sub-national staff fully trained and at least 30% of sub-national agencies assuming responsibilities	Full responsibilities and authorities transferred to all sub-national agencies
7.5. The development and implementation of Fisheries Cantonment plans responding to Commune plans and consistent with FiA policy	<b>2009:</b> Basic process piloted	Cantonment planning process fully implemented in at least 9 provinces	At least 50% of Cantonments produce plans fully consistent with FiA policy and Commune and other sub-national plans	All Cantonments produce plans fully consistent with FiA policy and Commune and other sub-national plans
7.6. The use of participatory methods as part of the Integrated Policy, Planning and Review process	<b>2009:</b> PPIA process implemented and in regular use	Participatory Policy Impact Assessments (PPIA) conducted annually and outcomes formally fed back into fisheries planning processes	Annual PPIAs and at least one Policy Reform Impact Assessment conducted and outcomes formally fed back into fisheries policy development and planning processes	Participatory assessments formally used in support of all elements of the legal, regulatory, policy and planning processes for the fisheries sector by the end of 2019
7.7. The level of positive perceptions held by fishing communities and the general public concerning the effectiveness of fisheries policies, plans and service delivery	Not available	At least 40% of respondents in fishing communities and the general public have a positive response to fisheries development policies and their implementation	At least 60% of respondents in fishing communities and the general public have a positive response to fisheries development policies and their implementation	At least 70% of respondents in fishing communities and the general public have a positive response to fisheries development policies and their implementation
7.8. The implementation of regulatory frameworks in support of good governance and sub-sector <sup>44</sup> development	Not applicable	Regulations for fishing gear and aquaculture developed and implemented, and regulations for SPS measures <sup>45</sup> drafted	Regulations for SPS measures implemented and at least 60% or all remaining required regulations drafted	Enabling regulations for all fisheries sub-sectors in place

43. Decentralization and Deconcentration.

44. Including capture fisheries, aquaculture, environment and ecosystems, conservation and stock management, post-harvest processing, trade and export. Also includes support for national legislation, such as anti-corruption laws.

45. Sanitary and Phytosanitary.

Goal 7: The policy, regulatory and support environment for the sector is sufficient, appropriate and enabling				
Indicators	Baseline	By the end of 2012 (3 years)	By the end of 2015 (6 years)	By the end of 2019 (10 years)
7.9. The effectiveness of law enforcement	Not applicable	A programme plan for enhanced law enforcement developed and initial steps implemented	Capacity and effectiveness of law enforcement across all levels of FiA improved by at least 40% on 2007 levels	Capacity and effectiveness of law enforcement across all levels of FiA improved by at least 80% on 2007 levels
7.10. The level of infrastructure available to support the development of the fisheries sector	Not applicable	Sufficient basic physical, regulatory, information and transport infrastructure available to support achievement of 2012 development targets	Sufficient physical, regulatory, information and transport infrastructure available to support achievement of 2015 development targets	Comprehensive physical, regulatory, information and transport infrastructure available to support achievement of 2019 development targets
7.11. The harmonisation of fisheries plans with the national One Village One Product (OVOP) and Regional Fisheries OVOP programme	<b>2009:</b> Policy and initial plans in draft	Policy and plans for mainstreaming and harmonisation of fisheries with National OVOP and Regional FOVOP in place	Fisheries OVOP interventions piloted and reviewed for nationwide implementation	Fisheries OVOP interventions implemented in plans at all levels throughout the country
7.12. The availability of technical guidelines for product standards and good practice and laboratory facilities to support sector stakeholders	<b>2009:</b> 5 Technical Standards and 9 Product Standards	<ul style="list-style-type: none"> <li>• Technical assistance and laboratory services for fish processors and exporters available and in use</li> <li>• Regulations on hygiene, official control, national products and technical standards implemented</li> </ul>	Full range of effective quality and safety management and control systems and processes implemented and in use by stakeholders	All fish quality control and safety standards and systems implemented by all stakeholders to a level sufficient to meet all national and export requirements
7.13. The development of Human Resources and capacity within the Fisheries Administration	Not applicable	Human Resource Development (HRD) programme plan completed	Capacity management programme fully implemented at sub-national levels	Capacity development targets fully achieved

## BACKGROUND TO THE STRATEGIC PLANNING FRAMEWORK

This Strategic Planning Framework has been built up from a process of consultation with different stakeholders in the fisheries sector over many years. FiA has worked closely with development partners to understand their aims and aspirations and engaged with them through direct consultations and a number of ‘Fisheries Forums’ to consider the main issues facing the sector and, in particular, to identify its opportunities and challenges.

FiA has also worked closely with communities and Communes, where fisheries are either a source of food or employment, to understand the needs of these communities where fisheries development and management are concerned. This was done through a wide-reaching process of needs assessments, impact assessments and consultation meetings.

This Strategic Planning Framework is based on meeting the challenges and achieving the goals of the fisheries sector in Cambodia as they exist and are understood today. To ensure that it remains relevant and continues to provide an adequate and appropriate guide to the overall planning process, progress against the targets in this Strategic Planning Framework will be reviewed after three years and, if necessary, changes will be made to the supporting development and action plans. In addition, in accordance with Article 15 of the Law on Fisheries, the Strategic Planning Framework will be formally updated after five years.

### The Fisheries Planning Process

The Strategic Planning Framework represents the starting point for all of FiA’s fisheries development and action plans. However, any long-term plan will need to be adapted to reflect the political, social, economic and environmental changes that influence the sector over coming years. As such, this Strategic Planning Framework aims only to create a broad aspiration and direction for the future – a framework upon which shorter-term and more detailed plans can be hung. This planning process has a number of integrated elements:

- 1** The Fisheries Development Action Plan. This plan covers a three year time span from a programmatic perspective and is updated annually to cover the forthcoming three years. As such, it is therefore a rolling plan. It gives detailed direction and forms the key tool both for shaping the detailed activities of the FiA and informing Cambodia’s development partners about the Royal Government’s objectives for the fisheries sector over the period. This is the plan that will be used to ensure that progress against the targets of the Strategic Planning Framework remains on track towards the achievement of the Royal Government’s goals for the sector.
- 2** The Annual Fisheries Plan. This is a multi-part plan that covers the detailed outputs to be delivered and actions to be undertaken each year in order to work towards the overall development objectives. It contains Sub-Programme Plans for each sub-sector of the fisheries (such as aquaculture, Community Fisheries development, the fisheries domain, post-harvest and quality, resource conservation and management, etc), and Activity Area Plans for each specific intervention.



- 3 The Fisheries Cantonment Annual Action Plan. Each Province in Cambodia is supported by a Cantonment of the FiA. These Cantonments work closely with local organisations and people and are key to effective service delivery. The FiA is working through the Cantonments to move immediate action planning closer to the people who are the intended beneficiaries of the overall planning process, in line with the Royal Government's D&D policy.

All of these plans are based on the Logical Framework (LogFrame) Approach and all are required to show consistency and traceability to the overall development goals. Regular reports are produced to measure the progress that is being made and an independent Monitoring and Evaluation Unit within the FiA also carries out regular reviews.

The fisheries plans describe the what but it is equally important to give guidance on the how. The Cambodian Code of Conduct for Responsible Fisheries (CamCode) has therefore been developed to give guidance on the principles for intervention for all stakeholders concerned with the development of Cambodia's fisheries. It builds on The United Nations Food and Agriculture Organization's Code of Conduct for Responsible Fisheries (the UN FAO CCRF) but is designed to be relevant to the specific needs of Cambodians. Together, the fisheries planning processes and CamCode provide a guiding structure for all stakeholders in the fisheries sector.

## TERMS OF REFERENCE FOR IMPLEMENTATION OF FISHERIES CANTONMENT PLANNING AND COORDINATION

It has been recognized that the role of FiA will have to expand in the wake of the National Program for Sub-National Democratic Development and relevant D & D policies for enhanced democratization.

To do that the FiA will take considerable time, resources, conscious effort and manpower to create an enabling mechanism and process that will enable FiA to become a better service provider to deliver benefits to the poor at the local level.

To fulfill these tasks, it will depend heavily on the role and capabilities of fisheries Cantonments now and in the future. The reason is that a Cantonment is the entity that directly implements field activities at the sub-national level, controls territorial boundaries, fully understands local needs and challenges, and knows the appropriate measures to deal with these challenges.

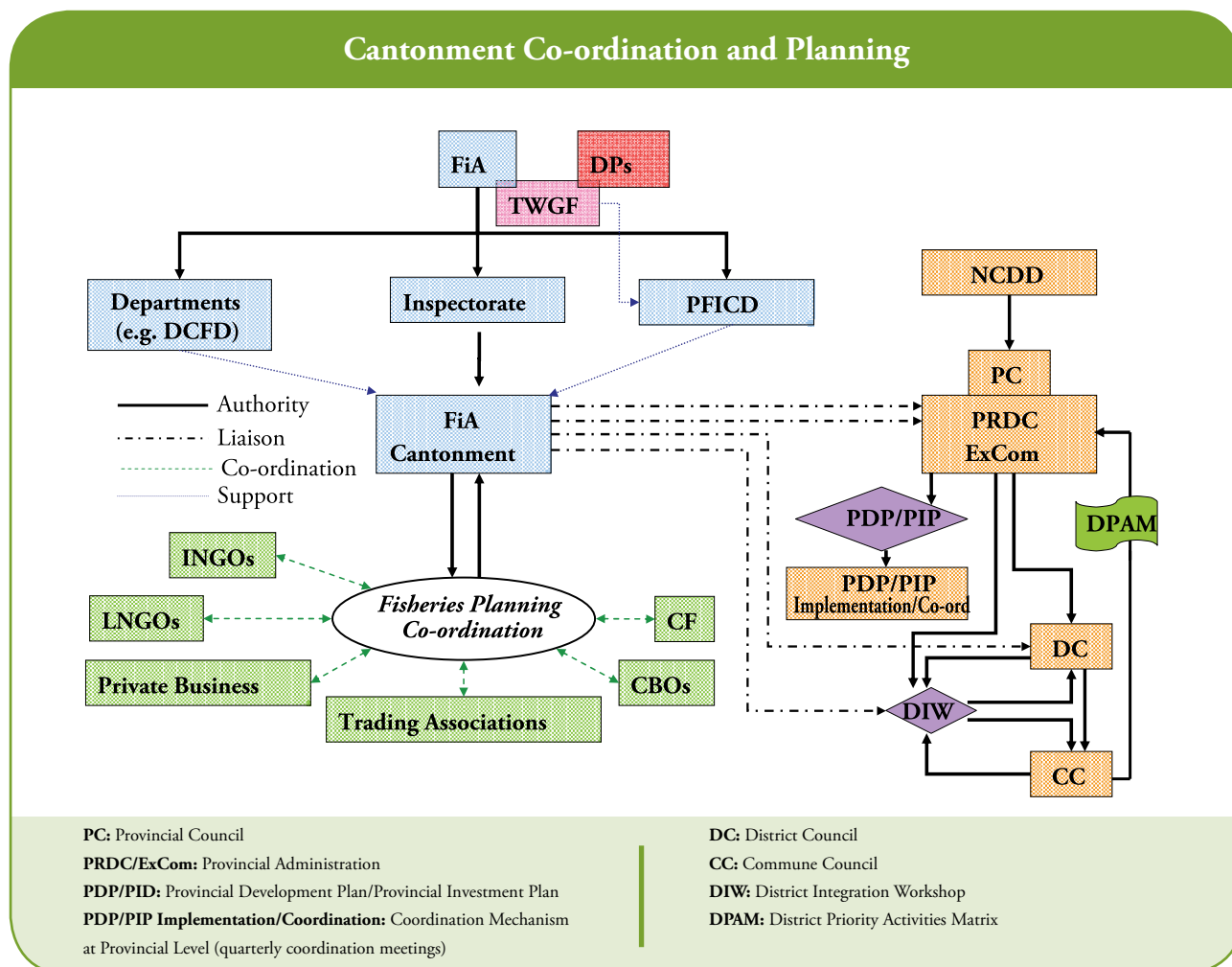
However, it is understood that the capacity of Cantonment staff is limited, especially management competency, technical knowledge, planning and coordination with key players in the province, including civil societies and other Government line agencies.

To support Cantonments to perform their roles more effectively, FiA central will need to build capacity among Cantonment staff to: i) develop a Cantonment Plan that will be aligned with the goals of the SPF and with the sub-national plans and priorities of lower levels of government through the D & D process; ii) establish an FiAC enabling mechanism that can share information and coordinate with the other key fisheries stakeholders including NGOs, CBOs, private sector, etc to deliver planning and project implementation support to provinces, districts and communes; reduce duplication; and maximize synergy among stakeholders; (iii) share information and participate effectively in PDP/PIP preparation and the PRDC/ExCom Coordination mechanism; iv) participate effectively in the DIW mechanism to select project interventions and provide technical support for district and commune fisheries project implementation; (v) monitor fisheries project implementation and inform the national level (TWGF) of progress and challenges faced, particularly those that require further interventions.

The Terms of Reference describes a mechanism and processes that link to other sub-national coordination, planning and funding mechanisms that will support the preparation and implementation of a Fisheries Cantonment (FiAC) Plan to will deliver priority projects and services to sub-national councils in an efficient, effective and coordinated manner.

## Structure:

- Chair: Head of Cantonment
- Lead Facilitator: DP/NGO or private sector entity actively working in fisheries at the Cantonment level
- Secretariat: Planning Officer within the Fisheries Cantonment.



The Cantonment Planning and Coordination Diagram above presents the current sub-national planning process on the right hand side and the FiA Cantonment planning stakeholders on the left. The diagram illustrates how the Sub-national planning process begins with the Commune Council's preparation of the DPAM list of commune project priorities that is sent to the PRDC/ExCom for review and ultimately becomes the basis for commune priority project inclusion in the provincial, district and commune investment plans with funding through the provincial, district and commune investment funds. In preparing the PDP/PIP, ExCom reviews DPAM priorities with provincial line agencies, identifies projects that reflect agency priorities, and determines which projects they would like to implement. FiAC should liaise with ExCom during this PDP/PIP process, present provincial fisheries priorities and SPF goals and identify compatible projects that they would be prepared to implement. During implementation, FiAC should coordinate with all provincial stakeholders through participation in the PDP coordination meetings. After ExCom and line agency review, the DPAM list is then submitted to the DIW where Commune Councils solicit NGOs, private sector, line agencies, and



District Councils to select and fund further commune project priorities. They also attempt to obtain agreements with line agencies or NGOs for service delivery. Projects selected by the DCs would be included in the District Plan and funded through the DIF. Of the DPAM projects that were not selected by higher levels or NGOs, the Commune Councils will fund as many as possible with the CIF. The FiAC should regularly liaise with DCs to communicate fisheries issues and priorities and to understand district issues and priorities, and should participate in the annual DIW to liaise and coordinate project selection and service delivery with District and Commune Councils. Through active participation in these processes, FiAC will be able to formulate a Cantonment Plan that is aligned with the SPF and addresses sub-national development priorities.

## Key Outputs:

This Terms of Reference is intended to deliver the following six outputs through implementation of the indicated activities.

### 1 Relevant information shared among Cantonment stakeholders

- **Share relevant fisheries data:** Regularly update relevant fisheries and Cantonment stakeholders including PRDC/ExCom, development partners and NGOs on fisheries 1) legislation 2) policies, 3) plans, 4) plan results, and other fisheries sector related information.
- **Conduct Fisheries Forums:** Conduct events/forums for discussing particular subjects related to fisheries (i.e., CFi, fisheries conservation, etc) that bring together key stakeholders and will improve the FiAC (Cantonment) Plan. Inform the TWGF where necessary about the need to further amend the SPF and other policy directions.

### 2 Fisheries Cantonment Plan formulated and aligned with SPF and Sub-National development plans and priorities. (based on current system)

- **Consult with Fisheries Stakeholders:** Meet with Cantonment Fisheries Stakeholders to discuss fisheries issues/opportunities in the Cantonment, SPF goals, and potential fisheries interventions/priorities/coordination (FiA priorities, proposed NGO, CBO and private sector projects, etc.) and potential funding sources (NGO, private, FiA national budget, etc.)
- **Liaise with PRDC/ExCom & Council:** Share SPF goals/priorities with PRDC/ExCom and Councils, and discuss fisheries issues and opportunities. Discuss potential provincial fishery priorities, interventions, implementation modalities and funding sources.
- **Participate in PDP/PIP preparation:** Participate with PRDC/ExCom and other provincial development stakeholders in preparation of the PDP/PIP. Share SPF goals and priorities with PRDC/ExCom (or equivalent) and provincial development planning stakeholders, and identify fisheries issues and opportunities in the province. Screen potential fisheries interventions/priorities raised in the commune DPAM list and discuss any additional potential interventions/priorities reflecting FiA, NGO, CBO etc. priorities. Discuss potential interventions that could be funded from PIF and other funding sources.
- **Liaise with District Councils:** Share SPF goals/priorities with Councils and discuss fisheries issues and opportunities. Discuss potential district fishery priorities, interventions, implementation modalities and funding sources.
- **Classify Fisheries Interventions:** Identify potential fisheries interventions according to level of implementation (national, provincial, district, commune and align with SPF goals and priorities.

- **Participate in DIW:** Determine district inter-communal project priorities from DPAM; identify projects of interest/selected by NGOs, CBOs, private, donors, etc; identify potential FiAC interventions based on district and SPF priorities; discuss potential funding sources with districts; organize potential implementation modalities with NGOs, private sector, as required, for FiAC interventions. Sign temporary agreements with districts. Discuss potential project priorities for commune implementation with CCs; discuss/negotiate financing and service provisions; sign temporary agreements with CCs. Revisit discussions and negotiate potential provincial fisheries interventions and funding with ExCom representatives and sign temporary agreements with the province.
- **Formulate Fisheries Cantonment Plan aligned to SPF and Sub-National Plans/Priorities:** Align FiAC interventions in support of provincial, district and commune plans / priorities, with the goals of the SPF. Add interventions by other stakeholders and align with SPF. Identify probable funding sources (PIF, DIF, CIF, FiA, NGO, donor, private, etc.) and service responsibilities. Present FiAC Plan to Cantonment stakeholders for review and confirmation and submit to FiA for funding. Submit FiAC Plan to PRDC/ExCom for inclusion in PDP/PIP.

### **3 Effective M & E system established and functioning**

- Support the PRDC/ExCom in setting up M & E mechanism that meets national SPF and provincial PDP needs.
- Regularly collect data related to fisheries and FiA implementation, analyze data, and share with PRDC/ExCom, FiA, and relevant stakeholders.

### **4 FiAC Plan implementation coordinated among Cantonment stakeholders (PRDC/ExCom, Development partners, NGOs, private sector, CBOs, etc):**

- Monitor FiAC interventions and convene quarterly or bi-annual meetings with Cantonment Fisheries Stakeholders to review FiAC Plan implementation progress and constraints to ensure efficient implementation of FiAC. Utilize CAP and other monitoring/coordination tools as appropriate to participate effectively.
- Participate in quarterly PRDC/ExCom Provincial Coordination Meetings to identify coordination issues and needs for support among all Cantonment stakeholders for efficient implementation of the PDP/PIP. Utilize CAP and other monitoring/coordination tools as appropriate to participate effectively.

### **5 Capacity building provided to staff.**

- Conduct capacity needs assessment for staff
- Provide regular capacity building initiatives
- Establish framework such as data-base to share information and achievement through training.

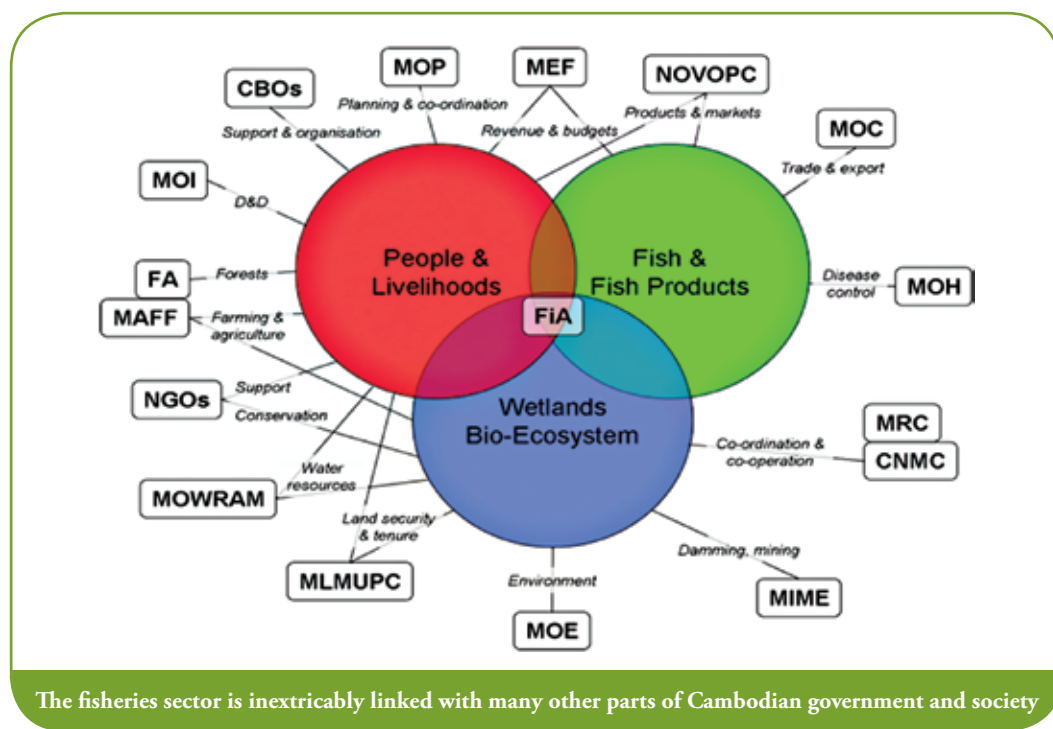
### **6 TA (Technical Advice) and service delivery support provided as needed.**

- Identify requirements for TA support at all levels
- Provide TA and service delivery support as needed

## LINKAGES OF THE FISHERIES SECTOR WITH OTHER PARTS OF CAMBODIAN GOVERNMENT AND SOCIETY

The fisheries sector's development in recent years has been supported and guided by a number of service providers. For the Royal Government, the key service provider is the FiA. However, development of the sector also relies on the actions of other elements of the Royal Government (as shown below). All must work in concert to make sure that the fisheries sector achieves its full potential in the national context.

Many other stakeholders also play their part in this development: the private sector, from the household scale to large industry; community based and civil society organisations; and Cambodia's governmental and non-governmental Development Partners all fulfill an important role and will continue to do so in the future.



46. CBOs: Community Based Organisations. CNMC: Cambodian National Mekong Committee. FA: Forestry Administration. MAFF: Ministry of Agriculture, Forestry & Fisheries. MEF: Ministry of Economy & Finance. MIME: Ministry of Industry, Mines & Energy. MLMUPC: Ministry of Land Management, Urban Planning & Construction. MOC: Ministry of Commerce. MOE: Ministry of Environment. MOH: Ministry of Health. MOI: Ministry of Interior. MOP: Ministry of Planning. MOWRAM: Ministry of Water Resources and Meteorology. MRC: Mekong River Commission. NGOs: Non-Governmental Organisations. NOVOPC: National One Village One Product Committee.



## ADDITIONAL STRATEGIC CONSIDERATIONS FOR THE FISHERIES SECTOR IN CAMBODIA 2010

### Within the Fisheries Sector

The fisheries of Cambodia already contribute much to the country. But there is potential to expand that contribution in the future. Although the wild fisheries may be at or near the level of maximum sustainable production, better management can lead to an increase in the quality and sustainability of that production in ways that reduce costs and enhance benefits to the users. The fisheries also lend themselves to a wide range of small, medium and large-scale production systems and community involvement in fisheries management has great potential for effective and shared management. More sustainable use of the aquatic environment can also maintain and even increase productivity.

Aquaculture, at small, medium and large-scales, has the potential to very significantly increase production to maintain food security levels, increase employment opportunities and fuel an export drive. Likewise rice field fisheries have great potential for growth and for benefiting the rural economy.

The extent of the benefits from both wild capture and culture fisheries will, in part, depend upon the way fish is handled, preserved, processed, transported and traded. The potential to harness benefits from better post-harvest use of fish is considerable, especially where linkages into regional and international markets can be established.

### The Royal Government, through FiA, will:

- 1 Work with all fisheries stakeholders to create and implement a detailed programme of equitable and pro-poor development for the fisheries sector, based on this Strategic Planning Framework.
- 2 Take immediate action to reduce the relative reliance on natural water bodies that are vulnerable to external threats (including climate change) by increasing the use of human-managed resources such as rice field fisheries and aquaculture.
- 3 Work on improving the links between production, value chains and markets within the fisheries sector.
- 4 Work to ensure that fish and fisheries products of sufficient quality to meet international export/import requirements are available in sufficient quantities to support export growth.
- 5 Work in accordance with UN FAO CCRF, the Association of South East Asian Nations (ASEAN) CCRF and CamCode.
- 6 Work with the National Committee for Democratic Development at the Sub-National Level (NCDD) of the Ministry of Interior to both implement and support the D&D process.
- 7 Work closely with our Development Partners to conduct research and develop better understanding of the sector for the benefit of all.

- 8 Develop partnerships with NGOs and the private sector to jointly deliver services to communities and Commune Councils.
- 9 Implement a comprehensive Human Resource Development programme to build the necessary skills at national and sub-national levels both to improve services and to reduce the reliance on international technical assistance.
- 10 Work to harmonize plans and actions with our Development Partners through the Technical Working Group on Fisheries (TWGF)<sup>47</sup>.

**We expect that our Development Partners will:**

- 11 Support the Royal Government's programmatic approach and work with the FiA to support its implementation.
- 12 Work in accordance with the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action when designing and implementing their programme plans.
- 13 Work with and support the TWGF.

**Across Sectors**

The fisheries sector in Cambodia does not exist in isolation from other sectors; it impacts upon, and is impacted by, other sectors. Likewise, the people who depend upon the sector also depend upon a wide range of other sectors for their livelihoods. The development, management and conservation of fisheries cannot be considered in isolation from these other sectoral influences.

Within Cambodia the effects of industrial development, draining of the aquatic environment, conversion of wetlands to rice fields, mining, agricultural intensification, deforestation and increasing population pressure are all straining the existing production system and the flow of wider ecosystem services.

Whilst these challenges face the existing fishery, the future growth of the sector is further constrained by limited land tenure rights, poor general infrastructure, limited investment capacity, poor knowledge of opportunities and how to take them up, and an incomplete support, policy and regulatory environment.

On the other hand, the development of alternative livelihoods outside of fisheries has the dual benefit of drawing people away from fisheries to enhance management and increase individual benefits from fisheries, and also to create greater rural wealth and prosperity which will feed back into rural households.

**The Royal Government will:**

- 1 Use the Council for the Development of Cambodia (CDC) to co-ordinate the policies, plans and actions of those Ministries, Departments, Agencies and Institutes that use or affect the water resource.
- 2 Work through the National Committee for Climate Change in order to develop and implement the National Plan for Adaptation.

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47. This is the existing Government / Development Partner body that provides a mechanism for harmonisation and alignment of development plans and actions within the fisheries sector.

- 3 Where appropriate and necessary, establish cross-departmental task forces to address major potential threats to the water resource from within the Kingdom of Cambodia, such as hydropower damming and pollution.
- 4 Take action across the responsible Ministries and Departments to stimulate the growth of fish exports, including through the Trade Sector Wide Approach.
- 5 Work with Development Partners to identify and implement interventions to provide alternative, enhanced and secure livelihoods for poor, disadvantaged and vulnerable people.

**We expect that our Development Partners will:**

- 6 Consider the effects on fisheries when designing their plans for other sectors.
- 7 Work with and through CDC in setting and harmonizing development goals and interventions that affect the fisheries sector.

**Across Boundaries**

The sector also needs to face challenges which are of a global nature such as climate change, fuel price increases and food shortages. Other challenges are more regional such as illegal fishing by foreign vessels and the development of hydropower upstream on the Mekong.

To address these challenges will mean working more closely with other ministries, departments, institutes and agencies, and with neighbouring countries, to address cross-sectoral and trans-boundary issues and concerns that threaten the sector. It will also mean creating an enabling policy, regulatory and support environment for the sector's development.

Particular attention will be paid to identifying those areas and people in the fisheries sector that are most vulnerable to the effects of climate change and prioritising specifically targeted interventions to reduce this vulnerability.

**The Royal Government will:**

- 8 Take urgent action to understand the issues on a national basis, whilst engaging with other nations through ASEAN, the UN and other international organisations.
- 9 Work with the Mekong River Commission to develop and implement the Mekong Basin Plan.
- 10 Work with its international partners to fulfill its obligations under the Convention on International Trade in Endangered Species (CITES), the Convention on Biological Diversity and the agreement of the MRC member countries on water utilization in the Mekong River.

**We expect that our Development Partners will:**

- 11 Consider the downstream effects of any development activities they support or participate in on the upper reaches of the River Mekong.
- 12 Respect their obligations under the Kyoto Protocol to the United Nations Framework Convention on Climate Change.



## BUDGET ASSUMPTIONS

	Goal Package	Calculated budget 2010-2012	Estimated budget 2013-2015	Estimated budget 2016-2019	GRAND TOTAL IN US\$ 2010-2019	of which Goals in %
1	The contribution of the fishery to national prosperity is high and sustained	6,686,795	5,802,543	7,666,782	20,156,120	26%
2	The livelihoods of people in the sector are at least at the national average and improving	3,541,564	3,387,763	4,121,268	11,050,595	14%
3	The fisheries domain and associated resources are in a healthy and resilient condition and sustainably managed	4,842,862	4,456,905	5,034,525	14,334,292	18%
4	Fish is a plentiful, healthy and valuable source of food	4,080,558	3,790,929	6,310,520	14,182,007	18%
5	Fishing businesses are profitable, sustainable and responsible	1,555,539	1,433,643	1,747,560	4,736,742	6%
6	The fisheries domain is managed, developed and conserved in close cooperation with neighboring countries	1,675,191	1,552,890	1,870,520	5,098,601	6%
7	The policy, regulatory and support environment for the sector is sufficient, appropriate and enabling	2,808,743	2,758,110	3,428,436	8,995,289	11%
	<b>TOTAL COST</b>	<b>25,191,252</b>	<b>23,182,783</b>	<b>30,179,611</b>	<b>78,553,646</b>	<b>100%</b>

## International Consultants

No	Categories/Items	# of Manpower	# of Month
1	NR Management Spe./Team Leader	1	100
2	Fish Production Feasibility Reporter	1	48
3	Community Fisheries Spe.	1	48
4	Aquaculture Spe.	1	48
5	Social Economic Development Spe.	1	49
6	Post-Harvest Fishery Spe.	1	48
7	Monitoring and Evaluation Spe.	1	48
8	Procedures, Policy and Planning Spe.	1	90
<b>TOTAL</b>		<b>8</b>	<b>479</b>

## National consultants

No	Categories/Items	# of Manpower	# of Month
1	Fish Production Specialists.	3	360
2	Community Fisheries Specialists.	3	360
3	Aquaculture Specialists.	3	360
4	Post-Harvest Fishery Specialists	3	360
5	Fish Production Feasibility Reporter	1	120
6	Social Development Specialists.	3	360
7	Survey Mapping Specialists.	3	360
8	Monitoring and Evaluation Specialists	1	120
9	Fish Processing Specialists	3	360
10	Procedures, Policy and Planning Specialists.	1	120
<b>TOTAL</b>		<b>24</b>	<b>2,880</b>

## Local Resource Staff

No	Categories/Items	# of Manpower	# of Month
1	Fish Production Specialists	12	1,440
2	Community Fisheries Specialists.	12	1,440
3	Aquaculture Specialists.	12	1,440
4	Post-Harvest Fishery Specialists.	12	1,440
5	Social Development Specialists.	12	1,440
6	Survey Mapping Specialists.	12	1,440
7	Fish Processing Specialists.	12	1,440
<b>TOTAL</b>		<b>84</b>	<b>479</b>





## FISHERIES ADMINISTRATION

### FISHERIES ADMINISTRATION

Address #186, Preah Norodom Blvd, Sangkat Tonle Bassac,  
Khan Chamkar Mon , Phnom Penh, Cambodia.

Fax: **(855) 23215 470** / Email: [http : www.fia.maff.gov.kh](http://www.fia.maff.gov.kh)

Postal Address: P.O. Box 582

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