



Networking Cambodia's Forest Communities: A Study

PREPARED FOR Supporting Forests and Biodiversity Project

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Abbreviations

3SPN	3 S-Rivers Protection Network
AARR	Alliance Action for Rural Restoration Organization
ADHOC	Cambodian Human Rights and Development Association
ADIC	Analyzing Development Issues Centre
AEC	Actions for Environment and Communities
AFD	Agence Fraçaise Developpement
AIPP	Asia Indigenous People's Pact
AJWS	American Jewish World Service
AK	Anakut Komar
APA	Angkar Ponleu Akphiwat
Areng	Areng Network
ASEAN	Association of Southeast Asian Nations
ASFN	ASEAN Social Forestry Network
Aural	Aural Network
AYC	Ambassador's Youth Council
BB	Battambang
BCV	Building Community Voices
BFW	Brot fuer die Welt
BMC	Banteay Meanchey
CANDO	Cambodia NTFP Development Organization
CBET	Community Based Ecotourism
CCC	Cooperation Committee for Cambodia
CCFC	Cambodian Coalition of Farmers Community
CCHR	Cambodian Center for Human Rights
CDA	Children's Development Association
CDP	Capacity Development Plan
CED	Community Economic Development
CEDAC	Cambodian Center for Study and Development in Agriculture
CEPA	Culture and Environment Preservation Association
CF	Community Forest
CFN	Community Forestry Network
CHRAC	Cambodian Human Rights Action Committee
CI	Conservation International
CIYA	Cambodian Indigeonous Youth Association
CLEC	Community Legal Education Center
CPA	Community Protected Areas
CPN	Cambodian Peacebuilding Network
CRDT	Cambodian Rural Development Team
CSN	Cross-Sector Network
CSO REDD+	Civil Society Organization REDD+ Network
CTF	Coming Together for Forests
CTO	Community Translation Organization
CYA	Cambodian Youth Action
CYN	Cambodia Youth Network
DCA	Dan Church Aid
DDSP	Disability Development Services Pursat
DPA	Development and Partnerships in Action

EC	Equitable Cambodia
EISEI	Extractive Industries Social and Environmental Impacts Network
ELC	Economic Land Concession
ELIE	Elephant.Livelihood.Initiative.Environment
EPDO	Environmental Protection and Development Organization
ESSD	Environmental Support and Social Development
EWMI	East West Management Institute
FA	Forestry Administration
FACT	Fisheries Action Coalition Team
FAO	Food and Agriculture Organization
FFI	Flora and Fauna International
FLO	Forests and Livelihoods Organization
Focus	Focus on the Global South
GAA	German Agro Action
GERES	Group for the Environment, Renewable Energy, and Solidarity
GP	Government Performance Index
HA	Highlanders Association
HRTF	Housing Rights Task Force
ICC	International Cooperation Cambodia
ICSO	Indigenous Community Support Organization
IDEA	Independent Democracy of Informal Economy Association
IDI	Inclusive Development International
IMNSJ	Independent Monk Network for Social Justice
IPFN	Indigenous People's NGO Network
IPOA	Indigenous People's Organization Alliance
IRAM	Indigenous Rights Active Members
KCHH	Kampong Chhnang
KCLN	Kampong Chhnang Land Network
KND	Kandal
KPOT	Kampot
KRT	Kratie
KSOM	Kampong Som
KTCFN	Kampong Thom Community Forestry Network
KTHOM	Kampong Thom
LICADHO	Cambodian League for the Promotion and Defense of Human Rights
LWD	Life with Dignity
MB	Mlup Baitong
MDK	Mondulkiri
MIPAD	Mondulkiri Indigenous People Association for Development
MN	Mother Nature
MO	MediaOne
MVi	My Village
NCFPCC	National Community Forestry Programme Coordination Committee
NGO	Non-governmental Organization
NGO F	NGO Forum on Cambodia
NPA	Norwegian People's Aid
NRPG	Natural Resource Projection Group
NTFP	Non Timber Forest Products
NTFP-EP	Non Timber Forest Products Exchange Programme

ODC	Open Development Cambodia
OMC	Oddar Meanchey
OMCFN	Oddar Meanchey Community Forestry Network
ONA	Organizational Network Analysis
OPKC	Organization to Promote Kuoy Culture
PAC	People's Action for Change
PBO	Peace Bridge Organization
PDP	People's Center for Development and Peace
PK	Ponleu Khmer
PKN	Phnom Kuk Network
PLCN	Prey Lang Community Network
PP	Phnom Penh
PSAT	Pursat
PV	Prey Veng
PVR	Preah Vihear
PVT	Prom Vihear Thorm
RCFN	RECOFTC Area Community Forest Network
RECOFTC	Center For People and Forests in Cambodia
REDD+	Reducing Emissions from Deforestation and Forest Degradation
RTK + MDK	Ratankiri and Mondulkiri Network
SADP	Southeast Asia Development Program
SCW	Save Cambodia's Wildlife
SJN	Sugar Justice Network
SLC	Social Land Concession
Solidarity	Solidarity House
ST	Stung Treng
STT	Sahmakum Teang Tnaut
SVC	Save Vulnerable Cambodians
TI	Transparency International
TKM	Tbong Khmum
UNOHCHR	United Nations Office of the High Commissioner for Human Rights
USAID	United States Agency for International Development
VSG	Village Support Group
WA	Wildlife Alliance
WCS	Wildlife Conservation Society
WV	World Vison
WWF	World Wildlife Fund
YRDP	Youth Resource Development Program

Executive Summary

In September 2014, Pact was awarded the Coming Together for Forests (CTF) project under the USAID Supporting Forests and Biodiversity (SFB) project, under Winrock. With a goal to achieve *increased respect of human rights in forest communities and conservation of forest*, a key component of the project is to build connections and collaboration among forest communities toward a national, grassroots-led network. Given the multitude of actors working to help communities protect forests in Cambodia, the diversity of forest community experience, and existing grassroots connections, Pact conducted this study of Networking Cambodian Forest Communities to ensure the network development could complement what already exists and provide additional value.

Pact surveyed three types of stakeholder groups in Cambodia for this study: forest communities, networks and NGOs. In addition to quantitative and qualitative questions, Pact used Organizational Network Analysis (ONA) to map and analyze collaboration patterns from communities, among networks, and between NGOs and networks, for further insight into current interactions.

The survey of twelve forest communities across several landscapes demonstrated the diverse experiences and perspectives that exist between them. ONA maps show very different situations between communities on their perceived number and value of collaborations toward pursuing sustainable forest management. Qualitative responses also indicate varied outlooks and perspectives on working with the government. All communities listed additional skills that will be useful to them, and indicated enthusiasm for increasing their connections to other communities seeking to protect their forest. However, community members' awareness of current networks and their representatives on them was relatively low.

A different type of ONA map shows interactions among the “ecosystem” of NGOs and networks supporting forest conservation or community forest management in Cambodia. Analysis highlights organizations that serve as collaboration “hubs” or “brokers” in this landscape, while also noting what collaborations do not appear to exist. This “ecosystem” analysis may be valuable to future CTF network members to consider how they want to collaborate with other players in this sector.

The nine surveyed networks include varied types – from national networks of NGOs to grassroots networks of communities spanning one or two provinces. Across the networks, a common purpose gives members a sense of shared identity, while networks are frequently challenged by varying priorities, perspectives and approaches among their members. Among grassroots networks, government interference and human resource limitations are also common challenges. Pact conducted in-depth study of two grassroots networks – Cambodia Peacebuilding Network and the Phnom Kuk Network – for additional lessons, and to understand how collaboration occurs through internal ONA maps.

Fifteen NGOs offered an array of perspectives on the CTF goal of developing a national network of forest communities – with some noting significant challenges while others expressed interest to support the network. There are a range of topics on which NGOs can provide training to members of the forest community network.

The final section of the report offers recommendations to key findings on how Pact should best facilitate the development of the national, grassroots network of forest communities for maximum impact and sustainability. Core recommendations were supported and augmented at a findings dissemination workshop. Pact hopes this study will engage and catalyze discussion among stakeholders and future project network members around how to strategically collaborate.

I. Introduction

With one of the highest deforestation rates in the world,¹ many of Cambodia's communities that depend on forests are seeing both the forest and their access to it disappear – whether to companies or others granted government concessions, or by those who illegally harvest timber or clear land, or even to the military setting up camps. Throughout Cambodia, members of forest communities demonstrate energy and dedication to protecting forests – raising community awareness about sustainable forest management, going on forest patrols, pursuing long and complex projects for gaining official Community Forest tenure, and advocating for conservation. However, as powerful interests and weak legal enforcement drive Cambodia's continued deforestation rate, members of these communities become frustrated and sometimes lose hope. While forest community members may undertake activities in collaboration with NGOs, networks and the Forestry Administration (FA), most are only slightly connected with other communities facing similar struggles – especially outside their geographic area.

In September 2014, Pact was awarded the Coming Together for Forests (CTF) project under the USAID Supporting Forests and Biodiversity (SFB) project, under Winrock. The project goal is “increased respect of human rights in forest communities and conservation of forest.” A key component of the project is to build connections and collaboration among forest communities to collectively learn, effectively negotiate their human rights and achieve economic benefit from forest resources. The CTF project plans to grow these linkages and facilitate forest community members to develop a grassroots-led, forest community network. This network (hereinafter referred to as “CTF network”) will meet on a quarterly basis and communicate by phone in between meetings, connecting with each other and NGOs to learn from each other and receive demand-driven technical assistance around sustainable forest management and livelihoods. As experience shows that grassroots networks are most sustainable when donor and NGO influence is supportive rather than directive, from the beginning Pact will encourage grassroots representatives to take maximum ownership and make decisions around their identity (i.e. whether to formally register as a network). Pact will assemble a small Network Development Advisory Group with members who can provide expert guidance to Pact in facilitating the network's development.

Pact conducted this study of Networking Cambodian Forest Communities to map and understand the current landscape of support to and connections among forest communities, to ensure the CTF project complements – rather than duplicates – existing grassroots networking energy. The findings will help Pact – and later, forest community members of the CTF network – strategize about the network's role, placement and relationships, including whether it should be integrated within an existing grassroots network. The study helps Pact understand the diversity of the forest communities in Cambodia that may be represented in the network and what their most critical needs are. Organizational Network Analysis (ONA) – a methodology for mapping interactions, system behaviors, and bottlenecks/barriers to greater collaboration among nodes within a system or network – produces visuals of how forest communities, networks and NGOs interact. Pact expects these graphics will engage and catalyze discussion among stakeholders and future CTF network members around how to strategically collaborate.

¹ Hansen, M.C. et al, “High-Resolution Global Maps of 21st-Century Forest Cover Change,” *Science*, Vol. 342, 15 November 2013, pp. 850-853.

On January 23, 2015, Pact held a workshop to present the findings to communities, networks and NGOs. Overall, participants confirmed the results were accurate and were supportive of the development of a national forest community network. A few participants noted additions that could be made to their community's map or offered suggestions that further built the Recommendations section of the report.

II. Methodology

Pact designed three survey questionnaires for the three types of respondent groups: forest communities, networks and NGOs who are relevant to sustainable community management of forests. Each questionnaire included a mix of quantitative, open-ended qualitative and ONA questions. In order to create maps of a system, ONA questions asked participants to list their collaborators and their respective values, frequencies and types.

Most surveys were conducted in-person, with only a few conducted via phone or email. Pact contacted respondents ahead of time to schedule an interview. Generally, interviews were conducted by two members of Pact's survey team, which included the country manager, the CTF program coordinator, the senior governance officer and an external consultant with experience in community-level research. Before interviewing respondents, Pact's team introduced themselves, explained the CTF project and purposes of the study, and requested the respondents' voluntary participation in the survey. Participants were told most of their responses would be anonymous – except for the questions under the ONA, their names would only be attributed in the list of interviewees. The survey team showed respondents an example of an ONA map.

Data was collected in Phnom Penh and seven provinces from October 10 to November 28, 2014. A full list of interviewees is available in Annex A, which includes members of 12 forest communities, 9 networks (including two internal grassroots networks with 30 members), and 15 NGOs. In total, 137 individuals were respondents on these surveys, including 32 women.

Forest Community Survey

Pact conducted interviews with 12 forest communities, using a questionnaire with quantitative, open-ended qualitative and ONA questions. For each community, Pact sought to conduct 3 interviews: one with a leader of a forest community, another with a few others in lesser leadership roles (i.e. management committee members), and a third with other community members. In some cases, NGOs working in the areas helped identify participants. With a few variations due to time and availability at the communities, the survey team conducted a total of 32 community interviews with a total of 73 individuals. Where possible, Pact conducted individual interviews at the respondents' homes, which the team observed led to broader and more interactive dialogues between interviewers and interviewees, and also allowed the team to learn more about the individuals.

Pact selected a stratified sample of communities that reflected a range of identities and experiences across several areas of the country, including a mix of indigenous and non-indigenous communities, and a mix of registered CF vs. non-registered communities. Pact interviewed community members in the three regions of 1. Mondulkiri and Ratanakiri provinces (including the "Eastern Plains" landscape), 2. Prey Lang (Kampong Thom, Stung Treng, Preah Vihear provinces), and 3. Phnom Kuk (Pursat and Kampong

Chhnang provinces).² Selection of the 12 communities for this study came from desk research, referrals from NGO and network respondents, and the survey consultant.

Network survey

In most cases, Pact interviewed primary coordinators of the networks, but in some cases (i.e. the Prey Lang Community Network (PLCN), which does not have a single head, but rather five representative leaders from each of its four provinces form a core committee), it was necessary to interview more than one person. Most interviews took place in person. Pact surveyed nine networks for the study, which operate at national or regional³ levels, and include networks of NGOs, communities and individuals.

Pact selected two grassroots networks as “focus networks,” for deeper analysis and internal ONA mapping: Phnom Kuk Network (PKN) and Cambodian Peacebuilding Network (CPN). Pact obtained support from the network coordinators before conducting interviews with members. Like the other network interviews, most occurred in person but some occurred over phone. Pact’s team interviewed 10 members of PKN and 20 members of CPN.

Cambodian and International NGO Survey

To incorporate the experiences and collaborative relationships of NGOs supporting forest conservation, forest communities and land rights, Pact interviewed a range of NGOs that included international and local organizations. Of the Cambodian NGOs, some have national-scope, based in Phnom Penh and others based in specific provinces. Some interview requests went unanswered; in total, Pact interviewed 7 international and 8 Cambodian NGOs. These are key NGOs working to support communities, networks, and even other NGOs in the forest sector. Pact used a qualitative questionnaire and generally interviewed one or two persons from each of these institutions.

Limitations

The ONA maps below of CPN, PKN and the NGO-network “ecosystem” do not represent full samplings of the networks/systems under study; only some members were invited and agreed to participate in interviews. None of the surveys employed a random sample technique; for the “ecosystem” survey, Pact requested interviews from institutions it knew or learned to be active in the areas of sustainable forest management and land rights. For the CPN and PKN ONAs, Pact interviewed members that it was able to visit in person or had received contact information for. As a result, results do not have statistical significance and are biased toward the perspectives and experiences of the sample.

The ONA surveys ask about interactions within the last year. A longer-term perspective might show somewhat different results, while some respondents may not have been accurate in limiting their responses to interactions within this period.

² Pact was also able to get perspectives from Oddar Meanchey and Cardomom grassroots networks through the network survey.

³ Throughout this study, “regional” refers to sub-regions within Cambodia, often cross-provinces. Organizations and networks that span multiple countries in the Southeast Asia region are considered “international.”

III. Communities

The CTF project defines forest communities as “long-term residents on land within or near native forest with a tradition of sustainable forest resource use.” Twelve forest communities were included in the community survey across Kampong Chhnang (1), Kampong Thom (1), Mondulkiri (3), Preah Vihear (1), Pursat (2), Ratanakiri (2) and Stung Treng (2). This sample represents a diverse array of forest communities, including 8 with significant indigenous population (IP), 8 with various stages of acquiring Community Forest (CF) tenure, various degrees of remoteness and, as evidenced in the ONA maps below, levels of external support. Pact sought to capture an array of perspectives within the communities – from leaders to informal community members – for these surveys.

1. Community Maps

The maps below show the external collaborations of each of the twelve forest communities related to sustainable forest management, as perceived by the community members interviewed. Among the different individuals or small groups interviewed in each community, there tended to be moderate levels of agreement on who their supporters and collaborators were, though they sometimes varied on how helpful these actors are. To create the maps below, Pact chose the average ratings.

The sample of communities from select areas is not large enough to draw overall conclusions about what organizations are perceived to provide the most valued support to forest communities nationwide, nor is this the intention of the survey. The maps show significant variation among forest communities in the levels of support they receive – and perceive to receive. These questions are subjective, and what one community considers extremely helpful might only be considered somewhat helpful based on another community’s experience. Some communities see themselves as supported by only a few NGOs and maybe the FA. Others paint a more active picture of participation and dialogue with grassroots networks and other communities. The most highly connected communities were in Stung Treng province. A strong pattern exists that communities that have or are pursuing CF status report highly valuable collaboration with the FA, while those not pursuing it report only slightly helpful collaboration or none at all. Only two reported collaborations with “local authorities” beyond the FA. There were cases of communities not knowing the names of communities or informal networks they have connected with, only recalling what province they were from – making it unlikely they will leverage those connections into long-term, mutually beneficial relationships.

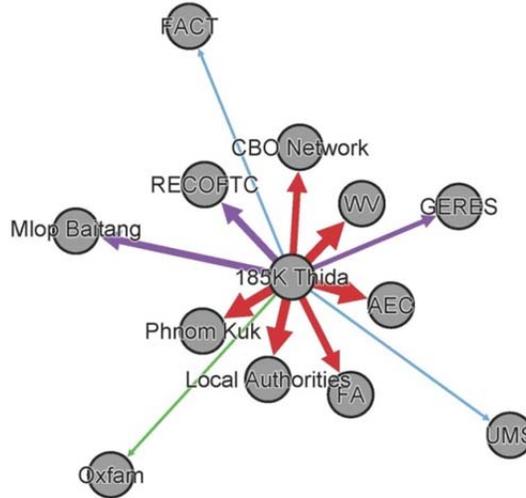
These maps help highlight the diversity of (a sample of) communities from which representatives on the CTF network will come. When encountering other network members, participants will experience a wide array of perspectives and experiences. It will be critical for Pact to turn this into an advantage for the development of a strong network, from which all members learn and benefit.

Community Map Key																		
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185K Thida, Kampong Chhnang

Description: In a northwest edge of Kampong Chhnang, in Boribo district near the border with Pursat, "185K Thida Chambok Thom" is a registered CF community is named after the Chambok Thom tree.

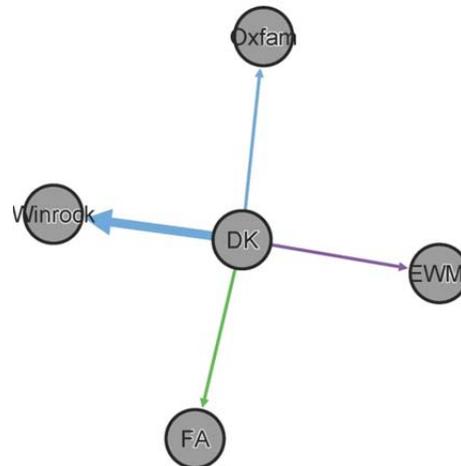
Notes: Above average with 12 external connections. The most helpful collaborations span multiple institution types – including local government (FA and local authorities), local NGOs (AEC, Mlop Baitang, RECOFTC), an INGO (World Vision) and two grassroots networks (Phnom Kuk and a CBO network). The most helpful connections also tend to be the most frequent.



Kbal Outhneg/Dang Kambit, Kampong Thom

Description: In northern Kampong Thom province near Preah Vihear, Dang Kambit is in Sandan district, Kampong Thom. This indigenous Kuoy community has not pursued registration as a CF; some of the community members want to, others do not.

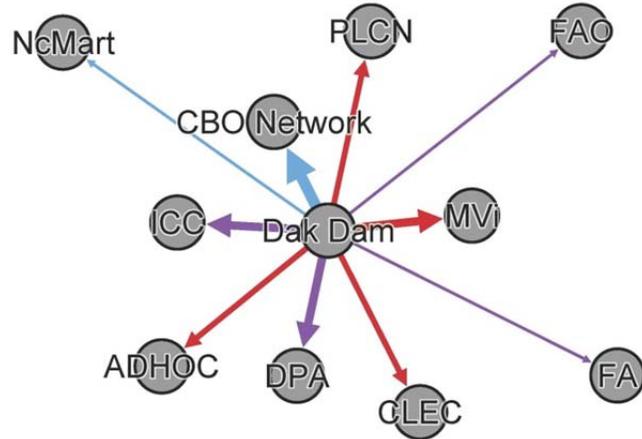
Notes: Dang Kambit is an example of a community without significant external connections that are seen as valuable. As the most valued partner, EWMI's departure from this work may leave a gap. Located in the Prey Lang landscape, Dang Kambit did not cite any other communities or the PLCN as a useful external collaboration (possibly they did not consider PLCN to be "external"). In contrast to the CF above, Dang Kambit characterizes their relationship with the FA as infrequent and only a little helpful.



Dak Dam, Mondulkiri

Description: Spanning several villages, the Dak Dam community is located in O’Raing district, Mondulkiri province. About half way between Sen Monorom and the Vietnamese border, Dak Dam is an indigenous Phnong community. This community is now drafting its constitution for CF and CBET status, with participation from MAFF, MoI, and MRD.

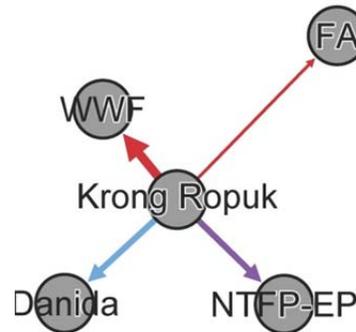
Notes: Most of Dak Dam’s most valuable support comes from Cambodian NGOs – ADHOC, CLEC and MVi. Though it is not in the Prey Lang landscape, it also reports regular and extremely valuable collaboration with PLCN. The community reports frequent interaction with a CBO network around forest issues. Pact learned that NcMart is an international social enterprise working with the community in finding, growing, and harvesting grasses for medical purposes.



Krong Ropuk, Mondulkiri:

Description: Located in Pich Chreada district, Krong Ropuk is an ethnic Phnong community. Krong Ropuk is in final stages of registration for CF, CPA and CBET status.

Notes: Krong Ropuk is clearly very highly supported by WWF, with some additional valued support from NTF-EP. They do not report connections to any Cambodian NGOs or community networks. Danida was a donor to WWF, though has been less active in Cambodia since 2013. As could be expected for a community pursuing multiple formal registrations, the relationship with the FA is considered extremely valuable, though interaction is infrequent.

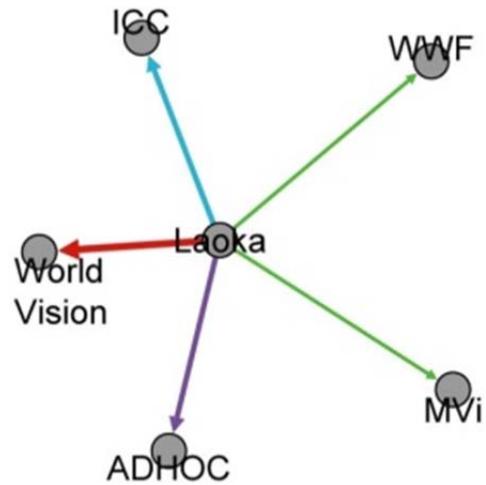


Laoka, Mondulkiri

Description:

Laoka village is in Senmonorom district, Mondulkiri province, just north of the provincial capital town. The community consists of indigenous Phnong who are active in protecting the forest. Laoka is pursuing CPA registration.

Notes: Laoka perceives its external collaboration as limited to NGOs – Cambodian and international. Respondents did not mention collaboration with the FA, nor interaction with informal grassroots groups.

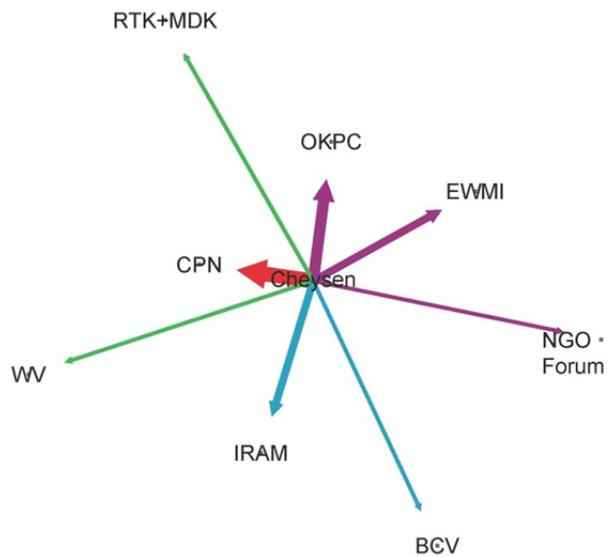


Chrach / Cheysen, Preah Vihear

Description: The Chrach community is in Cheysen district, Preah Vihear province. This indigenous Kuoy community, which is active in protecting the forest, does not have CF status.

Notes:

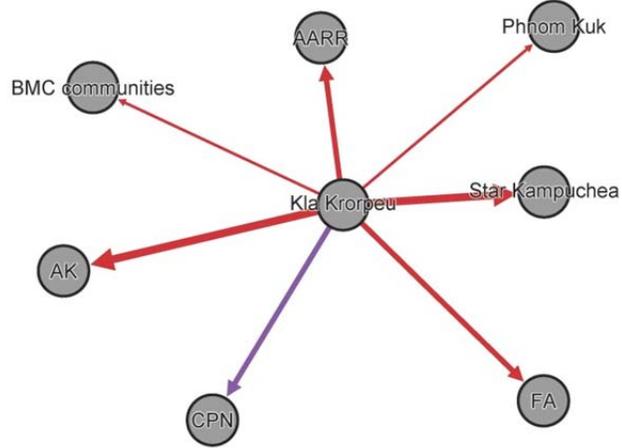
Local officials are not cited as a collaborator, again likely related to the community's non-registered status. Cheysen is highly connected – and aware of its connections – to networks. The community cites very frequent and valuable interaction with CPN, as well as collaboration with IRAM, NGO Forum and a community-based network in Ratanakiri and Mondulkiri. At the January workshop, the Chrach representative noted that the community is also connected to PLCN.



Kla Kropeur, Pursat

Description: With a name meaning “Tiger and Crocodile Development,” this CF community is located in southeastern Krakor district, near Kampong Chhnang. The majority of the community members are Muslim.

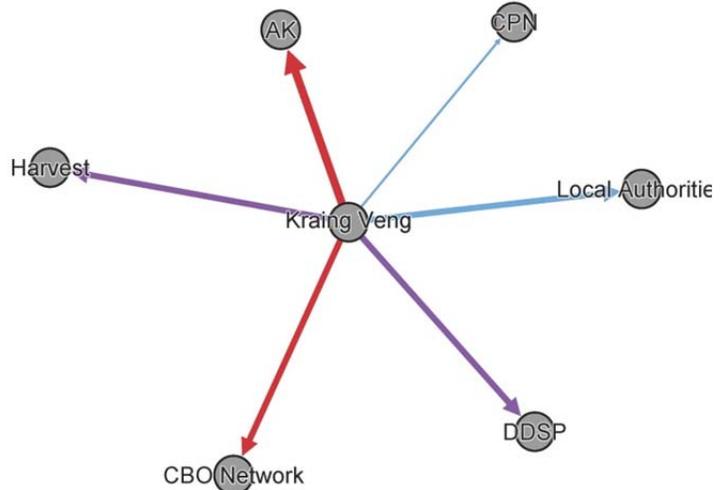
Notes: The Kla Kropeur respondents were very positive about the value of its external collaborations, which includes diverse groups. A CF, collaboration with the FA is reported as extremely valuable. Kla Kropeur cites several Cambodian NGOs as providing extremely valuable support, as well as grassroots groups – Phnom Kuk network (of which they are a member), CPN, and communities from Bantaey Meanchey.



Kraing Veng, Pursat

Description: Kraing Veng is located in Krakor district, located between national road 5 and Tonle Sap. The community does not have CF registration, and protects mostly flooded forests.

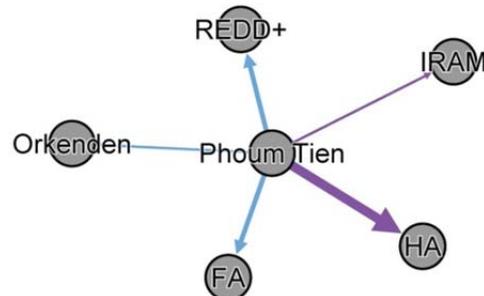
Notes: Though without formal registration, the community reports somewhat useful collaboration with local authorities, which may include elected councilors as well as members of the FA department. The USAID-HARVEST project, which continues through most of 2015, provides quite helpful support to the community.



Phoum Tien Ngol, Ratanakiri

Description: In eastern Ratanakiri, just 10 km from the Vietnamese border, Phoum Tien Ngol is in O'Yadav district. Of the Jarai indigenous group, the communal land was registered in 2010 at MoI, and now its CF status is being processed at district level.

Notes: Phoum Tien Ngol's external collaborations show it has a high degree of dependency on Highlander's

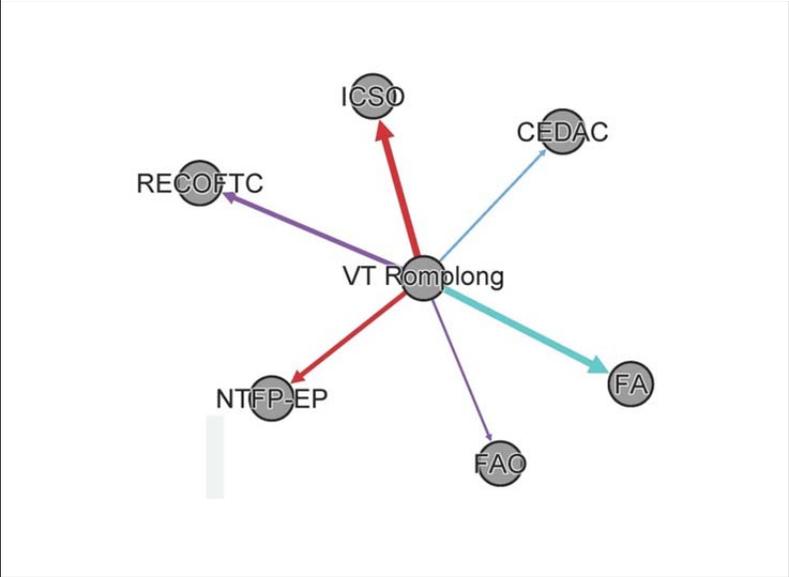


Association – a regional NGO – though its connection to IRAM gives it more outside exposure. The reference to “REDD+” may refer to the CSO REDD+ Network coordinated by NGO Forum.

Veal Tmor Romplong, Ratanakiri

Description: Veal Tmor Romplong is in close to the middle of Ratanakiri province, in O'Chum district, and about 20-minute car drive from Banlong, the provincial capital. Following significant effort to become a CF, it is now recognized by the provincial FA.

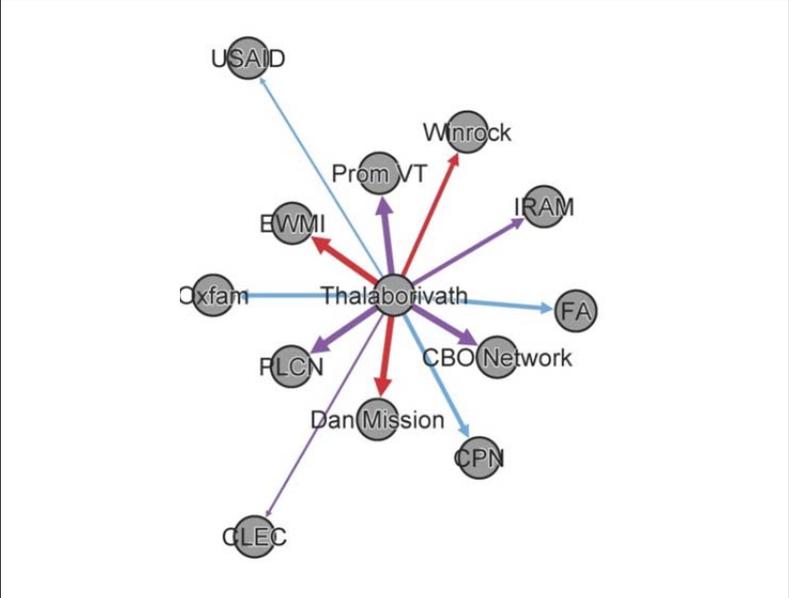
Notes: Veal Tmor Romplong mostly interacts with NGOs around forest management. With recognition as a CF, the community also cites the FA as a somewhat helpful collaborator.



Kaing Cham/Thalaborivath, Stung Treng

Description: Close to the Mekong island of Koh Sralay in Stung Treng, Kaing Cham is located in Thalaborivath district. Kaing Cham is pursuing CF status, which is currently being processed.

Notes: Kaing Cham is highly connected to international NGOs, a few Cambodian NGOs and grassroots networks. Awareness of supporters included USAID, the donor to Winrock for the Supporting Forests and Biodiversity project.



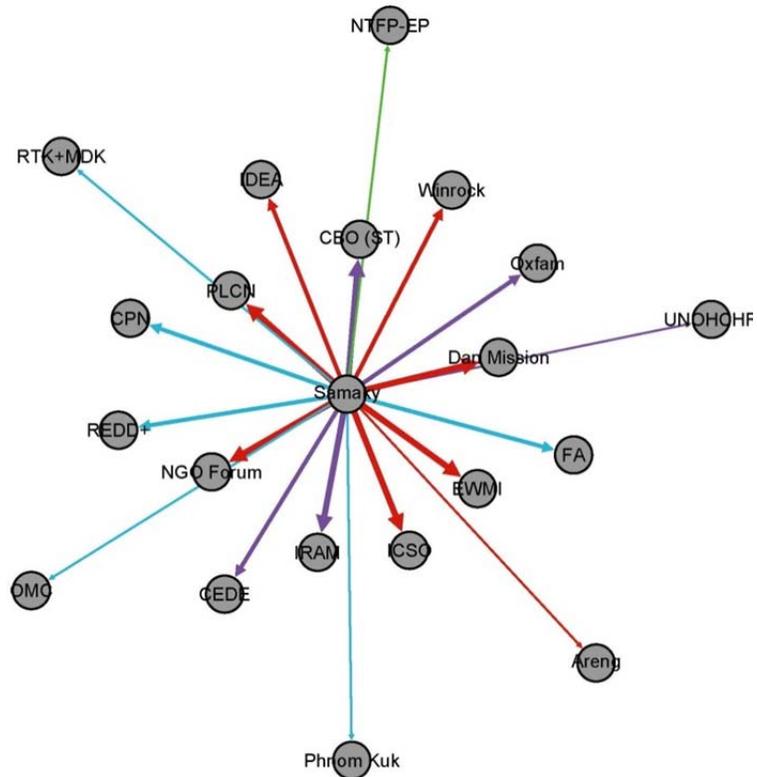
Samaky, Stung Treng

Description:

Close to the Mekong River near Kratie, the indigenous Kuoy community of Samaky is in Siem Bok district. Its CF status is being processed.

Notes:

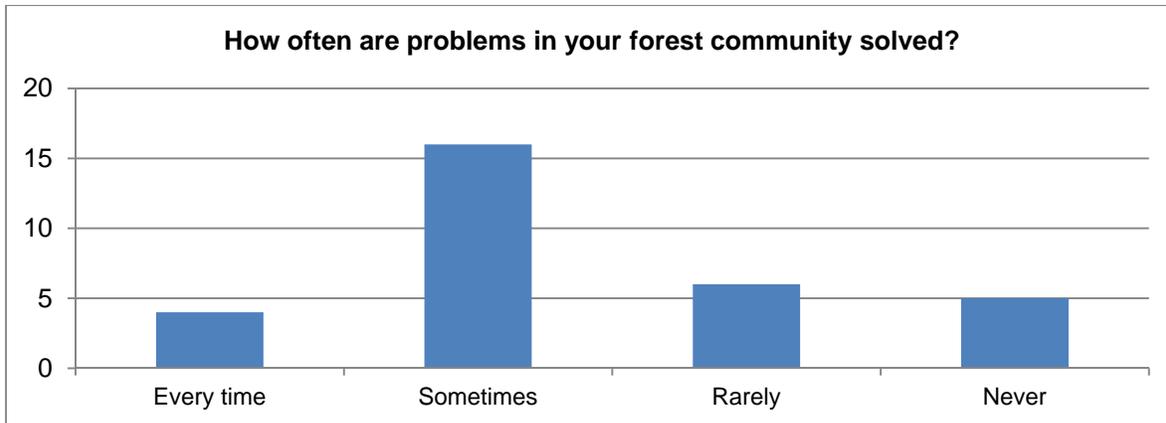
Samaky community members report a very large array of external collaboration, at 20 groups. In addition to significant external interactions occurring, these results demonstrate a high awareness of community members of who they are interacting with. The interviewee who named the most connections is a core member of PLCN. The named groups include six INGOs, two Cambodian NGOs, and ten networks – reflecting very high network participation. The mix of collaborators also demonstrates a range of working closely with the government – with the FA considered “quite helpful,” as well as highly sensitive activist groups like IDEA. At the January workshop, the Samaky representative noted that the community also collaborates with two additional Cambodian NGOs – Prom VT and BCV.



2. General Survey Results

Among the surveyed communities, 83% said they raise their issues/complaints of deforestation to NGOs, local councils or other government offices, including the FA. Half said they raise the issues through networks. Only 25% use the media. The most common answer to how often these problems are solved was “sometimes” at 52%; another 35% of respondent groups chose “rarely” or “never,” as shown in the table below.⁴

⁴ The Y-column indicates number of community respondent groups (average 2.6 / community).



Overall, the survey team observed significant uncertainty among community members about their participation in external networks, though those in leadership positions tended to be more aware than others. The most common network membership among the interviewed communities was CPN, followed by PLCN, IRAM, and NGO Forum. The top responses to the value of participating on external networks were: information sharing, exchange learning, capacity building, campaign/advocacy and mutual support. Means of choosing community representatives to participate in networks was fairly evenly split among voting, appointment and rotation. When asked if they trusted representatives to speak on their behalf, 79% of respondents said yes while 21% said no. Half of the “no” responses were in cases when the representatives had been voted into their roles. One community reported that their representative used to be active in protecting the forest, but now he benefits from illegal logging and is no longer a champion to protect the resources. 64% said they learn from their representative what the network decides, while 36% do not. All of these results should be interpreted in the context of low levels of awareness among community respondents around network participation.

While community interviewees overwhelmingly (94%) responded that women and men benefit equally from forest conservation, women had few roles in community groups around CFs or forest management.

Forest patrolling was by far the most common community response on the support received from local authorities – mentioned by all but one community. Other common responses included training, witnessing community elections, communicating with the FA (i.e. an elected official facilitates communication) and resolving disputes. All but one community – which is not pursuing CF registration – were able to name at least one local government official who is supportive of sustainable forest management. The most common officials named were commune council chiefs and FA staff, but responses also included a village chief and members of a district council.

3. Topics for NGO Support

During community network meetings, the CTF project will facilitate education on topics related to sustainable forest management. Pact will ask relevant NGOs to provide short trainings on areas of expertise, with topics selected according to network member demand. The survey asked forest communities what types of NGO support have been most useful to them, which could be important topics to include for community members who have not received much NGO support and as a refresher to others. The most popular responses included (in order of value and frequency):

- Patrolling allowance
- Land law
- Sustainable forest management

- Livelihoods/income (rice bank, home garden, savings, animal raising)
- Water filter and well construction
- Facilitation for CF / land registration

A full list of responses is included in Annex B. “Patrolling allowance” was by far the most common response under very and extremely helpful support, indicating both the high value forest communities place on patrolling their forest, and the importance of financial resources for them to protect the forest. The high number of responses for livelihood strategies shows the desire for communities to raise additional funds to support their goal. The high number of respondents citing land law education as “extremely helpful” demonstrates communities’ desire to use land law as a critical tool to improve forest protection. Community land registration processes also received some marks, but was attributed lesser importance than understanding the overall laws.

Asked directly in what areas they most need assistance toward sustainable forest management, the resulting list reflects a highly diverse set of priorities communities have to improve their success. The most common responses were:

- Complaint letter writing (43%)⁵
- Forest law (43%)
- Business management (37%)
- Communication and facilitation skills (33%)
- Boundary demarcation (23%)
- Reforestation (23%)
- Lobbying/advocacy (20%)
- Processes of CF, CPA, CBET (20%)
- Small proposal writing (20%)
- Computers and social media (17)
- NTFP marketing (17%)
- Planning, accounting and budgeting (17%)

The above list indicates an eagerness to learn skills to build a comprehensive approach toward forest protection and sustainable management. Overall sampled forest communities want more support in technical skills as well as increased networking with others.

IV. NGO-Network Interactions

A wide multitude of organizations and networks in Cambodia pursue forest conservation and/or community retention of traditionally held land, including forest land. Overall, the high number of non-governmental institutions operating in this space could be considered to create an “ecosystem” across this landscape – though some participants interact with each other more substantially than others. The objective of this ONA survey was to better understand this system of players and how they interact with each other. In the future, the ONA map and analysis will help the members conceptualize how their network fits into the existing web of stakeholders working in this space. As grassroots stakeholders

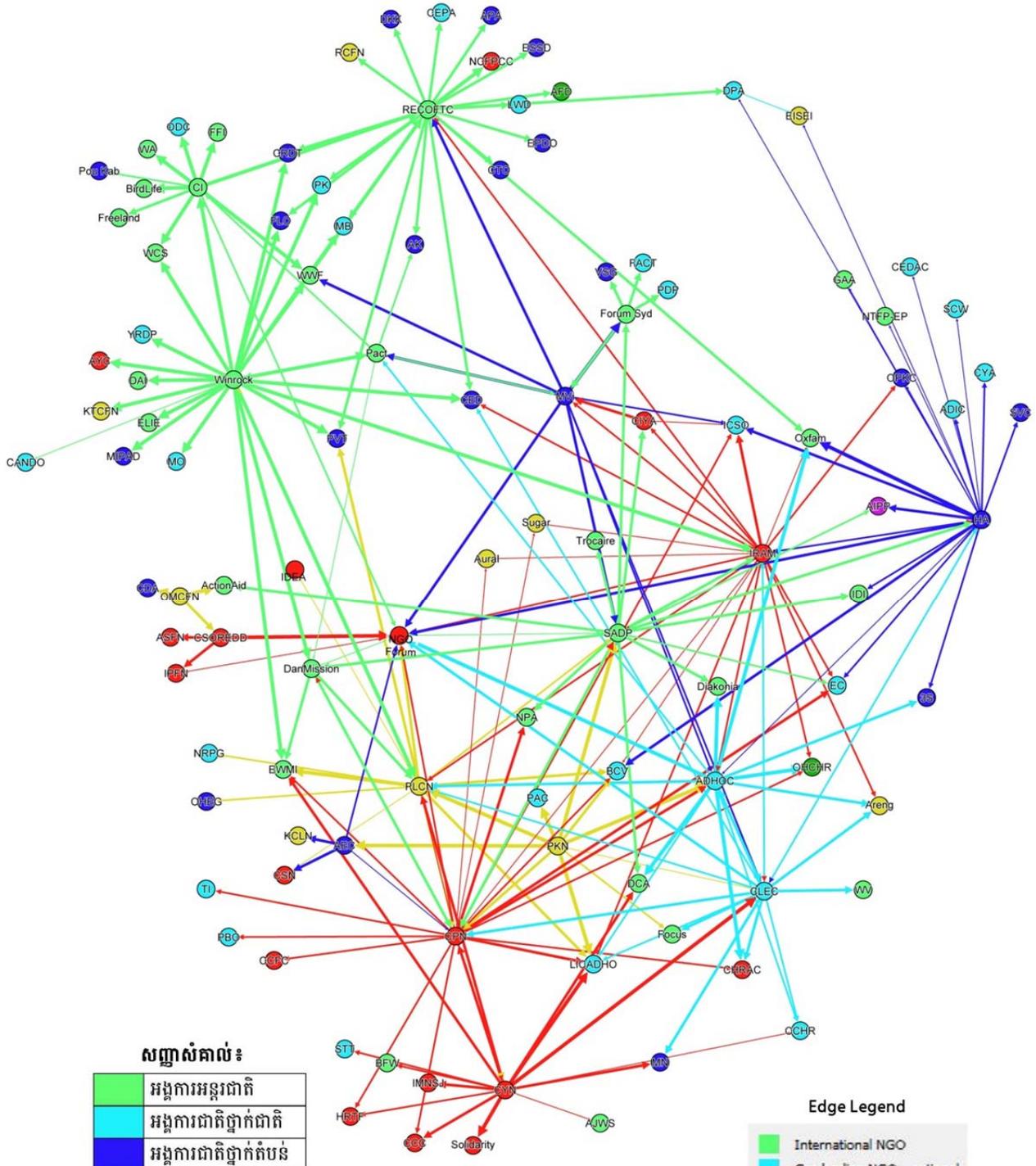
⁵ Percentages indicate the proportion of community interviews in which the topic was cited.

frequently express a desire that NGOs and donors be more coordinated in their support to them, it also allows these stakeholders to consider how their level of interaction either advances or hinders support to and between forest community stakeholders, and how they could improve or broaden it.

For the NGO-network ONA map, Pact received data from 9 Cambodian networks and 15 NGOs on the impact of their interactions with other organizations in the past year to achieving their goals. Respondents included conservation organizations, human rights organizations, community development organizations, indigenous people's organizations, and networks of NGOs, communities and individuals. The results are biased toward the perspectives and experiences of the sample who agreed to participate. In the tables that follow, organizations that play particularly noteworthy roles in this system are identified as "hubs" and "brokers."

The thickest lines indicate the most valuable interactions, as assessed by the respondent organization.

ផែនទីប្រព័ន្ធរបស់អង្គការក្រៅរដ្ឋាភិបាល និងបណ្តាញ
 NGO-Network Ecosystem



សញ្ញាសំគាល់៖

	អង្គការអន្តរជាតិ
	អង្គការជាតិថ្នាក់ជាតិ
	អង្គការជាតិថ្នាក់តំបន់
	បណ្តាញថ្នាក់ជាតិ
	បណ្តាញថ្នាក់តំបន់
	ភ្នាក់ងារអន្តរជាតិ
	បណ្តាញអន្តរជាតិ

Edge Legend

	International NGO
	Cambodian NGO - national
	Cambodian NGO - regional
	Network - national
	Network - regional
	International Agency
	Network - international

Hubs

“Hubs” or centers of interaction can be seen on the map as nodes (organizations) with many connections attached to them. Arrows pointing away from a node (out-degrees) indicate interaction they have reported with other organizations, while arrows pointing at them (in-degrees) reflect collaboration with them reported by another node. Both directions of arrows indicate breadth and value of interaction. As the sample includes only some members of the system who can report their out-degrees, examining in-degrees – or the number of interactions attributed to an organization by others – is one effective way of identifying leaders of collaboration.

Hubs		
Organization /Network	In-Degrees	Notes
NGO Forum	12	Most in-nodes are from networks and Cambodian NGOs, and reflects NGO Forum’s goal to serve as a hub for collaboration among these types of institutions. Many of these connections are likely due to NGO Forum’s role as Secretariat for the IPFN and CSO REDD+ Networks.
PLCN	8	Showing a diverse array of in-degrees, groups that find PLCN offering valuable collaboration include international and national NGOs, as well as national and regional networks. Most of the relationships with INGOs follow funding relationships. Few of the in- or out-degrees show collaboration with environment-focused organizations, and are more focused on human rights or more general activist groups.
CPN	8	It is mostly other networks that cited valuable collaboration with CPN, which demonstrates high reach. Collaboration may not necessarily be with the CPN Secretariat, but also with active provincial core members across the country.
ADHOC	7	Four of the in-degrees are grassroots networks, and three are Cambodian NGOs. The results demonstrate high relevance of collaboration with ADHOC for groups operating “on the ground,” generally to help communities address specific cases of land conflict, providing monitoring and advocacy support.
LICADHO	7	LICADHO has a similar profile to ADHOC in the results – though there is some change among the specific groups citing collaboration – and tends to provide similar types of support around forest land issues.
CLEC	6	Compared to similar organizations ADHOC and LICADHO, NGOs are more prominent than networks in CLEC’s forest-related collaborations.
EWMI	5	These in-degrees likely reflect EWMI’s roles both working with forest activists, particularly in the Prey Lang landscape, as well as development of the Open Development Cambodia website, which includes a variety of information resources. DanMission is assuming parts of EWMI’s role in the Prey Lang landscape.
ICSO	5	ICSO is a top collaborator among indigenous networks and organizations, especially in Mondulkiri and Ratanakiri. ICSO serves as the secretariat for IRAM.
SADP	5	An INGO, SADP provides financial and technical support to a number of Cambodian grassroots organizations, and also

		regularly dialogues with other INGOs.
BCV	5	Building Community Voices, a Cambodian NGO, is a popular collaborator among grassroots networks. BCV works on community organizing and community media, and has been a prominent actor around the ASEAN Grassroots People's Assembly dialogues.

Brokers

“Brokers” connect otherwise disconnected actors⁶ in a network, and may also be termed gatekeepers or bottlenecks, depending on the function they are expected to carry out in a system and how they execute it. Brokers are identified by “Betweenness Centrality” scores in ONA, which calculate how often a node appears on the shortest paths between nodes in the network. Alone, these ONA results simply identify organizations in broker positions, but not the extent to which they share their network collaboration value (i.e. information) with the less connected organizations. Because they offer the potential to connect additional players with the value generated by collaborations in the landscape, it is important to recognize potential brokers in this landscape.

Brokers		
Organization /Network	Betweenness	Notes
Winrock	462	As the implementer of the USAID Supporting Forests and Biodiversity project, Winrock is connected to a large number of Cambodian and international NGOs – some of which show connectivity to the network, while others were not named as connections by any survey respondents.
RECOFTC	320	Like Winrock, RECOFTC has a number of sub-grantees through its program, and also supports provincial networks of CF members and government officials in the areas where it works. Again, many of the connections have low rates of reported collaboration with others in the landscape.
PLCN	318	Also a hub, a diverse array of actors collaborate with PLCN. Some of these collaborators also interact with each other – and PLCN is asking its donors to collaborate more – while other connections do not.
CPN	282	Also a hub, CPN has many connections with prominent actors in the network, and also is connected to a number of groups with missions more peripheral – yet relevant – to the forestry landscape.
MVi	254	Working in Mondulkiri and Stung Treng, My Village is connected to some of the most significant hubs in the network, as well as to organizations without many other linkages to the central landscape.

In addition to looking at existing linkages, it is also important to analyze what linkages do *not* exist. A noticeable absence of connections exists between conservation organizations and human rights, activist

⁶ Since not all organizations were interviewed, we must be specific that those that show as “disconnected” are not connected to the respondents.

and grassroots organizations. According to the ONA data, it is often only through hub or broker intermediaries that these groups are connected to each other. For example, NGO Forum offers a small connection to Conservation International and human rights and activist organizations – but currently there is no direct collaboration between major conservation INGOs and Cambodian human rights organizations. While shared concerns undoubtedly exist between the two groups – for example, as forest land communities seek to protect is cut – different priorities, approaches and comfort levels may be preventing the groups from working together, and there may be benefits to working separately at times. Nonetheless, as the CTF project plans to engage both conservation and human rights organizations in providing technical assistance to forest community network members, the network may become another location where conservation and human rights organizations explore pursuit of common goals together.

V. Networks

Across the study's ONA surveys, a total of 26 Cambodian (regional or national) networks are referenced as having linkages to NGOs, networks and communities to address forest issues in Cambodia. Pact interviewed nine networks for this study, which span multiple (non-exclusive) categories, including:

- 3 grassroots, regional forest networks: Phnom Kuk Network (Pursat and Kampong Chhnang), Oddar Meanchey Community Forest Network, Prey Lang Community Network (PLCN)
- 1 national, grassroots network: Cambodian Peacebuilding Network (CPN)
- 2 NGO networks: CSO REDD+ and Indigenous Peoples and Forestry Network (IPFN)
- 3 indigenous networks: Cambodian Indigenous Youth Association (CIYA), Indigenous Rights Active Members (IRAM), IPFN
- 2 youth networks: Cambodian Youth Network (CYN) and CIYA

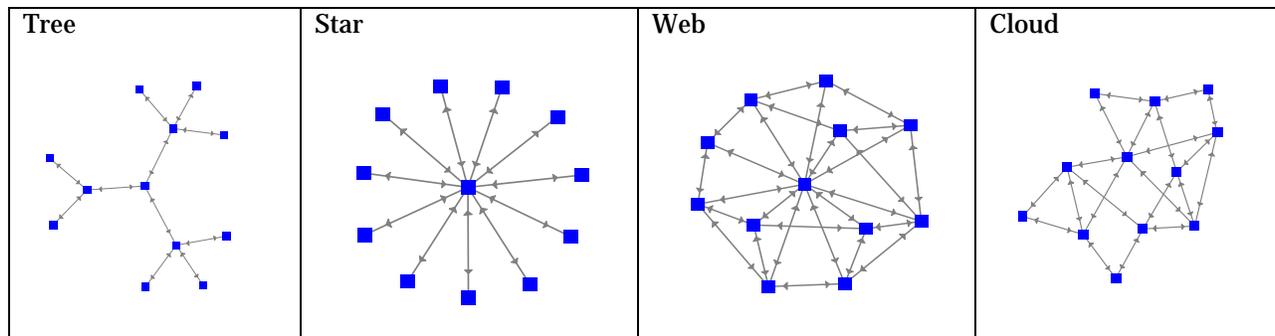
The networks also vary in their relations with the government. Some have government officials among their leadership or active membership, whereas others are among the most outspoken activist groups in the country.

Some key findings from the network surveys included:

- The most common reason to feel a sense of belonging to the other network members was a common purpose – usually protecting the forest, or similar. Common identities are also a factor for indigenous networks. A few respondents cited formal structures – i.e. membership and government recognition – as also contributing toward members' sense of belonging.
- Leaders are almost always elected by the group's members, and in just a few cases were appointed. Some networks have different levels of leadership (i.e. community representatives, provincial coordinators). Overall, the majority of networks had 3-7 individuals in the highest-level leadership roles.
- Gender: Women's leadership tended to be quite lower than men's, with the exception of IRAM, which pursues women's leadership as a strategy – half of its leaders are women.

1. Structures

Pact presented network respondents with four common network models, as shown below, and asked them which best represented how their network functions.



Each network shape is generally associated with different types of networks – though Pact did not share this with survey respondents. **Tree** network structures are also called “Representative” networks, and feature a strong secretariat or coordinator acting as the primary implementer, representing and advocating on behalf of network members. In a **Star** or “Action” network, the secretariat is also strong but acts primarily as a facilitator to create coordination. In **Web** networks, a weaker secretariat acts as a convener for members to exchange knowledge and build relationships, leading to the term of “Learning” Networks. No secretariat exists in **Cloud** or “Social” networks, in which interaction and action is coordinated by the members.

In the survey, the majority of networks self-identified themselves as Webs, with a designated Secretariat or coordinator, but extensive, unregulated activity happening around it. The use of Web structures was generally supported by further information about the networks and ONA analyses of two, though among the respondents there was also one response each for Tree, Star and Cloud.

2. Successes

The most commonly cited network successes were in halting or slowing deforestation and getting land (often concession land) returned to community management. These victories represent tangible results toward a key goal of many of the networks to protect the forests, often through sustainable community management. Even when the returned land is only a small portion of what the network is advocating for, having some “wins” likely gives the network a sense of success and continued motivation to keep on working. Other successes named by networks included:

- **Improvement of network capacity:** Internally, this included efficiency of information sharing. Externally, networks noted improved skill in interacting with the media, and commonly cited improved collaboration with government officials at multiple levels. Improved government relationships were valued even among networks not generally publicly known to be interested in government collaboration.
- **Connectivity:** Several grassroots networks celebrate representation, networking those with shared identity, and growing solidarity at the grassroots level.
- **Changes in community attitudes:** One grassroots network noted success in significantly changing attitudes around natural resource management among the general population across the communities where they work.
- **Policy:** While multiple grassroots networks named improved cooperation with government officials, it was only networks with high NGO membership that cited successes at the policy level. There is an opportunity for the CTF project network to increase knowledge and engagement of grassroots in policy discussions and advocacy around forestry.

3. Challenges and Needs

Multiple networks noted that because their objective to protect the forest is politically sensitive, they often do not receive cooperation from the government, and may be oppositional to the private sector. For the networks whose actions are most confrontational with the government, this challenge extends to imprisonment and fear of death, with the killing of forest activist Chut Wutty in 2012 in recent memory.

Networks face numerous challenges around resources – financial and human. Competition for limited funding is rife; networks may have to tailor their plans around what donor funding is available, and keeping track of what each donor will and will not pay for can be a complex task. Finding leaders who are both qualified and willing to work for the network is difficult, especially as networks see their most active leaders subsumed in other NGO-supported activities.

A network of NGOs noted that their member organizations have different perspectives and needs around the forestry sector, making it challenging to have a focused conversation on a single issue. Moreover, the organizations have different approaches to how they prefer to address controversial issues. These challenges are likely to extend to networks of community representatives as well – as communities face different threats, and bring varied perspectives, experience and comfort levels around advocacy.

To address challenges, four out of the seven non-NGO networks cited NGOs as a key resource to address deforestation challenges– signaling a significant perceived value of (some) NGOs, and possibly dependency in some cases. Others described self-reliant responses, of the network members working together to solve problems – sometimes noting that no one else helps them. Advocacy strategies included letters to government officials, workshops and congresses, public statements and videos, press conferences and media releases, attracting outsiders to visit, finding powerful allies, protests, and prayer ceremonies for good deeds. One network described a rotating leadership plan to deal with potential imprisonment of leaders.

Interviewees frequently requested Pact to make CTF project funding available directly to their network, to support forest patrols or offer general network support. Other networks requested support in income generation strategies – such as savings groups or agriculture – so network members could more self-sufficiently earn income to cover their activities.

VI. Grassroots Network Close-Looks

Pact selected two grassroots networks – the national Cambodian Peacebuilding Network (CPN) and regional Phnom Kuk Network (PKN) – for focused attention and learning, including as potential models for the CTF network.

1. Cambodian Peacebuilding Network (CPN)

Formed in 2000, CPN spans across the country. CPN focuses on critical issues facing Cambodian communities, especially around natural resources and livelihoods. CPN is the parent network for several regional networks dealing with forestry, natural resources and land, including PLCN, the Aural Network, the Fisheries Network and the Sugar Justice Network. CPN has core members / representatives from each province, who attend periodic national meetings – though these have been slowing in frequency due to reduced funding. CPN’s coordinator estimates the network has 500-1,000 members around the country, though many of these are not very active.

The CPN coordinator describes the network as representational, led by 24 provincial coordinators core members who join General Assembly meetings. Some interviewed members did not perceive the structure

so clearly, describing the network as a loose Web. All were in agreement that network leaders were selected by voting. Seven out of 24 provincial coordinators / core members are women.

CPN receives funding from several international donors, though the network is reportedly suffering from funding shortages. Previously, the funds went through a separate host organization that had legal registration, Community Capacities for Development (CCD). In 2012, members voted to set up a secretariat registered with the Ministry of Interior, named Community Development for Peace and Stability (CDPS), which now manages the funds. CPN's coordinator, a former grassroots forest activist, directs CDPS. Multiple interviewees cited tensions around this structure, and described reduced camaraderie and trust among CPN and PLCN members and the CDPS Secretariat. Several individuals noted that activists may lose their grassroots credibility if they are perceived to be focused on the bureaucracy and high-level networking that comes with running an NGO.

The network has a shared plan of activities and priorities. CPN members described their network as strong in sharing information and taking quick action, having multiple functional levels of operation, and holding exposure visits for learning, while wishing cross-group collaboration was stronger. Members are proud of the participation and representation of grassroots in the network, and cited key successes as stopping or delaying deforestation and stronger capacity of network members. Members noted many challenges, including government interference and lack of financial resources – both of which appear to be worsening. The nature of NGO support also arose as a challenge, with differing priorities and funding restrictions among donors.

In recent years, another national grassroots network that includes some of CPN's active members has emerged, largely through the ASEAN Grassroots People Forum dialogues. The Cambodian Grassroots Cross-Sector Network is clear in its name that its value comes from not limiting their focus to a single issue, but rather looking across issues that affect grassroots Cambodians. The network, led by a core group of about 20 individuals, functions with close support from People's Action for Change. Though they share some members, collaboration between the leadership of these two networks is minimal.

CPN ONA

The ONA map produced through interviews of 20 CPN members offer snapshots of how the network functions. Pact interviewed CPN members and core members throughout the country, including a large number in Kratie. Though the CPN coordinator was supportive of the mapping exercise, he was unable to participate as a respondent. On the map below, line colors represent the stated value of the collaboration, while thicker lines represent more frequent interaction.

The highest number of in-nodes (individuals naming useful collaboration with them) were received by the network coordinator and provincial coordinator of Kratie, who each received 10. This result shows that the network coordinator does play an important role in internal collaboration. The high number for the Kratie core member is not surprising given the high number of interviewees in Kratie. Of the 13 network members that received 5-7 in-nodes, 69% were core members, while 31% were standard members (termed "community representatives" in the map), mostly from Kratie. This demonstrates high levels of communication among the core members across provinces, while also showing that some active, standard members can play important connecting roles – though generally within their own province.

The importance of the core member role is seen in Kratie, where the most members were interviewed. The Kratie core member has a much higher "betweenness" score than anyone else in the network, indicating a broker role – connecting otherwise disconnected actors. This can be seen on the upper part of the map, node 31-KRT. This could demonstrate the apparent success of CPN's provincial leadership structure to

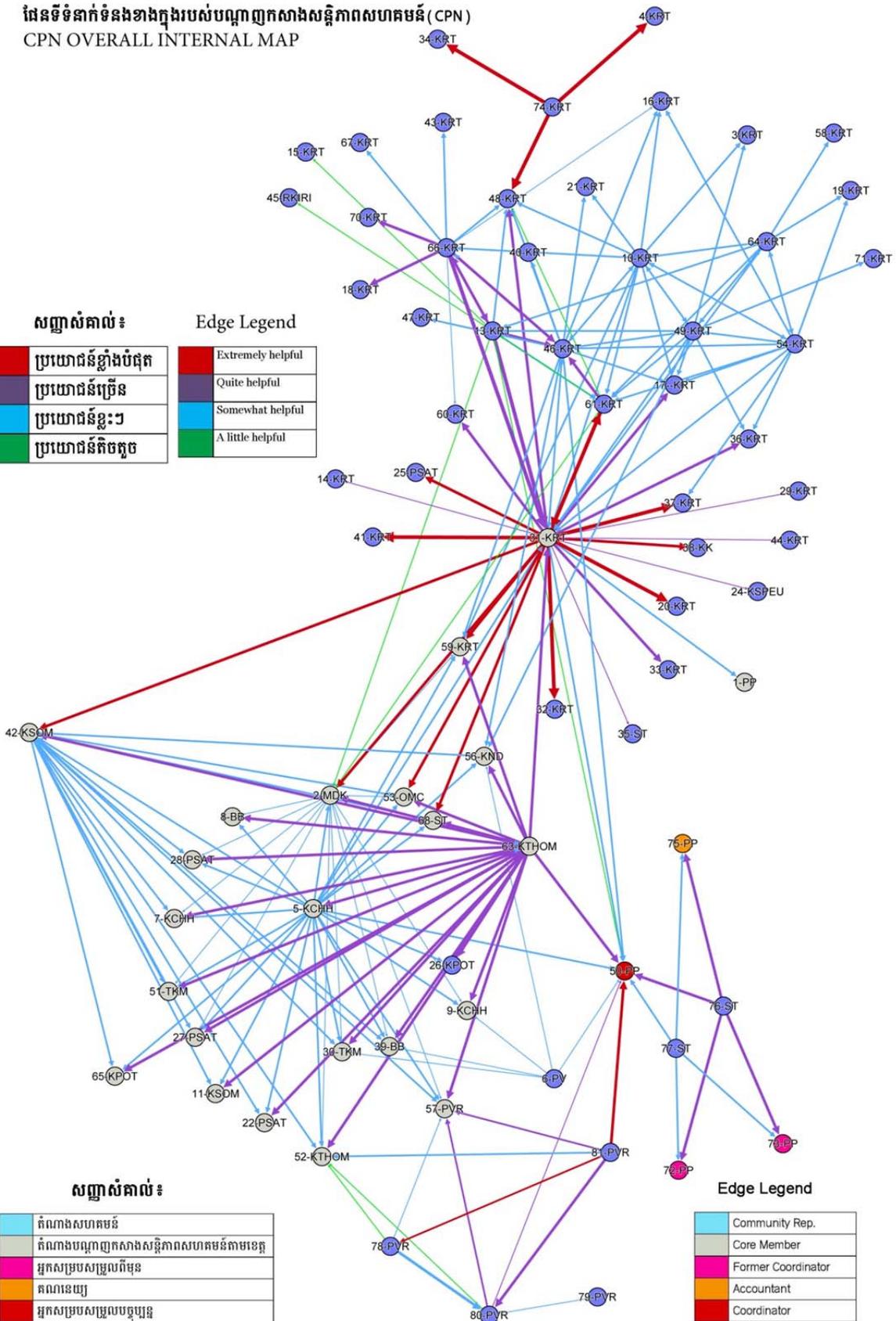
ផែនទីទំនាក់ទំនងខាងក្នុងរបស់បណ្តាញកសាងសន្តិភាពសហគមន៍ (CPN)
CPN OVERALL INTERNAL MAP

សញ្ញាសំគាល់ ៖

█	ប្រយោជន៍ខ្លាំងបំផុត
█	ប្រយោជន៍ច្រើន
█	ប្រយោជន៍ខ្លះៗ
█	ប្រយោជន៍តិចតួច

Edge Legend

█	Extremely helpful
█	Quite helpful
█	Somewhat helpful
█	A little helpful



សញ្ញាសំគាល់ ៖

█	តំណាងសហគមន៍
█	តំណាងបណ្តាញកសាងសន្តិភាពសហគមន៍តាមខេត្ត
█	អ្នកសម្របសម្រួលពីមុន
█	គណនេយ្យ
█	អ្នកសម្របសម្រួលបច្ចុប្បន្ន

Edge Legend

█	Community Rep.
█	Core Member
█	Former Coordinator
█	Accountant
█	Coordinator

connect standard members, as well as a possible dependency of the network's reach on these provincial leaders. The Kratie core member was also unique among other core members in naming local members as her main collaborators; other core members interviewed named other core members across the country as their primary collaborators, creating a map that shows core members that are highly connected with each other.

As a result, the functional structure of CPN that emerges is a combination of the Tree and Web models – a representational structure within which provincial coordinators play a key role in cross-provincial collaboration. Patterns of horizontal collaboration exist both among members and among provincial coordinators. The coordinator plays an active role in collaboration, but it is not dependent on him.

2. Phnom Kuk Network (PKN)

Named after Phnom Kuk mountain, PKN spans ten communes across western Kampong Chhnang and eastern Pursat province. Historically consisting of jungle, communities sustainably collected timber and processed resin, and used the forest to support ox, cow and buffalo raising. When Pheapimex Group started logging in 2001 and it became known that the company had been awarded a large concession, residents prepared to take destructive action in protest, but were persuaded by the Cambodian NGO, Action for Environment and Community (AEC) to pursue a non-violent strategy. AEC helped the communities form the network, with an aim of regularly discussing and mobilizing around forestry and land issues. Since 2001, PKN has undertaken a number of self-described “brave” and confrontational activities to protect the forest land, and have seen both successes and losses in dealing with Pheapimex and government officials.

Phnom Kuk's coordinator, Ms. Yin Pich, lives in Kampong Chhnang, while the deputy coordinator, Mr. Sin Chantho lives in Pursat. Their work is done on a volunteer basis; Ms. Yin Pich, a widow who lives with her brother, notes the benefits her role permits her in making outside connections. Twenty village coordinators represent the ten communes where PKN is active, while overall network membership extends to approximately 1,000 people. PKN's leadership felt the Star network model, in which all nodes report directly to the coordinator, best described their functionality. This may be accurate for official network decision making, though it does not reflect the level of collaborative interactions directly among members illustrated by the ONA map.

PKN has a unique, self-funding mechanism, whereby members each pay a small amount into a common pool. The funds are supplemented by donations from occasional visitors and donors. Members lend out the money to earn dividends. Funds go for advocacy, as well as support to the poorest in their community and other experiencing negative economic shocks. Funds are managed and safeguarded by the leadership of PKN, who separate the key and lockbox for safekeeping.

PKN members are proud of their strong communication with each other – including information sharing and demonstrated efficiency in mobilizing for quick action. In addition to monthly meetings, network members do much of their communication by phone. Like other networks, they are most proud of the cases where they have been able to halt deforestation and build the capacity of their network. ELCs and human rights abuses are among the top challenges they cite. Their go-to method of redress is protests,

though they have been increasing participation in local council events as a chance for direct dialogue with officials.⁷

PKN ONA

Aligned with the network's formal structure, the coordinator listed her top collaborators as village coordinators from each commune (one of whom is the deputy coordinator). Other responses showed less resemblance to the formal structure, with the deputy's valued interactions including members as well as village coordinators. In general, standard members reported that they interact mostly with each other, in horizontal collaboration – with some members standing out as particularly active. The members with the most “in-degrees” – network members most often approached for collaboration – are coordinator, deputy coordinator, and village coordinators. Like CPN, PKN's functional collaboration patterns appear to be a combination of a Tree and Web structure – with evident representational behavior, but also significant lateral collaboration.

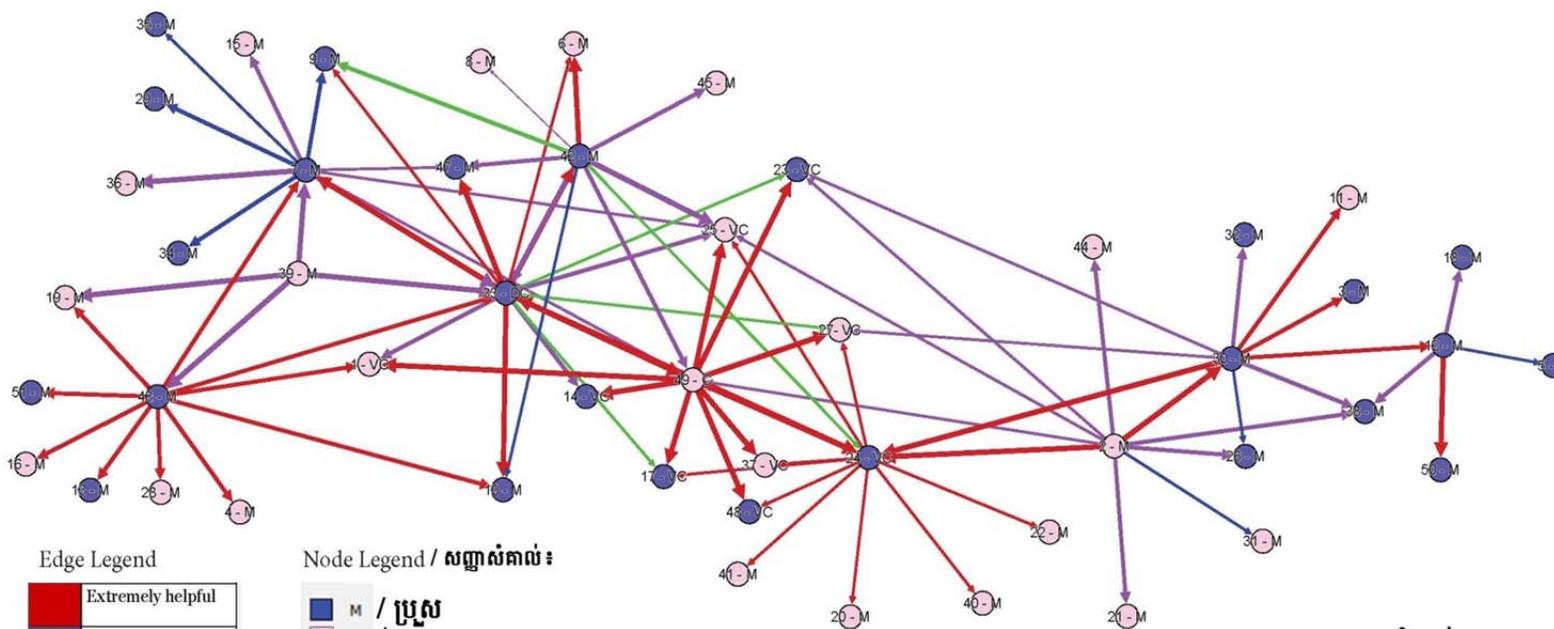
PKN shows high levels of gender equality in participation. Not only is the network coordinator a woman, but the ONA map shows gender equality in interaction. Of the four most popular “in-degrees,” half are women. (However, this proportion is reduced to 30% among the 13 most popular.) With only one exception, interviewees reported mixes of men and women in their most useful interactions. No discernable pattern exists between gender and reported usefulness of the interaction.

In conclusion, PKN is an example of a grassroots, natural resource management network that has been strong and sustainable with only moderate outside support. The network has shown itself to be continually valuable, as 13 years after its establishment, it continues to have high levels of participation in monthly meetings and member financial contributions. It is also a role model of equal gender participation. PKN members are eager to increase their capacity, perspective and connections with other Cambodian communities working to protect their forest.

⁷ In 2014, PKN members started participating in Pact's Promoting Citizen Engagement in Democratic Development (PROCEED) project, facilitated by local NGO, Anakut Kumar.

Phnom Kuk Overall Map

ផែនទីទំនាក់ទំនងខាងក្នុងរបស់បណ្តាញភ្នំគុក (PK)



Edge Legend

	Extremely helpful
	Quite helpful
	Somewhat helpful
	A little helpful

Node Legend / សញ្ញាសំគាល់ ៖

	M / ប្រុស
	F / ស្រី

M= Member / សមាជិក/អ្នកភូមិ
 VC= Village Coordinator / អ្នកសម្របសម្រួលតាមភូមិ
 C= Coordinator / អ្នកសម្របសម្រួល
 DC= Deputy Coordinator / អនុប្រធានសម្របសម្រួល

សញ្ញាសំគាល់ ៖

	ប្រយោជន៍ខ្លាំងបំផុត
	ប្រយោជន៍ច្រើន
	ប្រយោជន៍ខ្លះៗ
	ប្រយោជន៍តិចតួច

VII. NGOs

Pact interviewed 15 NGOs for this study, seeking their engagement and input to the development of the CTF network. The NGO surveys included data for the NGO-network ONA map, experiences and advice of NGOs related to the project objectives, referrals on interesting forest communities to interview, and information on which NGOs might be able to offer training to the network members or appear in a future service provider directory for the CTF network. Out of 20 NGOs asked for an interview or to fill out the survey form electronically, 15 did – nearly evenly split among international and Cambodian NGOs.

In learning about the CTF project in interviews, many NGOs agreed with the importance of the project's intention to create a national forest community network, though skepticism was also a common reaction. The most commonly cited obstacles were:

1. Forestry is a very difficult, sensitive and divisive issue in Cambodia that will be difficult to unite diverse grassroots stakeholders around. Some predicted that the Cambodian government may disapprove of the grassroots network and create difficulties for activities.
2. Limitations of the project's ability to work closely with individual forest communities, including awareness raising activities and consultative meetings to elect their representatives. One interviewee suggested that the formation of this network should be an extensive process starting with deep work in each community, with the entire process possibly taking around ten years.

Some of the surveyed NGOs have worked extensively with grassroots networks. Respondents noted that all network models have their challenges. Many reject network models that are driven by NGOs, especially when these create committees that put into place new, unequal power structures within communities. Respondents felt that the best community representatives are active individuals who are trusted by others. In terms of network leadership, several respondents noted that a leadership committee brings some advantages to a single individual – such as in PLCN, where 20 members of the core committee hold each other accountable and connected.

Many of the NGOs had experienced direct interference from government authorities in their forest-related work, or the activities of organizations, communities or networks they support. Government interference can include sending police to break up an “illegal” event that they did not approve, detaining or harassing human rights workers investigating cases, seeking to co-opt community leaders, or making threats to individuals. Respondents named multiple approaches they and their partners use in the face of interference, including appealing to different government officials, changing the titles of controversial events, or inviting officials to participate. In extreme cases, where NGO workers have received death threats, individuals have moved locations. INGOs that function as donors reported they did not take any direct action themselves, but supported the grassroots organizations facing the interference. Attempts to better engage the government is a key strategy; a few Cambodian NGOs commented that the government's collaboration with them around forest issues has recently improved as they place more energy on government engagement. Some NGOs were able to name a few local government officials they find supportive of their cause, which could potentially join a CTF network of “champion” officials, while others felt that no government officials were supportive of them. Pact received 12 recommendations of local officials who might be good participants through the NGO interviews.

Relations among NGOs tend to be better than with government, though some interviewees did report challenges with some organizations. NGOs noted that other organizations working in communities without concern for forest management can have a disruptive impact on their work. There is also tension among NGOs that criticize each other's grassroots engagement methods, as well as what advocacy strategies are most appropriate and effective to promote forest protection. Some respondents noted that

large egos of some organizations reduce the potential for real coordination. Petty politics is present in this landscape and is sometimes a barrier to collaboration.

Asked about providing training to CTF network members in the future, surveyed NGOs suggested they could provide training around the following topics:

- Advocacy
- Community leadership
- Community registration
- Environmental Impact Assessment
- Economic Land Concessions
- Forest management
- Human rights
- Indigenous People and laws, land and leadership

This list includes some overlap with topics forest communities prioritized, while these or other NGOs could provide training on additional topics if requested.

VIII. Recommendations

In light of the above findings and through stakeholder discussion at the January workshop, Pact has confirmed there is an agreed need for greater collaboration among forest communities across the country, toward the formation of a national network for collective learning, voice and action. Developing grassroots energy and leadership should start by linking forest communities to build their connections while developing a network separate from existing structures, which may have significant limitations or difficult politics. The project should support existing grassroots networks by inviting them as members on the CTF network. CTF should seek advice and collaboration among NGOs and other networks who are interested to support the project, while insulating the network to exercise self-determination in making their own decisions – from what topics to address, what advocacy methods to pursue, to whether to officially register as a network.

Results of the study and discussion with stakeholders guide this way forward with the following considerations and recommendations.

1. **Diverse perspectives:** As demonstrated by the sample of forest communities, network members will be coming from a diverse make-up of community experiences and perspectives. This provides opportunities for extensive learning, but also significant disagreement. If allowed, network members could quickly get into heated disagreements on “approach” issues (i.e. whether CFs are the best means to forest conservation, whether to take a hard or soft advocacy approach with the government). Pact’s strategic facilitation will be key to uniting network members among common, high-level goals; helping the network members accept these differences while staying united on the overarching goal they share of sustainable community management of forests.
2. **Network structures:** Network members may have very different ideas of what their structure looks like – and may deviate significantly from the “official” structure. While network leaders may perceive more formalized structures (Trees or Stars), significant unregulated activity occurs among the membership. Advantages to joint leadership versus individual leadership are emerging as fostering greater grassroots network ownership and sustainability. Pact should help CTF network members understand these patterns as they develop a long-term network structure.
3. **Technical assistance topics:** While the CTF project plans to help network members discover and pursue learning areas they might not be aware of, community responses indicate an

eagerness to learn skills to build a comprehensive approach toward forest protection and sustainable management. An array of NGOs in Cambodia can provide technical assistance across the diverse skill areas, which will support network members to increase their familiarity with more NGOs.

- a. While the CTF project does not anticipate giving patrolling grants to communities as some requested, supporting forest communities to generate incomes that can be used for collective purposes, and sharing sample models for group fund management, should be considered.⁸ Income generation strategies – including skills for specific vocations – are in high demand by both communities and networks to raise their own funds to support their activities.
 - b. Not only would further education on land and forestry law likely be useful topics for network members, as stated in their responses, but would also serve as a useful foundation for advocacy of implementation of the laws or development of new policies. Pact should identify NGOs that can provide this technical assistance at CTF network meetings.
 - c. Few community respondents referenced local elected officials as significant parts of their strategies. The CTF project should raise awareness of what community members can request of their local officials, including help addressing issues and allocating commune investment funds. PKN representatives could share their experience in Pact’s local governance project, which they say has improved their advocacy strategy, with CTF network members.
4. **Gender Equality:** In many forest communities and grassroots networks, significantly fewer women than men are in leadership roles. The CTF project should feature the exceptions of equal gender participation – including PKN and IRAM – as role models in an early network meeting, encouraging PKN and IRAM members to share their lessons and value from equal gender participation.
 5. **Quick wins:** Many communities and grassroots networks seeking to protect the forest are frustrated by the country’s rampant pace of deforestation, and some have given up. It is important for these groups to have some successes that they can be proud of and feel that they are making an impact. To create energy among the CTF network, Pact should guide the network to identify and pursue some “quick wins.”
 6. **Representation:** Observed awareness among most interviewees of their community’s network participation was fairly low, and stated satisfaction with their representatives was only moderate. Limited resources will prevent Pact from engaging with each forest community to choose their representative. However, Pact should require community representatives to demonstrate community members’ consent for their selection and maximize opportunities for multiple people in forest communities to receive information resources from CTF beyond the representatives. In addition, Pact should follow its proposed plan to periodically assess how well selected representatives are communicating within their communities.

⁸ Pact’s savings group methodology is one example of supporting members to generate income they can use for collective purposes in their community, though this requires intensive coaching at the community level. Payment for Environmental Services should be considered as a training topic, while also keeping in mind its limits (i.e. generally requires significant NGO and government support, only some forest landscapes offer sufficient scale).

7. **Hubs and brokers:** The organizations noted in the NGO-network ecosystem “hub” and “broker” tables are influential in the landscape and important potential allies and collaborators for the CTF project and forest community network.
 - a. Since NGO Forum stands out in the ONA ecosystem map – especially in their collaborations with NGOs – they could be a useful collaborator for the network. Pact should seek their advice in identifying CTF network members, keep them abreast of CTF network activities, and consider them a possible future secretariat depending on the network’s direction.
 - b. Since PLCN network members are well-connected and have started setting parameters for their donors, PLCN members in the CTF network will be able to offer useful advice to other network members on navigating potential collaborators. At the same time, it will be important for Pact’s facilitation to ensure that PLCN and the other most experienced members do not dominate the discussions, so less experienced members and those less comfortable with confrontational activist approaches remain engaged.
 - c. Pact should present and explain the ONA map to CTF network members, to enhance their understanding of the landscape they are in, consider their strategic placement and collaborations they wish to pursue.
8. **Lessons from CPN model:** Under CPN, active provincial leaders can play important roles in cross-provincial collaboration and communication within their provinces. This model of a key leader per province may be instructive for the CTF network to consider as it develops, though it should also consider that cross-provincial relationships between standard members appears quite rare in this model.
9. **Lessons from PKN model:** PKN is an example of a grassroots, natural resource management network that has been strong and sustainable with only moderate outside support. With member-generated income, high levels of community participation, and equal gender participation, Pact should present PKN as a useful case study for CTF network members to learn from, asking representatives from PKN to share some of their experiences and lessons. A presentation and discussion of the PKN ONA map could support CTF network members to visualize how networks work and how they want theirs to look.
10. **Challenges with government:** Government interference is a common challenge among grassroots networks that Pact should be prepared to help the CTF network address. Pact should support network members to navigate their own solutions when possible, while also drawing on relationships with local officials if appropriate. Advisory Group members may also offer strategic advice. As Winrock is the project relationship-holder with the national-level Forestry Administration and Ministry of Environment, Pact should communicate with Winrock if problems arise at this level.
11. **NGO collaboration:** While participating in this study has interested some NGOs to support the project, others may remain skeptical or critical of the approach, or require funding to participate. Pact will seek to develop valuable collaboration with NGOs interested in offering value – including introducing the project to potential forest community network members, presenting on technical topics to the network, or participating in a small Advisory Group to offer counsel to Pact in facilitating the development of the CTF network.
12. **Network formalization:** Risks accompany the formalization of grassroots networks, especially around their leadership. Leaders can lose their grassroots credibility if they are perceived to be out of touch with community realities and priorities. Pact should help network members understand the different routes networks have taken and the full pros and cons – including asking members of other grassroots networks (i.e. CPN) to share their perspective – while deciding how the network should mature.

Annex A: Respondent List

This study benefitted from the perspectives of many who gave their time to be interviewed or complete the questionnaire.

185K Thida Chambok Thom, Kampong Chhnang community members

ADHOC

Action for Environment and Community (AEC)

Anakut Kumar

Cambodian Indigenous Youth Association (CIYA)

Cambodian Peacebuilding Network (CPN), including 20 network members from Kampong Chhnang, Kampong Som, Kampong Thom, Kratie, Mondulkiri, Preah Vihear, Stung Treng.

Cambodian Youth Network (CYN)

CDA

Chrach, Preah Vihear community members

CLEC

Conservation International

CSO REDD+ Network

Dak Dam, Mondulkiri community members

DanMission

East West Management Institute (EWMI)

Highlander Association

Indigenous Community Support Organization (ICSO)

Indigenous Rights Active Members (IRAM)

Indigenous Peoples and Forestry Network (IPFN)

Kaing Cham, Stung Treng community members

Kbal Outhneng, Kampong Thom community members

Kla Krorpeu Development, Pursat community members

Kraing Veng, Pursat community members

Krong Ropuk, Mondulkiri community members

Lao Ka, Mondukiri community members

Mother Nature

My Village

Oddar Meanchey Community Forestry Network

Phnom Kuk Network, including 10 network members from Pursat and Kampong Chhnang

Prey Lang Community Network

RECOFTC

Samaky, Stung Treng community members

Southeast Asia Development Program (SADP)

Ten Ngol, Ratanakiri community members

Veal Tmor Romplong, Ratanakiri community members

Winrock

Annex B: Results – Community Experiences of NGO Support

What type of NGO support has your forest community received, and how helpful is this support?

Slightly helpful		Somewhat helpful		Very helpful		Extremely helpful	
Animal raising	1	Patrolling allowance	2	Forest mgmt. training	6	Patrolling allowance	11
Report writing	1	Pig raising	2	Patrolling allowance	6	Land law	6
Small grant/saving	1	Bicycle for orphan	1	Rice bank	4	Small grant/saving	5
Rice intensification	1	Capacity building	1	Home garden	3	Water filter and well	4
Vegetable seeds	1	Charcoal forge	1	Small grant/saving	3	Forest mgmt. training	3
		Chicken raising	1	Animal raising	2	Land reg. and mgmt.	3
		Compost fertilizer	1	Cow bank	2	Replanting	3
		Cow raising	1	Fish raising	2	Boundary pole	2
		Health education	1	Water channel	2	Facilitation for CF	2
		Meeting snack	1	Technical training	2	NRM conservation	2
		Patrolling kits	1	Chicken raising	1	Forest inventory	2
		Photo camera	1	Communication	1	Home garden	2
		Primary school kits	1	Complaint letter writing	1	Rice seed distribution	2
		Small grant/saving	1	Demonstration law	1	Resin collection	2
		Tree nursery	1	Documentation	1	Activity planning	1
				Fruit tree distribution	1	Agriculture value chain	1
				Land law	1	Animal raising	1
				Latrine/bathroom	1	Binocular	1
				Meeting snack	1	Budget management	1
				REDD+	1	Chicken raising	1
				Replanting	1	Community est.	1
				Report writing	1	Community office	1
				Road construction	1	Conflict resolution	1
				Vegetable seed distribution	1	Cow bank	1
						Exposure visit	1
						Forest law	1
						Governance, organic law	1
						Guest house	1
						Latrine/bathroom	1
						Leadership	1
						Meeting	1
						Meeting snack	1
						Photo camera	1
						School construction	1
						Communication	1