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CAMBODIA'S MICRO, SMALL AND MEDIUM ENTERPRISES: BUSINESS ENABLING ENVIRONMENT PROGRAM IN KOMPONG THOM, PRAEH VIHEAR AND KOH KONG PROVINCES

TASK ORDER NO. 04

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1. PURCHASE ORDER INFORMATION

1. Purchase Order #	PO-S-Phn-037
2. Award Date:	October 1 2010
3. Subcontractor Name and Address:	<p>Pact Inc. 1828 L Street NW, Suite 300, Washington DC 20036</p> <p>PACT/CFP Phnom Penh Center, Building A, 3rd Floor, Corner Sihanouk (274) and Sothearos (3), Phnom Penh, Cambodia. Tel: 023 217-855</p>
4. Subcontract Administrator	Eric Bergthold Amanda Bradley

2. Project Components, Objectives & Summary of Achievements

The following table lists the original objectives, activities and achievements over the quarter:

Component	Objectives	Summary of Activities and Achievements to date
Development and Preparation of Training Materials	<ul style="list-style-type: none"> To prepare a work plan and develop training materials for community capacity building on Ecosystem Health Monitoring and to develop a resin capacity assessment tool. 	<ul style="list-style-type: none"> An eight month operational work plan and materials were developed including a biodiversity session plan, handouts, training materials (including posters and A4 pictures) and a resin capacity assessment tool.
Site Selection	<ul style="list-style-type: none"> To identify 10 sites under existing CF/CPA sites with established resin enterprises. 	<ul style="list-style-type: none"> Ten sites from existing CF/CPA were selected where resin enterprises were already established. These sites include: O Por, Chi Aok, Ou Sromar, Thmey, Ou Tameng, Chrok, Srae Veal, Tropeang Pring, Trarpeang Trarlarch and Samporthom villages.
Delivery of Training: Ecosystem Health Monitoring Training	<ul style="list-style-type: none"> To build the capacity of the community to monitor the health of the ecosystem 	<ul style="list-style-type: none"> Ten courses on Ecosystem Health Monitoring were conducted in ten sites with a total of 167 participants, including 42 women.
Delivery of Training: Resin Enterprise Capacity Assessment and M&E reviewing	<ul style="list-style-type: none"> To identify and assess the gaps within the resin enterprises, particularly the skills that could improve the overall capacity of the enterprises and living conditions of its members. 	<ul style="list-style-type: none"> Conducted ten courses on resin enterprise assessment and ten of M&E reviewing meetings in order to assess the capacity of resin enterprise committee members in the ten sites. There were a total of 212 participants including 37 women.
Delivery of Training : CPA training	<ul style="list-style-type: none"> To support the finalization of legal tenure agreements of two CPAs 	<ul style="list-style-type: none"> Provided two training courses on CPA agreements and conducted two public meetings to finalize the draft CPA agreements in Ou Panha CPA and Ou Chouncheang CPA, Kg Thom province. 186 participants in total were present including 41 women.

Delivery of coaching support to volunteers, resin committee members and CF/CPA committee members	<ul style="list-style-type: none"> To provide additional support/assistances to the community volunteers, resin committee members and CF/CPA committee members to fulfill their particular tasks. 	<ul style="list-style-type: none"> The training team provided 40 coaching sessions to support and assist three different target groups including the community volunteers, resin committee members and CF/CPA committee members in order to provide additional support/assistance for them to fulfill their tasks. There were 245 participants in total including 20 women.
Project Database	<ul style="list-style-type: none"> To collect and manage the information and data of 10 CF/CPA sites 	<p>Pact/CFP tracks its work by maintaining the following data:</p> <ul style="list-style-type: none"> Training Reports (narrative) Database on training activities, including number of participants (male & female). Training evaluations by participants Profiles of ten new sites Field Evaluation reports
Monitoring and assessment of training (conducted by manager)	<ul style="list-style-type: none"> To verify the effectiveness of the overall program 	<ul style="list-style-type: none"> In the eight months period, 10 site visits were conducted by the project manager.

3. Program Output Achievements:

3.1 Progress in 10 Villages in Resin Enterprise Capacity Development and Biodiversity Monitoring

Over the project period, from 1 October 2010 to 31 May 2011, Pact conducted resin assessments, biodiversity training exercises and facilitated reviews of monitoring and evaluation plans for each of the ten resin enterprise groups in the project. In total, 379 participants attended these sessions including 79 women. To monitor ecosystem health, the local community identified species they consider important not only for biodiversity, but also for their livelihoods. They selected three species of birds, mammals, reptiles, trees, and NTFPs important to community livelihoods. Pact facilitated the selection by presenting a selection of photos of rare and endangered species indigenous to the area. The community people then decided which species to monitor from these photos based on their relevance and important to their livelihoods.

Two community members volunteered to monitor and collect data on the frequency with which they encountered those species. As a result, the biodiversity volunteers completed Ecosystem Health Monitoring (EHM) data sheets of their findings over an approximate five month period. Each volunteer conducted 10 or more site visits per month collecting the primary data for the EHM data sheets. The primary data showed that most project sites still

contain a high level of biodiversity, especially rare and endangered species with the following villages being particularly rich: Tropeang Pring, Ou Por, Thmey, Ou Tameng, Chrok and Samporthom. The volunteers in these project sites identified some particularly rare species including the Great Slaty Woodpecker, Crocodile, Tiger and Sun Bear. The presence of these species has important implications for the CF areas. The CF areas are a good habitat for endangered species, mainly due to improved awareness and behavior of the communities in the project areas.

At the same time, some resin enterprises showed progress during the eight month project period. Four resin enterprises were able to mobilize capital and launch enterprise businesses. Each of these groups used different strategies to collect capital, including dues collection from the members, resin donations from members, or borrowing capital from the CPA/CF Committees or CF/CPA credit groups. These four resin committees played an important role in the collection and sale of resin by improving enterprise member profits. As a result, some resin members demonstrated a heightened interest in the management of resin enterprises, particularly in Ou Por and Ou Tameng villages.

The main aims of the project were to 1) assess the skills and operations of the resin enterprises to identify gaps for further support and 2) to monitor the health of ecosystems in various CF/CPAs. A detailed summary of the status of resin enterprises and ecosystem health in each project area is provided below.

- **Trarpeang Trarlarch Village, Hong Chamtet CF, Kg. Thom province**

Resin Enterprise Progress & Challenges

The Hong Chamtith CF resin committee members were able to link their resin enterprise with outside markets and connected to four traders in Kompong Thmar district. The resin committee members usually spent one or two days per month visiting outside markets to monitor resin prices. By the end of the project period, the community resin group was the principle collector of resin from its members. The enterprise's first sale was to a trader in Kompong Thmar town; however, it only managed to earn only US\$11.95 in net profit due to high transportation costs. On the second occasion, the resin enterprise bought 1,680 kg of resin, but because the prices offered in the market were lower than expected, the group eventually had to sell it at a break-even price. The high cost of transportation and fluctuating market prices created critical challenges for this enterprise group.

In response to these challenges, the resin committee members planned to re-set the price they paid collectors by first verifying the price in the markets. The committee also considered making a conservative estimate of the price and paying dividends to their members after a sale. The Chief of the resin enterprise had a strong understanding of the bookkeeping system, as shown by his accurate and neat records of enterprise income and expenses.

Near the end of the project period, two agricultural companies offered good prices for potatoes if the community would grow them. Since that time, the community began to focus more on potato farming than resin collection, because of the profitability of the former.

However, the resin group also worked in close cooperation with CF committee members to conduct collaborative patrolling activities. The resin members also stated that they manage their resin trees in a sustainable manner.

Overall, while the resin enterprise in the Trarpeang Trarlarch Village was functioning, due to a lack of committee and resin member commitment and difficulty earning a profit due to high transportation costs, the enterprise overall continued to be weak. The table below presents the strengths and weaknesses of the resin enterprise, and provides an overall score of the enterprises performance.

Resin Enterprise in Trarpeang Trarlarch village	
Score: 5/10	
<p>Strengths</p> <ul style="list-style-type: none"> • Committee holds monthly meetings • Chief keeps good financial records • Strong relations with traders • Experience in bulk sales • Fondation Ensemble (FE), a French donor, contributed US\$500 to the enterprise 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Committee purchased resin at an inappropriate price • High transportation costs: 350 riel/kg • Limited participation (only 8 members sold their resin to the enterprise) • No CF Agreement yet • Storage problems • Overall lack of community commitment • Membership list was out of date • Resin collection was not as profitable as agriculture (especially potato farming)

Ecosystem Health Monitoring

During the last five months of the project, two Ecosystem Health Monitoring (EHM) volunteers in Hong Chamtet CF conducted 51 site visits, and a summary of their findings follows.

The community selected the Oriental Pied Hornbill, Siamese Fireback and Great Slaty woodpecker as the key bird species for monitoring. According to volunteers, the three bird species were occasionally sighted both inside and outside the CF area. The community spotted the Oriental Pied Hornbill most often in both sparse and dense forest areas. However, sightings of the Great Slaty Woodpecker occurred mainly in dense forest inside the community forest area. Likewise, the detection of the Siamese Fireback occurred only in dense forest areas, but with even less frequency.

Of the selected mammal species, sightings of the East Asian porcupine and Sambar were occasional both inside and outside the CF area, and in both sparse and dense forest areas.

Meanwhile, sightings of the Stump-tailed Macaque were rare, and occurred in sparse forests both inside and outside the CF area.

The three reptile species selected for monitoring included the Python, Bengal monitor lizard and Elongated tortoise. The volunteers occasionally heard all three species, but could only identify them by sign. The Bengal monitor lizard was an exception, in that volunteers occasionally spotted it. All three species were encountered in sparse and dense forests, and by rivers, both inside and outside the CF area.

The three tree species selected included the Pdieak, Kror Kosh and Chheuteal tree species. The Pdieak and Chheuteal tree species were relatively abundant in the CF area and of varying sizes. Both were located in dense and semi-dense forest areas. The volunteers found the Kror Kosh tree less frequently outside the CF area than inside it. The community often utilized all these trees for their livelihoods, especially resin tapping.

The three NTFPs selected were the Kror Lach mushroom, Romdoul fruit and honey. According to the community, the Kror Lach mushroom and honey could be found throughout the year inside the CF area. Over the monitoring period, the number of Kror Lach mushrooms found in the CF area decreased, and they became more difficult to find. However, the abundance of Romdoul fruit and honey increased throughout the CF area.

Based on this data, the forest showed a high diversity of species inside and outside the protected area. The presence of rare species such as Great Slaty Woodpecker was a strong indicator of ecosystem health. Overall, Pact considers the ecosystem health in the CF area as good. However, the abundance of mushrooms may have decreased because of its popularity in the community and on the market.

- **Chi Aok Village of Chi Aok Beoung Prey CPA, Preah Vihear province**

Resin Enterprise Progress & Challenges

In addition to the M&E review meeting, the training team provided coaching support to resin committee members to help them with particular challenges that have led to delays in starting a resin business. Pact identified a few of these challenges: no internal meetings, a lack of capital, and conflicts between the Chief and Deputy Chief of the resin enterprise. Based on the revised resin enterprise M&E plan, which provided more focus, and the coaching support provided, the resin committee members showed significant improvements. Near the end of the project they were holding regular meetings, and, following these meetings, were reporting any challenges to resin members. The committee members could also collect dues once all members agreed (they have collected 17,000 riel in dues). Additionally, the resin committee members planned to encourage all resin members to contribute one 30-liter container of resin each in capital. They also created a plan to make the breakeven price and bookkeeping system clear and transparent.

Resin Enterprise in Chi Aok village	
Score: 3/10	
<p>Strengths</p> <ul style="list-style-type: none"> • Good participation (25 members) • Abundant resin resources (1,962 trees after storm) • Regular dues collection (17,000 riel) • Good cooperation between resin committee members and CPA committee members for forest protection 	<p>Weaknesses</p> <ul style="list-style-type: none"> • 35% of resin trees were destroyed by a storm. 7 members lost their resin trees (1,665 trees) • Capital raised from dues is not yet sufficient • Conflict between chief and deputy chief of the committee • All the resin members continue to display poor understanding of the resin enterprise and its benefits, despite the training; a study visit of a functioning resin enterprise may improve their understanding • The members still sell individually to the market and the community enterprise is not yet operational.

Ecosystem Health Monitoring

The two volunteers in Chi Aok village conducted 106 site visits over a span of six months. The volunteers collected data from November 2010 until April 2011, and completed 12 EHM data sheets.

Two kinds of birds were selected for monitoring. They were the Greater Adjutant and the Black Necked Stork. Sightings of the Greater Adjutant were occasional both inside and outside the CPA. The Greater Adjutant was usually found in bamboo, riverside and grassland areas. The volunteers never saw the Black Necked Stork.

The community identified four kinds of mammals as biodiversity indicators to be monitored. These were the Sunda Pangolin, Banteng, Sun Bear and Sambar species. Among these species, the volunteers only occasionally identified the Sambar and Sun Bear by tracks both inside and outside the CPA. The Sambar usually resided in thin forests outside the CPA. The Banteng on the other hand was occasionally spotted both inside and outside the CPA area in both dense and thin forests. The volunteers never spotted or found tracks of the Sunda Pangolin.

The community selected four kinds of reptiles, including the Giant Asian Pond Turtle, Crocodile, Python and Elongated Tortoise. The volunteers reported finding all of these species inside and outside the CPA. They reported sightings of the Giant Asian Pond Turtle, Python and Elongated

Tortoise as occasional inside and outside CPA area along riversides and in dense forest. However, the volunteers only found tracks from the crocodile.

The community also selected three kinds of trees: Kro Nhoung, Beng and Sralao. The volunteers found the Kro Nhoung and Beng tree species in relative abundance in the CPA site. The trees were small in circumference and height. They could easily be found in dense forest areas too. The Sralao tree species on the other hand was less common both inside and outside the CPA area and were also small in size. All the species were mostly found in dense forest areas.

The community selected four kinds of NTFPs: Year Vine, Hard Resin, Som Rattan and medicinal plants. The community could locate all of these products throughout the year both inside and outside the CPA. The data indicates that NTFPs had decreased and were more difficult to locate during the project period.

Because the volunteers could not locate several species, trees species were sparse and small, and the abundance of NTFPs decreased during the project, the ecosystem health in this project area may not be as strong as other project areas. Of the indicators found all resided both inside and outside the CPA, meaning the CPA area may not provide a better habitat than non-CPA areas. The diversity of natural species is low and endangered and rare species were only occasionally seen in the CPA area. This shows that the ecosystem health in the community is low.

- **Ou Por Village of Boeng Tonle Mrich CPA, Preah Vihear Province**

Resin Enterprise Progress & Challenges

Since the revision of the resin enterprise M&E plan and resin committee member trainings, the resin enterprise in Ou Po village showed a marked improvement in terms of business operation. The enterprise raised 363,500 riel for start-up capital from member dues, and also from borrowing from CPA committee members at a low interest rate. The resin committee members now play an important role in collecting resin products from members. They bought 280 kg of resin (on the 29 April 2011) and after identifying the target markets, they sold it to three different markets.

The enterprise first used the profit to repay its loans from the CPA committee. Then it was shared among the resin members according to the resin enterprise regulations. Resin prices offered by the resin committee members range from 25,000 riel – 30,000 riel per container compared to the 20,000 riel per container offered by local traders. After witnessing this success, resin members who were not previously active in the enterprise, began to tap and sell resin to the resin committee. They recognized the important role resin committee members played in finding profitable resin markets.

The resin committee members, however, have poor bookkeeping skills, with unclear and unsystematic income and expense records. For example, when prompted, the resin committee members could not calculate their net profit or their expenses and income to date. In order to keep moving forward, they planned to accomplish two things. First, they hoped to replace the

old cashier with Mr. Chourn Doeun, currently the Deputy Chief of the resin enterprise. The resin committee members hoped that by assigning Mr. Chourn Doeun, the management of income and expenses will be systematic and detailed. Second, they planned to encourage other resin members and non-members to tap resin, by going house to house and explaining the benefits of tapping resin, and joining the resin enterprise.

The resin enterprise in Ou Por village was the most successful in the project. The resin committee showed great initiative to guide and strengthen the resin enterprise. The successful sale of resin for a profit increased membership and membership participation in the resin enterprise, reinforcing its success.

Resin Enterprise in Ou Por village	
Score: 8/10	
<p>Strengths</p> <ul style="list-style-type: none"> • Good Participation: 20 persons • Good resin resources: 929 trees • Excellent start-up capital raised: 363,500 R • High level of enterprise activity: 280 kg of resin purchased; Resin sold 4 times to target markets • Active pursuit of highest resin price by identifying three different markets and comparing for the best price • Strong commitment to enterprise from Chief, Deputy Chief, and other committee members as shown by future planning for administrative improvement and member expansion • Resin committee members offer higher resin prices for the members than local traders • Coordination and cooperation between the resin committee and the CPA committee reinforced forest protection and supported the resin enterprise by protecting resin trees in the CPA area 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Budget management needed improvement • Sudden market fluctuations cannot be controlled by the resin committee, despite best efforts to find the best prices amongst three markets • Chief of resin is often inebriated

Ecosystem Health Monitoring

The two volunteers in Ou Por village conducted 72 site visits within six months. The volunteers collected data from November 2010 and April 2011, and completed 12 EHM data sheets.

The community selected three bird species for monitoring. The species are Green Peafowl, Great Hornbill and Sarus Crane. The volunteers initially reported only occasionally hearing and seeing the Great Hornbill inside and outside the CPA boundary in thin forest areas. However, over the project period, the reports of sightings became more common. They occasionally saw the Green Peafowl and Sarus Crane both inside and outside the CPA.

The community also selected four mammal species: Banteng, Smooth Otter, Tiger and Dhole. The volunteers occasionally saw and found tracks to identify the presence of the Banteng, Smooth Otter and Dhole inside and outside the CPA boundary. The Banteng, Smooth Otter and Dhole were found in riverside and dense forest areas. The volunteers found no trace of the Tiger.

The community selected two Reptile species including Crocodile and Asian Box Turtle. The volunteers noted seeing the Asian Box Turtle only occasionally at the start of the monitoring period, but near the end of the period, the volunteers reported sightings as common inside the CPA boundary along the river. The volunteers reported seeing the crocodile occasionally in the riverside areas, throughout the project period.

The three Tree species selected were Kro Nhoung, Thnong and Beng. The volunteers located the Kro Nhoung, Thnong and Beng inside the CPA boundary and a few outside the CPA. These species were small in circumference and height. Kro Nhoung, Thnong and Beng were found in semi-dense and dense forests.

The community also selected three NTFPs to monitor, including Som Rattan, Resin and Chong Phaav (a local wild vegetable). The volunteers found Som Rattan, Resin and Chong Phaav inside and outside the CPA during the whole monitoring period. However, all the NTFPs decreased in abundance and were more difficult to locate over time.

All of the selected species were commonly found inside the CPA boundary, except the Tiger. This showed a high diversity of species inside the protected area, and the presence of a rare species such as crocodile, reinforced this conclusion. The ecosystem health of the CPA area remains strong.

- **Thmey Village, Sorng Rokavorn CF, in Oddar Meanchey Province**

Resin Enterprise Progress & Challenges

At the end of the project period, all resin members in Thmey village still collected and sold resin to local traders individually. Even though the resin committee members participated actively in forest protection with CF committee members in the CF area, several resin committee member were not active in the enterprise. Near the project's end, however, the resin committee members started to hold regular meetings and encouraged all resin members to participate. As

a result of these meetings, non-active resin committee members were replaced and 29,000 Riel in dues were collected.

The resin committee members, however, noted some major challenges to the resin enterprise such as the lack of market information and capital. The resin committee members planned to respond to these challenges in two ways. First, they hoped to identify traders that could offer better prices than the existing market. Second, the resin committee members hoped to increase their capital by continuing to collect dues from their resin members. Additionally, they planned to borrow US\$200-300 in capital from the Chief of Sorng Rukavorn CF who recently won \$20,000 in prize money from the UNDP for his forest protection efforts.

Resin Enterprise in Thmey village	
Score: 5/10	
<p>Strength</p> <ul style="list-style-type: none"> • Good participation: 29 resin members • Excellent resin resources: 3910 resin trees inside and outside the CF • Good quality resin • Regular committee meetings (once a month) • Willingness of resin members to pay dues • Capital resources: 29,000 riel • The CF Chief committed to providing capital to the resin enterprise when the enterprise became active 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Capital collected insufficient to start the enterprise • Resin members still collect and sell resin individually • The resin business is not yet functional

Ecosystem Health Monitoring

Two volunteers collected primary data from over 67 site visits. The volunteers began collecting data in December 2010, and completed ten EHM data sheets. The volunteers took five months to gather the data and the results are as follows:

The community selected two bird species to monitor. They were the Green Peafowl and Sarus Crane. The volunteers commonly heard and occasionally saw the Green Peafowl inside the CF area. They spotted them in grassland and thin forest areas. They also reported occasional sightings of the Sarus Crane in the grassland and dense forest areas.

Four mammal species were selected: the Banteng, Sunda Pangolin, Tiger and Gaur species. The volunteers only encountered the Banteng, Tiger, and Gaur in the CF area. Among these species, the Banteng was the most commonly seen in the CF area. The volunteers initially encountered the Tiger and Guar occasionally, but near the end of the project, reported seeing the Tiger rarely. There were signs of both species inside and outside the CF area. The Sunda Pangolin on

the other hand was never seen or heard in the CF area. The volunteers found all of these species in dense forests.

Two reptile species were selected. They were the Asian Box Turtle and the Crocodile. In this CF, only the Asian Box Turtle was occasionally seen inside the CF area. The sightings of the Asian Box Turtle occurred in thin forest areas. There were no reports of a Crocodile sighting.

The community identified three key tree species to be monitored, including the Kro Nhoung, Nieng Noun and Beng tree. The volunteers encountered the Kro Nhoung tree mainly inside the CF area, but the trees were small in size. The Kro Nhoung tree species appeared to thrive in semi-dense forests. People often utilize the tree's timber for their livelihoods. The volunteers only found small Beng trees inside the CF area, which was most likely a reflection of common community use. The trees appeared to thrive in semi-dense forest areas.

The three NTFPs selected were the Phka wildflower, Psit Chhuer mushroom, and a medicinal Chinese root. The volunteers located all of these in the project period, which was the dry season. All of these species were found inside the CF area and were easily accessible.

According to this data, most species were commonly found inside the CF area, especially Banteng. All of these species were categorized as endangered and rare species but were commonly found inside the CF area. This indicates high diversity of species inside the protected area, especially the presence of rare and endangered species.

- **Ou Tameng Village, Sangkrou Preychheu CF, Oddar Meanchey Province**

Resin Enterprise Progress & Challenges

The five resin committee members in Ou Tameng village all displayed a strong commitment to make their resin business a success. All five members decided to contribute 200,000 riel for startup capital. Their central goal was to increase the income of resin members within their community.

The resin committee members identified the resin market in Siem Reap province as a market that could offer them competitive prices. At the end of the project, they were purchasing resin from their members at 35,000 riel per container. This competitive price led to a price war. Middlemen in the community began to offer between 35,000 to 37,000 riel per container, attempting to prevent the resin members from selling to the committee.

Despite this, by the end of the project, the resin committee had purchased 780 kg of resin from its members. They had plans to sell the resin in stock in Siem Reap province. However, due to high transportation costs because of unofficial fees (bribes), they have not been able to transport the resin to the appropriate market to sell the resin. To avoid these unofficial fees the committee members submitted a letter to the Anlong Veng FA division requesting their assistance for a transportation permit letter. At the end of the project, the letter remained with the Anlong Veng FA division. The resin committee members had followed up on its progress, but the letter had not yet reached the relevant FA officials.

In the last two months of the project period, a company named Marady Group, which may receive government permission to purchase and transport resin in the entire Oddar Meanchey province, contacted the resin committee with interest in establishing a business partnership to purchase its resin. The company promised to provide additional capital to the resin enterprise once Marady Group obtained a legal permit letter from the government to operate in the province. The company had tested and approved the enterprise's resin quality, and wanted to know how much resin the enterprise could supply.

Illegal logging activities in the area concerned the resin committee because some of the trees cut were resin trees. They coordinated with the CF committee and Pact to report the illegal activity to local and central FA staff. This activity showed how the resin enterprise and the CF are mutually reinforcing good stewardship of the CF area. This resin enterprise was a success.

Resin Enterprise in Ou Tameng village	
Score: 6-7/10	
<p>Strengths</p> <ul style="list-style-type: none"> • Excellent participation: 69 resin members • Excellent resin resources: 5,000 resin trees inside the CF area; an additional 5,000 trees outside the CF area • 1,000,000 riel in capital mobilized • 80,000 riel contribution from visitors to the CF area adds to the enterprise's capital • Resin regulation approved by Commune Chief • Strong commitment from resin committee members to regularly patrol the forest • Good resin market in Siem Reap province offered them 55,000-60,000 riel per container • 22 containers of resin purchased from members at a price of 40,000 riel • 6 containers were sold to a trader in Battambang province (50,000 riel per container);16 containers of resin remain • Partnership opportunity with Marady 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Villagers cleared some of the forest including resin trees in collusion with outsiders • The committee does not have a permit to transport resin products to the market in Siem Reap province • The committee does not provide or keep receipts of resin purchases from members • A lack of cooperation between the local FA and resin committee members

Ecosystem Health Monitoring

The two volunteers in Ou Tameng village conducted 45 site visits over five months. The volunteers collected data since December 2010 until April 2011, and completed ten EHMTs data sheets. Below are the results:

The local community selected three bird species to monitor: Green Peafowl, White-Winged Duck and Comb Duck. The volunteers rarely saw the White-winged Duck in the CF area, but occasionally saw the Green Peafowl and the Comb Duck inside the CF area. The White-Winged Duck was always found by riversides.

The community also selected three mammal species: Dhole, Sunda Pangolin and Tiger. The volunteers identified traces of Tigers occasionally inside the CF area. They found the signs only in dense forest. They initially found tracks of the Sunda Pangolin inside the CF area in dense forest areas, but over time, they only encountered the tracks rarely. They found no traces of Dhole.

The locals also selected two reptile species: Asian Box Turtle and Giant Asian Pond. The volunteer reports showed encounters with both species decreasing over time. Initially, several reports showed common sightings, but this quickly changed to occasional, and then rare. The sightings all occurred inside the CF area, near the riverside and within grassland areas.

The local community also identified three tree species, including Nieng Noun, Beng and Kro Nhoung. The volunteers found Beng in relative abundance inside the CF area but the trees were small in size. They found fewer Kro Nhoung trees inside the CF area. The Beng and Kro Nhoung trees were found in dense forest and semi-dense areas.

The community selected three NTFP species: the Chromas mushroom, Kuy Fruit and Seman Fruit. The volunteers encountered Chromas mushroom and Kuy fruit both inside and outside the CF area. There was a high abundance of Chromas mushroom while Kuy fruit species have decreased in abundance. The volunteers reported Seman Fruit both inside and outside the CF area. The Seman Fruit decreased in abundance as well, but was still easily accessible.

According to this data, the CF still has a high diversity of species inside and outside the CF area, and there is a presence of rare species such as tiger. Overall, the ecosystem health in this CF remained strong despite the decreases in NTFPs.

- **Chrok Village, Phaav CF, Oddar Meanchey province**

Resin Enterprise Progress & Challenges

The resin committee members hoped the enterprise would increase the income of resin members. They planned for members to sell resin to the resin committee and middlemen. The five resin committee members held regular meetings and planned to contribute 56 kg of resin as start-up capital. The village chief and some of the CF committee members also expressed their willingness to make the resin business a success. Unfortunately, not all of the resin committee members had contributed their pledge of 56 kg of resin, and as a result, the resin

enterprise in Chrauk village had not yet begun to function. The resin members were still collecting and selling the resin individually at the end of the project.

In general, this resin enterprise had not made much progress. However, all of the resin committee members agreed to a smaller contribution of 30 kg of resin each as start-up capital. They also had plans to ask resin members to contribute 3-4 kg of resin. In this area, resin collection activities were still secondary to farming activities.

Resin Enterprise in Chrok village	
Score: 5/10	
<p>Strengths</p> <ul style="list-style-type: none"> • Good participation: 17 resin members (most of the resin collectors in this area) • Good resin resources: 1310 resin trees • Commitment from the resin committee to share 30kg of resin as capital • Good relationship between resin committee, the village chief, and commune council • Good communication with a trader at Tuol Kruos village 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Resin price fluctuation • Lack of start-up capital and dues collection • Focus on resin collection interrupted by potato farming • Some members still did not understand the resin enterprise and its benefits • The group lacked social capital • Poor bookkeeping practices • Lack of cash capital

Ecosystem Health Monitoring

The two volunteers in Chrok village conducted 34 site visits within five months. The volunteers had been collecting data since December 2010 until April 2011, and completed ten EHM data sheets. Below are the results:

The community selected three bird species including Green Peafowl, Wreathed Hornbill and Sarus Crane. The volunteers reported seeing the Wreathed Hornbill and Sarus Crane inside the CF area in dense forest areas occasionally at first, but over time the reports became more rare. The Green Peafowl was never seen during the monitoring period.

The community also identified four mammal species including Dhole, Sunda Pangolin, Tiger and Leopard. The volunteers rarely saw the Dhole and Sunda Pangolin inside or outside the CF area, but always in dense forests. However, there were frequent traces of Leopards. They never encountered the Tiger.

Also selected were two reptile species: the Water Monitor and Bengal Monitor. The volunteers commonly saw and identified signs of the Bengal and Water Monitor inside and outside the CF area always on a riverside or in a dense forest area.

The community also selected three plant species to monitor including Beng, Nieng Noun and Kro Nhoung. The volunteers located the Beng tree both inside and outside the CF area, but they were small in size. The volunteers noted that the Nieng Noun and Kro Nhoung plant species were less common inside the CF area. They found all of these plant species in dense and semi-dense forest areas. The community often utilized these plants very often to supplement incomes.

They selected three NTFPs including Rattan, Mushroom and Slek Prich (a leaf vegetable). The volunteers encountered Rattan both inside and outside the CF area. The community informed the volunteers that Rattan could be found throughout the year, while mushrooms could only be found in the dry season. The volunteers found Rattan and Mushroom in relative abundance both inside and outside the CF area in the dry season. The volunteers did not report any information on Slek Prich.

All the selected species were commonly found both inside and outside the CF boundary. This indicates a high diversity of species inside the protected area. The presence of rare species such as the Water Monitor reinforces the conclusion that the area has high biodiversity. Overall, the ecosystem health of this community remains strong.

- **Ou Sromar Village, Samaky CF, Oddar Meanchey province**

Resin Enterprise Progress & Challenges

The resin committee members appeared to be very committed towards the collection of resin. In order to move the resin business forward, resin committee members in Ou Sramor village have identified two ways to mobilize capital. These were a) to borrow 100,000 riel from savings groups and b) to collectively tap resin from the forest to use as capital. Through collective tapping, the resin committee collected 13 containers, or 390 kg of resin. Resin committee members set up new guidelines concerning the sharing of benefits among resin members to equitably share the benefits from the collective tapping. The gains from the resin business would be divided according to this principle: 20 % of net profit would be saved as capital for the resin enterprise and the other 80 % of net profit would be equally divided among resin members. They identified a market in Along Veng as the target market and sold nine containers there.

Resin Enterprise in Ou Sromar village	
Score: 6/10	
<p>Strengths</p> <ul style="list-style-type: none"> • 7-8 core resin members were committed to the enterprise and collecting resin • Resin committee members showed a good commitment to the resin business • Equitable sharing of resin collection duties and benefits • Resin committee members confronted a logging company seeking concessions in the area • Resin Committee identified good resin market (40,000riel/container) • Resin committee members clearly defined benefit sharing guidelines • Resin committee management is strong, esp. in market research • Resin group displayed solidarity in managing their resin trees as well as the forests 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Of the 200 resin trees, only 70 were tapped • Trach species, the predominant species in the area, produces less resin than other species

Ecosystem Health Monitoring

The two volunteers conducted over 54 site visits in five months. They began collecting the data in December 2010 and as of April 2011 had completed ten EMH datasheets. The volunteers took five months to gather this data and the results are as follows:

The community identified four kinds of birds for monitoring. These include the Lesser Adjutant, Long-billed vulture, Green Peafowl and Great Hornbill. Only the Green Peafowl and the Great Hornbill were seen inside the CF area. The volunteers spotted the Green Peafowl occasionally in bamboo and riverside areas near the beginning of the period, but the reports show this became more rare over time. However, initially sightings of the Great Hornbill in dense forest areas were occasional, but reports show sightings increased over time and became more common. The volunteers never encountered the Lesser Adjutant or the Long-billed vulture.

The community identified four kinds of mammals including the Banteng, Tiger, Stump-tailed Macaque and Sunda Pangolin. The volunteers identified the Stump-tailed Macaque and Sunda Pangolin by their tracks and by hearing them. However, they also occasionally saw the Stump-

tailed Macaque inside CF area in dense forest areas. Sightings of the Sunda Pangolin were even more rare, and only inside the CF area in dense forest areas.

The community selected two species of reptile for monitoring: the Elongated tortoise and Python. Of these, the volunteers commonly spotted the Elongated tortoise inside the CF area. However, they did encounter the Elongated tortoise inside and outside the CF area. The volunteers never saw the Python inside or outside the CF area.

The community also identified three kinds of trees to monitor, including the Beng, Kro Nhoung and Nieng Noun. Volunteers found all three species of tree inside and outside the CF area. The abundance of these species diminished during the monitoring period, and the volunteers noted the trees they encountered were decreasing in size. Volunteers found all of the trees in semi-dense forest. Many community members utilize all of these tree species for their livelihoods.

The community selected five kinds of NTFPs to monitor. They were Honey, Kuy fruit, Romdoul fruit, Sour Domrey (a medicinal fruit) and Kro Op vine. By the end of the monitoring period, the volunteers were unable to locate these NTFPs inside or outside the CF area. These NTFPs are extremely popular for consumption among the local community.

Most of the biodiversity indicators that the community identified for monitoring were occasionally or rarely located in the community except the Elongated tortoise, which the community saw quite often. The decreasing levels of trees and NTFPs in the area indicate heavy use by the community, which had clear consequences for biodiversity in the area. This indicates that the diversity of natural species in the community is fairly low. Hence we can conclude that there are low levels of biodiversity.

- **Srae Veal Village, Ou Panha CPA, Kg Thom province**

Resin Enterprise Progress & Challenges

The resin enterprise in Srae Veal village had not had much progress; however the M&E plan had been reviewed. The resin committee had not put any of their action plans into practice. All resin members continued to individually collect and sell resin. The resin committee members often claimed that they were too busy with their livelihoods to move the resin business forward. The training team would make appointments with the committee, but when the meeting time came, none of the committee members would be present. They would often cite a preoccupation with agricultural activities.

Resin Enterprise in Srae Veal village	
Score: 1/10	
<p>Strengths</p> <ul style="list-style-type: none"> • Two active resin committee members • Resin committee members shared illegal logging information with the village chief 	<p>Weaknesses</p> <ul style="list-style-type: none"> • The enterprise was not functional • Resin committee had not implemented their revised M&E action plan

<ul style="list-style-type: none"> • Resin committee was active in revision of the M&E Plan 	<ul style="list-style-type: none"> • Community continued to collect and sell resin individually • Transportation fees were high (28kgs/8,000 riel) • Committee members preoccupied with agriculture, and showed little interest in or commitment to the resin business • Resin committee never held internal meetings as outlined in resin regulations
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Ecosystem Health Monitoring

The two volunteers in Srae Veal village conducted 88 site visits in five months. The volunteers collected data from December 2010 to April 2011, and completed 10 EHMs. Below are the results:

The community selected three bird species to monitor. They were Oriental Pied Hornbill, Great Slaty Woodpecker and Siamese Fire Back. Volunteers saw the Oriental Pied Hornbill commonly inside the CPA in dense forest areas while they only occasionally spotted the Great Slaty Woodpecker inside the CPA in dense forest areas. The monitors occasionally heard the Siamese Fire Back inside the CPA in dense forest areas.

Four mammal species were selected for monitoring, including the Silver Langur, East Asian Porcupine, Red Muntjac and Sun Bear. Among the four species, the volunteers only found Silver Langur, East Asian Porcupine and Red Muntjac in the CPA. They commonly spotted and heard the East Asian porcupine inside the CPA in the thin forest areas. However, the volunteers initially reported sightings of the Silver Langur and Red Muntjac inside the CPA in the thin forest areas, but the sightings decreased over time. Near the end of the period, the volunteers only encountered the tracks of the animals. The Sun Bear was never found.

Three reptile species were selected including the Python, Malayan Snail-eating Turtle and Bengal Monitor. Among the three species, only the Python and Bengal Monitor were present inside the CPA, however the volunteers never located a Malayan Snail-eating Turtle. Sightings of the Python were rare inside the CPA, and occurred along the riverside. Meanwhile, the volunteers commonly saw Bengal Monitors inside the CPA in dense forest areas.

The community identified three tree species to monitor: the Doung Chem, Kror Koh and Thnong. The volunteers found the Doung Chem, Kror Koh and Thnong in relative abundance in the CPA boundary and in a range of sizes. The volunteers found them in dense, semi-dense and thin forest. The people used these species on a regular basis for their daily livelihoods.

Three NTFP species were selected: the Semon fruit, honey and Som Rattan. The volunteer reports indicated that Semon and honey are usually harvested in the dry season. For Semon, the reports show that, inside the CPA, the abundance was stable and that the fruits were

readily accessible when the fruit was in season. The reports show the abundance of honey alternating between decreasing and stable levels. The volunteers indicated that Som Rattan was usually available throughout all seasons. During the project monitoring period, reports indicate that Som Rattan levels were mainly stable, but once were reported to decrease in abundance.

Overall, the animal species were only occasionally found inside the CPA boundary. The tree and NTFPs were stable and abundant throughout the monitoring period. So, it shows that all of the species are found in relative abundance in the CPA boundary. This indicates that biodiversity inside the CPA boundary was relatively resilient.

- **Tropeang Pring Village, Ou Choncheang CPA, Kg Thom province**

Resin Enterprise Progress & Challenges

All the resin committee members prepared specific workplans for starting-up the resin business. They investigated resin markets and market prices for their resin in Stoung district in Kampong Thom Province. They also held regular internal meetings to discuss appropriate prices for purchasing resin from the resin members, to find ways to mobilize capital, and to plan for future meetings. By the end of the project, they had collected 20,000 riel in dues from resin members. The resin committee members had become the main dealer for resin in the area. During the project period, they had collected 84 kg of resin.

This resin enterprise was a success overall, and provides an example of the importance of resin committee commitment. For example, the Srae Veal CF area was geographically close to Tropeang Pring, but the resin committee there had less commitment, and the enterprise was less successful.

Resin Enterprise in Tropeang Pring village	
Score: 5/10	
<p>Strengths:</p> <ul style="list-style-type: none"> • Good participation (21 resin members) • Excellent resin resources: 191,175 trees inside and outside the CPA area • Good capital resources: 20,000 riel collected • Ongoing implementation and revision of a business plan • Deputy and cashier were active • Strong commitment from the Resin committee • Success in buying and selling resin on external markets 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Military police cut down some resin trees • Occasionally the resin committee missed a monthly meeting • Resin enterprise had only bought and sold resin once; it was not known if they would continue

- | | |
|---|--|
| <ul style="list-style-type: none">• Resin committee actively finding good markets | |
|---|--|

Ecosystem Health Monitoring

The two volunteers in Trapeang Pring village conducted 33 site visits within the span of five months. The volunteers collected data from December 2010 until April 2011, and completed 10 EHM data sheets. Below are the results:

The community selected three bird species to monitor: the Comb Duck, Siamese Fireback and Oriental Pied Hornbill. Among the three species, the volunteers found Comb Duck and Oriental Pied Hornbill in the CPA area. They commonly saw the Oriental Pied Hornbill inside the CPA in thin forest. There were rare sightings of the Comb Duck in thin forest inside the CPA.

Three mammal species were identified including Banteng, Stump-tailed Macaque and Dhole. The volunteers never encountered the Stump-tailed Macaque or Dhole, and they rarely heard or identified the Banteng in thin forest areas.

The community also selected three reptile species. The volunteers reported seeing the Elongated Tortoise and Python rarely or occasionally at the beginning of the period, but overtime, there were no reports of sightings. There were no reports of the Bengal Monitor initially, but over time, the volunteers reported seeing it occasionally for several months. All of the sightings of these animals were reported to take place in riverside and dense forest areas.

Three tree species were selected including the Kro Nhoung, Nieng Noun and Thnong tree. The volunteers found all species less frequently inside the CPA as the project progressed. All the trees were relatively small in size. The volunteers could only find the trees in dense forest. The community used these species on a regular basis for their daily livelihoods.

The community identified two NTFP species as important to monitor. The volunteers found the abundance of the Soeng Rattan and Som Rattan to be stable, but they found that the products were difficult to access. The volunteers reported that the NTFPs could be collected throughout the dry and rainy season.

Based on the data above, biodiversity in the area appeared to be low. Sightings of rare species were rare, the abundance of trees decreased, and NTFPs were difficult to access.

- **Samporthom Village, Kbal Takong CF, in Kg Thom province**

Resin Enterprise Progress & Challenges

The resin committee members made various attempts at implementing their new M&E plan. Although they collected resin from their members, it was usually in small amounts. At the end of the project, only 6-10 resin members were tapping resin to sell to the resin committee. The resin enterprise on the whole had made very little progress especially in terms of business operations. The resin committee members indicated near the end of the project that they were purchasing resin from their members at 800 riel/kg and making a profit of approximately 200 riel/kg. They would directly meet with traders whenever they had enough stock to sell. These

resin committee members received a total of 2,050,000 Riel from Fondation Ensemble (FE) as capital. With these funds they only bought two tons of resin from their members, even though the business plan was to purchase four tons. The resin committee instead lent 370,000 riel to its members. Directly after the purchase of the resin, the price of resin dropped. Since the committee had not investigated market prices well when purchasing from their members, they did not want to lose money, so they decided to store it until the price increased. Near the project's end, the market price of resin increased, and the resin committee sold the resin in stock, but made little profit.

This enterprise was facing a few challenges at the end of the project. Money lent to members had not been repaid to the resin committee, mainly because resin members were focusing on agriculture instead of resin tapping. The resin committee members needed to revise the price at which they buy resin from their members or else run the risk of not making any profit.

Resin Enterprise in Samporthom village	
Score: 5/10	
<p>Strengths</p> <ul style="list-style-type: none"> • Good resin resources: 750 resin trees inside the CF • Good capital resources: \$370,000 riel from FE • Some of the capital used for loans to the resin members • Members could pay back the loan “in-kind” with resin at a price of 800riel/kg • Resin committee found a profitable market (sold at 1000 riel/kg) • No illegal logging occurred from March to May; the CF committee was strong in this area 	<p>Weaknesses</p> <ul style="list-style-type: none"> • A rubber plantation company and outsiders cut down 4,500 resin trees (700 resin trees outside the CF) in 2010 • Poor Participation (Resin committee members show a lack of ownership over their enterprise; only 6-10 of 20 resin members actively sold resin to the committee) • Lack of storage space • Resin member more interested in agriculture than resin tapping • Resin committee did not hold regular internal meetings • Resin committees sold the resin at a loss

Ecosystem Health Monitoring

The two volunteers in Samporthom village conducted 59 site visits within six months. The volunteers collected data from November 2010 to April 2011, and completed 12 EHMs. The following are the results:

The community selected three bird species including White-Rumped Vulture, Sarus Crane and Green Peafowl. The volunteers rarely saw, heard, or found tracks of the White-rumped Vulture

and Green Peafowl, while sightings of the Sarus Crane both inside and outside the CF area fluctuated from month to month. They reported seeing the crane commonly some months, and only occasionally in other months, with no clear trend. The volunteers encountered all of these species in dense forest and thin forest areas.

Three mammal species were selected for monitoring including Red Muntjac, Sambar and Sun Bear. The volunteers identified the Red Muntjac commonly by its tracks. However, they occasionally heard the Sambar and Sun Bear and identified them by their tracks both inside and outside the CF area in grassland, dense forest and riverside areas.

The community also selected three reptile species including the Python, Asian Box Turtle and Malayan Snail-eating Turtle to monitor. Sightings of the Python were common both inside and outside the CF area, while the volunteers reported evidence of the Asian Box Turtle rarely. Reports of the Malayan Snail-eating Turtle were consistently occasional and mainly identified by its tracks. The volunteers reported all of these encounters in the riverside and dense forest areas.

They also identified tree species including the Thnong, Nieng Noun and Kro Nhoung. The volunteers found Thnong and Nieng in relative abundance both inside and outside the CF area, while they found Nieng Noun to a lesser extent. However, the data showed that all species were small in size. They found all the species in dense and semi-dense forest areas. The people used these trees very often for their daily livelihoods.

The community also selected three NTFPs to monitor, including Rattan, An Tong vine and Chor Chong solid resin. The volunteers reported that all these NTFPs could be found inside the CF area and could be harvested in all seasons. The reports indicate that all of these NTFP species remained fairly stable or slightly increased in abundance over time both inside and outside the CF area.

According to the data above, the areas inside and outside the CF had a high level of diversity. This was indicated by the presence of rare species such as Sun Bear. The ecosystem health of Prey Kbal Takong CF remained strong.

3.2 Details on Progress of CPA Agreement Development Training

From October 2010 to May 2011, Pact conducted 2 training courses and held 2 meetings on CPA agreement development in the Ou Panha CPA and the Ou Chounchean CPA in Kg Thom province. A total of 186 participants attended, including 41 women. The main objective of the trainings and meetings was to provide support to the Ou Panha and Ou Chounchean committee members in drafting and finalizing their legal tenure applications.

- **CPA agreement training in Ou Panha CPA , Kg Thom province**

At the end of the project, the communities of Ou Panha and Ou Choncheang CPA in Kg Thom province were still waiting for the Ministry of Environment to review their CPA agreement documents. Because the government had not yet recognized some of the CF/CPA within the

project area, they continued to be in danger of becoming economic land concessions. This insecure tenure status caused concern in the local communities about access to their forest resources. Several community members commented that they hoped to gain approval soon as it would help reinforce effective forest management within their community. Pact recommends that DAI continue to pressure senior officials at the Ministry of Environment to avoid further delay and speed the process. Hopefully, DAI will accelerate the process for seeking official recognition of the CPA/CF areas so that the CF/CPA committee members can be granted legal rights to negotiate with the private concessions.

4. Constraints Encountered and Unresolved Issues

During the project period, Pact focused on two main activities. These were:

- a) providing support to volunteers conducting the ecosystem health monitoring, and
- b) assisting resin business enterprises in general management of resin enterprises.

Pact encountered some challenges in implementation, as follows:

In completing the ecosystem health monitoring tool, most volunteers had difficulty collecting information, especially in regards to monitoring fish and agricultural species, and measuring ecosystem resilience. The use of secondary data to complete the EHM datasheets in particular caused some problems, because the information collected by the volunteers came from their neighbors and was often unreliable. To solve this predicament, the training team tried to emphasize the importance of collecting primary data, and explained the consequences of using secondary data. The training team also assisted each volunteer with creating clear workplans for monitoring to ensure the collection of reliable primary data by all volunteers. Pact and DAI also decided to focus on key mammal, bird, and NTFP species, so the fish and agriculture indicators were not tracked. A simple field guide of key species was provided to each community.

The resin enterprise had three main challenges in relation to transportation costs: 1) high transportation costs and 2) the unwillingness by some resin committee members to apply for transportation permit letters, and 3) the lengthy process for obtaining transportation permits. High transportation costs had a direct negative impact on resin enterprises' profits. A major concern and issue for Pact, was determining how much of the reported transportation fee was bribe money and how much was actual transport cost. Three resin enterprises faced this problem: Ou Tameng, Hong Chormtith and Kbal Takong.

To address this issue, Pact encouraged resin committees to obtain a transportation permit. The training team helped resin committee members in the preparation of request letters, the submission of relevant documents, and ensured the adherence to all FA guidelines. Some resin committee members, however, were hesitant to write proposals and as a result were often slow to complete the process. At project's end, only Ou Tameng resin enterprise had submitted a request letter –along with the relevant documents- to the FA division.

Some resin committee members also voiced their concerns over the loss of resin trees both inside and outside their CF/CPA areas. The loss of resin trees was caused by various factors including heavy storms, illegal logging, road construction by the government, and economic land concessions. Villagers had difficulty finding solutions to prevent these tree losses. The training team in response to these challenges advised the CF/CPA committees to bring these issues to the relevant authorities by writing letters.

5. Annex

- 5.1 Picture Illustration
- 5.2 Training, Meeting and coaching database
- 5.3 Trader mapping of the ten resin enterprise
- 5.4 EHM data from all ten sites

6.1 Picture Illustration



Resin members participate in a resin assessment in Hong Cham Tit



Communities actively identifies species in the community in Trapaing Pring

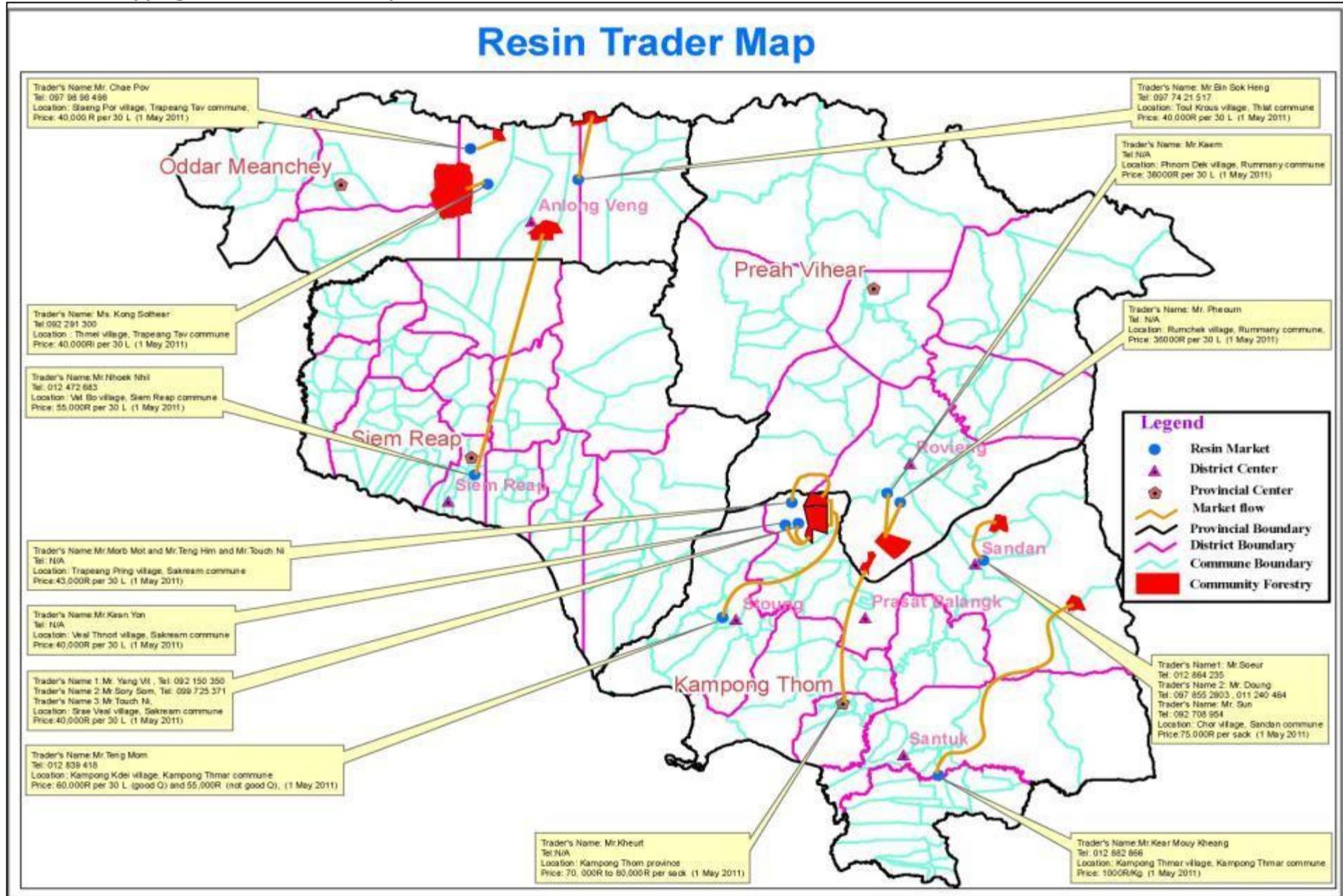


First collection of resin enterprise in Ou Sramor village (capital mobilizing)



Staff provided a coaching session to volunteers and resin committee members in Ou Tameng village

6.3 Trader mapping of the ten resin enterprise



CAMBODIA MSME 2/BEE PROJECT

CAMBODIA'S MICRO, SMALL AND MEDIUM ENTERPRISES: BUSINESS ENABLING ENVIRONMENT PROGRAM IN KOMPONG THOM, PREAH VIHEAR AND KOH KONG PROVINCES

TASK ORDER NO. 04

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