

KINGDOM OF CAMBODIA

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MINISTRY OF AGRICULTURE, FORESTRY AND FISHERIES
FISHERIES ADMINISTRATION



**ESTABLISHING A SMALL-GRANT FUND
FOR FISHERIES RESEARCH IN CAMBODIA**

**Cambodia Programme for Sustainable and Inclusive Growth in the Fisheries Sector:
Capture Component (CAPFISH-Capture)**

February 2021

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Technical report

prepared for the Food and Agriculture Organization of the United Nations
and the Fisheries Administration (Ministry of Agriculture, Forestry and Fisheries)
of the Royal Government of Cambodia

by

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LIST OF ABBRIVIATIONS

ACIAR	Australian Center for International Agricultural Research
ADB	Asian Development Bank
ASDP	Agricultural Sector Strategic Development Plan
CAD	Canadian Dollar
CAPFISH	Cambodia Programme for Sustainable and Inclusive Growth in the Fisheries Sector
CAPFISH-Capture	Cambodia Programme for Sustainable and Inclusive Growth in the Fisheries Sector: Capture Component
CARD	Council for Agriculture and Rural Development
CCC	Cooperation Committee for Cambodia
CCF	Cambodian Coalition of Fishers
CDRI	Cambodian Development Resource Institute
CEDAC	Cambodian Center for Study and Development in Agriculture
CEPA	Culture and Environment Preservation Association
CFis	Community Fisheries
CI	Conservation International
CNMC	Cambodian National Mekong Committee
CRDT	Cambodian Rural Development Team
CSUK	Chea Sim University of Kamchaymear (Prey Veng)
DoF	Department of Fisheries (Myanmar)
EU	European Union
EUR	Euro
FACT	Fisheries Action Coalition Team
FAO	Food and Agriculture Organization of the United Nations
FRDN	Fishery Research and Development Network (Myanmar)
FFI	Fauna and Flora International
FIA	Fisheries Administration
ICERD	International Conference on Environmental and Rural Development
IFReDI	Inland Fisheries Research and Development Institute
ITC	Institute of Technology of Cambodia
IUCN	International Union for Conservation of Nature
JICA	Japan International Development Agency
MAFF	Ministry of Agriculture, Forestry and Fisheries
MaFReDI	Marine Fisheries Research and Development Institute
MCC	Marine Conservation Cambodia
MFF	Myanmar Fisheries Federation
MFP	Myanmar Fisheries Partnership
MME	Ministry of Mines and Energy
MISTI	Ministry of Industry, Science, Technology and Innovation
MOE	Ministry of Environment
MOWRAM	Ministry of Water Resources and Meteorology
NCARD	National Conference on Agriculture and Rural Development

NGOs	Non-Governmental Organizations
NIA	National Institute of Agriculture
NSDP	National Strategic Development Plan
PDAF	Provincial Department of Agriculture and Fisheries
PNCA	Preak Leap National College of Agriculture
RUA	Royal University of Agriculture
RUPP	Royal University of Phnom Penh
SEAFDEC	Southeast Asian Fisheries Development Center
STI	Department of Science, Technology and Innovation
TSA	Tonle Sap Authority
UBB	University of Battambang
UNIDO	United Nations Industrial Development Organization
USAID	U.S. Agency for International Development
USD	United State Dollar
WB	World Bank
WCS	Wildlife Conservation Society
WWF	World Wildlife Fund

EXECUTIVE SUMMARY

The FAO Complementary Support to the CAPFISH-Capture project, in its component focusing on “Improved knowledge for fisheries management”, includes a support to priority research activities. This support includes “Establishing and managing a competitive fund for research grants for Cambodian students and lecturers”, “Supporting FIA to organize scientific seminars for knowledge exchange”, and “Developing a visiting experts programme to provide internal capacity building”. The present analysis is focused on establishing and managing a competitive fund for research grants. It is based on a consultation of several organizations and professionals experienced in the management of small grants in Cambodia and in the region. We review lessons learnt and identify possible modalities for this fund, with the ambition of putting in place a funding mechanism active beyond the life of the CAPFISH-Capture project.

By default the minimum funding level of the research fund is USD 125,000. However, if other budget lines currently planned for visiting experts, workshops, scholarships and allowances for students are integrated to the fund its budget can reach USD 491,600.

In view of establishing an entity able to raise funds for fisheries research in the long term, we recommend the progressive evolution of the CAPFISH Capture small grant research fund towards a legally registered autonomous entity. In that perspective, the creation of a steering committee is recommended. The core members would be FAO, the Fisheries Administration and the European Union, but the committee should also integrate members from universities and organizations doing fisheries research, line agencies with environmental management responsibilities, organizations representing fishers, donors and NGOs.

Eligibility to the fund should be open to Cambodian students and researchers (universities and line agencies), but also to research institutes and centers, universities and/or technical networks and NGOs. It can extend to Community Fisheries, the private sector and foreign students or academes.

Research themes proposed include Biological, habitat and conservation studies; Livelihoods, gender, ethnic minorities and community organization; Fish-related socioeconomics and marketing; Monitoring, regulations and compliance; Fisheries management and co-management; Fish-dependent nutrition, fish-based nutritional products and alternatives to fish; and Moving away from fish dependency. However, applications should remain open to other creative approaches.

Templates for a call for proposals and an application form are proposed, as well as guidelines for proposal review. We also detail possible modalities for the selection process.

The cost of research and academic training is flagged, and the importance of providing grants enabling candidates to achieve significant and useful research is underlined. We subsequently propose to diversify the grant amount options: i) USD 5000 for MSc and local studies (by FiA staff or communities); ii) USD 10,000 to 20,000 for studies by scientists or private operators with production of a local publication or a consultant-type report, and iii) USD 25,000 for PhD-related studies with an academic publication attached. Funding can be proposed in tranches, with payment of the last tranche upon output delivery.

Reflecting constraints identified and recommendations from fund managers consulted, we propose the management of the fund to be delegated to a partner organization already experienced in providing grants to national recipients, and administratively equipped to do so. The possible modalities are detailed, and several suitable organizations are identified.

In all cases, the hiring of a full-time fund manager is recommended. We also touch upon compensation of steering committee members and identify other costs, in particular organizing workshops and conferences, and publishing results.

A possible synergy with a similar activity being developed by UNIDO under the same CAPFISH-Capture project is flagged. Obstacles to a joint operation remain to be identified, but their analysis should result in a decision about pooling resources or not. That decision will determine the total size of the fund, and subsequent management modalities.

In conclusion, we reiterate the recommendation to organize the fund so that it can progressively evolve, in the course of the CapFish-Capture project, towards a registered and autonomous legal entity in charge of raising external funds for fishery research in the long term.

1. INTRODUCTION

In Cambodia fish represents about 70% of Cambodia's intake of animal protein and fisheries make a large contribution to livelihoods (around 30% of Cambodians are involved in work related to fisheries). The country's inland fishery production is one of the largest of any country in the world, but fisheries are faced with growing threats. In response to these threats in a sector of key importance to Cambodia, the European Union funded the Cambodia Programme for Sustainable and Inclusive Growth in the Fisheries Sector: Capture component (CAPFISH Capture Fisheries). The funding level reaches approximately EUR 93 million over five years (2019-2024), through direct budget support to the Fisheries Administration (FiA) and complementary funding via the FAO, and non-governmental organizations / civil society organizations.

The FAO Complementary Support to CAPFISH aims at strengthening management, conservation and control systems in Cambodia inland and marine fisheries, in a collaborative and decentralization context. This support covers fisheries conservation, management and compliance, support to fishing communities, improved knowledge for fisheries management and institutional capacity enhancement.

"Improved knowledge for fisheries management" (Component 4 of the Complementary Support) includes in particular support for more effective and relevant research for fisheries management (Output 7), by assisting FiA in the preparation of a long-term Strategic Plan for Fisheries Research (Activity 7.1), helping FiA and universities to improve the fisheries curricula (7.2), supporting priority research activities (7.3) and building FiA capacity to engage in infrastructure development planning processes (7.4).

More specifically, the support to priority research activities will consist in 7.3.a) Establishing and managing a competitive fund for research grants for Cambodian students and lecturers, 7.3.b) Supporting FiA to organize scientific seminars for knowledge exchange, 7.3.c) Developing a visiting experts programme to provide internal capacity building and foster linkages with international fisheries research organizations/institutions and 7.3.c) Providing targeted technical support to FiA for specific research activities.

The present analysis is focused on establishing and managing a competitive fund for research grants. It aims at learning from similar experiences elsewhere in the country or in the region, identifying the steps and possible modalities for this fund, and analysing the connections with other components of the project, in view of putting in place a funding mechanism as effective and sustainable as possible. The experience from different projects and funds has been merged into one single narrative, with lessons learnt, warnings and positive options highlighted.

In the following sections we successively consider the budget of the fund, its possible status and its constituency. We also detail who can be eligible to funding, practical aspects of the call for proposals, and the selection process. Ultimately, several important fund management aspects are reviewed and we conclude by a long-term perspective.

2. EXPERIENCE FROM OTHER RESEARCH FUNDS IN THE REGION

Small grants are understood here as grants inferior to USD 5000, proposed at the national level and meant to facilitate research, development or training activities.

We reviewed experiences managing small research grants in Cambodia or in the region, and consulted in particular the Conservation International (CI), Oxfam, UNIDO, Wonders of the Mekong, WorldFish and WWF. The review was limited to the management of funds *for activities* up to USD 20,000 only, as larger funding generally corresponds to specific research or development *projects*, with then a specific institutional and procedural framework.

Consultations with other development partners or NGOs managing small grants in the region indicate that they allocate grants based on possible partnerships suggested by local experience, target areas or social groups, perceived importance of the topic, alignment with internal guidelines, and apparent credibility of the grantee, but without involving members outside the granting or managing organization. The same organization can also have different operation modalities depending on projects or countries.

For confidentiality reasons, the information gathered from these different organizations, -in particular about problematic configurations, challenges faced, conflicts of interest, corruption avoidance or lessons learnt- is presented below without relating a particular modality or warning to the organization that has shared the information in confidence.

The Fishery Research and Development Network in Myanmar

The Fishery Research and Development Network (FRDN) is a national research and learning group, established by the MYFish projects¹ (WorldFish, DoF, ACIAR) and involving universities, private sector and non-government organisations. The FRDN is a unique example: eight years after its inception as a small-grant fund in a larger fisheries project, the structure has evolved into a permanent collaborative platform (myanmarfrdn.wixsite.com/frdn), focused on knowledge sharing and R&D network strengthening in the fisheries sector.

Its primary role was to facilitate collaborative research using research grants made available to the Department of Fisheries (DoF) and FRDN partners to carry-out surveys, generate data and share data and results. The group evolved into a technical research network generating data and knowledge on the impact of different fishery management practices (evaluation of fisheries management impacts against socio-economic and ecological indicators).

Between 2012 and 2015 the FRDN members and grantees conducted 25 studies on inland and coastal fisheries and aquaculture, and several symposia on fisheries were organized throughout the country. Research topics cover (by order of frequency): aquaculture, livelihoods, socioeconomics and value chain, biological studies, co-management and nutrition.

The FRDN members are the DoF, WorldFish, 3 central universities, 6 provincial universities and the Myanmar Fisheries Federation (MFF). To date, grantees have been the central DoF but also three provincial DoF offices, seven universities, two private research organizations/consultancies, two sectoral organizations (the Consumers Union and the national Fisheries Federation) and one network group (the Food Security Working Group).

The science produced consists in a series of stand-alone reports laid out as a coherent editorial series. Documents and data are stored and made available in a Fisheries Information Center (FIC; <http://dof-myanmar-fic.org>), i.e. a digital repository of fisheries information managed by the DOF in Yangon, in partnership with Myanmar Universities and WorldFish.

The FRDN was complemented with the creation of a Myanmar Fisheries Partnership (MFP), a collation of national and international organisations focusing on improving fisheries governance. The final objective is, for the MFP, to use FRDN studies and findings to promote policies and institutional arrangements that sustain fish resources and maximise benefits for fish-dependent communities.

¹ Project MyFish 1: “Improving research and development of Myanmar's inland and coastal fisheries”, 2012-2016
Project MyFish 2: “Improving fishery management in support of better governance of Myanmar’s inland and delta fisheries”, 2017-2020

Both were funded by the [Australian Center for International Agricultural Research \(ACIAR\)](#) and implemented by [WorldFish](#) in collaboration with the Myanmar Department of Fisheries

3. FUNDING RESEARCH IN CAPFISH-CAPTURE

The development of a research fund is mentioned in the FAO CAPFISH - Capture *project document*, under Output 7: “More effective and relevant research for fisheries management”. More specifically, the “support to priority research activities” includes “Establishing and managing a competitive fund for research grants for Cambodian students and lecturers”

However, in the *project budget* there is no budget line using the same terminology as in the project document. The main budget line corresponding to the creation of a fund is labelled “Research grants” under code “5023 Training” in Output 7 (each grant being defined as a lumpsum).

That budget line corresponds to 25 research grants, i.e. 5 per year during 5 years, amounting to USD 5000 each, for a total value of USD 125,000 (actually the value in the FAO budget amounts to USD 134,976 due to adjustments of the EUR-USD conversion rate between Year 1 and Year 5)

Table 1: Funds budgeted for research grants

Code: 5023 Training	Output 7	“Research grants”
YEAR 1	Unit cost (USD)	5,000
	Quantity	5
	Value (USD)	25,000
YEAR 2	Unit cost (USD)	5,000
	Quantity	5
	Value (USD)	25,000
YEAR 3	Unit cost (USD)	5,000
	Quantity	5
	Value (USD)	25,000
YEAR 4	Unit cost (USD)	5,000
	Quantity	5
	Value (USD)	25,000
YEAR 5	Unit cost (USD)	5,000
	Quantity	5
	Value (USD)	25,000
Total quantity		25
Total value (USD)		125,000

⇒ *By default the minimum funding level of the research fund is USD 125,000.*

However, it is also possible to integrate to the fund other budget lines that serve a similar purpose: building the capacity of researchers and promoting better research through academic exchange.

These budget lines correspond to codes “training” and “travel” under Outputs 7 and 8; they include provisions for visiting experts (e.g. specialists from other countries possibly coming to share knowledge through lectures, to mentor students involved in their research a grant, or to take part to broader research activities; USD 147,000), funds to organize workshops (e.g. workshops during which grantees present their planned research or their findings; USD 9,600), allowances for students working on specific sub-projects (e.g. students providing field assistance to FiA researchers; 100 units at USD 100), and scholarships for fisheries education (e.g. long term support to PhDs, support for annual registration fees in universities; USD 50,000 per year).

5021 Travel	Output 7	Visiting experts air tickets
5023 Training	Output 7	Workshops for FiA and students
	Output 7	Allowance for students attachment on projects
	Output 8	Scholarship fund fisheries education

The detail of these budget lines possibly contributing to the research fund is given in Table 2 next page.

⇒ If additional budget lines are integrated to the fund, the budget of the latter can reach USD 491,600².

The cost of funding research and the options corresponding to these different levels of funding are detailed in section 10.1.

Acknowledging that these budget lines have not been used during Year 1 of the project, the budget available to date and per calendar year is detailed in Table 3.

Table 3: Funds actually available per input, between 2021 and 2024

	Output 7	Output 7	Output 7	Output 7	Output 8	Total (USD)
	Research grants	Visiting experts air tickets	Workshops for FiA and students	Allowance for students on projects	Scholarship fund fisheries education	
2021	31,250	37,500	2,400	2,500	50,000	123,650
2022	31,250	37,500	2,400	2,500	50,000	123,650
2023	31,250	37,500	2,400	2,500	50,000	123,650
2024	31,250	34,500	2,400	2,500	50,000	120,650
Total	125,000	147,000	9,600	10,000	200,000	491,600

The Fisheries Administration can also consider channelling some of its own budgetary support or regular programme funds through the fund, in order to see some activities already planned in CAPFISH-Capture put in place and delivered using the proposed fund format (i.e. competitive call for proposals, scientific analysis, reporting). Such process could for instance be applied to FiA research priorities (e.g. follow up surveys on seagrass monitoring or data analysis and reporting on the monitoring of middle and small scale fisheries).

² USD 534,000 when exchange rate variability is accounted for

Table 2: Budget items that can be channeled through the research fund

	<i>Output</i>	<i>Output 7</i>	<i>Output 7</i>	<i>Output 7</i>	<i>Output 7</i>	<i>Output 8</i>
	<i>Input</i>	Research grants	Visiting experts air tickets	Workshops for FiA and students	Allowance for students attachment on projects	Scholarship fund fisheries education
	<i>Unit</i>	<i>Lumpsum</i>	<i>Lumpsum</i>	<i>Lumpsum</i>	<i>Month</i>	<i>Lumpsum</i>
	<i>FAO budget code</i>	<i>5023 Training</i>	<i>5021 Travel</i>	<i>5023 Training</i>	<i>5023 Training</i>	<i>5023 Training</i>
YEAR 1	Unit cost (USD)	5,000	3,000		100	
	Quantity	5	10		20	
	Value (USD)	25,000	30,000		2,000	
YEAR 2	Unit cost (USD)	5,000	3,000	2,400	100	50,000
	Quantity	5	10	1	20	1
	Value (USD)	25,000	30,000	2,400	2,000	50,000
YEAR 3	Unit cost (USD)	5,000	3,000	2,400	100	50,000
	Quantity	5	10	1	20	1
	Value (USD)	25,000	30,000	2,400	2,000	50,000
YEAR 4	Unit cost (USD)	5,000	3,000	2,400	100	50,000
	Quantity	5	10	1	20	1
	Value (USD)	25,000	30,000	2,400	2,000	50,000
YEAR 5	Unit cost (USD)	5,000	3,000	2,400	100	50,000
	Quantity	5	9	1	20	1
	Value (USD)	25,000	27,000	2,400	2,000	50,000
	Total quantity	25	49	4	100	4
	Total value (USD)	125,000	147,000	9,600	10,000	200,000
	GRAND TOTAL	USD 491,600				

4. POSSIBLE STATUS OF THE FUND

Currently, the fund is mainly *an activity and a budget line* in the FAO CAPFISH Capture project document. It can be managed as a project component or module within FAO, or be structured to become a partly autonomous or largely autonomous entity. It can also be operated under the FAO or FiA legal status, or get a legal status on its own.

The review of other funds shows that the status of a fund evolves or not depending on the intention or not to ultimately set it as a stand-alone, project-independent and sustainable entity. In such case, it must also be structured to attract funding on its own, which implies a legal status.

Under the assumption that small-scale research activities in fisheries in Cambodia will remain relevant in the long term, that a funding and grant-management facility for such activities is required beyond the CAPFISH project life, and that a reference autonomous entity is ultimately desirable for fund-raising and grant management in the long term, the following steps might be considered:

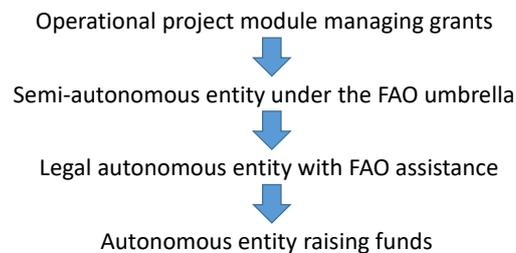


Figure 1: Possibly evolving status of the fund

⇒ *In view of a sustainable mechanism raising and providing funds for fisheries research in the long term, the progressive evolution of the CAPFISH Capture small grant research fund towards a legally registered autonomous entity is recommended.*

A possible trajectory for an evolving fund status is detailed in Section 11.

5. POSSIBLE CONSTITUENCY OF THE FUND

As previously mentioned, a number of organizations in Cambodia allocate and manage small-grants internally, based on project agendas and organization's procedures, with decision-making either individual by project leaders or collective by a team of staff members or executives. The positive aspect of this management approach is efficiency, reduced costs, coherence with individual project agendas, and direct monitoring of activities funded. Negative aspects are the narrow or non-involvement of national partners in management (limited capacity-building and institutionalization), the work load concentrated on a few actors, possible biases or narrower perspectives in funding decisions resulting from a limited number of decision-makers, and the full reliance of the process on projects and their managers -with a major interruption risk when projects come to an end or managers leave.

However, some other organizations have been managing small grants through a committee involving participants from outside the organization. The creation of such committee is either requested by the donor, or deemed necessary by the implementing organization. The cons of this approach are a higher transaction cost (coordination, meetings, consensus finding, etc.), a bureaucratic risk (focus on procedures), and overall a possible reduced efficiency. The pros include involvement of more stakeholders and institutions, a broader range of perspectives from a larger panel of members, better integration of the different disciplines contributing to the sector, better sharing of the work load, a better capacity building, ownership and institutionalization of the fund, and ultimately a higher chance of diversifying the funding sources in a more sustainable entity.

In the CAPFISH context characterized by substantial funding, sizeable and complex project, research about a whole sector and long-term perspectives, a majority of persons consulted recommended the creation of a steering committee for the small-grant fund. The committee would not only contribute to fund management and selection of applications, but also to the definition of the priority research topics in calls for proposals, in relation to national objectives and to the research priorities identified at FiA and among donors.

⇒ *The creation of a Steering Committee is recommended for the CAPFISH Capture small grant research fund.*

Under the assumption that a steering committee will be created for the fund, the FAO and main project partners have to determine the size and constituency of that committee. Experience from other organizations shows that a small-grant fund committee typically comprises three to seven members. In one case, a committee initially involving 12 members (including 9 universities) was later on reduced, for practical reasons, to five members - with 2 universities representing the views of 7 others. Another example shows the inclusion of donors and sponsors (either institutional or private), but also of private firms who could represent the needs and expectations of the private sector in terms of research and development, and pave the way for Public-Private Partnerships. Involving stakeholders at the provincial level (e.g. representative of the Board of Governors, of PDAFs) is also desirable in making sure that the research funded reflects local issues and priorities for which new knowledge is sought.

⇒ The possible members of a Steering Committee for the CAPFISH Capture small grant research fund are listed below (Table 4).

Table 4: Possible members of the fund steering committee

Core members	Key candidates	Possible candidates
<ul style="list-style-type: none"> • FAO • Fisheries Administration • European Union (EU) 	<p><u>Fisheries research</u></p> <ul style="list-style-type: none"> • Royal University of Phnom Penh (RUPP) • Royal University of Agriculture (RUA) • University of Battambang (UBB) • National Institute of Agriculture (Prek Leap) <p><u>Other research organizations</u></p> <ul style="list-style-type: none"> • Cambodian Development Resource Institute (CDRI; social research) • Institute of Technology of Cambodia (ITC; data analysis) • WorldFish <p><u>Fisheries & research stakeholders</u></p> <ul style="list-style-type: none"> • Fisheries Action Coalition Team (FACT) • Department of Science, Technology and Innovation (STI) at Ministry of Industry, Science, Technology and Innovation (MISTI) • Board of Provincial Governors 	<p><u>Managers</u></p> <ul style="list-style-type: none"> • Tonle Sap Authority (TSA) • Cambodian National Mekong Committee (CNMC) • Council for Agriculture and Rural Development (CARD) • Ministry of Water Resources and Meteorology (MOWRAM) • Ministry of Environment (MOE) • Ministry of Mines and Energy (MME) <p><u>Donors</u></p> <ul style="list-style-type: none"> • WorldBank (WB) • Asian Development Bank (ADB) • U.S. Agency for International Development (USAID) • Japan International Development Agency (JICA) <p><u>International NGOs</u></p> <ul style="list-style-type: none"> • IUCN • WWF • Wildlife Conservation Society (WCS) • Marine Conservation Cambodia (MCC) • Conservation International (CI) • Oxfam Australia / Netherlands • <u>National NGOs or centers</u> • Culture and Environment Preservation Association (CEPA) • Cambodian Rural Development Team (CRDT) • Cambodian Coalition of Fishers (CCF)

Here the size of the Steering Committee should be somehow proportional to the level of funding, starting with a minimum of five members, and possibly expanding up to 11 members (always an odd number). It is not recommended to involve more than 11 members in the committee, in order to keep coordination, discussions and decision-making relatively easy.

Once the initial constituency is identified, a Memorandum of Agreement needs to be signed with each partner organizations. A template, derived from the one used by the MyFish projects in Myanmar, is proposed in Annex 4.

6. ELIGIBILITY TO FUNDING

A key element of the fund is the definition of who can access funding. Possible candidates are:

- Persons
 - University students
 - Researchers or professors in their own name
 - Cambodians, non-Cambodians
- Communities
 - Villages (e.g. villages willing to test a given management activity)
 - Community Fisheries (e.g. CFis already collecting fishery data for projects)
- Government bodies
 - FIA research institutes (IFReDI, MaFReDI, some departments³)
 - Provincial Departments of Agriculture and Fisheries (PDAFs) and Cantonments
 - Other administrative bodies
- Public organizations
 - Universities (e.g. RUA, RUPP, PNCA, UBB, CSUK)
 - Cambodian, non-Cambodian
 - Research institutes and centers (e.g. Cambodian Development Resource Institute CDRI, Cambodian Center for Study and Development in Agriculture CEDAC)
 - Technical networks (e.g. Sub-groups on dams or on CFis of the Technical Working Group on Fisheries)
 - Non-governmental organizations (e.g. Fisheries Action Coalition Team FACT, Cambodian Coalition of Fishers CCF)
 - Vocational training centers
- Private organizations or consultancies
 - Consultancies having produced research in fisheries (e.g. CENTDOR, Angkor Research, etc.)
 - Companies developing products for the fisheries sector (e.g. smoking ovens)

Among organizations consulted, all the above categories of potential recipients have received small-scale grants and have produced research results for the fisheries sector -even though no single organization has opened eligibility to all these categories at once.

Some organizations have limited grants to nationals, while others have opened them to foreign students or visiting professors - in a spirit of international collaboration and capacity building.

Some of them have formally reviewed applying organizations' values in relation to their own or those of the donor- in which case the ability to deliver might have been secondary, priority being given to capacity building.

Others organizations consulted have selected applicants on the basis of experience and established ability to deliver (case of research institutes and centers and private consultancies).

In all cases the funds were granted in relation to a strict contribution to the objectives of the donor's and fund manager's strategic vision.

³ In particular the Department of Fisheries Conservation, the Community Fisheries Development Department and the Department of Post- Harvest and Quality Control

⇒ A meeting between FAO, the Fisheries Administration and the EU delegation in Cambodia is recommended to determine who, in the above list, should be eligible to small grants for fisheries research. Eligibility will be proportional to the level of funding, and can be reviewed and expanded after a year or two, based on initial experience.

For practical reasons and in view of a progressive implementation process, one of the organizations consulted restricted eligibility, in the first annual call for proposals, to organizations already members of the fund committee. This allows testing processes with insiders, but does not go without a risk of conflict of interest -as discussed in Section 9.

Based on our experience in Cambodia, some categories of potential beneficiaries deserve special attention:

1) *The technical sub-groups of the Technical Working Group on Fisheries.* In the past they have produced substantial and influential fisheries research, but this research has always been based on voluntary contributions of the sub-group members, without any remuneration nor compensation. Given the necessarily limited membership turnover, a substantial decline in enthusiasm and volunteering has been noted, and eligibility to small grants could revive their activities.

2) *FiA research institutes and departments.* Although these entities already receive funding for research activities as part of the CAPFISH programme, a gap repeatedly flagged consists in the absence of funding for data analysis activities. Per-diem represent incentives for field-based activities, but once data are gathered scientists have no financial support to analyse them and report or publish. Eligibility of FiA scientists to small research grants as lumpsum for specific data analyses and analysis of existing monitoring datasets would benefit the production of useful research results.

3) *Provincial Departments of Agriculture and Fisheries (PDAFs) and Cantonments.* These provincial units are aware of province-specific management issues and knowledge gaps, and of research needs for their local management. They also include, in a number of cases, young officers having graduated in reputable universities and able to propose and lead research activities. Eligibility of these administrative units and FiA officers to small research grants would strengthen both local capacity and ability to better manage local fisheries resources within the FiA.

4) *Cambodian research institutes and centers.* Grants might allow the institutional involvement of Cambodian research entities such as CDRI or CEDAC, in particular to expand surveys in their existing fisheries-related research activities, or to allow complementary activities by individual researchers from these entities. Opening eligibility to these entities might therefore produce a synergy between institutions and added value at a small cost.

5) *Private consultancies and companies.* In some cases the need to rapidly gather and analyse data and to produce focused reports directly informing fisheries management leads to opening eligibility to private consultancies and companies already familiar with these tasks. Institutional capacity building is secondary here, the focus being on rapidly filling important knowledge gaps with impartial results to support decision-making in some specific cases.

6) *Non-Cambodian faculty members*. In addition to national students and professors, the eligibility of small research grants to graduating students from foreign universities (e.g. to cover their travel and residence costs) or to visiting professors proposing training courses would promote exchange between researchers and local exposure to the latest methods and approaches, for the benefit of the Cambodian fisheries sector.

In line with the spirit of the CAPFISH-Capture project, a progressing broadening of eligibility can be considered in proportion to the level of funding, with the following sequence:

Cambodian students

 Researchers (universities and line agencies)

 Research institutes and centers, universities and/or technical networks

 NGOs

 Community Fisheries

 Private sector and foreign students or academes

Notes:

- at the Royal University of Phnom Penh, the focus is on biodiversity conservation but within that framework the university has produced multiple M. Sc. theses in fisheries-related topics;
- the National Institute of Agriculture (NIA), formerly Prek Leap College of Agriculture, formerly Prek Leap National School of Agriculture, is focused on training in farming and livestock at the B. Sc. level, but does research in fisheries;
- the Battambang University (BBU) proposes ERASMUS-related MSc. and PhD. programs in sustainable ecosystem management; they have produced substantial research in biodiversity conservation and management in the Tonle Sap area. The university also includes a faculty of agriculture and food processing;
- the Chea Sim University of Kamchaymear in Prey Veng Province offers BSc. and MSc. degrees in agricultural sciences, animal production and natural resource management;
- at the Royal University of Agriculture (RUA), curriculum and research tend to focus on aquaculture;
- fisheries are not represented at the Institute of Technology of Cambodia but ITC offers high level training in information technologies and statistics, which is relevant to fisheries data analysis; this can also usefully complement the skills of fish biologists and fisheries social scientists at FiA;
- recruitment of new FiA technical officers is restricted to candidates having graduated in fisheries, i.e. mainly from RUA and NIA (but officers with a background in IT, administration or finance are also recruited).

THE PRODUCTION OF ACADEMIC FISHERIES RESEARCH IN CAMBODIA

A fresh group of about 10 Cambodian scientists, whose center of gravity is IFRaDI, is now actively publishing in renowned international journals, including Science¹. They have produced 47 peer-reviewed papers since 2015 and their studies cover fish assemblages and their spatio-temporal dynamics; habitats and fish distribution; food webs; hydrology, floodplains and impact of dams, rotifers and macroinvertebrates; livelihoods and community fishery management, and genetic studies.

As BSc students they opted for fisheries studies despite a generally limited interest for the discipline at that time. Their emergence as a group results from a combination of factors: the long-term involvement of FFI in developing a biodiversity curriculum at RUPP and in mentoring students; the availability of fellowships for MSc theses in fisheries six to eight years ago (WorldFish, ACIAR, USAID); the proactive role of the Wonders of the Mekong project (Dr. Zeb Hogan, with USAID funding) that supported multiple MSc and PhD biological studies on the Mekong system; the active mentoring of students by Dr Ngor Peng Bun at IFRaDI; and the key role of Pr Lek Sovan in providing an academic framework for PhDs at Toulouse University (France) and a lot of support to Cambodian students.

Students and young scientists interviewed indicate that their interest for research in aquatic environment and fisheries was initially stimulated by fellowship opportunities in the field, then by the opportunity to complete a PhD abroad, with openings towards an academic career despite limited job opportunities in the Fisheries Administration and the sector.

Their experience shows that the emergence of local research in fisheries results from a long, almost decadal, process and from the key role of champions, despite the quasi-absence of a curriculum focused on fisheries. The very substantial contribution of this new cohort of Cambodian scientists to fisheries research results mainly from their accession to the PhD level, with strong requirements in terms of high level publications.

This underlines the need for the CAPFISH-Capture to support research at this level, and to sustain the currently active and emulating environment existing at IFRaDI.

¹ *Ecological modelling; Ecology; Ecosphere ; Environmental development; Environmental sustainability; Fisheries management and ecology.; Fisheries research; Freshwater biology ; International journal of environmental and rural development; Journal of fish biology; PlosOne; Science; Water and more.*

7. SELECTION OF RESEARCH THEMES

The priority research themes initially proposed for funding will necessarily be selected by the core project partners, i.e. FAO, the Fisheries Administration (in particular IFReDI and MaFReDI) and the EU Delegation in Phnom Penh. These themes obviously need to be aligned with national and project objectives.

Experience from other organizations shows that themes proposed for funding are always in line with donors' areas of focus. In some projects, the focus areas can be very specific (e.g. support to ethnic minorities, conservation of some endangered species). In the CAPFISH project, the focus areas are broad and well documented. Themes proposed for funding should also reflect national strategies in the sector, in particular those identified in the latest National Strategic Development Plan (NSDP) and the Agricultural Sector Strategic Development Plan (ASDP).

In all cases, the calls for research proposals should be broad enough to attract:

- research and analyses not restricted to biological and technical aspects (e.g. role and promotion of women; community organization and functioning; policy analyses);
- candidates not already involved or knowledgeable in the sector but able to offer skills useful to that sector (e.g. information technologies for monitoring; chemistry for fish processing technologies);
- creative approaches going beyond the immediate needs of the sector (e.g. cultural dimensions and obstacles; alternatives to fishing).

A pre-selection of seven themes is proposed:

- *Biological, habitat and conservation studies*
- *Livelihoods, gender, ethnic minorities and community organization in fisheries*
- *Fish-related socioeconomics and fish marketing*
- *Monitoring, regulations and compliance in fisheries*
- *Fisheries management, co-management*
- *Fish-dependent nutrition, fish-based nutritional products and alternatives to fish*
- *Moving away from fish dependency*

Once a steering committee is in place, inputs from its members will allow integrating themes that reflect research advances, perceived opportunities for research or management breakthroughs. Thus, research themes around the Ecosystem Approach to Fisheries Management are a chance to combine multidisciplinary activities with the latest developments in sustainable management.

ENHANCING THE FISHERIES CURRICULUM OF POTENTIAL PARTNER UNIVERSITIES

In parallel with the implementation of a fund for small-scale research grants, the CAPFISH project also recommends cooperating with partner universities to improve the fisheries curriculum.

The present consultation was an opportunity to consult universities about the definition of curricula content and the process for their possible modification.

There are two cases: i) universities operating under the Ministry of Education (e.g. Royal University of Phnom Penh, University of Battambang), and ii) universities or education entities under the jurisdiction of the Ministry of Agriculture, Forestry and Fisheries.

i) Universities under the Ministry of Education

Curriculum development starts with the consultation of key stakeholders (faculty members, lecturers, curriculum development committee, and development partners/donors that support the study program) and sometimes with an online survey of graduate students and scholars, in order to evaluate the need for changes in the study program.

Based on the result of the consultation the curriculum development committee proposes a new curriculum. The final consultative program is then sent for approval to the faculty dean and the university rector. If proposed changes are minor (e.g. changes of content without changing headings) they are approved and validated at this level. If changes are substantial (i.e. more than 30% of the content modified) but do not require a change in the title of the study program, then the revised curriculum is sent to the Department of Higher Education for review and approval. If changes are major and include a change in subject, then the Department of the Higher Education sends the proposed revised curriculum to the Ministry of Education, Youth and Sports for review and final decision.

ii) Education institutions under the Ministry of Agriculture, Forestry and Fisheries

These include the Royal University of Agriculture and the National Institute of Agriculture in Prek Leap. Like in other universities, any change to an existing curriculum is subject to a preliminary assessment of needs. Officially, a modification of the curriculum needs to be approved by MAFF -a process that can take a year or more. As opposed to that, minor changes such as content evolution without changing the title of courses can be approved internally. However, in that case the total number of hours in the curriculum should remain constant - academes consulted assuming that the duration of a curriculum cannot be increased without officially consulting MAFF (a BSc curriculum normally corresponds to 124 credits of 16 hours each). This implies, if fisheries are to be promoted, that classes in other topics or disciplines are reduced - in agreement with the teachers who used to teach these demoted disciplines and topics. Another issue is the cost and funding of any new training: who funds, in the long term, the intervention of external participants or field visits implied by a new training?

Thus, inland fisheries curriculum improvement is to be considered first in terms of adjustment of existing content rather than in change of themes or creation of new themes. Improvement can consist in the integration of topics not specific to fisheries but relevant to fisheries management (e.g. information technology, database management, data analysis, GIS, statistics, modelling, etc.) rather than in fisheries-specific themes such as fishing technology or fishing issues. In marine fisheries no curriculum exists at the moment, and "improving the curriculum" would consist in creating one, through the existing procedures described above. This may gradually happen in the medium- to long-term through the commitment of lecturers previously exposed to marine biology, and a faster but more demanding approach implies involving the Ministry of Education.

8. CALL FOR PROPOSALS

Calls for proposals requires a clear communication strategy and specific outreach efforts. Funding availability needs to be communicated to eligible organizations identified (see Table 4), but also communicated to other eligible candidates not necessarily pre-identified. This implies a broad, proactive and very visible communication.

Experience from other organizations shows that in universities communication tends to be established through responsive persons (e.g. a lead faculty professor), but responsiveness do not imply that the funding announcement is actively disseminated within the university. The consequence can be submissions limited to the few professors who directly received the call. The alternative is a communication through university deans, which ensures better information dissemination, more transparency in grant management and the possible involvement of other faculties (e.g. chemistry department involved in fish-related nutritional analyses).

A call for proposals template is proposed in Annex 5.

One of the organizations consulted established a process by which each committee member is identified as a contact person for a given discipline or theme. Then applicants are required to communicate their intension to submit a proposal to the relevant committee member. This process ensures that the call is well understood, that the proposed research meets the objectives and themes of the call, and that rules get clarified -any proposal submitted directly to the main office being rejected.

The template of an application form provided to applicants is proposed in Annex 6.

Templates in Annexes 5 and 6 are adapted from documents of the Fishery Research and Development Network in Myanmar (see text box on page 3).

9. SELECTION OF PROPOSALS

9.1. Review process

Who reviews proposals?

Proposals are usually shared between committee members for review, based on member's expertise and proposal theme. If the fund committee is comprised of a few members only, assistance can be sought from volunteering external reviewers. A sufficient number of reviewers is required to ensure the ability to evaluate proposals in different disciplines.

In one of the organizations consulted each review was done by one scientist within the organization (not necessarily a member of the committee), while in another organization -offering less grants- two persons reviewed each proposal to ensure more fairness (one staff member and one outsider).

How to review proposals?

A set of guidelines needs to be provided to reviewers to ensure common review criteria for all proposals. Some guidelines, derived from the ACIAR guidelines for external reviewers of project proposals, are proposed below:

Proposal relevance

- Does the proposal fit in one of the proposed themes?
- Does the proposal duplicate research already done?
- Does the proposal address a priority problem in Cambodian fisheries?
- Will or can the proposed research contribute to greater fisheries sustainability?
- Does the proposal include potential economic and social benefits to Cambodia?
- Can this project have beneficial impacts on women, children or ethnic minorities?

Research activities

- Is the project scientifically sound?
- Is the scope of the project adequate, or too broad / too narrow?
- Are the proposed methods appropriate to the problems being addressed?
- Are the research activities well described?
- Is the timetable realistic?
- Is the budget realistic?
- Are possible benefits clearly stated?

Project proponents

- Do the proposed participants have the ability to implement the research?
- Is the comparative advantage of the proponent clear?
- Are partnerships clear, justified and credible?

If the number of applications is much higher than the number of grants available, the above criteria can be weighted for a quantitative assessment of each proposal.

9.2. From proposals to funded activities

Organizations consulted and our personal experience indicate that a number of proposals include relevant topics and promising research, without necessarily being well written, well planned or well budgeted. This raises the question of proposal improvement.

Imperfect but promising proposals are approached in two ways, depending on organizations:

- 1) the proposal is pre-accepted and the reviewer(s) communicate with the proponent for proposal improvement. In a number of cases (e.g. when the proponent does not sufficiently master English) this can lead to proposal rewriting by the reviewer, with the risk of an excessive demand of the reviewer's time compromising the sustainability of the process;
- 2) the proposal is returned to the proponent with written comments, for resubmission -at risk of a failed resubmission if the proponent does not master the codes expected. However, that approach can also be seen as a test of the proponent's commitment and ability to seek assistance and adapt. It is only the first round of proposals that gives the committee a clear perspective about the average capacity among candidates responding to the call, and about the approach to be preferred.

Although none of the organizations consulted have done it, several of them recommend the involvement of a remunerated editor (e.g. a PhD student) to help pre-selected proponents improve their proposal. Alternatively, a writeshop can also be considered.

The selection process is summarized in Figure 2:

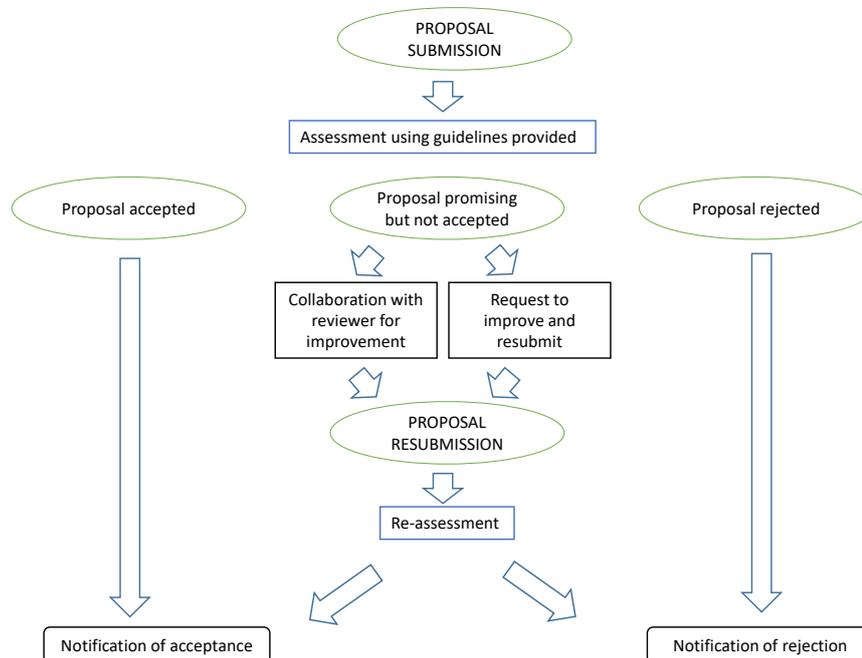


Figure 2: Proposal selection process

When organizations member of the fund committee are also eligible to funding, there is a conflict of interest if they are involved in the proposal review process. The problem can be circumscribed by ensuring at least that their proposals are reviewed by committee members who are not part of these organizations.

10. FUND MANAGEMENT

10.1. Size of grants and conditions around funding

The current budget of USD 125,000 for 25 grants implicitly assumes that a grant should amount to USD 5000. This value corresponds to a procurement threshold below which attribution and management procedures are minimal.

All parties consulted unanimously consider that:

- USD 5000 are suitable for the field work year of a MSc degree, while acknowledging that a full MSc. takes two years, not one, and that student life in Phnom Penh requires *at least* USD 300 per month, plus USD 300-500 annual tuition fees, i.e. USD 900-1100 out of 5000 left for actual field-based research activities;
- USD 5000 are also suitable for small local surveys by FiA staff in the provinces, in order to answer some locally relevant questions on the resource and its exploitation;
- any substantial research activity aimed at answering a research question relevant at the national level requires several months of field work involving trips from and to Phnom Penh, boat rental, involvement of fishers or communities (i.e. salaries, incentives), equipment (fishing gear, probes, computer, software licences), data entry (a frequently overlooked source of expenses), several weeks of data analysis and a few weeks of reporting. For these reasons, a research activity undertaken by a qualified scientist or an institution (e.g. a university team) costs between USD 10,000 and 20,000 - the lower end corresponding to the analysis of already existing data;
- the funding of a PhD study - i.e. the most productive way to build research capacity and generate solid, publicly accessible, results - requires at least USD 20,000 per year during 4 years (USD 1000/month in Phnom Penh + computer + trips to host university abroad and local costs abroad + field work over several seasons (density and frequency of sampling meeting international standards) + data entry + data analysis with statistical assistance + attendance to symposia + submission of at least 4 publications at no less than USD 400 each). Supervisors consulted deplore that very few development projects provide this level of funding, and that almost none of them commits to supporting research four years long.

These amounts are substantially higher than those usually granted by development organizations or projects working with communities at the local level, but academic training and research are costly -in particular studies of natural processes and wild resources (large geographic spread, several seasons of surveys required, high-tech equipment often involved).

⇒ *It is recommended to increase the size of grants above USD 5000, up to USD 25,000. This would allow funding, in addition to MSc studies, of technical studies by professional scientists and academic research by PhD students.*

A fund remaining at the minimal level of USD 30,000 per year corresponds to the funding of about 4-5 MSc theses per year (management costs need to also be accounted for), i.e. the generation of 4-5 thematic research results -at a beginner level- in two years. At this level, the fund can alternatively support 1 research topic by a scientist and about 2 MSc theses. In other words, a fund of USD 125,000 cannot significantly contribute to capacity building or to the generation of substantial research results informing the management of the fishery, which calls for the integration of other budget lines to this fund.

If the ambition for the fund is to contribute more significantly to capacity building in research and to the production of research results, the annual target can be 2 MSc studies, 2 local research studies, 2 solid studies by scientists and one PhD supported. The cost of such ambition would be around USD 70-80,000 per year, or 280-360,000 in total between 2021 and 2024- which is compatible with the larger budget hypothesized in section 3.

In addition to the above aspects, managing relatively larger grants reduces the transaction cost of management.

⇒ *We recommend increasing the size of grants above USD 5000, up to USD 25,000, with three categories open to funding:*

- *USD 5000 for MSc and local studies (by FiA staff or communities)*
- *USD 10,000 to 20,000 for studies by scientists or private operators with production of a local publication or a consultant-type report*
- *USD 25,000 for PhD-related studies with an academic publication attached.*

Funding can be proposed in two tranches, with payment of the second tranche upon output delivery.

The FAO CAPFISH-Capture budget identifies the funding modality for grants as *lumpsum*, which is considered quite appropriate. It is essential that grant recipients keep a degree of freedom on the use of their funds, in order to cover not only field expenses but also their time and daily needs when compiling data, analysing them and writing up - these latter activities being an essential component of research.

There is also a need for some control over the use of grants, and the monitoring effort and cost can be reduced by providing the grant in two or three tranches, the payment of the last tranche being conditioned by the delivery of an acceptable final output.

A fund manager consulted indicated that in absence of clear conditions a certain drift in expenses was initially noted among grantees; it was corrected later on by the establishment of a pricing scheme and of a 5-category budget report template to be used by each grantee. In addition to a review of the quality of their final report, the last tranche payment was also subject to an approval of this simple financial reporting. In Myanmar, this system was totally new to the academes involved, and gladly adopted by several universities as an internal standard for interaction with other donors.

10.2. Fund management by a partner organization?

In the past, administrative rules inherent to UN organizations, applied at a small scale to applications by students or local communities, have compromised the granting process and flow of funds. Thus, unexperienced local candidates or grantees found strict international procurement, financial and safeguard procedures impossible to master or comply with - in particular when they were not fluent in English, resulting in applicants giving up and in underspending.

Several granting organizations consulted also underline the need to interact with candidates in a culturally conscious way. This includes providing assistance for applications (a new competitive process unfamiliar to most), guidance during implementation (mentoring being expected in the local culture) and support for reporting (format standards and English language being a challenge for grantees). Such assistance not only helps grantees, but also secures the smooth implementation of the overall granting process.

This leads to a common recommendation to delegate the management of the fund to a local organization already experienced in this activity. The positive aspects of such delegation are:

- the MoA and/or contract is to be signed with one partner only, not with each grantee;
- FAO/EU procurement and management rules apply to one partner only;
- it is the simpler rules of this partner, acceptable to FAO and EU, that apply to grantees
- national grant managers are able to interact with and support national applicants
- the involvement of a national entity is part of a pathway towards a legally registered autonomous fund (see section 11).

The negative side of such delegation is the large amount of interaction required at the beginning of the process, when establishing MoA and contract, and the potential delay in disbursing funds. Another important aspect is the cost of this partnership and of overheads -to be negotiated.

In Cambodia, several organizations have played or do play this grant manager role for external donors. They include for instance (non-exhaustive list):

- the Fisheries Administration, that managed three small grants under the EU funded programme "Promoting Inclusive and Sustainable Growth in the Agricultural Sector: Fisheries and Livestock" (grants to Community Fisheries for management, for the development of fisheries value chain and for aquaculture development). FiA/IFReDI is now hosting the USAID-funded Wonders of the Mekong project managing multiple fellowships;
- the Cambodian Development Resource Institute (CDRI, cdri.org.kh), managing among others grants from the International Development Research Centre (CAD 3 million over 5 years, including 10% for research and grants through the Royal University of Agriculture for 5 MSc students and 10 BSc students);
- the Cooperation Committee for Cambodia (CCC, ccc-cambodia.org) with 150 local and international non-governmental organizations as members. CCC manages the Civil Society Fund; it recently provided nine EUR 15,000 grants to local organizations to achieve sustained value-chains, and a set of USD 2750 grants in seven provinces;
- the Institute of Technology of Cambodia (ITC, www.itc.edu.kh/en/) that has over years managed academic fellowships and research grants from a portfolio of donors;

- similarly, FFI, RUA and RUPP have managed funds for academic research and fellowships for students, through various organisational setups;
- the NGO Forum on Cambodia (www.ngoforum.org.kh), with 89 member organizations whose activities in environment and agriculture are funded through grants from multiple donors

These organizations are already fully structured for the purpose, with official registration, internal rules and by-laws, experienced staff, an accounting system, and a steering committee for some.

Note: a sub-group of the Technical Working Group on Fisheries was proposed as a possible entity for fund management. This would be quite relevant in terms of constituency and scientific supervision, but such network would miss the administrative structure, by-laws and financial operation tools required for such management.

⇒ We recommend the management of the fund to be delegated to a partner organization already experienced in managing grants with national recipients, and administratively equipped to do so.

The selection of a qualified partner organization can be done through an initial call for proposals, so that the most qualified and experienced partner, with a relevant internal structure and administrative mechanisms, can be identified. Criteria for selection need to also encompass the ability to become the long-term manager of a recognized independent fund for fisheries research. Political neutrality, reputation among all stakeholders and situation vis-à-vis the Law on Associations and NGOs (LANGO) will have to be considered, as well as compliance with FAO requirements and safeguards (conflict of interest and corruption prevention, inclusion of genders and minorities, child protection, grievance procedures, etc.).

The time spent identifying a managing partner and establishing agreements may slow down the disbursement of grants in 2021, but will allow securing an easier flow of funds in the remaining years of the CAPFISH-Capture project and contributing to the long-term sustainability of the fund (see section 11.).

10.3. Synergy with UNIDO?

UNIDO, under CAPFISH-Capture, is also putting in place a Fish Technology Platform involving academia, research, policy institutions and the private sector. Its priorities and modalities (support to research activities, to the training of students, to collaborations and networks) are very similar to those of the fund discussed here, despite a slightly different area of focus (food technology and safety rather than fisheries and natural resources). This multi-stakeholder platform will provide research grants to young scientists, scholarships and fellowships, and also aims at linking regional and international supporting institutions, and facilitating curriculum revision.

The total budget for that platform is at least USD 420,000 (USD 260,000 for research grants, 70,000 for scholarships, 90,000 for internships, plus travel, operation, meetings, etc.), and UNIDO is considering a delegation of fund management to a partner organization.

In that perspective, UNIDO has consulted and evaluated several possible partners⁴, including the Institute of Technology of Cambodia (ITC), the Royal Academy of Cambodia, the Royal University of Agriculture (RUA), the University of Battambang (UBB), the Federation of Associations of Small and Medium Enterprises in Cambodia and various private companies. The short-listed candidates are ITC, RUA and UBB.

Given the similarity and simultaneity of these two funds dedicated to research, capacity building and development in the fisheries sector, as well as the similarity of management options considered, a discussion is recommended between FAO and UNIDO to decide whether resources should and can be pooled. Such coordination, if possible, would create a synergy, allow substantial savings on costs of operation and overheads, and increase chances of long term sustainability. The downside of such collaboration could be the administrative intricacies resulting from a combination of distinct FAO and UNIDO rules and procedures, a certain complexity in sharing management costs and supervision responsibilities, and the challenge in organizing a steering committee and operation modalities that would accommodate the slightly distinct objectives of FAO and UNIDO.

This decision to pool resources or not will also determine the total financial volume of the fund, the size of the structure to be subsequently organized (number of managers, of steering committee members) and will determine the choice of the managing partner.

⇒ *We recommend a close interaction between FAO and UNIDO in order to decide whether resource should and can be pooled.*

10.4. Practical aspects of fund management

Fund manager(s)

The management of an initiative worth between USD 125,000 and USD 490,000, and of at least 25 grants, requires a specific organization and dedicated resources. Experienced persons consulted underline the need of staff focused on the management of grants (calls for proposals, advertising, partnership management, monitoring, reception of proposals, committee coordination, monitoring of expenses and implementation of procurement rules in each grant, centralized accounting, activity reporting, etc.), i.e. of a full-time Fund Manager and possibly of a fund accountant (the latter depending on the scale of funding).

⇒ *The amount of work inherent to the management of at least 25 grants and multiple partnerships requires the hiring of a full-time fund manager.*

⁴ Schebesta K. 2019. 02 -15 December 2019 field mission report to UNIDO for the Cambodia programme for sustainable and inclusive growth in the fisheries sector: CAPFISH-Capture fisheries” United Nations Industrial Development Organisation, Phnom Penh, Cambodia. 97 pp.

When their funding level was large (between USD 200,000 and 1 million), organizations consulted had to recruit a fund manager but also a partnerships coordinator, a Monitoring and Evaluation person and a finance administrator. The fund manager, partnerships coordinator and M&E specialist can be the same person, but several organizations recommend the financial responsibility to be given to a different person, in order to prevent corruption. A supervisor for the person in charge of funds also needs to be identified, in order to ensure that disbursement of grants to recipients is done fully, without delay nor obstruction. In addition to increasing efficiency, these measures also prevent underspending.

⇒ In the steering committee, overall management and financial responsibilities should be given to two different persons.

Last, if the ambition is to develop the fund into an independent and credible entity able to attract funding and develop new partnerships (see section 11), the profile of the manager to be recruited must feature seniority, strong leadership, and experience in developing an organization.

Compensation of Steering Committee members and other costs

Risks in long-term sustainability of a network based on volunteering only (see section 6) apply to fund committee members too. This led to a recommendation, among several organizations consulted, to include a system of compensation for these committee members, in particular when multiple proposals are to be reviewed - which can be quite time-consuming.

Experienced organizations also flag the need to provide the fund management unit with a sufficient operational budget covering meetings, communication, field visits, translation (e.g. when dealing with partners in the provinces) and editing of reports produced by grantees. The nature and diversity of meetings is detailed below.

Possible constraints in funding FIA officers

In the CAPFISH context, the administrative ability for PDAFs and Cantonments to receive grants needs to be examined.

Organizing workshops and conferences, publishing

The creation of a fund with a steering committee implies an inception workshop involving a large number of invitees, so that the existence of the fund is publicly announced and broadly communicated - in particular to communities and minorities. Similarly, the provision of grants for research implies the organization of annual public workshops during which studies undertaken and results obtained are presented. In the course of each year, the steering committee will also meet on a quarterly or biannual basis. All these gathering have a cost that needs to be adequately integrated in the operational budget of the fund manager.

Incidentally, universities and research institutes or centers in Cambodia organize or co-organize each year large symposia on agriculture and natural resources, such as the National Scientific Conference on Agriculture and Rural Development (NCARD), the International Conference on Environmental and Rural Development (ICERD), or the International conference on food safety and food security (AFSA). Instead of creating new and distinct conferences on fisheries, the fund might -at least initially- consider liaising with the organizing institutions and have fisheries sessions featured within these large events.

This would reduce the cost and effort of organizing conferences, while increasing the visibility of fisheries topics and exposing grantees to larger international conferences and standards.

In complement to presenting findings at conferences, the results of the research funded by the project can and should be published. Three channels and formats can be considered:

- stand-alone reports laid out as a coherent editorial series published by the project or by FiA - case of small grants for local studies, or of MSc reports;
- publication in national or regional journals such as the *Cambodian Journal of Natural History* (edited by FFI), *Catch & Culture* (MRC journal), *Fish for the people* (SEAFDEC journal) or *Asian Fisheries Science* -case of grants for research studies;
- international research journals (case of grants to PhDs).

These final publications should also be uploaded on the FiA and IFReDI web sites.

11. CONCLUSION: THE LONG-TERM PERSPECTIVE

Proposing small grants for research activities in fisheries between 2021 and 2023 can be seen a project module, but can also become a contribution to increasing Cambodia's capacity for fisheries research in the long term. The latter implies that the current fund is the starting point of a long-lasting and institutionalized mechanism.

The evolution from the current situation to an institutionalized fund implies an evolution in funding sources, in administrative responsibilities and in the functioning and responsibilities of that fund. This would correspond to the following sequence:

- 2021: creation of the fund as an operational module within the project; identification of a suitable organization for fund management or recruitment of a fund manager; identification of possible partners for a Steering Committee; development of Memoranda of Agreement between the fund and partners; first call for proposals;
- 2022: structuration of the fund as a semi-autonomous entity under a larger FAO/FiA umbrella; registration of the fund as a legal entity (including by-laws); second call for proposals; workshop organized for grantees;
- 2023: operation of the fund as an independent entity under FAO/FiA supervision; third call for proposals; initial fund raising outside CAPFISH; conference organized;
- 2024: operation of the fund as a fully independent entity; grants still funded by CAPFISH-Capture but larger fund raising; fourth call for proposals and conference organized.

These possible steps are summarized in Figure 3.

	2021	2022	2023	2024+
FUNDING SOURCES	CapFish funding	CapFish funding FiA contribution	CapFish funding FiA contribution External funding	CapFish/FiA funding External funding
ADMINISTRATIVE RESPONSIBILITY	FAO/FiA; managing body	FAO/FiA; managing body	FAO/FiA; managing entity	FiA and/or managing entity
INSTITUTIONALIZATION	Grant manager Steering committee MoAs	Registration as a legal entity	Initial fund raising	Towards post-CapFish operation

Figure 3: Possible evolution of the small grant fund for fisheries research

In that perspective, the Fund would become a registered and autonomous legal entity in charge of raising external funds for fishery research. It would combine FiA funds for research and external funding, and would not be managed by FAO any longer. In order to embed this fund in a larger institutional context, it is important to establish formal connections with the Department of Science, Technology and Innovation (STI) at Ministry of Industry, Science, Technology and Innovation (MISTI). The role of the STI is the promotion and support of new scientific initiatives, including national standard certification, promotion of smart technologies and dissemination of innovations

Completing this evolution process would be a unique achievement of fisheries research development in the region.

12. ANNEX 1: TERMS OF REFERENCE

Name: Mr. Eric Baran

Job Title:** Fisheries Research Specialist

Division/Department: FACMB

Programme/Project Number: GCP/CMB/043/EC

Duty Station: Home based

Expected Start Date of Assignment: 13 July 2020

Duration: until 20 October 2020

GENERAL DESCRIPTION OF TASK(S) AND OBJECTIVES TO BE ACHIEVED

Under the supervision of the FAO Representative in Cambodia and in close collaboration with the Head of Operations and the CTA and in close cooperation with the Planning Department of the Fisheries Administration of Cambodia, and the Department of Statistics, MAFF, and building on the work of the FAO Catch Assessment Guidelines consultant, the Fisheries Research Specialist will carry out the following duties, through frequent skype / zoom conversations with CAPFISH and FIA departmental staff, and if possible real-time meetings towards the end of the mission.

1. Explore potential modalities for establishing a competitive small-grant research fund open to a broad range of research institutions and individuals;

KEY PERFORMANCE INDICATORS

Expected Outputs

Report 1- Potential modalities for establishing a competitive fisheries research fund through the FAO CAPFISH project

Required Completion Date:

First draft – one month after EOD

13. ANNEX 2: QUESTIONNAIRE TO PERSONS CONSULTED

The FAO, working for the CAPFISH Capture project (“Cambodia programme for sustainable and inclusive growth in the fisheries sector: capture component), aims at strengthening management, conservation and control systems in Cambodia inland and marine fisheries, in a collaborative and decentralization context. Strengthening management includes supporting priority research activities through establishing and managing a competitive fund for research grants.

Before establishing this fund, we would like to learn from the experience of organizations that have established similar funding mechanisms for small grants in Cambodia.

So if I can divert a little bit of your time, I’d be very grateful for information about the following points:

1. Is or was your organization involved in a funding scheme allocating small grants to organizations for field activities (development, education, research, etc.)?
If Yes, go to 2). If No, no other question, thank you.
2. What was the level of funding for grants (individual grants, total budget)?
3. Was the funding scheme informally operated i) by one or a few individuals within your organization (budget management, decision of priority themes, selection of grantees, etc.), or ii) by a committee?
If “Informally by 1/a few persons”, no other question, thank you. If “Committee”, go to 4)
4. How is/was the membership defined for the committee? (membership open to whom?)
5. Is/was there a specific (legal, administrative, etc.) status defined for the funding scheme or is it / was it part of a larger project or programme?
6. How is/were priority themes identified and by whom?
7. How is/was defined eligibility to access funding (who could apply? who decided who could apply?)
8. How is/was structured the review process for proposals? (who reviewed proposals?)
9. In case proposals are/were of interest but not defined well enough, what does/did the improvement process consist of?
10. Is/was there questions about possible conflicts of interest (e.g. institutions members of the committee eligible to receive funds or excluded)?
11. What are your observations or recommendations about long-term institutionalization and lessons learnt?
12. Any other point you may want to flag?

Many thanks for your time and answers.

14. ANNEX 3: LIST OF PERSONS CONSULTED

Organization: Cambodian Development Resource Institute (CDRI)

Person consulted: Dr Pech Sokhem

Position: Executive director

Organization: Cooperation Committee for Cambodia (CCC)

Person consulted: Dr El Sotheary

Position: Head of Program

Person consulted: Mr Neat Norak Nong

Position: Resource Mobilization Manager

Organization: Conservation International

Person consulted: Dr Nick Souter

Position: Freshwater manager

Organization: Direction of Science, Technology and Innovation (STI) at the Ministry of Industry, Science, Technology and Innovation (MISTI)

Person consulted: Dr. Hul Seingheng

Position: Director general

Organization: EU Delegation in Phnom Penh

Person consulted: Aymeric Roussel

Position: Attaché, NRM – Rural Development

Organization: Institute of Technology of Cambodia (ITC)

Person consulted: Dr. Hul Seingheng

Position: former Vice-president for research

Organization: NGO Forum

Person consulted: Dr. Tek Vannara

Position: Executive director

Organization: OXFAM

Person consulted: Mrs Pauline Taylor McKeown

Position: former Program manager

Person consulted: Mr Chhuon La

Position: former Senior program advisor

Organization: Royal University of agriculture

Person consulted: Dr. Chhouk Borin

Position: Dean, Faculty of fisheries

Person consulted: Dr. Buntong Borarin

Position: Head of the Division of Research and Extension

Organization: UNIDO

Person consulted: Mr. Shetty Seetharama Thombathu

Position: Chief Technical Advisor

Person consulted: Mr. Kang Sin

Position: National Coordinator

Organization: Wonders of the Mekong

Person consulted: Dr. Ngor Peng Bun

Position: Lead scientist

Person consulted: Mrs. Chea Seila

Position: Country Program Coordinator

Organization: WorldFish

Person consulted: Xavier Tezzo

Position: FRDN manager, Myanmar

Person consulted: Mike Akester

Position: Myanmar country director

Organization: WWF

Person consulted: Mr. Teak Seng

Position: Country director

15. ANNEX 4: MEMORANDUM OF AGREEMENT TEMPLATE

MEMORANDUM OF AGREEMENT (MOA)

Between
AAA [FAO]
And
BBB [FiA]
And
CCC [the partner]

This Memorandum of Agreement (“MoA”) is made on XX/XX/XXXX between these organizations, which are hereinafter collectively referred to as the “Parties” and individually referred to respectively as “AAA”, “BBB”, and “CCC”.

PREAMBLE

Whereas [brief description of AAA, of its roles and of its operation]

Whereas [brief description of BBB, of its roles and of its operation]

Whereas [brief description of CCC, of its roles and of its operation]

Whereas the Parties have common, mutual objectives in the area of scientific research and development of fisheries and aquaculture and wish to complement each other’s efforts in these areas.

Therefore, in support of specific collaborative agreements and activities between them, the Parties hereby agree to formally constitute the [Name of the Fund] and further their relationship by entering into this MOA according to the terms set forth below.

The period covered by this MoA corresponds to the establishment phase of the [Name of the Fund]. During this period, all Parties will make efforts towards the institutionalization of the [Name of the Fund] and necessary revisions to this agreement will be mutually discussed towards the drafting of a new agreement after a period of 3 (three) years commencing from the date of signing. [wording to be confirmed].

ARTICLE 1

Scope

This MoA shall cover the general terms, conditions and obligations regarding funding for fisheries and aquaculture research implemented in partnership with competent Cambodian Authorities.

ARTICLE 2

Principles for cooperation

2.1. Respect for democratic values, good governance, inclusive economic growth and the rule of law shall constitute essential elements of this MoA;

2.2. Development assistance shall be implemented in full accordance with:

- a. The existing laws, rules and regulations of Cambodia established by the Government of the Kingdom of Cambodia;
- b. The policies and procedures outlined within [sources to be specified]; and
- c. The established, recognized principles of effective development cooperation which the Parties have endorsed.

ARTICLE 3

Description

3.1. The overall objective of this agreement is to formally constitute the [Name of the Fund] with the aim to achieve the following objectives: [wording to be confirmed]

- a. Establish a collaborative platform to facilitate and coordinate fisheries and aquaculture research activities in Cambodia;
- b. Promote exchange and dissemination of scientific knowledge in fisheries and aquaculture sciences in Cambodia;
- c. Promote and support national and international research collaborations for improving research and development capacity of Cambodian institutions in fisheries and aquaculture sciences;
- d. Raise and channel funding to support fisheries and aquaculture research activities in Cambodia.

3.2. Those intended to benefit by the provision of funding for aquaculture and fisheries research are researchers and students from [beneficiaries to be specified].

ARTICLE 4

Responsibilities of the Parties

4.1. The Parties agree that this MoA corresponds to the establishment period of the [Name of the Fund] and will make every effort to further institutionalize and officially register the [Name of the Fund] according to the laws and regulations of the Kingdom of Cambodia. This will be done with the objective to become an independent organization by the end of this agreement. [wording to be confirmed]

A tentative workplan is attached in Annex A and constitutes an integral part of the present MoA. [workplan to be specified]

Each Party shall assign a focal person to represent their organization in the Steering Committee [structure to be specified] [wording to be confirmed]

- 4.2. The Steering Committee [wording to be confirmed] will convene at least two times a year (or more regularly as mutually agreed) to review progress and take strategic decision towards the achievement of the objectives stipulated in Article (3). Time and place of these meetings will be mutually agreed and the Steering Committee [wording to be confirmed] members will be subsidized (i.e. transportation and/or accommodation) to attend such meetings;
- 4.3. All the decisions of the Steering Committee [wording to be confirmed] will be taken through general consensus and decisions will be considered valid only if all of the Parties are represented at the time of the decision; [wording to be confirmed]
- 4.4. Submission of project proposals to donor agencies involving the [Name of the Fund] (as a brand name) will be made only after mutual consultations and approval by the Steering Committee [wording to be confirmed];
- 4.5. The Parties are independent contractors, and nothing in this MoA shall be construed as creating a joint venture, partnership, agency relationship, or any other relationship that may result in vicarious liability between the Parties. Notably this MoA shall not prevent either Party from entering into similar agreements with other agencies or organizations;
- 4.6. Subject to the applicable laws, rules, and regulations of Cambodia, the Parties and their personnel shall not engage in any performance other than its mandate, nor illegal activities, nor any direct or indirect action that may interfere with internal affairs or threaten the peace and stability of Cambodia.

ARTICLE 5

Implementation arrangements and Financing

- 5.1. The Parties agree that AAA [FAO] and BBB [FiA] ensure the administration of the [Name of the Fund] for a period 2 years commencing from the date of signing this MOA. Starting from year 3, BBB [FiA] will act as the sole administrator; [wording to be confirmed]
- 5.2. The Parties agree that AAA [FAO] and BBB [FiA] - as administrators and funders of the [Name of the Fund] through their program - shall transparently share with other signatories of this MoA an account of the financial donor contribution made to [Name of the Fund] for research grants over the lifetime of this MoA.
- 5.3. The Parties agree that any use of the [Name of the Fund] research grants budget will be aligned with the thematic topics required by the respective donor agencies and will need prior approval by the Steering Committee [wording to be confirmed]. The overall budget for this establishment phase and its tentative breakdown is provided in Annex B;

5.4. The Parties agree that the administrators are responsible for organizing, coordinating and documenting all the steering committee meetings. Expenses associated with the administration of the [Name of the Fund] will be left to the decision of the administrators and be transparently communicated to the Steering Committee [wording to be confirmed].

ARTICLE 6

Intellectual Property

6.1. The ownership of any intellectual property arising out of joint research activities under this MOA shall be jointly owned by the parties, unless otherwise specified and agreed within any subsidiary MoA or otherwise mutually agreed upon. Results of collaborative research will be jointly published in the public interest as mutually agreed upon. All such research will be disseminated online [modalities and details to be specified];

6.2. The protection of intellectual property rights shall be enforced in conformity with the laws, rules and regulations established by the Royal Government of Cambodia;

6.3. The use of the name, logo, and/or official emblem of any Party on any publication, document, and/or paper is prohibited without the prior written approval of the relevant Party;

6.4. Notwithstanding anything in paragraph 6.1 above, the intellectual property rights in respect of any technology, products and/or services developed or carried out solely and separately by the Parties, or the research results obtained through the sole and separate effort of the Party, shall be solely owned by the Party concerned.

ARTICLE 7

Confidential information

7.1. Each Party shall hold in confidence all documents disclosed to it by the other Party containing the other Party's trade secrets and proprietary, secret, confidential and/or other information not generally available to the public (Confidential Information). Confidential information shall only be disclosed to persons assigned by the Parties who are directly involved in the collaboration. Any obligation of confidentiality hereunder shall not apply to information that:

- a. is or becomes public knowledge through no fault of the receiving Party, or
- b. was known prior to this Agreement by the receiving Party, or
- c. properly and lawfully becomes available to the receiving Party from another source without any obligation of secrecy, or
- d. is independently developed without benefit of disclosure from the receiving Party, or
- e. is required to be disclosed through process of law.

ARTICLE 8

Review, suspension and termination

8.1. The Parties shall consult promptly upon prior written request of any Party to discuss any matter concerning any interpretation or implementation of this MoA, to review any necessary revisions to this MoA, and consider other relevant aspects regarding relations between the Parties.

8.2. Any Party shall have the right, after consulting all other Parties, to suspend or terminate in whole or in part the financing of development assistance if:

- a. any Party considers another Party has failed to fulfill one or more element of this MoA;
- b. the financing by AAA [FAO] and/or BBB [FiA] is not forthcoming in accordance with this MoA;
- c. the management of the funding for aquaculture and fisheries research is deemed to be unsatisfactory;
- d. if any condition has arisen which interferes or threatens to interfere with the implementation of this MoA; and
- e. a suspension is deemed warranted by a fundamental change in the circumstances under which the MoA was agreed.

8.3. Any suspension shall be lifted as soon as the event or events which gave rise to the suspension are agreed by the Parties to have ceased to exist;

8.4. Any research grant contract extended in connection with this MoA may be terminated or suspended by any Party provided with at least sixty (60) days of written notice signaling the intention to terminate or suspend. Such termination should not affect the completion of research activities already ongoing at the time of the written notice;

8.5. Notwithstanding any termination, the provisions hereof shall remain in full force and effect with respect to funding provided until the termination is in effect.

ARTICLE 9

Governing Law

9.1. This MoA shall be governed, interpreted and construed in accordance with the laws of the Kingdom of Cambodia.

ARTICLE 10

Settlement of Disputes

10.1. The **Parties** shall strive to resolve amicably, upon mutually agreed upon procedures, any differences relating to or arising out of the interpretation and execution of this MoA;

10.2 In the event of a dispute between the **Parties** (other than a matter to be resolved with Negotiations) concerning the interpretation of any provision of this MoA or the performance of any of the terms of this MoA, such matter or matters in dispute shall be finally settled and resolved in accordance with the [relevant law in Cambodia] and the language of arbitration shall be Khmer and English. [wording to be confirmed]

ARTICLE 11

Entry into Force

11.1. This MoA shall enter into force for a period of three years commencing from the date of signing by authorized persons from the Parties; [wording to be confirmed]

11.2. Not less than ninety days prior to the expiry of this MoA, the Parties shall decide by mutual consent whether to seek an extension to this MoA;

In witness thereof, the undersigned, being duly authorized, sign this MoA in four equally authentic originals in the English language with each Party receiving one original copy.

Signed this day XX/XX/XXXX by:

H.E. Eng Cheasan Director General Fisheries Administration XX/XX/XXXX	Dr. Alexandre Huynh Country Representative FAO XX/XX/XXXX	[Name]XXX [Position] [Organization] XX/XX/XXXX
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ANNEX A: *3-years work plan towards institutionalization*

ANNEX B: *Budget (years) and budget allocation for the establishment phase covered by the present MoA*

16. ANNEX 5: CALL FOR PROPOSALS TEMPLATE

Call for Mini-Research Proposals {wording to be confirmed} in the fisheries sector

Introduction

The Cambodia Programme for Sustainable and Inclusive Growth in the Fisheries Sector: Capture component, also called CAPFISH Capture, focuses on fisheries conservation and management, fisheries post-harvest and trade, and fishing communities' social and economic development.

The FAO Complementary Support to CAPFISH (Component 1) aims at strengthening management, conservation and control systems in Cambodia inland and marine fisheries, in a collaborative and decentralization context. This support covers fisheries conservation, management and compliance, support to fishing communities, improved knowledge for fisheries management and institutional capacity enhancement. Its Component 4 ("Improved knowledge for fisheries management") includes in particular support for more effective and relevant research for fisheries management and support to priority research activities.

The aim of the present call is to strengthen the research and development capacity of the fishery sector, and to generate knowledge and data useful to management and decision-making. It does this by providing mini-research grants [wording to be confirmed] to [eligible grantees to be detailed] to undertake research in specific topics of relevance to CAPFISH and the sector.

The research fund [wording to be confirmed] is managed by [to be specified]. The fund committee [wording to be confirmed] is responsible for screening and approving the small-research grants proposals from applicants.

This is the first call for proposals issued by the fund committee [wording to be confirmed]. The deadline for receipts of proposals is [to be specified] and proposals should be submitted to [to be specified]. Applicants are encouraged to meet and discuss their proposal with committee members and submit their proposals prior to the deadline in order that review and processing of applications can begin sooner [wording to be confirmed].

The proposal for this first call should cover the geographical area of [to be specified] and address gaps in knowledge on livelihoods, food and nutrition security, markets and value chains [wording to be confirmed].

Applicants are encouraged to familiarize themselves with the CAPFISH-Capture Project aims and objectives - a summary document is available from [to be specified] [wording to be confirmed].

Research objectives and topics suggested

This call for proposals is interested in research projects in the themes listed below [to be confirmed].

Biological, habitat and conservation studies

Livelihoods, gender, ethnic minorities and community organization in fisheries

Fish-related socioeconomics and fish marketing

Monitoring, regulations and compliance in fisheries

Fisheries management, co-management

Fish-dependent nutrition, fish-based nutritional products and alternatives to fish

Moving away from fish dependency

For each of these themes, the call for proposal should detail

Challenges

- [Challenge 1 to be specified]
- [Challenge 2 to be specified]

Research objectives

- [Research objectives to be stated]

Suggested research projects

- [Suggestion #1 to be specified]
- [Suggestion #2 to be specified]

Application

The application forms for the research proposals can be obtained from [to be specified] and should be completed with the support of [to be specified] [wording to be confirmed].

For further details please contact [to be specified]

17. ANNEX 6: APPLICATION FORM TEMPLATE

APPLICATION FORM

Project concept

(no more than 100 words)

Provide an overview of the project concept (what it is about)

Indicate which research topic identified in the call for proposals your project corresponds to.

Project objective

(no more than 100 words)

What is the objective of your research project?

Where is the research proposed?

Project design and methods

(no more than 500 words)

Describe the proposed methodology and actions your research project will take to address the objective of your research.

Include the expected results of the project.

Project partners / Stakeholders

(no more than 200 words)

List any partners that will be directly involved in your project as well as important stakeholders and beneficiaries.

Indicate how you will involve them during planning and implementation.

Benefits

(no more than 100 words)

Describe how the research results will benefit fishery resources and stakeholders

Workplan

Timeframe of research with specific events and outputs of deliverables

Project budget

Provide a breakdown of the proposed budget (USD) using the following categories:

1. Staff costs (staff time on project research)
2. Provision of services (people hired for an activity within the study);
3. DSA (fees for work in the field to cover all food and accommodation costs);
4. Travel (public transport, boats, cars rented)

APPENDIX: Excepts of the practical guide “How do I apply for a research grant?” by Thomas Egwang (Med Biotech Laboratories, Kampala,Uganda) on the SciDev website (www.scidev.net).

A grant request is generally broken down into the following components:

- Objectives;
- Background and rationale;
- Experimental design and methods;
- Critical appraisal and limitations of the proposed research.

Objectives

Succinctly describe the goal of your research, and what you propose to do to achieve this goal. It is a good idea to propose only those objectives that you feel relatively confident of achieving within the grant period. A proposal with too many objectives to be included in a relatively short time is likely to be considered too ambitious, and might well be rejected, even if it involves 'cutting-edge' science or a revolutionary new idea.

Background and rationale

Introduce the problem that the research is intended to address. The length of your description is dictated by the length limitations on the application form. You should cover what is already known about the problem in the scientific literature, and highlight the major gaps or limitations in the current knowledge base.

Experimental design and methods

This is the most crucial part of your grant application. In it, you must describe in detail exactly what you are going to do to achieve your stated objectives. You should provide sufficient details to enable the review panel to critically evaluate your project. In particular, you must show how the experimental design will answer the questions that you are setting out to address; poor experimental design is the downfall of many applications.

Within this section, there should be several sub-sections, some of which are required for all types of grants, others of which are dependent on the topic of the research.

- Existing data or information
- Description of the study area
- Data collection
- Data analysis.

Collaborations

It is important to identify the partners with whom you intend to collaborate with, either in your own country or overseas.



Fund structure should evolve during the course of the CAPFISH-Capture project to become by 2024 a legally registered autonomous entity in charge of raising external funds for fishery research in the long term.



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Fisheries Administration



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Fisheries Administration

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