

FINAL REPORT

External Review of IDRC's Community-based Natural Resource Management (CBNRM) Program Initiative (PI) in Asia

Julian F. Gonsalves, Ph.D.
Agriculture and Natural Resources Management Consultant
Philippines

and

Lorelei C. Mendoza, Ph.D.
College of Social Sciences
University of the Philippines - Baguio
Baguio City 2600 Philippines

For

Evaluation Unit
International Development Research Centre (IDRC)
250 Albert Street, Ottawa, Ont. K1G 3H9

November 7, 2003

TABLE OF CONTENTS

EXECUTIVE SUMMARY	4
I. INTRODUCTION.....	5
FIELD VISITS	6
E-MAIL SURVEY OF PROJECT LEADERS.....	7
REVIEW OF DOCUMENTS	8
II. THE CBNRM PROGRAM: ACHIEVING ITS GOAL AND OBJECTIVES.....	9
A. ADVANCES AND OUTSTANDING ACCOMPLISHMENTS ACROSS ASIA	12
B. RESEARCH FOR DEVELOPMENT: BUILDING LOCAL RESEARCH CAPACITIES	13
C. EVOLUTION OF THE PI	14
D. EXTERNAL REVIEWS.....	17
E. USE OF EVALUATION	18
1. <i>Participatory Monitoring and Evaluation</i>	18
2. <i>Project evaluations</i>	18
3. <i>Self evaluations</i>	20
III. OUTPUTS, RESULTS AND OUTCOMES	20
A. RESEARCH FOCUS AND METHODS	20
1. <i>Site-specific and context-driven research on NRM</i>	20
2. <i>A reliance on participatory research in CBNRM</i>	22
3. <i>The CBNRM PI as methodologically conscious</i>	23
4. <i>On the rigor of social science analysis</i>	25
5. <i>Balancing the emphasis on the social and natural sciences</i>	26
6. <i>Engendering research</i>	26
B. RESEARCH CAPACITY BUILDING.....	28
1. <i>Enhancing individual researcher capacities</i>	28
2. <i>Influencing organizational capacities to do research</i>	30
3. <i>Commitment to multiple phases</i>	33
C. MAXIMIZING POTENTIAL IMPACT	35
1. <i>Documentation: now a high priority for partners</i>	35
2. <i>The need for addressing the neglect of community education material</i>	36
3. <i>Policy influences of the CBNRM PI</i>	37
IV. THEMATIC FOCUS AND PROJECT MODALITIES	42
A. PROGRAM STRATEGIES.....	42
1. <i>Flexible networking</i>	42
2. <i>Taking advantage of modern information technologies</i>	44
3. <i>Rising parallel funding: a broadening of support for CBNRM</i>	47
B. INSTITUTIONAL CONTEXT	49
1. <i>Compatibility of CBNRM and the decentralization drive in Asia</i>	49
2. <i>Local organizations in CBNRM</i>	50
3. <i>Highlighting the conflict resolution (CR) agenda</i>	52
C. ADDING FOCI TO CBNRM	52
1. <i>Making the CBNRM – sustainable livelihood link – asset building links</i>	52
2. <i>Integrated natural resource management and ecological considerations in CBNRM</i>	53
D. MAKING RIPPLES IN ACADEMIA: CBNRM AND TEACHING	54
V. SUMMARY AND CONCLUSION	56

LISTS OF ANNEXES

- I. A Listing of Active Projects
- II. IDRC's Strengths: CBNRM Partners' Views
- III. IDRC's Weaknesses: CBNRM Partners' Views
- IV. Themes/Processes to Emphasize: IDRC Partners' Views
- V. How IDRC Can Improve the Quality of Its Support: IDRC Partners' Views
- VI. Program Outputs: Publications, CD-ROMs, Posters, Etc.
 - A sampling of publications featuring CBNRM experiences
 - Publication outputs on local water management research in S.Asia
 - Publication outputs of the case-study initiative in Cambodia
 - Research report from the work in Tiam Giang Lagoon, Central Vietnam
 - Dual language publications in Cambodia
 - Use of CD-ROM technology for project reporting
 - Use of CD-ROMs for cross disseminating lessons/synthesis (2)
 - The CBNRM framework document for Bhutan
 - Posters: a mechanism for public awareness and education (3)
 - Policy briefs: an example from IDRC
 - Photo: community forestry in Bhutan
 - Photo: community management and rehabilitation of degraded mangroves
 - Photo: managing lagoon resources for better livelihoods for the poor
- VII. Biographic Notes on Reviewers

LISTS OF APPENDICES

- I. Review Objectives
- II. The Workplan of the External Review of the CBNRM PI
- III. Visit of CBNRM External Review Team to Cambodia, Vietnam, Philippines and Bhutan
- IV. CBNRM External Review Questionnaire

PROGRAM/PROJECT DOCUMENTS CONSULTED

EXECUTIVE SUMMARY

In spite of the best intentions of national governments in Asia to conserve natural resources by taking over the responsibility for their care, degradation has continued to take place. Degradation affects livelihoods and destabilizes the natural resource base for future generations. Many governments have accepted that most past approaches to managing forest, fishery and freshwater resources have failed. Many are therefore decentralizing decision-making and the management of natural resources to local governments and local communities but often lack information on locally suitable and relevant models. IDRC's CBNRM program initiative (PI) was designed to address natural resource degradation and rural poverty problems in the mountainous, upland and coastal areas of South, East, and South East Asia. An action-research approach was emphasized to arrive at the "solutions".

The PI has been very conscious of the need to maintain a wide diversity of sites: community forests, mangroves, rangelands, freshwater and coastal fisheries and upland watersheds as these provide a range of learning-opportunities of relevance to cross-site synthesis. IDRC did very well to emphasize site-based, action-research because of the need to demonstrate that alternatives did exist to top-down (blue-print) approaches to natural resource governance. Undertaken with a range of local stakeholders, these action-research have served as a proof of the validity of the concept.

The CBNRM program has been deliberate in its choice of countries and research institutions, emphasizing those that did not previously benefit from research-strengthening interventions. It often started its work with relatively weak research institutions, including those with very weak social science capacities in countries with economies in transition. A wide range of innovative approaches were used by the PI to enhance individual and organizational research capacities including training, mentoring, peer review of research, networking and the enhancement of information technology infrastructure.

With a team of less than six program officers, the sheer challenges of managing such a wide portfolio (over 100 project activities were supported with slightly more than half being multi-year activities) is itself a huge accomplishment of the PI. It is also a remarkable achievement that the CBNRM program has (in all areas visited by the reviewers), been successful in convincing policy makers of the importance of community-derived, action-research experiences. A new respect for local knowledge and local capacities is evident wherever the reviewers met with local officials responsible for CBNRM projects.

In spite of the multiplicity and diversity (in NRM research this is considered a positive attribute) what the PI has succeeded in putting into place a regional program. Consistency with PI objectives is, overall, very strong. The nature of projects it has supported has changed primarily as a result of team and partner assessments. After all, CBNRM approaches must evolve if they are to deal with new realities and therefore must be viewed as an ongoing iterative process. The CBNRM prospectus and programming over its different phases remain relevant, robust and reflective of the needs of partners. Partners have a strong sense of ownership of the CBNRM program and its approaches. What is particularly gratifying is that there remains, among IDRC partners, a relatively new and unwavering attention to issues aimed at securing tenure for local communities and helping them get better control over the management and use of natural resources.

I. INTRODUCTION

The external review of the Community Based Natural Resource Management (CBNRM) in Asia was undertaken as part of the initiative of IDRC's Programs and Partnerships Branch (PPB) Management to review nine Program Initiatives (PIs) and two ENRM Corporate Projects in 2003. The purpose of the external review was primarily aimed at **improving program effectiveness**.

Specifically, the results of the external review will be used in the following ways:

- a) Accountability for program results,
- b) Informing management decisions aimed at future programming directions, and
- c) Providing input for program learning and improvement.

The objectives of the external review are:

- 1) Assess the extent to which the program is meeting its objectives and aims, as set out in its prospectus, and identify any evolution in objectives;
- 2) Document results of the program (i.e. outputs, reach, and outcomes);
- 3) Offer reflections on the strengths and weaknesses of the program's thematic approach and strategies in relation to the current state of the field in which the program is active.

A more detailed set of questions under the three above-mentioned objectives is found in Appendix I. This report contains both Annexes and Appendices. Materials contained in the annexes are integral to the arguments made in the main report.

The External Reviewers joined a meeting of the CBNRM Team together with a representative of the Evaluation Unit of IDRC in Victoria, Canada from May 20-24, 2003. The reviewers also had an opportunity to assess the expectations of IDRC team of the review process and outputs. The team expressed a hope that the review report would address some of the following aspects:

- (1) Gathering evidence of good practice;
- (2) Demonstrate the use of results at different levels;
- (3) Identify critical elements favoring and hindering CBNRM;
- (4) Review the CBNRM framework;
- (5) Ensure a balanced review of types of projects;
- (6) Provide evidence and validation of the rigor of concepts/methods;
- (7) Highlight the innovativeness and relevance of the program;
- (8) Result in continued support from IDRC management.

Agreements were reached on the conduct of the external review and other logistical arrangements (see Work Plan in Appendix II). Team and individual interviews of the PI members began. This exchange between the team members and the external reviewers continued via e-mail (and face-to-face for some) in the months that followed.

This report does not discuss in detail project-specific or site-specific observations made by the review team. (Such observations were shared informally during the visits themselves.) Site visits were made in order to understand how well the Asia-wide IDRC program initiative (PI) is achieving the goal and objectives set out in the prospectus (as follows):

Goal

To develop and transfer technical, methodological, analytical, social/institutional and policy innovations for more productive, equitable and sustainable natural resource use by communities in ecosystems facing environmental stress and degradation in Asia.

Specific objectives

1. Identify and analyze the local resources and livelihoods under greatest threat and disaggregate the micro- and macro-causal factors leading to degradation, as well as the differential impacts such degradation is likely to have on women and men.
2. Develop new technologies or adaptations of indigenous systems which make more productive and sustainable use of privately- and collectively-managed resources at the community level¹.
3. Improve or promote institutions for the assessment, management and monitoring of natural resource use at the local level.
4. Develop new mechanisms and processes for resource planning, access to information, co-management and policy interaction between local communities and various levels of government.
5. Compare and exchange lessons and experience in CBNRM between communities, research institutions, and government agencies within the region and in Canada.

Data collection relied on several methods. There was a review of documents, interviews of program team members, an e-mail survey of project leaders, and field visits to four sites: Bolinao, Koh Kang and Kampot (Cambodia), Hue, Vietnam and Bhutan. Interviews by e-mail were also conducted for CBNRM collaborators and partners. Over a dozen individuals including donor representatives and academicians were contacted via email.

Field Visits

The project sites for the field visits were chosen at the May meeting in Canada. Project sites represented CBNRM work in the mountains, uplands and coastal areas, all three agro-ecological zones in which the program operates. The specific project sites were exemplars of where program objectives were achieved whether these are in the areas of research capacity building, methodological (technological and institutional) innovations, and policy impact. The team sorted out their projects based on these criteria (logistical issues and availability of project personnel were also considered). The actual selection of sites was made by the reviewers. Visits were made to Bolinao in the Philippines, Koh Kang and Kampot provinces in Cambodia, Hong Ha Commune and the Tam Giang Lagoon in Hue, Vietnam and Bhutan.

The review process began at the height of the SARS outbreak in Asia and Canada. This partly constrained some of the decisions made in relation the choice for case studies. For example, the China projects would have been a choice for the field visits. It was not included because of SARS as well as the request of the projects themselves not to allow any visits in 2003.

The schedule of activities for the different field visits was prepared by the host project teams. The external review team visited Cambodia from July 18-25, 2003. The Team was able to meet with a representative of all the CBNRM projects including several of IDRC's

¹ Examples could include: swidden intensification systems, land reclamation systems, intensified agroforestry or farming systems, enhanced marine resource production, protection and improvements to breeding and nursery habitat for fisheries.

partners and other donor agencies in Cambodia in a meeting in the capital, Phnom Penh. We visited the Koh Sralao and Koh Kang communities in Peam Krasaop Wildlife Sanctuary in Koh Kang Province and the Sre Knong Commune in the Chumkiri District of Kampot Province. The field visit to Hue, Vietnam was conducted from August 8-13, 2003. For the upland site, we visited Con Tom and Con Sam villages in the Hong Ha commune of the A Luoi District of Thua Thien Hue Province. For the Tam Giang Lagoon communities, we visited the Quang Thai commune, and the Trung Kieu and Trung Lang villages. The list of persons interviewed in Cambodia and Vietnam is found in Appendix III. Dr. Julian Gonsalves visited Bhutan on August 26-30, 2003 meeting with about twenty persons during this trip. A visit to Nepal by Dr. Gonsalves provided an opportunity for a reviewer to meet with the Local Water Management team in that country and the regional staff of PARDYP based in Nepal. A field visit to Bolinao, Philippines on July 5-6 and a visit to the CBCRM Resource Center in Quezon City on July 7 was done by Dr. Mendoza. Bolinao is the project site of CBCRM Philippines, Phase I and II while the CBCRM Resource Center is the node for the regional network, CBCRM LeaRN. In most of these locations, visits were made to local communities (group meetings were organized) as well as to local government authorities.

In all the field visits, effort was exerted to meet, talk and dialogue with members of the 'beneficiary' communities of the CBNRM projects. We visited their homes, their farms and places of work to talk informally with individuals in the uplands, valleys, forests, mangroves, and lagoon. We talked with CBNRM partners such as members of the government bureaucracies, academic institutions, donors and non-government agencies.

E-Mail Survey of Project Leaders

An e-mail survey of project leaders of all CBNRM projects was undertaken from August 7 to September 1, 2003. The survey questionnaire primarily focused on obtaining the viewpoint of project leaders on CBNRM projects' effects on research capability building at the level of the individual as well as the organization. Their views were also sought on the importance of the CBNRM approach, the value of networking, the quality of IDRC support, and the strengths and weaknesses of CBNRM projects. A copy of the questionnaire as well as the transmittal letter is found in Appendix IV.

Thirty-two projects were contacted and twenty-one projects responded. Any number of responses from a project was counted once. This gave a response rate of 65 percent of projects. In terms of contact persons, 65 were contacted and 37 persons responded, for a rate of 57 percent. For the remaining 38 persons, two informed us that they had no time to answer, five had technical difficulties as the messages kept bouncing back, i.e. the user name or the address was unknown, and we did not receive any response from the rest. If we include the eight sub-projects under the Vietnam Environment and Economic program (VEEM), this will make the projects total forty and the response rate of projects will drop to 57 percent. In terms of contact persons, the total increases to seventy-three and the response rate of persons falls to 53 percent.

The respondents to the survey have the following personal characteristics. Seventy-nine percent are males with twenty-one percent females. The median age group is 41-50 years old. Of the thirty-seven respondents, eight are Canadian or American, nine are South Asians, five are East Asians and fifteen are Southeast Asians. In terms of professional background, 45 percent have a specialization in the natural sciences, 42 percent are social scientists and 13 percent have both natural science and social science training.

Fifty-five percent had *some* research experience before joining the CBNRM project of IDRC. Less than a third, with twenty-nine percent, had *significant* research experience and fifteen percent had none at all. The median length of time that the respondent has worked with the CBNRM project is four years. A significant proportion of the respondents (47 percent) has worked or is currently working on other CBNRM projects funded by agencies other than IDRC. The results of the survey are included in the main text as well as in the annex. As open-ended questions generate valuable feedback, all responses are presented in the annexes to this report. It is assumed the reader will refer to the annexes.

Review of documents

Documents both at the level of the program and the projects included the prospectuses, i.e. 1998-2000 and 2001-2003; work plans, project evaluation reports, minutes of meetings, project abstracts, and the previous external review report of 1999. PCRs or Project Consortium Reports were not provided to the reviewers and therefore were not reviewed. However, terminal reports and annual reports were available and were reviewed. A list of all project outputs (including those in multi-media formats) was provided to the external reviewers. In addition, the documentation pertinent to the projects selected for site visits was consulted. A listing of reviewed materials is included in the annexes.

The reviewers were also able to obtain extensive documentation from CBNRM programs in China (GAAS), the Local Water Management in India and Nepal, the Social and Gender Analysis Umbrella Project (SAGA), the Engendering Research project in Vietnam among others. In addition, CD-ROM outputs from the PARDYP project and the Himalayan-Andean Comparative Watershed Research project were also made available. Visits were also made to the project websites to collect specific information from projects including some of those not visited.

II. THE CBNRM PROGRAM: ACHIEVING ITS GOAL AND OBJECTIVES

IDRC's CBNRM program initiative (PI) was designed to address natural resource degradation and rural poverty problems in the mountainous, upland and coastal areas of South, East, and South East Asia. The argument was made that degradation has continued, in spite of the best intentions of national governments in Asia to conserve natural resources by taking over the responsibility for their care. Instead, management by local communities, including local perspectives and priorities was proposed: hence, the term community-based natural resources management.

At the May 2003 meeting of IDRC's program officers (in which the reviewers participated in), an attempt was made to articulate the vision of the CBNRM Program Initiative. That listing follows:

Vision of the CBNRM Program Initiative from the May 2003 meeting in Victoria, Canada

1. Centers of CBNRM excellence in the region (e.g., universities) in research, training and teaching
2. Existing research organizations are 'Mainstreaming' CBNRM
3. Strong/dynamic 'networks' of interacting practitioners and researchers (national and regional)
4. Increased coherence of participatory NRM/livelihood/poverty frameworks
5. Local groups continuing to experiment with CBNRM interventions
6. Communities able to articulate management plan to government
7. Deals between government and communities on management plan and devolution (e.g., Bhutan framework implemented...everywhere)
8. Other donors and organizations championing CBNRM approaches
9. More secure tenure and livelihoods in marginal areas
10. Resource degradation slowed or reversed

**Numbers 1 to 4 are OUTPUT while numbers 5 to 10 are IMPACT.*

In the review process, reviewers continuously referred back to that listing (which might well served as indicators in future self-assessment exercises).

From the outset, through its choice of project sites and in its selection of issues to be addressed, the CBNRM PI has had a pro-poor orientation, focusing on degrading environments where a concentration of poor people resided. The CBNRM PI adopted a poverty alleviation focus in its research ahead of the International Agriculture Research System. Research establishments such as the CGIAR which have only recently been making pro-poor policy shifts. The real challenge for agricultural research institutions often has been how to translate the poverty emphasis into research processes and products. The notably pro-poor orientation of CBNRM PI's work seems to have been taken for granted within IDRC.

The program's focus on degrading environments in Cambodia, Vietnam, and Nepal has generated unusually strong expressions of government support (and more recently, recognition). Many of these governments have accepted that various other approaches to managing forest, fishery and freshwater resources have failed. Many are decentralizing decision making and the management of natural resources to local governments and local communities but often lack information on locally suitable and relevant models. An action research approach was often the best way to arrive at the "solutions" that policy makers

were on the lookout for. CBNRM was the right program at the right place in Cambodia, Bhutan and possibly also in Vietnam, resulting in IDRC garnering an extraordinary amount of support within these countries from governments and the donor community.

The CBNRM PI methodologies, succinctly articulated in the following statement by IDRC's two regional directors for Asia, continue to represent well what the reviewers observed in the field:

The Community Based Natural Resource Management (CBNRM) initiative is an Asian-based program that supports mechanisms by which communities sustainably manage natural resources, and by which various levels of government policies can and must contribute. Site-specific community managed research builds capabilities to diagnose and develop environmental, social, technological and institutional innovations. Its approaches, processes and findings provide insights for local policymaking around key resource management decision-making. It emphasizes participatory and interdisciplinary research that builds flexible and adaptive capacity for change and accounts for gender differences and social heterogeneity between users of collective and private resources. Site work also provides the bases for national and regional networking around approaches to research, for instance for capacity building, methodological development and peer learning among partners in the region on gender and social analyses, on analyses of governance frameworks, on participatory technology development and on participatory monitoring and evaluation².

The CBNRM approach does not depend on a single disciplinary framework and therefore lends itself to a problem-focused and people-centered orientation in its research.

As indicated earlier, the promotion of community-based approaches to natural resources management within IDRC was a response to the degradation of forest, water and land resources. Degradation was known to be affecting livelihoods and destabilizing the natural resource base for future generations. CBNRM, as practiced by the PI, was not just about technologies but governance and livelihoods. Natural resource governance and community-based approaches in particular, is about process. As a process, it changes power relations by strengthening capacities at the level of local communities, especially marginalized people. Adaptive management and continuous learning are considered important. CBNRM partners put a premium on "learning by doing" and hence, accept that the process is often slow and largely iterative. This participatory action research is systematic and enhances cross-cutting learning, as the following illustration from CBNRM's partner (IIRR), demonstrates.

² Source: IDRC in Asia. *Report to the Board of Governors*. October 17-18, 2002. Stephen J. McGurk and Roger Finan, *Regional Directors for Asia*. September 2002.

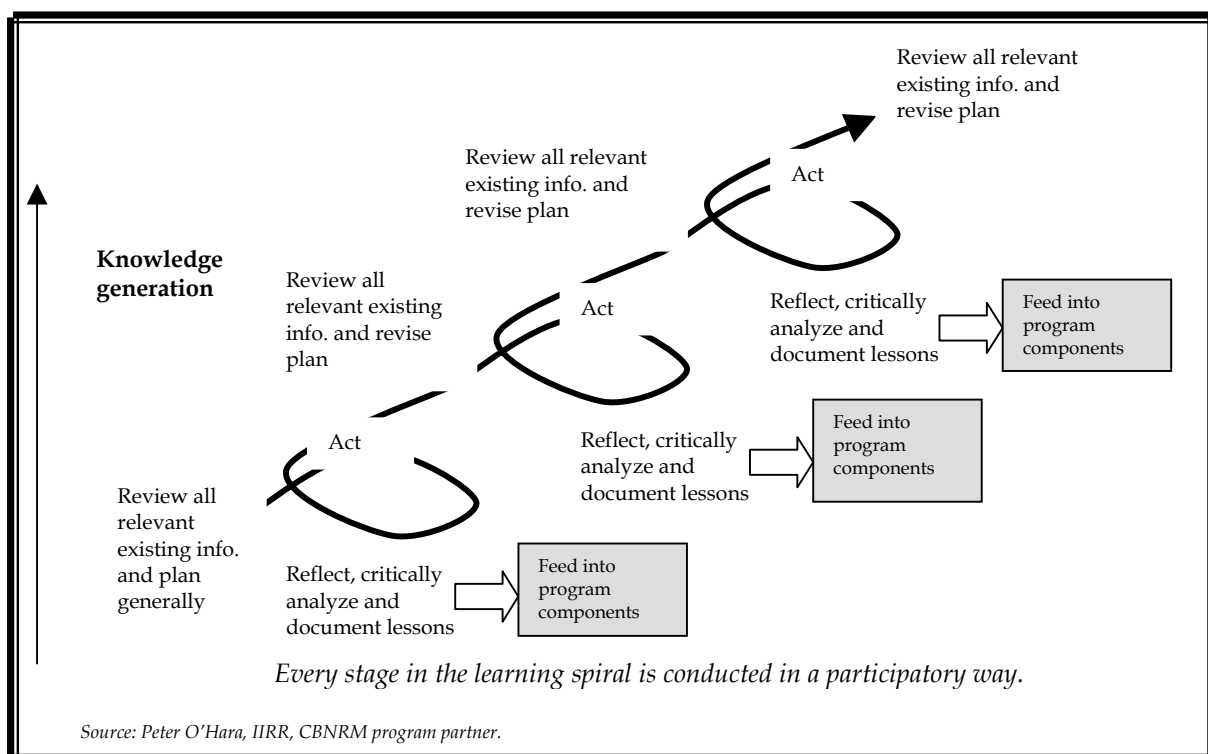


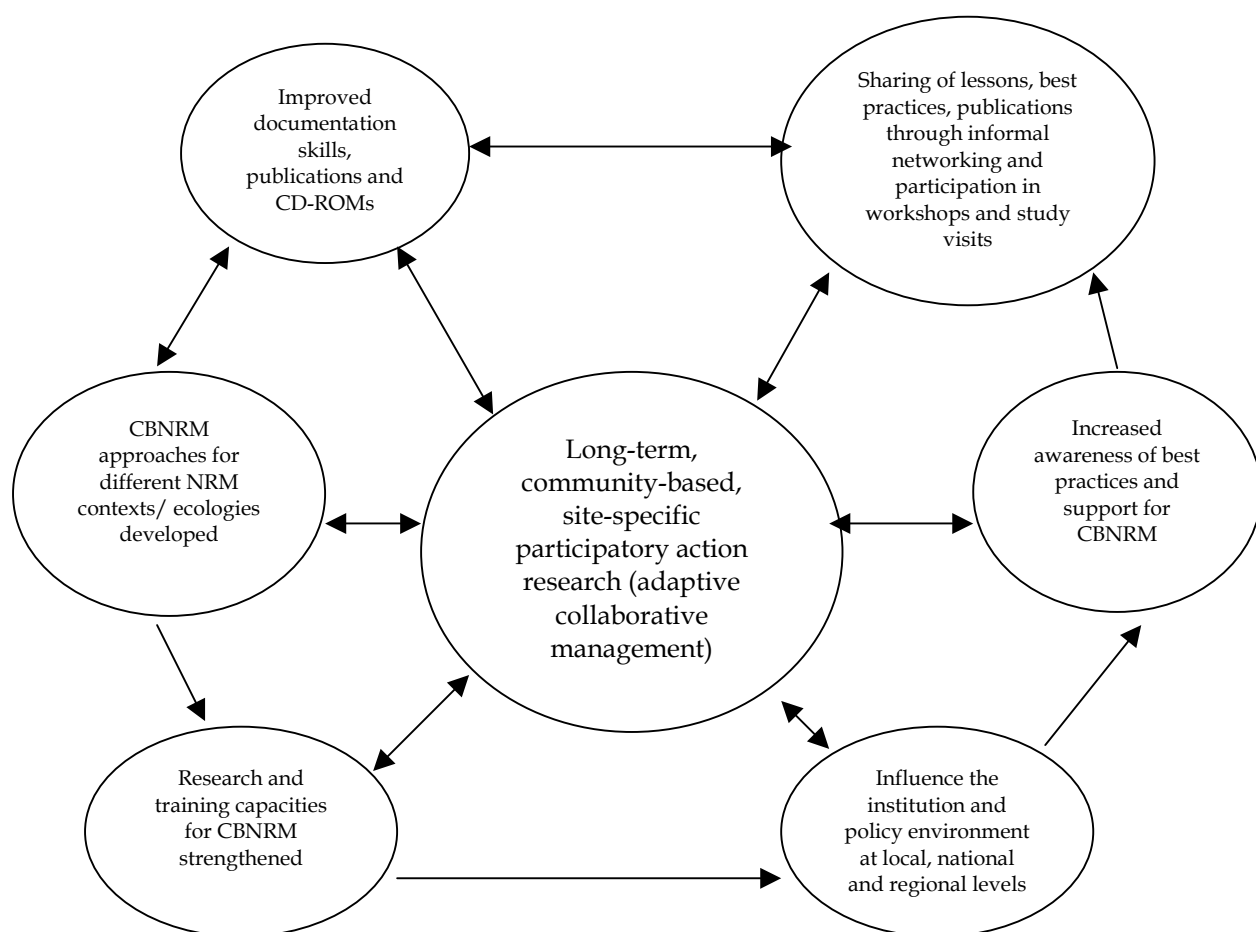
Figure 1: Participatory “learning by doing”

With this basic core assumption and a set of empowering principles, partners of IDRC have been able to relate CBNRM to their own context. This is illustrated by fact that definitions of CBNRM differ from country to country. This speaks well for IDRC’s success in ensuring that the program addresses national and local realities:

For example the Cambodian definition of CBNRM is: “a diversity of co-management approaches that strive to empower local communities to participate actively in the conservation and sustainable management of natural resources through the following strategies: community forestry, community co-management of fisheries, participatory land use planning and participatory protected area management.” The Bhutanese team defined CBNRM “as a communal process of managing natural resources that aims to secure and improve rural livelihoods, where people themselves are provided the opportunity and responsibility to manage their own resources, which function in an enabling legal and policy environment, leading to a sustainable and harmonious resource use.”

In Cambodia, Vietnam and Bhutan, the three sites visited as well as from the electronic survey conducted by the review team, it was apparent that the teams now have a greater coherence, deeper grasp and common understanding of the concepts and applications of CBNRM principles which are applied in the local development of context-specific frameworks. The following diagram (an adaptation of the framework used in Bhutan) portrays critical elements of the CBNRM approach that were observed during all site visits.

Figure 2: A portrayal of the main elements of a CBNRM approach observed at all sites visited by reviewers



Note: This illustration was partly influenced by Bhutan's framework (elements in operationalising CBNRM)

A. Advances and outstanding accomplishments across Asia

In a relatively short period since its inception in 1997 (and certainly since the last external review of June 1999), the PI has made impressive and highly visible progress for natural resource management research in a relatively short period of six years. Since its inception, the PI has had project sites in a total of 11 countries (including the PARDYP Pakistan site) achieving an impressive geographic spread and breadth.

TABLE 1: DISTRIBUTION OF CBNRM PROJECTS ACROSS ASIA³

ACTIVE PROJECTS				CLOSED PROJECTS			
	Continuing	Short Cycle	Totals		Continuing	Short Cycle	Totals
Bhutan	1	0	1	Bhutan	0	0	0
Cambodia	5	1	6	Cambodia	5	2	7
China	5	0	5	China	6	2	8
India	1	0	1	India	2	0	2
Indonesia	0	0	0	Indonesia	1	0	1
Lao PDR	1	0	1	Lao PDR	4	1	5
Mongolia	1	0	1	Mongolia	0	2	2
Nepal	0	0	0	Nepal	1	0	1
Philippines	4	0	4	Philippines	3	2	5
Vietnam	3	0	3	Vietnam	7	3	10
Regional/Global	8	6	14	Regional/Global	7	17	24
TOTALS	29	7	36	TOTALS	36	29	65

Over 100 project activities were supported with slightly more than half being multi-year activities. A listing of currently active projects is included in Annex I in order to illustrate the range of themes/ecosystems covered, the breadth/range of stakeholders including governments, academic institutions, etc. With a team of less than six program officers (most of whom have only part-time commitment to the CBNRM PI), the sheer challenges of managing such a wide portfolio is itself a huge accomplishment of the PI. The most current listing of active projects (as of August, 12, 2003) is included in Annex I.

B. Research for development: building *local* research capacities

IDRC has long valued research for development and has taken pride in its role as a promoter of innovations. The CBNRM program in Asia is an excellent example of an operational “research for development” approach. The goal and objectives of the CBNRM program reflects the IDRC emphasis on the development and dissemination of technical, methodological, institutional and policy innovations. The CBNRM program has focused on generating such innovations for the sustainable use of natural resources by communities. The reviewers noted a remarkable level of use of participatory methods by the CBNRM teams in countries visited. The sensitization to gender issues, interdisciplinarity, peer-review of research and team work characterized most teams, suggesting that capacity building efforts were highly effective. The teams are also starting to emphasize the vertical up-scaling of strategies in order to influence policy.

Visits to five out of these eleven countries suggest there is value of site-specific, action-research activities which, besides generating valuable lessons, also increasingly serve as an important proof-of-concept role. A few of them have the potential of becoming centers of excellence in subsequent phases (the program officers in Canada, Singapore, and Delhi are

³ The Regional PARDYP project has had sites in Nepal, India, China, as well as Pakistan.

aware of this as is evident from future plans for these institutions). The diversity of sites covering a wide range of problem situations, cultural communities and ecologies has provided IDRC, its donor and implementation partners across Asia with rich opportunities to engage in policy relevant research and to draw lessons on how successful co-management/community management of natural resources can influence equity and promote the sustainable use of resources for livelihoods. Community based approaches are now known to work in a variety of resource contexts.

In most of the CBNRM sites and certainly in those visited by the reviewers, there is strong evidence (on the ground), that resource users can obtain desired benefits without degrading the long term productivity of natural resources. (Refer to the Figure 4 for an example on community forestry experiences from Kampot Province in Cambodia.) Local and provincial governments are recognizing traditional resources, user rights and the need for equitable and secure tenure. The success in getting partners to internalize and value CBNRM approaches is one of the program's most impressive accomplishments. The review panel is of the view that the CBNRM PI has achieved a critical mass and momentum in CBNRM research. The CBNRM PI has not only been effective but very productive in the Asia-wide program. While notable achievements of vertically scaled-up impact are noted in a few of the countries, the reviewers feel that the real pay off will accrue over the next 3-5 years and the PI will have to continue to support current commitments with targeted, focused and quality-enhancing support measures. Otherwise, the investments of the past six years will not be fully realized.

C. Evolution of the PI

IDRC's approaches, which in the eighties had emphasized disciplinary approaches, evolved into integrated approaches to production systems (e.g., agroforestry, IPM, etc.). In the nineties, a bigger emphasis was also placed on indigenous knowledge, linking the natural and social sciences, a recognition of the need for participatory approaches and gender in development. IDRC's regional programming strategy shifted to devote more resources to the emerging and transitional economies like Laos, Cambodia, Vietnam and China. Work in these previously "isolated" countries had strong capacity-building elements aimed at helping partners in these transitional economies to catch up with the rest of the world. Meanwhile, across much of Asia (not just in these transition countries), degradation of natural resources not only continued but in many cases greatly accelerated, in spite of governments having taken over control and management of these resources. These experiences and influences shaped IDRC's CBNRM prospectus first put together in 1997. Its partners and stakeholders critically reviewed that first prospectus at the Hue workshop in Vietnam and helped "ground" and validate it. IDRC's partners played a key role right at the outset of the CBNRM program of IDRC!! A subsequent meeting in October 2000 in Guiyang, China provided the projects with an opportunity to assess once again the frameworks and to assess progress in achieving objectives. The synergy that ensued among partners was considered an important outcome of the meeting. Feedback from partners for example, led to the team and program officers (POs) to put more emphasis on capacity building in social and gender analysis, participatory development communications, participatory monitoring and evaluation and multi-media reporting tools (CD-Rom). Another outcome of this meeting was the consensus about the need for linking policy with research, scaling up strategies, and an emphasis on sustainable livelihoods and building assets (social, institutional, natural, etc.). In fact, the strong interest in policy-research linkages in Guiyang resulted in a workshop on that topic. This was held in Chiang Mai on September 2001.

The Guiyang workshops provided critically important feedback to the CBNRM team on desired programming priorities and strategies. Shifts were suggested by partners towards increased emphasis on resource use issues dealing with governance (questions of power, rights and decision-making processes) as well as sustainable livelihoods. Concerns arose about the need to improve the quality of research documentation, the need for linking local research with policy, and a recognition of the value of in-country and regional networking. This feedback from the partners primarily shaped the nature of changes in programming. Shifts can actually be tracked in proposals and reports sent to IDRC, reflecting changing research objectives. The example in Table 2 from the Hue project in Vietnam is a typical case of efforts being made by IDRC's partners to address new questions and often bigger issues, as they move from one phase to another. Such changes in programming priorities were probably influenced by a combination of factors: mentoring by program officers and external advisors, participation in international events, cross-fusion/exchanges of ideas with external facilitators, and the self-evaluations. Many projects also required an adequate time frame to make shifts from a technological to a resource governance and management orientation. What the reviewers were impressed with was the reality that local partners had been responsible for making the shifts, whatever influences they may have been exposed to. Similar changes were observed in proposals presented by partners in Nepal, Bhutan and Cambodia.

Table 2: PROGRAM EVOLUTION

Objectives: Shifting Emphasis Across Phases An Example from the Community-based Upland Natural Resources Management <i>Thua Thien Hue Province, Vietnam</i> <i>(Hue University of Agriculture and Forestry)</i>	
Phase 1: 1998 – 2002	Phase 2: 2002 – 2005
Specific Objectives	Specific Objectives
<ol style="list-style-type: none"> 1. To characterize the site with emphasis on determining the status of water, soil, agriculture, forestry, livestock and human resources, to understand formal and informal community structures governing the use of natural resources, to determine the key processes and direction of changes 2. To study central governmental policies and the local regulations and how these policies are implemented at the village and their effect on the livelihoods of villagers and natural resources 3. To evaluate through farmer participatory methodology, crop, livestock, home-garden and other options to enhance the food and income security position of farmers in this area 4. To study and test options to bring Imperata grassland back to more productive and sustainable uses 5. To strengthen participatory approaches within institutions, provide technical training to village and district staff and to communicate and disseminate results 6. To monitor and evaluate changes in socio-economic conditions and in the natural resources environment as affected by changing practices and conditions 	<ol style="list-style-type: none"> 1. To develop farmer-to-farmer learning and action processes that will reach the poorest families 2. To explore processes that lead to acceptance of participatory methods by district staff of the Department of Agriculture and Rural Development (DARD) and enable them to adapt and extend outputs of CBNRM research activities to other communes 3. To examine the issue of land tenure and explore approaches to modify the operational policies and programs of departments working in communes to benefit rural livelihoods 4. To develop approaches that will increase access to natural (land and forest) capital, and that will increase human, social and financial capital 5. To enhance research and training capacity of Hue University of Agriculture and Forestry in uplands management 6. To monitor and evaluate changes in socio-economic conditions and in sustainable livelihood options as affected by changing practices and policies

Research Methods	Research Methods
<ul style="list-style-type: none"> • Interdisciplinary research approach • Participatory action research – learning and action approach • Community-based approach • Co-management in CBNRM 	<ul style="list-style-type: none"> • Same as those in Phase 1 with more emphasis on <ul style="list-style-type: none"> – learning and action process in PAR with stakeholders – social and gender analysis – asset building approach – participatory development communication – from participatory technology development to participatory institutional development to participatory policy development

A point might be made here that in spite of the multiplicity and diversity (in NRM research this is considered a positive attribute) what the PI has succeeded in putting into place is a regional program. Consistency with PI objectives is, overall, very strong from year to year however the nature of projects it has supported has changed primarily as a result of team and partner assessments. The process of refinement that invariably occurs can be illustrated by means of the following simple diagram:

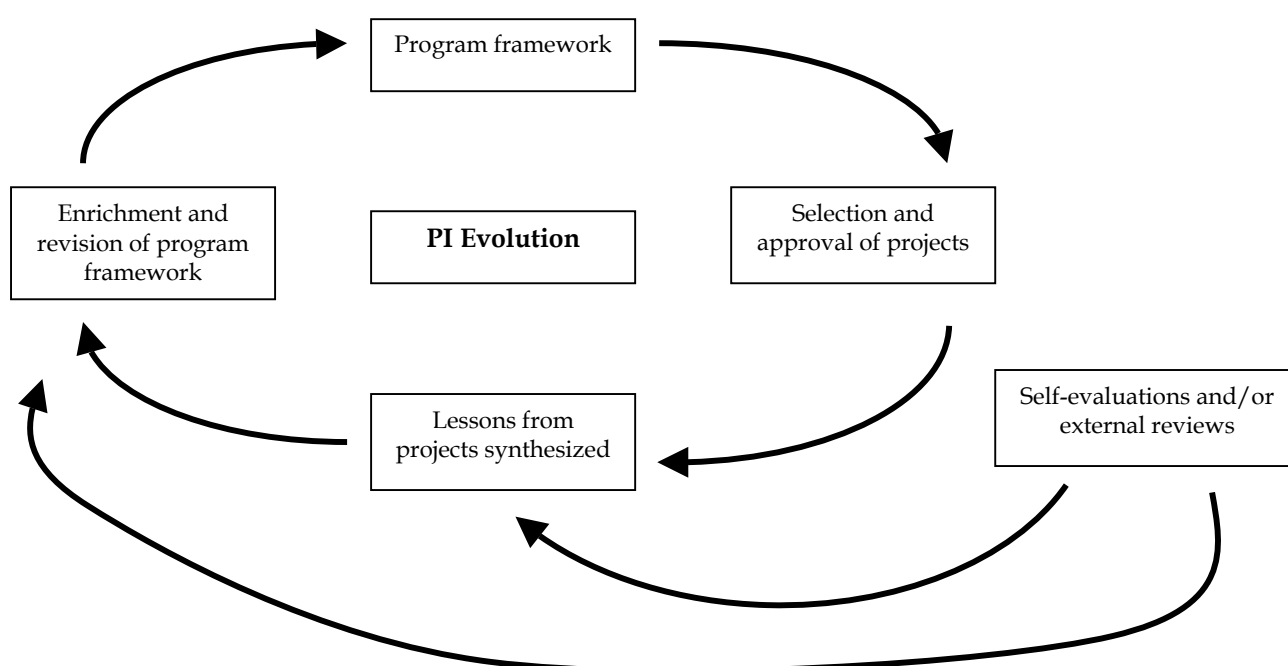


FIGURE 3: PI EVOLUTION: “LEARNING BY DOING”

What is particularly gratifying is that there remains, among IDRC partners, an unwavering attention to issues aimed at securing tenure for local communities and helping them have better control over the management and use of natural resources.

The synergy that the PI has achieved with its partners through consultative processes such as the Hue, Guiyang and Chiang Mai meetings might well explain two observations of the review team. These are (1) the CBNRM prospectus and programming over its different phases remain relevant, robust and reflective of the needs of partners; and (2) the partners have a strong sense of ownership of the CBNRM program and its approaches.

D. External reviews

The only external review that was undertaken (since program inception in 1997) was the desk review conducted by Jacques Chevalier and Hans Schreier in June 1999. The CBNRM program was still very new at that time and the reviewers were very conscious of the need for the program to take an evolutionary perspective, to ensure that tools and methods evolve from field testing. They were also acutely aware that a program that emphasizes interdisciplinary research, local intervention and community participation implied the need for doing research in substantially different ways from what researchers were used to. They urged that since CBNRM was a new approach, time had to be invested for capacity building. The reviewers felt that the program should always be conscious of the need to maintain the balance between (natural) science and social sciences and between short term and long term issues and impacts. They urged the need for “frank assessments of real tensions that exist between the various ingredients of a fully integrated approach to CBNRM.” Given that CBNRM was a new approach the reviewers urged that each team be especially rigorous in how research results are documented including how they arrive at their research results.

Noting the challenges the then two year old program faced, it recognized that “much progress has been made and most projects are evolving and adapting the CBNRM principles in one way or another.” The reviewers concluded that the PI was showing real progress in the attainment of its program goals. Thus, a “guarded excitement about CBNRM” was expressed. The CBNRM program team viewed the review report as an endorsement of the value of the CBNRM approach and the strategies and efforts being extended by the team.

The PI took the advice of the External Review of 1999 to invest in capacity building for its partner institutions, primarily because of the novelty and complexity of the CBNRM framework. This stress on local capability building has definitely bore fruit.

In the External Review Report on the CBNRM in Asia of 1999, ‘caution and advice’ was expressed regarding the novelty and complexity of the participatory approach adapted by the CBNRM Program Initiative. One may ask: IF the approach were NOT participatory and remained conventional, what outcomes would have been expected instead?

We think the issue about the adoption of participatory research is NOT that the balance between natural and social science inputs into CBNRM analysis is tipped in the direction of the latter. This is because the argument seems to imply that an approach that will appropriately ‘balance’ both perspectives better than the participatory approach exists. There is incommensurability across approaches and hence comparisons between and among them are limited. To choose to be ‘participatory’ is not simply choosing a method over another. It is declaring that this is the way to do development research, i.e., people-driven, democratic. The science, natural as well as social, must come to be at the service of what communities and peoples require to make good choices about their lives and their resources. Development research is an enabling process for communities to find *their* way, *their* solutions, to live *their* lives, to make *their* own mistakes. But always, it is *their* project and donors are facilitators, midwives to the birth of empowering processes.

E. Use of evaluation

1. Participatory Monitoring and Evaluation

Learning and adaptive management are integral elements of the CBNRM approach. It is not surprising therefore that CBNRM partners identified participatory monitoring and evaluation as an important component of their research efforts. PM&E is a natural choice in a program which places strong emphasis on interdisciplinarity and participation. The experience of the CBNRM teams in China suggested that PM&E strengthened accountability and research effectiveness: in effect it opened a new window on research practice.

A special skills-building project activity was initiated in CBNRM projects in China in 1999 aimed at helping integrate PME it into CBNRM projects. A learning by doing approach involved three 3-4 day workshops (conducted each in 1999, 2000 and 2001) combined with field work. Two teams working with the CBNRM program were involved: the Guizhou Academy of Agricultural Sciences (GAAS) team and the People and Resource Dynamics in Mountainous Watersheds (PARDYP) team in Kunming. This PME activity was designed to complement the ongoing CBNRM activities. Both teams went through the training processes which provided an opportunity to put concepts into practice in their respective sites. The two teams came together to share experiences and critically reflect on the process and revise them.

Voices for Change, Participatory Monitoring and Evaluation in China by Ronnie Vernooy, Sun Qiu and Xu Jianchu, Yunnan Science and Technology Press and IDRC. 2003.

This has been documented in a book (see box above for reference). The PM&E experience in Yunnan and Guizhou served as an input to expand the methodology to the China-wide Farmer-Centered Research/CBNRM Network (project 100732) as well as to Mongolia. The publication of this methodology in great and useful detail has encouraged CBNRM partners in other countries as well, to use PM&E methods in research. In the PMMR project in Cambodia as well as the Hong Ha site in Vietnam, PM&E is also just getting introduced at the community levels. More work would be needed to ensure that PM&E is well integrated into project cycles. PM&E approaches can become central to community-based approaches to resource management. One cannot find a better experience upon which CBNRM partners can draw lessons from than the China experience.

2. Project evaluations

Individual projects supported by the PI were also subjected to evaluations. These are presented in the following table:

LIST OF EVALUATIONS

VOICES FOR CHANGES: Participatory Monitoring and Evaluation in China

Describes and assesses the first efforts in China to incorporate participatory monitoring and evaluation into two projects: PARDYP-Yunnan (PARDYP Phase 1) File: 40340, and CBNRM GAAS-Guizhou (Phase 2) File: 40406/100035. E-copy of Table of Contents and Foreword available. Currently being printed (Kunming, China). Copy available from R. Vernooy.

HUE UNIVERSITY OF AGRICULTURE & FORESTRY Natural Resource Management: Hong Ha Commune, Vietnam Ph. II. Community-based upland resource management project team's self-evaluation, July 2001. E-copy available. File: 40407.

ENHANCING CAPACITY TO ENGENDER RESEARCH Vietnam 1999-2001. Evaluation. This document is an updated English version of the "Synthese de la reunion d'évaluation tenue a l'Hotel Army, le lundi 28 mai 2001." E-copy available. File No. 4562 Also on the same project: **Enhancing Capacity to Engender Research for Sustainable Development in Vietnam: Summary of comments on training since May 2000.** Laval University, February 20, 2002. E-copy available.

PEOPLE & RESOURCES DYNAMICS Phase II. External Evaluation April 2002. E-copy available. File: 101672.

RESOURCE TENURE IN CBNRM: Building Research Capacity (Laos). Internal evaluation by Olivia Dunn (grad student advisor) October 2002. E-copy available. File 40436.

COMMUNITY FORESTS CAMBODIA supported by IDRC/RECOFTC. Mid-Term Evaluation by Wayne Gum September 2001. Available from EU. File: 100112.

EXPANDING THE HORIZON: An Evaluation of the Mekong Delta Farming Systems Research and Development Institute's Capacity Development Efforts. By Le Than Duong, Nguyen Quang Tuyen, and Ronnie Vernooy. January 2002. Available from EU. File 40326.

WETLAND PRODUCTION SYSTEMS (Bhutan): Mid-term review by Hans Schreier, Urs Scheidegger & A. Gomez. October 1998. Available from EU. File: 40301.

VEEM (Vietnam Economic and Environmental Management) EVALUATION REPORT: External evaluation by Gary Miller for IDRC and CIDA (this was a CIDA co-funded project). May 2002. File: 40403 (96-0201) E-copy available.

For a PI with so many different *field-level* research initiatives in over ten countries (many undertaken over multiple phases), it appears that more emphasis should have been given to the conduct of external project evaluations to complement whatever lessons are garnered through self-evaluations. External evaluations could feature project leaders from other sites among the panel. Regular external reviews to encourage partners to constantly improve performance, rigor, relevance and impact of research from one phase to another. While this was not observed during the project visits, the reviewers would want to emphasize the need in the future to guard against possible complacency that could arise among partners because of IDRC's generally open stance towards multi-phase support (as indicated elsewhere the multi-phase attribute is a strength of the program) but it is important to ensure that partners do not interpret this multi-phase orientation as an unconditional guarantee of mid- to long-term financial support. While there was no indication that this was a problem, the reviewers feel it is important to stress that continued funding support is associated with accomplishment and performance.

3. Self evaluations

Participatory approaches always emphasize the need to reflect on experiences. A number of teams have chosen to use self-evaluation in their work including for internal reviews of their efforts. These are usually team-based reviews which use the projects' stated objectives as the basis for the evaluation. Prior to the Guiyang meeting (October 2000), a total of eleven projects were engaged in self-evaluation activities the results of which were presented at the meeting. Subsequently, partners in Hue (2001) and Bhutan (2002) among others have continued to use the process with increasing sophistication. This is an impressive effort that builds a culture of learning, transparency and accountability. The reviews note this to be a very innovative approach, rarely found within research establishments. Self-evaluation among IDRC's partners has produced a culture that looks positively at the role of evaluation. This organizational-level emphasis on self-evaluation complements well the community-level emphasis of PM&E. Further orientation or training on self-evaluation methodologies and on-site mentoring might be considered. Self-evaluation approaches for annual or mid-project reviews should be included in all project cycles.

III. OUTPUTS, RESULTS AND OUTCOMES

A. Research focus and methods

1. Site-specific and context-driven research on NRM

IDRC did very well to emphasize site-based, action-research because of the need to demonstrate that alternatives did exist to top-down (blue-print) approaches to natural resource governance. Undertaken with a range of local stakeholders, these action-research have served as a proof of the validity of the concept. Reviewer discussions with the local communities in villages in Vietnam (Hue, Tam Giang), and in Cambodia (Kampot, Koh Kong) send a strong message that communities can indeed manage natural resources effectively and have succeeded in reversing the degradation process. Site-based action research is often the focal point around which national networking takes place (e.g., Ratanakiri province where participatory land use planning techniques were developed and now being scaled up across Cambodia with SIDA and UNDP support). Such "proof of concept" research sites are considered a more credible way of doing networking with local and national policy makers.

It is sometimes argued that research results from site -specific work do not lend themselves to extrapolation. The reviewers received opinions to the contrary. Government officials suggested that site-based research was a powerful mechanism for influencing policy makers and local government officials. Action-research sites also provided opportunities for meaningful community level dialogue with local officials. A visit to a community forestry site, say in Kampot province (see box below), can provide a visitor with the most concrete evidence of the usefulness of the CBNRM approach. Communities will walk you through their forest, prove to you that regeneration is taking place and demonstrate with data that incomes are influenced by non-timber forest product. Community members in Kampot Province of Cambodia can tell you that with the re-growth of forests, nutrient-flows to neighboring rice paddies have raised yield by 1 - 1.5 tons over their previously low yields.

The PI has been very conscious of the need to maintain a wide diversity of sites: community forests, mangroves, rangelands, freshwater and coastal fisheries and upland watersheds as this contribute greatly to the range of learning-opportunity and for eventual cross-site synthesis when the PI devotes attention to this via the planned *CBNRM in Action* book. However, in a portfolio that otherwise cover an impressive range of ecological environments and resources (with the possible exception of water-related work in South Asia), the absence of a field-based action research site (addressing natural resource management issues) of special relevance to the semi-arid tropics is conspicuous. There has been a massive scale decline of CPR's, namely pastures and forestlands in the semi- arid and arid tropics. The PI would do well to consider at least one new action-research site devoting attention to questions that have relevance to (literally millions) of very poor people in South Asia. Very little research efforts (with a CBNRM orientation) can be found in semi-arid/arid Asia. In the partners' survey, 'water' was frequently mentioned as an area for future work. The PI would do well to consider addressing this neglected ecosystem even if it implies adding a new program officer to the team.

Figure 4

SITE-SPECIFIC AND CONTEXT-DRIVEN RESEARCH: WHAT A COMMUNITY EMPOWERED WITH USER-RIGHTS CAN ACHIEVE

Domnak Nakta Thmorpoun
Community Forestry
Sre Knong Commune Chumkiri District
Kompot Province

Facilitated by Community Forestry Research Project (CFRP) Co-operation with Provincial Forestry office and CIDSE to Chumkiri District.

BACKGROUND

During 1980, Chumkiri was a mountain range rich in forest and other natural resources. But in 1998, these natural resources were seriously destroyed by illegal logging. Moreover, forestland-grabbing activities for private ownership have changed forest resources from semi-evergreen to degraded forest. The loss of forest cover led to wildlife species depletion and erosion and sedimentation of the rice field areas. Also, there were negative impacts to other NTFPs in the area such as wild fruit, wild potato and rattan and, this effected local community livelihoods. More seriously for local community is the lack of timber for house construction; they have to go logging to other (farther) areas spending one or two weeks away and facing malaria.

OBJECTIVES

Through awareness raising activities by members of the Community Forestry Research Project and seeing the actual issues caused by depletion of the forest resources, local people were interested and actively participated in community forestry organizing in order to maintain, protect and recover forest resources and other natural resources to guarantee timber and NTFPs for current use and also for the future generations.

PARTICIPATION

Narktatmorpoun community forestry has been done by voluntary participation of almost hundred percentage of people in three villages, mention below:

Village	Families	Population	Women	Men
Prey Yav	223	1207	645	562
Tbang Pok	191	818	445	373
Domnak Snoul	182	935	493	442
Total	596	2960	1583	1377

PROCESS AND OUTPUT

This community forestry process/development was established in early 2001 after having an agreement among local people in three villages. The process started with community forest boundary demarcation, management structure and preparation of community forestry regulation with recognition from technical institution and provincial authority. Kampot provincial governor signed on the community forestry regulation, December 19, 2001.

For a one-year period of implementation of community regulation, the local community almost prevented all illegal logging from outsiders. Especially, community forestry committees have done awareness raising to community forestry members, children and neighboring villages, as well as resolving issues in peaceful way.

In 2003, the local community has been drafting community forestry management plans to submit to technical institutions for revising and official recognition in early 2004.

Forest Type	Prey Yav	Tbeng Pok	Domnak Snoul	Total
Timber Zone	128ha.	201.5ha.	273ha.	602.5ha.
Rotation Use Zone	103ha.	82ha.	91ha.	276ha.
Bamboo Zone		23.5ha.	90ha.	113.5ha.
The Total of Forest Land	231ha.	307ha.	454ha.	992ha.

Source: Project brochure.

2. A reliance on participatory research in CBNRM

The CBNRM approach implies a need for strengthening problem diagnosis, analysis, planning, monitoring and evaluation skills at different levels. Hence, the strong emphasis on participatory research (PR) approaches in IDRC's work.

CBNRM approaches must evolve if they are to deal with new realities and be viewed as ongoing iterative processes. Reviewers were able to observe a consistently strong emphasis on PR at all visited sites and in the review of project and program level documentation. Investments were made in this area in time-consuming capacity building work.

That PR can be empowering was witnessed during a community visit to the Hong Ha commune. In a village-meeting environment, the reviewers could witness that the processes associated with PR had resulted in lasting, leadership-enhancing outcomes (which might outlast the technological innovations they were associated with). Some of the impressive examples of the consistent and critical use and application of PR methods was also observed in the projects in Central Vietnam (Tam Giang and Hong Ha), and Cambodia (Ratanakiri and Koh Kong and Kampot provinces). With the increasing use of the PR approach, the question is raised about the need for increasing the depth of the participatory approaches, e.g., methods that deal with second generation issues, being concerned about rigor and the dilemmas of quality, development of theme-specific tools, etc. Qualitative information generated from some PR methods is difficult to compare and analyze. New methods need to be tested to better quantify results. The PI should simply cannot assume that the task of PR methods development is completed!

3. The CBNRM PI as methodologically conscious

The CBNRM PI is acutely aware of the meta-theoretical basis of its conceptual framework, i.e., it is not reductionist. This awareness has led to specifically crafted projects dealing with methods and tools. These projects are the social and gender analysis project (SAGA), strengthening research skills in participatory monitoring and evaluation (China), participatory development communications, stakeholder information systems, evaluating organizational capacity development, etc. Methodological innovations are an important part of the capacity strengthening efforts of the CBNRM PI. Consultations and inputs from the team revealed the following major influences on this aspect.

Table 3: Examples of Influences on Methodological Innovations

Methodological innovation/ Impact	Project	Collaborators	Donors
<ul style="list-style-type: none"> Development of contextually-appropriate interdisciplinary, participatory farmer- and community-based research approach; Adaptation of participatory methodologies; Integrating social science frameworks and methods into NS-dominated research teams / institutions 	PARDYP, GAAS, Ha Hong, Tam Giang, Local Water Management, CF Cambodia, GAAS, Mongolia, LeaRN, FCRN, Koh Kong (PMMR), Ratanakiri, Bhutan	Hans Schreier and colleagues (UBC); Gary Newkirk (Dalhousie); John Kearney (St. Francis Xavier Univ) Cor Veer (RECOFTC) Doug Henderson (CF consultant – Cambodia & Bhutan)	SDC Ford Winrock SIDA RECOFTC
Methods, practice:			
<ul style="list-style-type: none"> New methods to build capacity and peer support in social/gender analysis skills and practice 	Engender VN, SA/GA	Bernadette Resurreccion (AIT); Barun Gurung (CIAT); Huguette Dagenais (Laval); Dawn Curry (UBC)	(SUB PI)
<ul style="list-style-type: none"> Strategies to integrate IK into research approaches 	NEPED, Ratanakiri, IIRR		SIDA
<ul style="list-style-type: none"> New processes, tools for multistakeholder participation, community based planning and conflict management 	Ratanakiri, IIRR, GAAS, Local Water Management , Tam Giang, Hong Ha, Cambodia CF, PMMR, Stakeholder Information System, LeaRN	Marcus Moench (ISET), Gary Newkirk Doug Henderson Jacques Chevalier (Carleton) John Kearney, St FX	Ford SIDA CIDA RECOFTC (MINGA PI)
<ul style="list-style-type: none"> New tools, methods and approaches for participatory monitoring and evaluation (incl capacity-building) 	GAAS, PARDYP, Mongolia, LeaRN	ISET, Juerg Merz (U of Berne), Hans Schreier (UBC)	
<ul style="list-style-type: none"> New tools for water management modelling 	LWM, PARDYP, Tarim Basin	Chin Saik Yoon (Southbound publishing)	Ford, SDC
<ul style="list-style-type: none"> Processes to support development and peer exchange in participatory communication skills and practice 	Ratanakiri, Hong Ha (Isang Bagsak)		UNESCO
Scaling up and out::			
<ul style="list-style-type: none"> New approaches to link micro to macro, influencing policy (see more on policy table) 	Ratanakiri, Bhutan, Tam Giang, LWM, GAAS, Cambodia case studies	Toby Carson (WWF);	SIDA, SDC, Ford, Oxfam-US
<ul style="list-style-type: none"> New curriculum development based on CBNRM approach, experiences 	Watershed Course (UBC), LWM (NWCF), Tam Giang (Hue)	Hans Schreier (UBC) Gary Newkirk (Dalhousie Univ)	
Networking and exchange:			
<ul style="list-style-type: none"> Development of multi-media tools for publication and presentation of research results (Cd-roms) 	PARDYP, Bhutan, Ratanakiri	Hans Schreier and colleagues (UBC)	SDC, SIDA
<ul style="list-style-type: none"> Methods and approaches for workshop, networking, exchange including development of internet-based communication tools resource and workspace to facilitate networking, collaboration and exchange among partners 	Guiyang workshop		
	VRC, FCRN, Isang Bagsak, SAGA		Ford
<ul style="list-style-type: none"> Networking of researchers and practitioners to better integrate learning and advocacy 	LeaRN – CBCRM	Gary Newkirk, John Kearney	Rockefeller Bros Fund, Soros Fdn

Table 3 clearly suggests that the PI has contributed some major impact and influences on methods. However, a review of research reports of the projects visited, often do not

highlight enough the methodological issues associated with research. A refreshing exception found by the reviewers is the Final Report (1998-2001) of the Community Based Upland Natural Resources Management in Hong Ha commune, Hue, Vietnam. It is to be commended for the following reasons: (i) studies were data based; (ii) integration of social and natural science issues; (iii) PR tools were not only used but that experience was critically reviewed. The Local Water Management Project in South Asia has also put considerable effort into discussing methodological aspects in its reporting. Another example is the excellent documentation of PME works in China where the use of tools and approaches are discussed in great and useful detail. The reviewers felt that better documentation of the methodological dimensions of participatory research is essential if the use of PR and related methods espoused by the CBNRM PI, is to be successfully extended to other communities and the wider network of PR researchers. A Methods-Brief series might be another mechanism to consider. However, it must be mentioned that the CBNRM PI did recognize, right at the outset, its need to engage in a process of methods-development for sharing with other research establishments but it might not have emphasized enough this agenda for *documenting* these PR processes and lessons.

It may be appropriate to suggest that the PI seriously consider providing support for the publication of occasional papers or a journal on the interdisciplinary study of resource management. Furthermore, efforts can also be made to sponsor the presentation of CBNRM researchers in 'academic' conferences such as the planned participation in the IASCP Conference in August 2004 in Mexico. Perhaps, through a mechanism of peer review and assistance within the PI, more accomplished researchers in CBNRM projects can assist those with less experience to prepare papers for these academic presentations. The PI might also consider allocating funds for turning research reports into publishable material for academic circles. While there are issues of language specificity, the *Voices for Change* coming out of China is an indication that language barriers can be overcome. The publication of research findings in a book on CBNRM that stresses how conceptual frameworks and methodological considerations frame the interpretation and understanding of field generated empirical results will certainly be a most-awaited output. It may not be daring to suggest that in some foreseeable future, the interdisciplinary field of natural resource management or CBNRM will get increased international recognition as an academic specialization.

4. On the rigor of social science analysis

Social scientific analysis in the various projects can be expanded to include analysis of customs, rules, practices, and informal social arrangements. It is not limited to a study of the actions of formally organized entities like government units, non-government organizations or peoples' associations. And because social scientific analysis operates in the sphere of peoples' conceptions about themselves, their lives, their communities, their relationships and their material world, conceptual rigor and 'sophistication' is absolutely necessary.

Further, the role played by language in this conceptualization is crucial. The use of the national language in the discourse among agents within a national domain, i.e., government agencies, researchers, community members, advocates, etc. becomes imperative particularly because policy response and action happens within the national context. As it has been pointed out in Cambodia, the case-writing projects has built a 'language' within which CBNRM advocates can talk with each other. This is truly important because the reports are read in the local language, Khmer, and thereby the Cambodian people now have Khmer

words for concepts developed within the CBNRM framework. The use of the local language is essential in the development of a sense of ownership by the communities over the CBNRM projects. We can cite similar initiatives in the use of the local language in CBNRM reports and activities in Vietnam, Mongolia and China.

5. Balancing the emphasis on the social and natural sciences

In the past, many donors, including IDRC, focused on building scientific capacities in developing countries in the health, agriculture and environmental sciences. Today however, research establishments are faced with stark realities that the poor have been bypassed. The CGIAR recently modified its mission statement to highlight a role for research to address poverty issues. Similarly, it put a bigger emphasis on natural resources management (NRM) because of its assumption that such work would improve the poverty relevance of its research. For these and other reasons, the social sciences (and participatory research) are also receiving increased attention. IDRC's CBNRM program was probably ahead of the rest of the international agricultural research system in acknowledging the need for balancing social and natural sciences in research and its CBNRM program actually demonstrated (well) how these perspectives can be integrated. This might have been achieved because of a combination of reasons: a strong emphasis on interdisciplinary approaches, recognition of the need for investing in capacity-building of a wide range of actors and the use of multi-stakeholder and partnership-based work modes.

Participants responding to the reviewers' survey were roughly half social scientists and half natural scientists. This is an important finding demonstrating the PI's success in achieving a balance. CBNRM's distinction is its ability to integrate social and biophysical sciences and to bring the interdisciplinary perspectives to bear upon the problems at the community and landscape levels. Many of the CBNRM partners in Bhutan, Cambodia and Vietnam who had internalized social dimensions so very well (much to the surprise of the reviewers) had basic degrees in the natural sciences. A review of survey responses of participants with natural science backgrounds also confirms that they had no difficulty integrating these different perspectives. There are, however, some concerns among some of the PI's Canada-based external advisors that the program might, in future, have difficulties to maintain that balance: i.e., with a strong PR focus there are risks that the natural sciences might lose out. There is therefore a need to continuously upgrade partner capacities in the natural sciences, even as skills are built in scientific social methods.

6. Engendering research

The reviewers were impressed with the gender sensitivity demonstrated in the Vietnam projects, relative to what they saw in Cambodia (e.g., the coverage of gender themes and issues in the research reports, overall sensitivity "expressed" during field visits, active role of women in trainings and village meetings, etc.). The influences were traced to a major CBNRM initiative aimed at enhancing capacity to engender research for sustainable development, conducted during the years 1999-2001 (Phase 1). The project undertaken with the Center for Family and Women's Studies in Hanoi, in partnership with Laval University in Canada, was aimed at integrating gender into social science research. It was evident that faculty from the Hue University of Agriculture and Forestry had benefited much from this program and had internalized principles of social and gender analysis incorporating this into their research endeavor, both in the upland and lagoon projects. The Vietnamese

project used an iterative approach, involving a project initiation and training workshop, mentoring by resource persons and field-level implementation of a research activity. This was followed by a workshop at which summaries of the research efforts were presented for review by their peers and external resource persons. This rather unique model to undertaking capacity building, contrasts starkly with the single event (usually a training) approaches used by many agencies. Participants (as expressed in evaluations of the activity) valued most the “learning by doing approach” of the project. It is unfortunate however that this experience has not been better documented (beyond compiling of local reports) for wider sharing. The PI is currently supporting a second phase to the work in Vietnam aimed at consolidating the results and reaching out to other researchers in the country. Hopefully they will consider doing a publication that features not only the results but also the capacity building approach and methods used in both phases. The Vietnam experience has, meanwhile, influenced the establishment of a much bigger “umbrella” project: “Supporting Capacity Building for Social/Gender Analysis in Biodiversity and Natural Resources Management in Asia.” This has a similar design (iterative training) targeted at the Eastern Himalayas, a new component on documentation and sharing of good practices series, an emphasis on interactive networking in Asia and institutional strengthening. Through this effort, the PI is supporting innovative methods to deal with capacity strengthening needs of researchers and research institutions.

Engendering research is a social scientific skill. And one way to enhancing the capacity to engender research is to enhance the capacity to undertake social scientific analysis. Engendered research is not only about procedures, i.e., getting a woman or more women to attend meetings, participate in projects, become part of decision making bodies, etc. It is also about a changed perspective. A changed perspective is the outcome of complex social processes that go beyond the conduct of research or development project.

Another point to consider is the area of natural resource management may not necessarily be the most obvious place to detect inequities of gender relations and so more careful thought must be put into how gender issues actually manifest themselves in NRM.

Of course, differences in the socio-cultural context among countries need to be considered. It is even possible to suggest that there are no pressing gender issues in some communities. Certainly, gender issues will vary among East Asian communities like China, South Asian communities like Bhutan and Southeast Asian communities like Cambodia and Vietnam. The best that we should expect of the CBNRM and engendering research is to make sure that the program responds to gender issues that surface in NRM. Further, the findings of the SAGA project should be systematically inputted into the programming activities of the PI in the coming years. Efforts to duplicate the experience of Vietnam must be seriously considered, too.

In the new phases of this initiative, the PI should include those CBNRM partners that have not fully come on board in efforts to engender CBNRM research in a truly integrative manner.

IDRC remains one of the few donors that still continue to recognize that the *research* process itself needs to be engendered, and the CBNRM and SUB PIs have supported valuable action-research into an otherwise neglected research area.

B. Research capacity building

1. Enhancing individual researcher capacities

At the heart of the CBNRM program is its intent to build the research capacity of individuals and organizations so that their partners become better researchers individually as well as collectively. We find confirmation from the Program's project partners that the program has helped create a mass of CBNRM researchers. This evidence comes from the responses to the survey questions on individual research skills as presented in the following table. The 17 items can be clustered into five categories. The first four match the sub-objectives of the CBNRM PI and are hereby labeled as *conceptual framework and methodology; institutional and technological innovation, linkage and impact on policy, and dissemination and networks*. The last cluster pertains to the skills pertaining to *research management*. What do the survey responses tell us?

IDRC's partners agree that the CBNRM project has significantly contributed to their acquisition of conceptual and methodological skills. As many as three-fourths to two-thirds state that the CBNRM project has contributed significantly to their understanding of community-based natural resource management issues and concepts; to the use of participatory methods and the use of interdisciplinary and/or team-based research approaches. It is only in the use of gender-sensitive research approaches where three-fourths claim that the CBNRM project contributed only in SOME rather than a SIGNIFICANT degree.

For the seven items included in the clusters on *innovation and policy impact*, the largest response for all items is SOME. This indicates that the effect of the CBNRM project on the acquisition of these individual skills is moderate. However, it is important to note the proportion that indicates that the project has SIGNIFICANTLY enabled the utilization of research results by local user groups (46%) and influenced the decision of local level policy makers (43%). The reach and impact of CBNRM projects at the local level, where the PI generally functions, is noteworthy.

On the level of the individual researcher, CBNRM projects have had important effects. Among the three items on *policy impact* in the table, CBNRM projects have been most successful in influencing local level policymaking. Forty-three percent claim that the project contributed to a SIGNIFICANT degree while fifty-seven percent claim SOME contribution. Less success can be claimed for the project's ability to influence national level policy makers. And the project is least able to influence a change in the laws and regulations.

With regard to the individual ability to design and test a technology and/or adapt an indigenous technique and the capacity to influence a change in the laws and regulations, about a third of the respondents indicate that the project did not contribute at all to these skills. However, this can be expected of researchers who are not involved in a site-based project.

The responses to the three items included in the cluster on *dissemination and networks* show a more or less even distribution of responses between SOME and SIGNIFICANT. The CBNRM project has SIGNIFICANTLY contributed to the ability to disseminate research results to a wider audience or public. However, it has only contributed to SOME degree for the individual skills to establish periodic exchange of information, lessons and methods with

other researchers in the country and/or in other countries and to the capacity to document research findings, extract lessons and synthesize 'best' practices.

With regard to research management, the largest proportion of respondents indicates that the project has SIGNIFICANTLY improved their individual skills to lead and facilitate the actions of a group and to plan and organize research and other related activities. In the case of the ability to raise funds, the project has only contributed to SOME degree.

Table 4: Project contributions to developing Individual research skills

	None %	Some %	Significant %
CONCEPTUAL FRAMEWORK AND METHODOLOGY			
1. Understand community-based natural resource management (CBNRM) issues and concepts	0	22	78
2. Use of gender-sensitive research approaches	0	73	27
3. Use of participatory methods	3	32	65
4. Use of interdisciplinary and/or team-based research approaches	3	35	62
INSTITUTIONAL AND TECHNOLOGICAL INNOVATION			
5. Design and test a technology and/or adapt an indigenous/local technique	27	41	32
6. Propose a new form of organization	11	58	31
7. Design and adopt new rules and regulations for natural resource management	14	54	32
8. Enable the utilization of research results by local user groups/communities	5	49	46
POLICY LINKAGE AND IMPACT			
9. Ability to influence the decision of local level (i.e. district, province, etc.) policy-makers	0	57	43
10. Ability to influence the decision of national level policy makers	19	54	27
11. Capacity to influence a change in the laws and regulations	36	50	14
DISSEMINATION AND NETWORKS			
12. Ability to disseminate research results to a wider audience or public	3	43	54
13. Establish periodic exchange of information, lessons and methods with other researchers in the country and/or in other countries	0	51	49
14. Capacity to document research findings, extract lessons and synthesize 'best' practices	0	51	49
RESEARCH MANAGEMENT			
15. Ability to lead or facilitate the actions of a group	0	39	61
16. Ability to raise funds	22	51	27
17. Ability to plan and organize research and other related activities	3	46	51
N = 37			

Researchers have individually and collectively become better researchers. The survey presents their own assessments. The reviewers however were also able to verify that in Bhutan, Nepal, Vietnam (visited countries), evidence of strong team based research planning

and management, significantly increased use participatory methods, respect for indigenous/local knowledge, a recognition of social institutional and policy dimension of natural resources management research and an appreciation for informal networking among their peers.

2. Influencing organizational capacities to do research

The CBNRM program has been deliberate in its choice of countries and research institutions, emphasizing those that did not previously benefit from research-strengthening interventions. It often started off its work with relatively weak research institutions including those with very weak social science capacities in countries having economies in transition. A wide range of innovative approaches were used by the PI to enhance individual and organizational research capacities including training, mentoring, peer review of research, networking and the enhancement of information technology infrastructure. The engagement of institutions in the North (University of British Columbia, Institute for Social and Environmental Transition, University of Berne, Laval University, Dalhousie University, York University) has been strategic. The reviewers noted that the contributions of scientists connected with these Northern institutions were appreciated and frequent references were made during informal discussions with project partners. The e-mail survey results also confirmed that the benefits were mutual, with many of the North-based researchers expressing their own satisfaction with the opportunities for long term engagement with scientific institutions in the South. The program also supported much valued study-visits for its partners to countries in the region (in between major events such as the conferences in Hue, Guiyang and Chiang Mai). The cross-learning resulting from such exchanges was evident in discussions with project leaders and co-leaders at the different sites visited. The PI also supported staff and organizational development through the innovative use of small grants programs. Unlike many small grant programs, this was tailored towards the goal of strengthening capacities, the funds being managed locally and by IDRC's partners.

In self-assessment exercises with the IDRC-CBNRM team, a wide range of influences on organizational capacities was noted which were subsequently re-confirmed during field visits and document reviews (see Table 5 below).

Table 5
Examples of Organizational Capacity-Building Influences

Organizational capacity building influences	Project Examples	Collaborating Institutions / Advisors	Donors
"Hard" capacities development and management (infrastructure, equipment, means of transportation) <ul style="list-style-type: none"> Most projects receive computer equipment and support for internet and email access, vehicle or support for field transport, occasionally office equipment but little else 	Hue Univ of Agric & Forestry National Univ of Laos GAAS Many others...		Ford Foundation
Organizational planning, monitoring and evaluation: <ul style="list-style-type: none"> Remaining relevant (responding to demands and/or needs) 	Mekong Delta Farming		SIDA

<ul style="list-style-type: none"> ▪ Understanding the internal environment ▪ Understanding the external environment ▪ Involving staff and other stakeholders in meaningful ways ▪ Building strong and longer-term partnerships ▪ Fostering openness 	Systems R&D Institute/Can Tho University, VN; Integrated Rural Development Research Centre/GAAS, China, NUOL, HUAF Cambodia - PMMR	Peter Vandergeest, York Univ Phil Hirsch, Univ of Sydney Peter Riggs, RBF Gary Newkirk, Dalhousie Univ	Ford Foundation, Winrock, Rockefeller Bros Fund CIDA
Research management: <ul style="list-style-type: none"> ▪ Leadership and facilitation ▪ Team-building and team-working ▪ Communications (oral, multimedia, written) ▪ Networking ▪ Fundraising 	Mekong Delta Farming Systems R&D Institute; Integrated Rural Development Research Centre (GAAS); College of Rural Development/China Agricultural University Cambodia case studies and networking PMMR	 Toby Carson WWF Cambodia Gary Newkirk	SIDA Ford Foundation Ford Foundation WWF; Oxfam US
Research administration: <ul style="list-style-type: none"> ▪ Book-keeping and accounting ▪ Reporting 	ALL projects	Supported by Regional Office Comptrollers	
Becoming a CBNRM centre of excellence in research, education, training, extension <ul style="list-style-type: none"> ▪ Portfolio of CBNRM projects ▪ CBNRM teaching and training modules and materials ▪ More staff assigned to CBNRM work More funds assigned to CBNRM work 	Emerging capability: LeaRN / CBCRM-RC HUAF CORD / CAU GAAS NUOL		

After a phase where donors had practically stopped providing external support for capacity building activities to agriculture research institutions, it is now receiving renewed attention. IDRC and the CBNRM PI however, continued valuing capacity building activities and became involved in a major global effort to evaluate capacity building: the CBNRM PI and the Evaluation Unit of IDRC collaborated in a multi-donor, action-learning effort to critically evaluate approaches to capacity building in national research institutions. Led by the International Service of National Agriculture Research (ISNAR) and six R and D organizations from Asia, Latin America and Africa (one of the six cases featured CBNRM supported research in Cantho University in Vietnam). The Evaluating Capacity Development (ECD) Project has produced a number of publications, which are available in hard copy and electronically. The book, *Evaluating Capacity Development: Experiences from Research and Development Organizations Around the World* has just been printed. The book is also available on the websites of ISNAR, CTA, and IDRC, at the following addresses: <http://www.isnar.cgiar.org/publications/ecd-book.htm#download>,

[http://www.cta.int/pubs/isnar2/ECDbook\(final\).pdf](http://www.cta.int/pubs/isnar2/ECDbook(final).pdf),
http://web.idrc.ca/ev_en.php?ID=32194_201&ID2=DO_TOPIC.

ISNAR Briefing Paper 62 titled *Developing and Evaluation Capacity in Research and Development Organizations* has also been printed and is available at this address:
<http://www.isnar.cgiar.org/publications/pdf/bp-62.pdf>.

The potential for sharing the lessons from this approach (to assessing organizational capacity development) by the Cantho University (a CBNRM partner) with other partners of the CBNRM PI might be explored in the future. The emphasis on capacity building is timely because many of the CGIAR institutions are starting to revive their own capacity building programs after deliberately scaling them down (e.g., ICRAF now has major networking efforts that are deliberately addressing capacity building issues in agroforestry education, e.g., SEANAFE). With the “closing down” of ISNAR, and the planned delegation of its functions and services to IFPRI in Washington, the PI should be on the lookout for establishing and maintaining linkages with IFPRI, for the purpose of increasing the level of attention devoted to capacity development issues within research.

The survey undertaken (as part of the review) indicates that the CBNRM PI has successfully influenced organizational research capacity, even if it is only to SOME degree. This is the conclusion derived from responses by CBNRM project leaders to the survey questionnaire as summarized in Table 6. The largest proportion of respondents indicated that the CBNRM project has contributed in SOME degree to the capacity of the organization to undertake the activities specified in all seven items. Items 6 and 7 obtained the highest proportion of 58 percent while item 5 obtained the lowest proportion at 42 percent.

Table 6: CBNRM project contributions to organizational abilities to do the following.

	None %	Some %	Significant %
1. The development of new, CBNRM oriented research projects	5	53	42
2. The development of new, CBNRM oriented courses or training events (such as workshops, seminars, etc.)	8	54	37
3. The development of new, CBNRM oriented training materials (such as readers, papers, videos, computer-assisted media)	14	55	31
4. The ability to use participatory monitoring and evaluation methods	8	53	39
5. More staff assigned to work on CBNRM oriented activities	22	42	36
6. More funds of the organization allocated to CBNRM oriented activities	28	58	14
7. The involvement of the organization in policy making at the national or regional level	8	58	34

*The number of valid responses is thirty-six except for item No. 2 which has thirty-five.

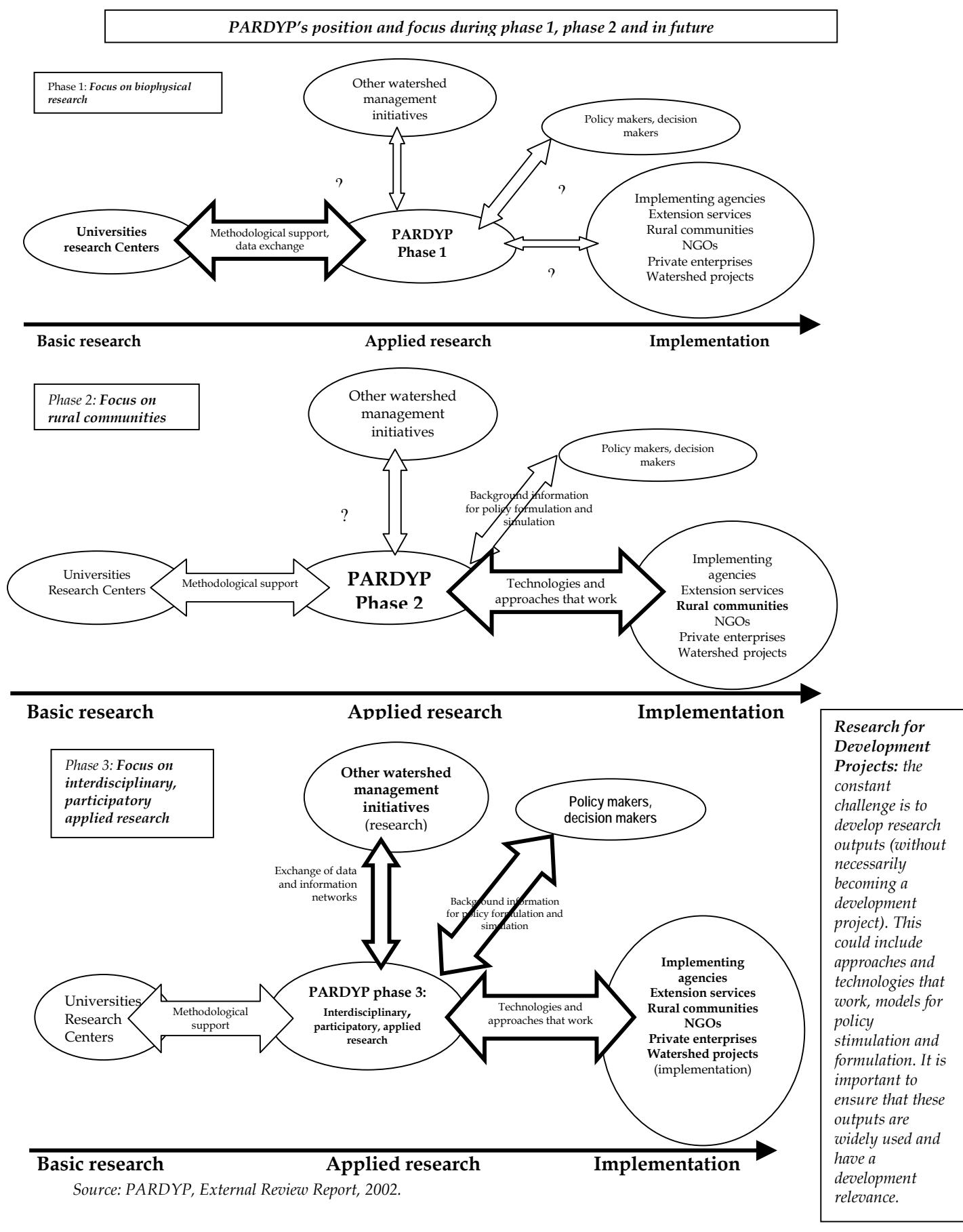
A more optimistic reading of this conclusion finds support from an analysis of the distribution of responses of those who indicated that the CBNRM projects had a SIGNIFICANT degree of contribution (see last column of table). Take the 42 percent that indicated the SIGNIFICANT contribution of the project to the organization’s ability to develop new CBNRM-oriented projects. In addition, notable proportions make the claim that the CBNRM project made significant contributions in the following: the ability to use participatory monitoring and evaluation (39%), the development of new CBNRM-oriented courses and/or training events (37%), the assignment of more staff to work on CBNRM oriented activities (36%), the involvement of the organization in policy making at the national or regional level (34%), and the development of new CBNRM oriented training materials. The CBNRM project has affected *in the least* the ability of the organization to

allocate funds to CBNRM oriented activities. Twenty-eight percent claim that the CBNRM project had no effect on this area at all.

3. Commitment to multiple phases

The CBNRM prospectus recognizes the long term nature of its work and is committed to supporting its partners over longer rather than shorter time frames. The electronic survey undertaken by this review confirmed partner preferences are for longer (more than 3 years) rather than shorter (less than 3 years) project duration. Research into NRM issues and its links with poverty (more than 3 years) and livelihoods is always a long-term research endeavor. CBNRM has to evolve so that it becomes rooted in the local context and is driven by local needs and priorities and is subsequently scaled-up within the countries. Almost all CBNRM partners have the opportunity to tap IDRC funds over two or three phases. This allows for projects to consolidate learnings and shift emphasis from one phase to another. The figures below (outputs of an external review of the PARDYP project which one of the reviewers was fortunate enough to have participated in) show how priorities shift from one phase to another.

Figure 5: Changing roles across various phases: the example of PARDYP
(Please note the thickness of arrows to show relative changes in emphasis)



As indicated earlier (sub-section on PI evolution), research objectives do get modified over multiple phases. The Cambodian, Vietnamese and Bhutanese projects all made substantial shifts from one phase to another, all moved towards a bigger emphasis on governance of resources for sustainable livelihoods, scaling up impact and increasing policy influences.

C. Maximizing potential impact

1. Documentation: now a high priority for partners

During the past 13-18 months the PI supported a wide range of publications (please refer to the annex for a sampling of the diverse range of titles). The impetus for this enhanced publication “drive” might have come from the Guiyang meeting where partner researchers jointly came to the conclusion on the need for better documentation of their rich experiences. It might also be a reflection of the program having reached a stage of maturity. The range of publications including the diversity of formats and presentation styles (no “uniformity”) is indicative of the fact that it is the local partners who decide what is the most appropriate form. Decisions about publications are made by local partners, not in Ottawa. The diversity indicates different contexts, different needs, different priorities and skill-bases from one country to another (and in some cases from one organization to another). Strengthened capacities and an increased recognition of the role of documentation (considered to be different from publishing in scientific journals) were noted in Cambodia, Nepal, Vietnam (especially among the Lagoon project scientists). Many of the projects write in the local languages first, and only subsequently undertake translation. Their priorities are to meet local needs not that of the western academic world. Local language research reports are strength not a weakness of a program. If English language versions are warranted, editing assistance might be warranted such as that provided by the advisors associated with the Lagoon project in Vietnam.

The CBNRM program seems to have also successfully introduced “writeshops” to serve different purposes. In the catalyzing change project (local water management) the writing workshop approach was designed to promote the “process of cross-fertilization and conceptual clarification through writing together!! The drafts are subjected to intensive review and debate before they are strengthened (with support from high quality directors) and ultimately finalized. These are an important innovation for research institutions where tension exists in efforts to build research capacities and the generation of high quality reports and eventually publications. Writeshops are capacity building activities where research writing, analytical and presentation skills are sharpened in a process that involves critical review and revision by peers. IIRR in the Philippines, the Case Study initiative in Cambodia and the Lagoon project in Hue, have all used “writeshops” very creatively and for different purposes. Writing workshops or writeshops are used to help improve organizational and staff abilities to analyze information, document lessons and better communicate research findings. The improvement of writing and analytical skills was often a major objective in writeshops organized by the Cambodia case-study project which produced 10 cases in this manner. Documentation of the writeshop process itself (in its variations) might serve the needs of the research communities in the countries where the CBNRM program currently operates and where research-writing skills need improvement.

Reviewers (in 1999), in referring to the Social Science kit, asked whether there should not have been a “conscious effort on the part of the PI to blend in Asian practices and concepts, in keeping with the local participatory spirit of CBNRM.” Today, there are a wide range of

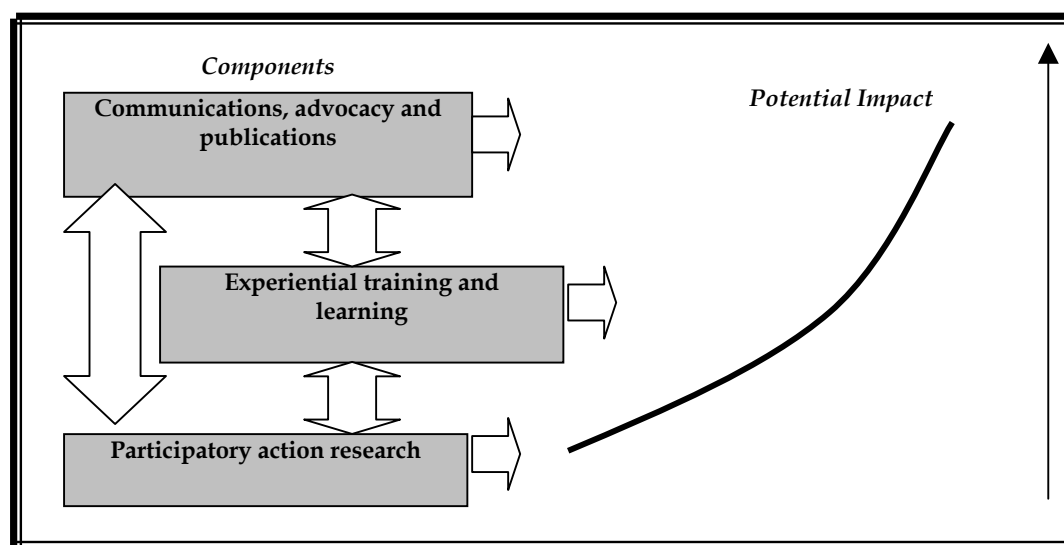
research experiences that are totally *locally* derived and these are already featured in publications of the past two years. Current plans to produce the book, *CBNRM in Action*, will also validate that CBNRM in Asia has indeed come of age.

The CBNRM program has established itself as a major source of information and is starting to use its publications in a purposeful and effective manner to exchange field-derived experiences among the researchers, development practitioners and local government officials.

The impact of the CBNRM program is achieved through an approach that bases its communication and advocacy upon a sound and strong and experiential base as is evident in Cambodia. Certainly, Cambodia is well ahead of the other initiatives in acknowledging the value of a communications approach that uses multiple media to disseminate lessons learned in the field: posters, case studies, CD-ROMs, a national workshop (with “information” markets) featuring everyone in CBNRM.

Major components (publications, training and action research) are in place in most projects reviewed, but it is important to ensure that an assumption is not made that publications alone can achieve scaled-up impact. A multi-pronged approach, public education and awareness-raising centered around the research and advocacy are all just as important.

Figure 6: A communication strategy



Source: Peter O'Hara, IIRR, CBNRM program partner

2. The need for addressing the neglect of community education material

Case study approaches such as those being used in the Philippines, Cambodia, Nepal and India, serve a useful purpose of conveying key messages that communities can and do manage natural resources in a more equitable and sustainable manner. However, case studies and publications such as those currently being produced don't effectively serve to disseminate lessons at the *community* level. With the emphasis on community-based

approaches, it is surprising that the role for community education materials for use at the grassroots has not been adequately recognized. Local institutions need to democratize themselves and rebuild community level capacities for self governance, especially in countries where the State has imposed its administrative structures. While a training and the action-research approach to learning can also contribute to community level education, the scaling up (i.e., wider membership, increased inter community partnerships, and federating of community efforts) of such approaches would out of necessity rely heavily on community education and related information support. Leaflets, booklets, and posters can feature success stories from other areas and communicate CBNRM lessons and principles drawn from action research in other locations. The Coastal Resources work in the Philippines is among the few projects that have recognized the need for IEC (information education and communication) materials for use at the community level. In scaling up to other communities, such materials are essential. The new phase of the Participatory Development Communication (PDC) initiative led by the University of the Philippines in Los Baños, might want to consider supporting research into this important but relatively neglected area of communications-support for community-level education, while recognizing the limitations that might be posed by the varying levels of literacy in different countries).

3. Policy influences of the CBNRM PI

When alternative approaches (such as CBNRM) do work well on the ground, it seems reasonable to ask about what policy influences such research might have had. Interestingly this question is asked more often of those engaged in participatory researchers than of academicians. To have asked these questions in the early stages of the PI would have been very premature. Too many NRM programs attempt to share lessons without adequate validation by field research (note that most projects have had a CBNRM focus for only 3-4 years). The organization of the Chiang Mai workshop focusing primarily on the matter of policy influences on CBNRM research started to sensitize CBNRM partners about such issues at just about the right time.

Having said this, it is a remarkable achievement that the CBNRM program has, in all areas visited by the reviewers, been successful in convincing policy makers of the importance of community-derived, action- research experiences. A new respect for local knowledge and local capacities is evident wherever the reviewers met with local officials responsible for CBNRM projects. In Cambodia the opportunities to observe practical applications of CBNRM approaches in such areas as resource management and governance, influenced the sub-decrees on community forestry, community fishery and protected areas and land use planning legislation. The CBNRM PI, through its partners in Cambodia, made investments in strategic events such as the public-consultation processes, supported the participation of policy makers to the Chiang Mai policy meetings and held a major national conference. There is wide support at different levels for CBNRM principles and approaches in Bhutan too. In Bhutan, similar support was extended for the formulation of a national framework on CBNRM which involved workshops, consultations and the development of case studies. A November 2003 international conference has been put together by the Bhutanese, primarily to garner ideas from other projects.

Good quality research can generate very useful policy implications but unless these findings are appropriately packaged, well targeted and communicated, the policy impact will not be fully realized.

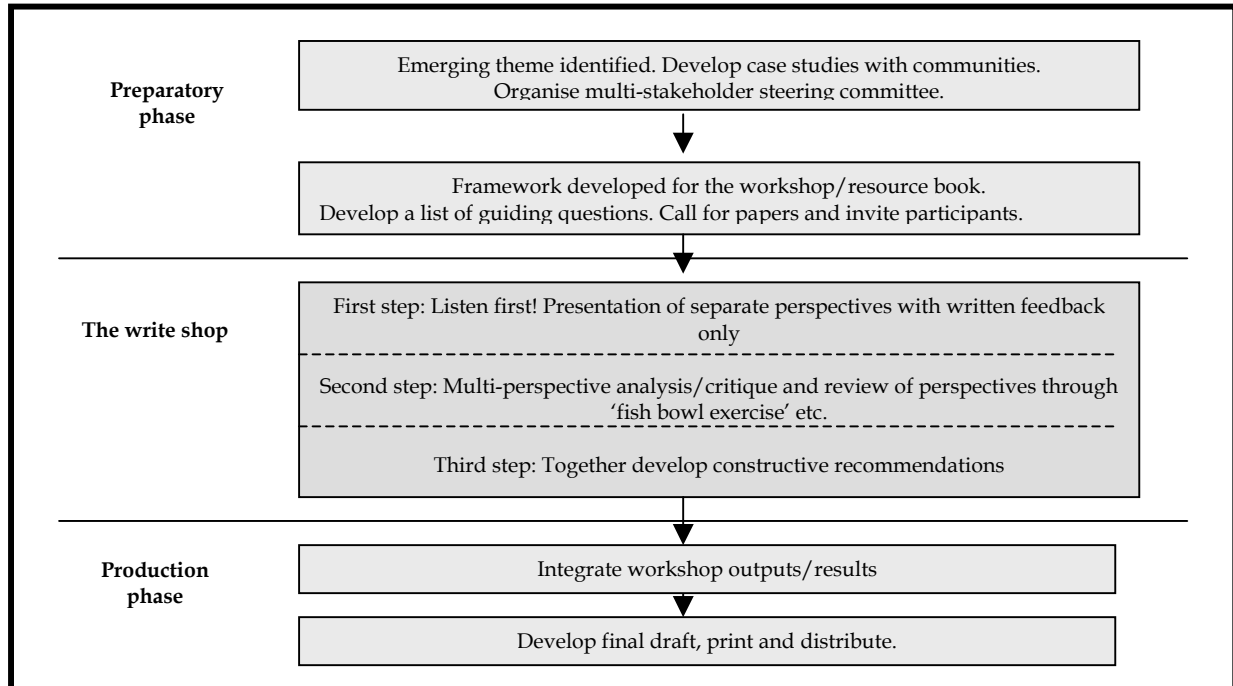
The PI supported project *Catalyzing Action on Local Water Management*) targeted major water events (the third world water forum and the Annual Stockholm Forum) with its two publications *Rethinking the Mosaic* and *Fluid Mosaic*. However, partner-researchers also participated in panel discussions and in other “high-profile” events aimed at raising the level and quality of informed dialogue.

The CBNRM program, in not having instituted Policy Briefs (see annex for a format, already in use in IDRC), is missing out on an important opportunity to convey key messages to policy makers. Some of these could be made available via a website. Policy briefs have a format, structure and presentation style that are unique and none of the PI materials that the reviewers came across qualify for consideration as policy briefs (in their current forms). ODI’s Natural Resource Perspective Series, IIED’s, DFID’s Natural Resources Systems Program (NRSP) briefs and those developed by IFPRI and IWMI-TATA can be used as prototypes. Ownership of such briefs is important, implying the need that such writeshops have multi-stakeholder representation. In order to have effective briefs, a more critical process for review, analysis, and synthesis of the experiences would have to be put into place (refer to the sub-section on synthesis). The writeshops that the PI has used rather effectively can be used in generating policy briefs. There has to be consensus on the findings and writeshops can provide that venue for refinement. One has to recognize the need for having specific channels and delivery mechanisms for influencing policy makers.

There are other approaches to influence policy makers. Policy dialogue workshops, needing adequate preparation, can foster dialogue between communities and policy makers. One such approach has already been tested by the CBNRM program led by IIRR. These workshops feature policy makers, line agency representatives and community members and serve to sensitize policy makers to the problems of resource-users with the idea that local perspectives and experiences will be included into development policy. A very effective CD on the process is available from IIRR/RECOFTC. A wider distribution of this CD with a short description of how the activity was designed, managed and evaluated is recommended (see figure below).

Linking People to Policy

IIRR's writeshop methodology was modified to explore whether it can be used successfully as a policy advocacy tool which provides an appropriate venue for community members to talk on their own behalf. The structure of the writeshop follows.



The adapted 'IIRR' writeshop process used for the community forestry write shop.

The suggested write shop process outlined in the figure below is an adaptation of the previous 'tried and tested' IIRR write shops. Previous write shops often dealt more specifically with technical issues, best practices etc. but they have often touched on social and political issues. The adaptation of the write shop is in response to the rather more sensitive subject matter in community forestry which includes power relationships, rights issues, etc. To harness different perspectives in a sensitive and constructive way, more emphasis was given on providing space for different perspectives, multi-perspective analysis and on providing an enabling environment for joint decision-making among stakeholders. Especially with community members in mind, less emphasis was placed on editorial discussions on papers.

The three basic steps in the write shop process were:

- 1) Enabling all to first listen to each other:** All stakeholders had an equal opportunity to present their perspectives through the presentation of their papers with only written feedback allowed.
- 2) Facilitating multi-perspective analysis:** A debate was organised in a way that provided space for all stakeholders to justify their standpoints, receive critique and which enabled the issues of divergence to emerge. The 'fish bowl' methodology was used.
- 3) Encouraging joint recommendation development:** The final step was when small multi-stakeholder groups were challenged to develop practical joint recommendations together to tackle in some constructive way, issues of divergence.

The experience from the 'Linking People to Policy' write shop provided many lessons (both from what worked and what did not work) to help guide future write shop methodologies. The face to face interaction between community representatives and senior DENR officials and academics worked extremely well within this process and created a whole new dynamic that from experience is absent from workshops that have inappropriate formats for community members. The 'fish bowl' methodology with people sitting face to face in a circle and restrictions placed so that the debate would not be dominated by a few and that people could not interrupt each other, proved to be a very effective method to handle contentious issues.

In the 'Linking People to Policy' write shop there was not always consensus, or generic answers emerging, but among stakeholders there was an increase in understanding and respect for different viewpoints and the justifications behind them. This kind of meeting, where academics and senior DENR officials were lectured to by community members, for example, and where all could debate on an equal footing respectfully was very new to many people that attended.

Source: IIRR, Peter O'Hara, 2003.

As the projects mature and enter into new phases, a deliberate emphasis on policy must be reflected in the research objectives. In Vietnam (Hong Ha), the most recent phase has an objective “to study central government policies and local regulations and how these policies are implemented in the commune and their effect on the livelihood of villagers and impact on natural resources.” CBNRM projects in Vietnam, Cambodia, Laos, Bhutan, etc. could be doing much more to be deliberate about studying the effects of government policy on community and individual access to and use of water, forest and land resources. High quality, country-specific analysis (objective 1 of the PI) on the micro-macro causal factors and/or documentation is hard to find. Impact studies showing community level effects of different policies (including those that now favor community-based approaches) would be useful for policy makers.

The current sources of policy influences of the program have been the field sites (with visible and tangible benefits), sharing of research outputs through conferences and workshops, case studies and the fact that the programs’ local partners (including local governments) become actively engaged.

With the involvement of the CBNRM team, the following listing of policy influences was generated for the external review.

Table 7
Examples of Policy Influences

Policy Influences	Project	Collaborators	Donors
<p>Expanding Policy Capacities of Decision-makers (helping policy-makers to see the value of research in their decision-making; introducing interdisciplinary analytical tools and methods to policy-makers; helping clarify policy problems)</p> <p>Most of this impact is through the direct engagement of research teams with local government leaders</p>	<p>GAAS, Bhutan Ratanakiri Hong Ha Tam Giang PARDYP Cambodia case studies and network Cambodia CF PMMR Tarim Basin NEPED LWM IIRR – CF</p>	<p>Gary Newkirk (Dalhousie); John Kearney (St. Francis Xavier Univ) Cor Veer (RECOFTC) Doug Henderson (CF consultant – Cambodia & Bhutan) Toby Carson – WWF Marcus Moench (ISET)</p>	<p>Ford SIDA CIDA Oxfam-US RECOFTC Winrock SDC</p>
<p>Broadening Policy Horizons of Decision-makers (introducing new ideas, concepts, alternative approaches to problems, etc)</p> <p>In these examples, senior government agents begin to adopt and apply some of the tools and methods, and innovative approaches, understand the concepts and begin applying the terminology and analysis in other projects or programs, either government or donor</p>	<p>NEPED, Ratanakiri, Tam Giang, Bhutan Local Water Management LeaRN GAAS Mongolia Tarim Basin Cambodia CF PMMR</p>	<p>As above</p>	<p>As above</p>
<p>Direct influence on formal policies (changes to legislation, regulations, or implementation procedures at national / local level)</p>	<p>Ratanakiri, Bhutan, GAAS, Cambodia CF Tarim Basin Mongolia</p>		
<p>Empowerment (projects lead to much more articulate, confident and persuasive local NRM organizations who put forward their own policy agendas successfully)</p>	<p>Hong Ha Ratanakiri Cambodia CF PMMR GAAS LWM</p>		

The subsequent phases of the CBNRM program will have to devote more time to synthesis across cases within countries and across countries in Asia. Strategic inputs will be needed to maximize the opportunities to influence policy makers (via policy briefs and policy dialogue workshops) and community members (via enhanced community education and networking). At the regional and global levels, better use will have to be made of the many events to influence policy makers by distributing relevant materials, hosting panel discussions and professionally designed poster sessions (refer to the annex for illustrations of excellent examples of posters generated on local water management, community forestry and community fisheries).

IV. THEMATIC FOCUS AND PROJECT MODALITIES

A. Program strategies

1. Flexible networking

There has been considerable success in using networks. Networking has facilitated the exchange of expertise, skills and experience between “Northern” and “Southern” scholars and institutions in building research capacity. In particular, we can cite the project on “Resource Tenure in CBNRM” at the National University of Laos (NUOL). The Asia Resource Tenure Network (ARTN) is an informal grouping of scholars, government officials, and activists from Southeast Asia and China concerned with exchanging information and research methods related to contentious issues surrounding local access to resources. It played an important role in creating an ‘institutional and intellectual space’ for participants of this project and thereby extended substantive and procedural contributions to the implementation of the NUOL project (Vandergeest, P., 2003: 124). Not only were individual researchers mentored in social scientific research throughout an entire research project cycle, but also NUOL, itself learned how to institutionalize research activities into its predominantly teaching focus as a university. The network not only facilitated ‘North-South’ partnerships but also established a ‘South-South’ partnership with the sharing of lessons and experiences among Southern researchers, i.e. NUOL and the University of Chiang Mai in Thailand.

A similar exchange of resources between North and South as well as among ‘Southern’ institutions in project growth and development flourishes among members of the CBCRM Learning and Research Network (LeaRN). This is a network involving researchers in Cambodia, Vietnam, the Philippines, Indonesia and Canada. Through the network, information is shared across country projects, training sessions are organized and policy advocacy is strengthened. In a more dramatic manner, the success of networking is displayed through the activities of the CBCRM LeaRN. Project members attend courses at the Coady Institute, Canada. Research-based advocacy work for the adoption of CBNRM policies at different government levels in the different Asian countries is enabled (see issues of CBCRM Newsletter). For beyond the exchange of lessons and acquisitions of skills, the network also influences policy advocacy work.

Networking also plays a pivotal role in harnessing the efforts of individual CBNRM project efforts into a forceful national presence and advocacy for a national CBNRM agenda (we note the workshop on CBNRM held November 13-16, 2002 in Phnom Penh sponsored by CBNRM-Initiative CFRP, PMMR, PLG-RAT and CFDO). This has been achieved by the CBNRM Case Study and Networking Initiative in Cambodia. Through its capacity building activities, it facilitates the exchange of lessons among many Cambodian projects on Community-based NRM enabling them to raise their voices together in unison to influence a change in national policies and regulations for community forestry, community fisheries, participatory land use planning and participatory management of protected areas. Drawing upon field-based knowledge learned in varieties of local contexts within the country, these efforts can certainly provide models to guide policy formulation and implementation at the national level.

Working to achieve the same impact as the Cambodia network of CBNRM projects is the Vietnam Economic and Environmental Management (VEEM) Network. Co-funded by

CIDA, the purpose of VEEM has been to strengthen the capacity of Vietnamese researchers and research institutes to conduct policy-relevant research in the areas of economic reform and environmental management (Miller, 2002). Also in Vietnam, there is the Natural Resources Management Network (NAREMNET). Through these networks, training, research results and publications are shared. Unlike the Cambodians, the Vietnamese networks bring together projects based in universities. There is potential for these projects to become a powerful voice that will put CBNRM on the national policy agenda. Together with indigenous communities of the uplands and the local communities residing in the Tam Giang Lagoon and other coastal areas, the Vietnam projects offer much potential for developing institutional innovations in the community management of forests and fisheries.

It is important to mention the modest and steady success of the network of institutions on Participatory Monitoring and Evaluation (PM&E) in China. After the training of trainors from the Guizhou Academy of Agricultural Sciences (GAAS) and the Kunming Institute of Botany (KIB), CBNRM project researchers are preparing to extend PM&E training to other institutions around the country including Mongolia. Similarly the farmer-centered research/CBNRM network in China is engaged in pioneering work which is now entering a second phase.

The reviewers did note one area for improvement: many of the upland projects working with indigenous communities, i.e., Ratanakiri in Cambodia, Nagaland in India, Hong Ha in Vietnam, could benefit from cross-project exchange among upland projects that could lead to a more focused attention to the resource and land tenure issues of indigenous peoples in Asia. (The exchange visit was organized between communities in Ratanakiri and Nagaland.)

The inevitable conclusion we draw from a study of the working of networks in the CBNRM PI is the value put on the autonomy of member institutions in the true spirit of 'partnership'. This underlies the strong encouragement given to each participating member to articulate and pursue locally-generated goals within the structure of the network. Truly, the CBNRM networks contribute further to the partners' research capacity both individually and collectively.

Networking is mentioned among the *strengths* of the CBNRM program by the survey respondents like for examples in the following remark: the program has been very effective in networking the various participants across Asia. Interestingly, networking is also mentioned as a *weakness* by several correspondents:

- a. The CBNRM program in China is not known in Laos or Vietnam and vice versa,
- b. Linkage between all the projects of the CBNRM program can be further enhanced,
- c. From the project perspective, we might have benefited more from networking and exchange of information with other CBNRM programs, and
- d. Only recently (since 2001) IDRC has promoted the development of a CBNRM network program in Cambodia that links together IDRC's partners.

The above statements point to the type of networking that each project respondent deems as insufficient. On the one hand, there is a request for regional level networking, on the other, there is a request for national level networking of CBNRM projects within a country and for others, there is a request for a 'global' networking among all CBNRM projects. Hence, these comments may be taken to mean that the partners are in agreement with the program to fully utilize networking and to explore all the various levels at which this can work. Also,

care should be taken to ensure that specific projects are not left out in networking efforts by the program.

We will conclude with the following lists that summarize the survey responses to two questions on networks.

Contributions made to the network	Benefits received from membership in networks
<ol style="list-style-type: none"> 1. training courses 2. own experiences 3. information and dissemination of research results 4. organizing meetings, discussions, conferences 5. documents and knowledge 6. lessons learned from projects 7. resource people 8. mentoring 9. PM&E training for researchers 10. new methods related to CBNRM 	<ol style="list-style-type: none"> 1. contacts, ideas and new information 2. update on research in one's field 3. learned how to interact with different organizations 4. learning from other projects and partners 5. training to do research 6. building linkages with partners 7. local experiences and challenges 8. learning what can work in different social, political and economic conditions 9. effective way to join for advocacy 10. a feeling of belonging... that we are not alone in the challenges we face in CBNRM work

Source: E-mail survey of project leaders, August 2003, N = 37.

Research networks have been a distinctive and an almost indispensable feature of IDRC's work with investments having been made for over 25 years. A major study of IDRC's networks (see IDRC Networks: an ethnographic perspective by Anne K. Bernard, Evaluation Unit, IDRC, 1996) recognized the role of networks in strengthening and sustaining capacities but found that where they work best "these networks are designed and managed with sufficiently long time-lines and consistent mandates." Most of the CBNRM supported networks are today able to take advantage of newer and cheaper communication and information management technologies and limit the (important) face-to-face meetings to strategic learning-centered events (e.g. the CBCRM festival in the Philippines). The IDRC Network review also emphasized the value of grounding networks in their contexts (i.e. at the level where they are relevant and effective), ensuring ownership (both a condition and outcome of a successful network) and maintaining diversity of membership (to enhance learning). Thanks to the access to the internet, today many of the CBNRM partners engage in informal networking and don't always need formal structures. With increasing recognition of the value of networking around a shared CBNRM agenda, the CBNRM PI might want to consider providing an opportunity for its members to be exposed to what IDRC has learned in the past (Anne Bernard Review) and discuss its implications and relevance to the current thinking forms of networking as they evolve among CBNRM partners. In a subsequent phase, more discussion of the process of networking might seem warranted.

2. Taking advantage of modern information technologies

Web-based information sharing systems are in place in most projects supported by the CBNRM PI. These serve well in providing CBNRM content and disseminating experiences from projects. The regular use of CD ROM technologies to document and share research-results and video documentation has greatly facilitated the sharing of research reports and

related information among colleagues within the same institution as well as across partner institutions.

The Virtual Resource Center (VRC) concept was developed to improve networking and information-sharing *among* researchers. However, unlike traditional websites, the VRC system was not meant to be a provider of content but as a tool for interactive exchange among partners. After the initial experience with a centralized mode was evaluated, suggestions were made for more localized/decentralized systems. A field testing of the modified approach involved the Farmer-Centered Research Network of China (FCRNC) with its eleven partners. This experience has generated lessons for similar interactive platforms for the other countries. Even with the move towards localized nodes, the centralized VRC will be maintained to allow the PI to use it as a networking tool. The impression the reviewers get is that the entire concept is being introduced with an open mind, with the idea of determining what's most appropriate to its partners. Training, technical support and user feedback are currently being deployed in a process to refine the strategies used by the VRC.

An external review of ENRAP (Electronic Network for Rural Asia Pacific Projects), a collaborative effort between IFAD and IDRC aimed at improving connectivity, communication and knowledge networking between IFAD projects, came up with somewhat the same conclusion as did the evaluators of the VRC effort. They recognized the significant capacity building contributions but recommended the need to reconfigure the network so that people/projects at national and sub-national levels become more active. They also emphasized that the new technologies can be effectively used for "connecting isolated field workers to their peers and project managers" but that "the centrality of inter-personal, face-to-face communication in IFAD projects need to be borne in mind". The reviewers draw attention to the fact that even the internet society holds frequent face-to-face meetings throughout the year⁴.

The use of traditional websites for information sharing is quite impressive and the PI and its partners need to be commended for that effort. Easy and quick access to general information about CBNRM is now available at these project websites (all related to the CBNRM PI).

⁴ Report of the IFAD Evaluation Mission for ENRAP Phase 1, 2001 by Subhash Bhatnagar and Chin Saik Yoon.

CBNRM OUTPUTS: WEBSITES

ISANG BAGSAK, a Learning and Networking Program in Participatory Development Communication

<http://www.isangbagsak.org> | **Read more...**

Coastal Resources Research Network (CoRR)

<http://www.dal.ca/~corr/index.html> | **Read more...**

Collaborative Himalayan Andean Watershed Project

<http://www.ire.ubc.ca/himal/index.html> | **Read more...**

Community-Based Upland Natural Resource Management in Hong Ha Commune, Vietnam

http://www.ire.ubc.ca/hong_ha/Index.html | **Read more...**

Distance Education: Water and International Development

<http://www.ire.ubc.ca/y2k/ire/html/upcoming-events.htm> | **Read more...**

Farmer-Centered Research Network China

Website available in Chinese only

<http://www.cau.edu.cn/ciad/fcrnc/index.htm> | **Read more...**

Indigenous Fisheries Development and Management in Lao PDR

http://www.usyd.edu.au/su/geography/mekong/case_studies/fisheries/index.html | **Read more...**

International Network of Forests and Communities

<http://www.forestsandcommunities.org> | **Read more...**

People and Resource Dynamics in Mountain Watersheds

Other project websites include: Watershed Dynamics In The Himalayas (www.ire.ubc.ca/hans/nepal_project.htm) and International Centre for Integrated Mountain Development (www.icimod.org)

<http://www.ire.ubc.ca/pardyp/aims.htm> | **Read more...**

Renewable Natural Resources Research Centre (RNRRC) Ministry of Agriculture, Bajo, Wangdue, Bhutan

<http://www.ire.ubc.ca/lingmutey/html/main.htm> | **Read more...**

Resource Management in Nam Ngum Watershed (Laos) Phase 2

Project #003492 - CLOSED

http://www.usyd.edu.au/su/geography/mekong/case_studies/nam_ngum/ | **Read more...**

Small Scale Wetland Indigenous Fisheries Management Laos

Project #001772 - ACTIVE

http://www.usyd.edu.au/su/geography/mekong/case_studies/fisheries/index.html | **Read more...**

Sustainable Land Use Options for Shifting Cultivation (Nagaland)

Project #001772 - ACTIVE

<http://www.idrc.ca/saro/research/neped/pronepd.htm> | **Read more...**

Understanding and Improving Marine Protected Areas - Philippines

Project #100607 - ACTIVE

<http://www.seahorse.mcgill.ca/map.htm> | **Read more...**

Yeak Laom Community-based Eco-tourism Project

http://www.geocities.com/yeak_laom/index.html | **Read more...**

Equally impressive is the current use of CD ROM technologies to document and disseminate research findings. Here is a partial listing of those CD ROMs featuring specially packaged programs:

CBNRM OUTPUTS: CD-ROMs
<p>Ancestral Domain & Natural Resource Management in Sagada, Mountain Province, Northern Philippines</p> <p>Application of Ortho-photography in Community-based natural resource management</p> <p>Community Forestry Forum</p> <p>Development of Sustainable Land Use Options for Shifting Cultivators in Nagaland, India</p> <p>Distance Education: Water and International Development</p> <p>Enhancing Capacity to Engender Research for Sustainable Development (Vietnam)</p> <p>Enhancing Productivity through Integrated Natural Resource Management (Bhutan)</p> <p>Farmer-Centered Research Network in China (FCRNC): Networking with a Difference</p> <p>People and Resource Dynamics Project (PARDYP) in the Hindu-Kush Himalayan Region</p> <p>Final Technical Report: Indigenous Strategies for Intensification of Shifting Cultivation in Southeast Asia</p> <p>Himalayan Andean Watershed Comparison CDs A set of 9 CD-ROMs that display the results of an interdisciplinary and comparative watershed project including 4 watersheds in the Himalayas and 4 watersheds in the Andes.</p>

Among the most outstanding of these CDs are the efforts of PARDYP and the University of British Columbia to package many years of watershed research outputs into CDs. A related series and equally well-produced set covered 8 mountain watersheds in the Himalayan and Andean watershed. IDRC supported this collaborative effort. These are extraordinarily useful media for training, education and even briefings for policy makers (see annex for examples).

3. Rising parallel funding: a broadening of support for CBNRM

The CBNRM PI continues to attract increasing levels of parallel funding for its work in Asia. The funding base for IDRC's local partners has been considerably extended as a result but more importantly, it serves as an indicator of the growing appreciation among the donor community of the relevance of community-based approaches in addressing NRM and livelihood issues among distant communities across the region. The on-the-ground demonstration of transformation that has taken place has been a major influence on donor receptivity to CBNRM approaches. The PI can further capitalize on opportunities to leverage parallel funding by being more deliberate in its efforts to seek out and influence donors (an advocacy approach?).

Table 8: IDRCs Successes in Leveraging Additional Funds from Other Donors for the CBNRM PI.

YEAR	PROJECT	COUNTRY/ REGION	AMOUNT OF FUNDING	TYPE OF FUNDING	DONOR
2003-04	101605 Enhancing CBNRM Research and Networking Capacity at NUOL	Laos	\$68,000	Parallel	Rockefeller Brothers Fund
	101694 Rural Livelihood Security and Policy Change	China	\$150,000	Parallel	Ford Foundation
	102064 Vietnam Uplands Forum	Vietnam	\$250,000	Parallel	Ford Foundation
	102062 Reinforcing Participatory Development communications Skills for Researchers in CBNRM SE Asian and Southern and Eastern Africa	SE Asia & Africa	\$24,718	Parallel	UNESCO
	Extension to the Ratnakiri Project	Nepal	\$115,000	Parallel	SIDA
	101694 Guanxi Project	China	\$300,000	Parallel	Ford Foundation
	Sub-total 2003-04		\$907,718		
2002-03	100953 CBCRM Learn and Research Network	SE Asia	\$85,500	Co-Funding	Rockefeller Brothers Fund
	101672 PARDYP Phase III	India	\$1,415,000	Parallel	Swiss Agency for Development and Cooperation
	101442 Community Capacity Building for Attacking Rural Poverty	Vietnam	\$9,225	Parallel	University of Arkansas
	101642 Berkes/Canada Research Chair in Community-Based Resource Management		\$16,700	Parallel	Canada Research Chair Funding
	101642 Berkes/Canada Research Chair in Community-Based Resource Management		\$16,700	Parallel	Province of Manitoba
	Sub-total 2002-03		\$1,543,125		
2001-02	100953 CBCRM Learning and Research Network	SE Asia	\$283,460	Co-Funding	Open Society Institute, Soros Foundation
	100487 Case Studies and Networking Initiative	Cambodia	\$77,160	Parallel	OXFAM America
	100828 Scaling UOp CBNRM in Guizhou Province	China	\$228,250	Parallel	Ford Foundation
	100925 Strengthening NRM & Framer's Livelihoods in Nagaland	India	\$200,000	Parallel	Nagaland, Government of India
	100876 Community-based Upland Natural Resources	Vietnam	\$214,800	Parallel	Ford Foundation
	Sub-total 2001-02		\$1,003,670		
2000-01	100488 Resource Management Policy Ratanakiri	Cambodia	\$311,000	Parallel	SIDA
	100732 CBNRM and the Farmer-Centered Research Network	China	\$37,500	Parallel	CIAT
	100392 Enhancing Productivity Through Integrated Natural Resource Management	Bhutan	\$251,850	Parallel	Swiss Agency for Development and Cooperation
	Sub-total 2000-01		\$600,350		
	TOTAL 2000-04		\$4,054,863		

While there are costs associated with the negotiation of parallel funding, learning opportunities are also enhanced for all involved. Partners also benefited from multi-donor perspectives.

Joint planning by collaborating donors and coordinated review missions were undertaken. The opportunities for cross-institutional learning were also substantially enhanced. Tension is sometimes observed with the larger bilateral donors who, in looking for ways to fast-track impact, might not be able to accept the time-consuming CBNRM process. IDRC's willingness to work collaboratively with other donors (even to a point when co-donors eventually provide the major share of the funding) has been highly commended. In Cambodia, larger programs such that of FAO, ADB and SIDA, have been influenced because of donor partnerships that IDRC has forged and nurtured. Partnerships with other donors (SDC for example) have resulted in the CBNRM concepts being transferred to other donors' projects. The IDRC might want to capitalize on these growing partnerships with highly respected donors, to influence the wider donor community. One way to do this might be to organize a donor-meeting focused primarily on demonstrating/advocating the role of CBNRM as a poverty alleviation strategy/approach.

A measure of association computed for survey responses (as part of this review) shows a positive effect of a researcher's previous or current involvement in other CBNRM projects funded by agencies other than IDRC on his/her individual ability to contribute to establishing periodic exchange of information, lessons and methods as well as on the organization's ability to develop new CBNRM-oriented training materials⁵.

B. Institutional context

1. Compatibility of CBNRM and the decentralization drive in Asia

The adoption of decentralization by governments and bureaucracies in Asia provides a welcome framework for the CBNRM approach and agenda. On the one-hand, decentralization becomes the vehicle by which CBNRM experience in one or several research sites within a country like Cambodia or Vietnam can become the model for natural resource management (NRM) policy formulation and implementation. One could easily cite the usefulness of the Chumkiri community forestry experience (Figure 3) as the 'pilot' case for community forestry projects in Cambodia. On the other, one may look at CBNRM experience as the concrete content of a decentralization movement in government through which local-level government units and local community members are enabled to meaningfully participate.

The drive for decentralization across Asia has provided an enabling environment for the promotion of CBNRM in Bhutan, too. The government is promoting CBNRM as a tangible way for increasing participation of local communities in its decentralization efforts and to improve the harmonization and integration in the NRM sub-sector: "CBNRM is a practical approach for applying social development principles of decentralization in natural resources management." In fact, the drive for decentralization is influencing Natural Renewable Resource Management policy in Bhutan. In Cambodia, the decentralization efforts have provided extraordinary opportunities for scaling up, which were previously not available.

⁵ The gamma value of 0.697 at one percent level of significance and a gamma value of 0.591 at a five percent level of significance, respectively.

Many of the CBNRM projects in other countries might not be fully utilizing the opportunities provided by such changes that have swept across Asia. Some countries such as Indonesia, Thailand, and Cambodia are only now starting to have an open mind towards community forestry as promoted by CBNRM advocates. Others like China, Cambodia, Bhutan and Mongolia have already recognized the value of such approaches but are looking for models for operationalizing principles.

Local Responsiveness: CBNRM in Cambodia

There are five CBNRM projects in Cambodia. These are (1) Community Forestry at the Department of Conservation and Protection, Ministry of Environment; (2) Resource Management Policy, Ratanakiri of UNDP/UNOPS/CARERE; (3) Case Studies and Networking Initiative of WWF; (4) Community-Based Mangrove Management, also of the Ministry of Environment; and (5) Community Fisheries Management of the Department of Fisheries of the Ministry of Agriculture, Forestry and Fisheries. The nature of these projects displays the various nuances of the meaning of a *participatory approach*.

One sense in which this is used is to refer to the 'bottoms-up' as opposed to 'top-down' planning procedures for activities undertaken by national bureaucracies. It is easy to imagine the national 'headquarters' of government ministries, i.e., Agriculture, Environment, etc. usually located in the country's capital town determining the contours of a national policy on forest resources and making directives for its lower level units at the regions, provinces, or communes to implement the policy. This is often done without any consultative process within the agency for officers at the lower levels to provide their inputs and advice on the content of such a policy.

A second sense in which the term participatory approach applies is in reference to the ability of both national and regional policy makers to consult with target groups or beneficiaries of a government project, in the sense of a dialogue between 'rulers and ruled'. In this case, to be participatory means to enable the concerns of the people who will be affected, positively or negatively, by a government project to be aired, discussed and considered in the implementation of the project.

A third sense of the use of the term participatory is the reference to the collaborative work between and among national ministries in confronting a national issue of concern to both agencies. Ministries tend to exercise prior decision-making authority over certain sectors of the economy, i.e., protected areas are the concern of the Ministry of the Environment and not of the Ministry of Agriculture. Nevertheless, the realities are not as clear-cut as the delineation of organizational bureaucracies. In a protected area, it is possible to find resident communities depending upon the resources located therein for their agricultural livelihood. If this is so, it makes action here also of interest to the Ministry of Agriculture. To be participatory in this context implies the need for collaborative work between the Ministry of Environment and the Ministry of Agriculture to order that the bureaucracy can effectively confront issues of sustainability that arise in this context.

2. Local organizations in CBNRM

The CBNRM program in the Philippines in its second phase, made capacity building and local empowerment as primary objectives after it was realized that the phase 2 program might fail since only two of the five organizations from Phase 1 in Bolinao municipality were active at the end of that phase. Current research is examining the roles of community organizing and its various forms for the success of CBNRM. It also addresses local institutional-development needs to build sustainability of CBNRM efforts. This is among the very few CBNRM activities that explicitly address leadership development at the local levels and its effects on sustainability. The CBNRM program needs to increase its emphasis on

organizational capacity building at the lowest level of the hierarchy of organizations it is associated with (formal research institutions, local governments and local organizations). The fact that one of the more mature CBNRM programs in Asia (i.e., the Philippine coastal resources project) has reverted to issues of strengthening local level leadership, suggests the need for research into questions of sustainability of local organizations. Once lessons are learned they can be incorporated into the capacity building efforts of local governments. Often, what is needed is the establishment of linkages with skilled local resource institutions.

“Solutions cannot be imposed from the outside, they must be fostered from within”

Phase 1 of the Community-based Coastal Resource Management project in Bolinao, Pangasinan, Philippines was an ambitious interdisciplinary project of three institutions. The Marine Science Institute, UP took care of research; the College of Social Work and Community Development, UP handled livelihoods, and Haribon Foundation focused on community organizing. Hence, each organization was responsible for a specific component of the project. The community members participated in the initiatives – from meetings to events and activities by ‘three bosses’. Although they learned a lot, they were ‘run-down’ pursuing different ‘agenda as defined by the three institutions. This was the stage of their ‘awakening’ to the issues regarding the activities they pursued for their fishing livelihood and their effect on marine resources.

... people have become more aware of the importance of conserving the resources of the land and the sea. They know why mangroves are important; they know that they must protect the sea upon which their livelihoods depend... There is no longer anyone... who still uses illegal fishing methods such as dynamite... there is strong social pressure against cutting mangroves for use as fuel wood that this practice too has been almost completely stopped¹.

The project moved on to Phase II and concentrated on community organizing with Haribon Foundation. They focused on strengthening their organizations through the application of the concept of local community organizing – choosing their Local Community Organizer (LCO) from among the community members. In this stage, their knowledge and involvement in conservation and environmental issues intensified. More importantly, they strengthened the organizations which were established in Phase I through LCOs.

In Phase I, many outside organizations were doing research here. We were collecting baseline data, but we never received any feedback from them, even after we had collected data and answered survey questions. Now we are doing our own research. We know what information we are looking for and we design the research and ask the questions by ourselves. The whole organization always gets feedback about the ongoing research. Our knowledge is not taken away because we are the researchers².

Now, they claim to have reached a farther stage in their capacity to manage and operate their organizations towards identifying solutions to their own problems regarding their livelihood and the marine resources on which this livelihood depends.

¹ Artemio Caasi, on p. 29 of *Envisioning Life: community created sustainable livelihood analysis and development*. Haribon Foundation and IDRC, 2002.

² Annabelle Echavez, *Ibid.*, p. 19.

3. Highlighting the conflict resolution (CR) agenda

Whether in watersheds, forests or mangrove coastal areas, CBNRM research must be conscious of the increasing competition and conflicts, centered around the issue of access and/or control over natural resources. When assets are depleting conflicts arise. But also when, as a result of regeneration/restoration, *new* assets are created, conflicts arise, too. In CBNRM, conflicts between highlanders and lowlanders (over water), between aquaculture and fisheries, between protected-area objectives and peoples' livelihood and the conflict between forestry and agriculture are all potential conflict "zones". Local institutions have a major role to play in mediation to resolve such conflict. The capacities to handle conflicts need to be developed and explicit attention might have to be given to capacity building efforts (as was done for stakeholder analysis). The following statement from IDRC's partners, Truong Van Tuyen and Veronika J. Brzeski, present the challenges researchers face *"The most difficult challenge for all involved was to deal with existing conflicts. It is difficult to plan well and implement research activities aimed at solving conflicts in the system. Researchers are aware of the conflicts however they lack the knowledge, skill and experiences required to plan and implement activities on building awareness of the conflicts and changing people's attitudes and behaviors."* Skills are needed to anticipate or/and resolve conflicts arising when new assets are created, the access is contested. Conflicts also arise when existing resources are made available to local communities as a result of decentralization of natural resources. There are specific CR methodologies which the PI might want to consider introducing as part of its action-research.

C. Adding Foci to CBNRM

1. Making the CBNRM - sustainable livelihood link - asset building links

The CBNRM approach in Vietnam, Cambodia, Philippines and Nepal is increasingly being linked with the asset-building approach. When degraded forests or mangroves regenerate or when fishing areas reacquire some of their lost biodiversity, assets are built. Collaborative and collective work in fact generates social capital. Strengthened local institutions and increased savings are assets, too. By contributing to all these outcomes, CBNRM is increasingly being recognized by its proponents as being an asset building approach. In fact, asset building can be considered a distinguishing element of a successful CBNRM program. Thanks to the holistic approach that CBNRM uses not only are natural assets built but people's access and security of tenure is assured.

Because of this emphasis on assets and recognition of the vulnerability of the poor who depend on natural resources, most projects are now able to make the link with the Sustainable Livelihood framework. Some of the long-term practitioners in CBNRM have always assumed that livelihoods are an integral part of CBNRM even if they have not been explicit about it, i.e., it is *not just about managing resources*. However in practice, it might seem appropriate for the initial emphasis on resource management to only *gradually* shift to livelihoods (as new assets are built) by the rehabilitation of highly degraded resources. While in a community context, it makes little sense to argue about the *pros* and *cons* of these approaches, there are however, potentially, some concerns on the issue of *alternative* livelihoods. CBNRM communities in Cambodia (Koh Kong), Vietnam (Tam Giang Lagoon) and the Philippines (Bolinao) have had mixed successes with *introduced* livelihood

technologies. Fisher groups in Bolinao worked better and more successfully to establish sanctuaries, stop the extension of cage fishing (after witnessing fish kills) and in replanting mangroves, than with introducing *new* technologies. Local communities are more likely to accept ideas rooted in local cultural practices and using resources that they have previously relied upon. With the increasing emphasis on livelihoods it is critically important to learn from past experiences to addressing livelihood needs.

2. Integrated natural resource management and ecological considerations in CBNRM

A meeting of scientists from 13 of the 16 CGIAR Centers' meeting in August 2000 discussed the role of integrated natural resource management (INRM) in relation to the CGIAR's research programme. To that group, (meeting in Penang, Malaysia), INRM was a way of doing development-oriented research which often has to deal with the effects of agricultural advances that resonate across the landscape. They agreed on a number of essential characteristics: systems approach, process-orientation work at multiple scales and multiple stakeholders, be amenable to scaling up and out, employ new tools and methods, etc. The group recognized the need for a problem analysis phase that was primarily a participatory process. CBNRM proponents should note the similarities with their work. The relevant body of NRM research covers such themes as water/watershed management, land degradation, integrated nutrient/soil fertility management, integrated pest management, community-fisheries and more recently agro-forestry. While much of this research is not community based (with exception of some of the work of CIFOR, ICRAF and World Fish Center), the challenges that researchers face in doing this kind of research might be of value to the CBNRM partners. Certainly the CGIAR will benefit greatly from the CBNRM initiative if channels of communication and information sharing (including web links) are established. For those projects (Bhutan, Hue, PARDYP, GAAS) engaged in agricultural research elements of CBNRM work, there might be even more value from exchanging lessons.

A number of the CBNRM projects support the research needs of crop or livestock-based agriculture. Most of the projects visited by the reviewers (Bhutan, Cambodia, Vietnam) were sensitive to the dangers and risks of becoming dependent or being driven by external inputs, but as links with the markets develop, this could change rapidly in the transition economies. Increased dependence on chemicals can be foreseen. Adequate safeguards are needed to ensure that farming in CBNRM project sites are not driven by chemical farming. CBNRM and its emphasis on sustainable livelihoods should be sensitive to environmental pollution issues and should (naturally) feature ecologically sound agriculture (e.g. regenerative agriculture). In future, it would be appropriate to consider the inclusion of a human health agenda within CBNRM, drawing upon lessons generated from IDRC's other PI (ecosystem and health).

To only emphasize *sustainable use* of collectively managed resources and not that of the privately managed resources would be inappropriate. After all, the damaging effects of degrading agricultural lands are well known: FAO 2003 data suggests that the biggest cause of deforestation is agriculture!! We also know from IUCN that *most* protected areas in the world have people farming within them. Agriculture can also be polluting to collectively managed bodies of water (lakes). On the other hand, farming might depend on lakes: in communities around the Tam Giang Lagoon, the fertilization of sandy farms is dependent upon seagrass (macrophyte) found in the lakes. Scientists were concerned about the effects of overexploitation of this valuable aquatic plant and studied regeneration rates. There are also linkages (nutrient flows) between forests and agricultural lands. In Bhutan, forests are

maintained by local communities primarily for the fertilizing value of their leaf litter which is used in rice paddies. In Kampot Province, Cambodia, the communities reported increases in rice yields (up to one ton per hectare) from paddies after the forests above them were restored. Those CBNRM partners (Hue, GAAS, Bhutan), with a strong historical engagement in agriculture research but who are now engaged in CBNRM research, might want to consider devoting more research resources into regenerative agriculture priorities and linkages with forestry components (as is being done in Bhutan). Within watersheds the linkages are even stronger between forests, uplands and the lowland areas! When watersheds degrade, crop and livestock production is at risk. Degradation at the landscape and ecosystem level more often than not are linked with farm-level degradation. Watersheds are often considered the best landscape unit to address water quantity and water quality issues at a time when that resource is becoming scarce. In the Lingmutey Chhu watershed, if food production has to be improved in the lower part of the watershed, the upper communities need to be assured that there is enough water early in the season which can be released to lowland communities, without adversely affecting production in the upper parts. The CBNRM approach is often the best approach to address such conflicts (based on exchanges with Dr. Hans Schreier. This watershed was visited by one of the reviewers). CBNRM researchers cannot afford to neglect these linkages with agriculture.

D. Making ripples in academia: CBNRM and teaching

CBNRM projects have provided content to several courses offered by universities specifically as case study material. For example, at the University of British Columbia, four courses are taught via the Internet: Integrated Watershed Management, Urban Watershed Management, Agricultural Watershed Management and Water in International Development. In each of these courses, there is a CD-Rom textbook where case studies from the various CBNRM projects are featured. The latest CD on Water and International Development features the Jhiku Khola Watershed and the Himalayan-Andean Watershed comparisons as case studies. Several individuals who teach at universities in Vietnam, Philippines, Laos, Nepal China and Thailand use these CDs in their classes. And beyond Asia, these CDs have found their way into universities in Latin America: Peru, Bolivia, Ecuador, Costa Rica, Brazil, Columbia and Chile (communication with Hans Schreier, Sept. 5, 2003)

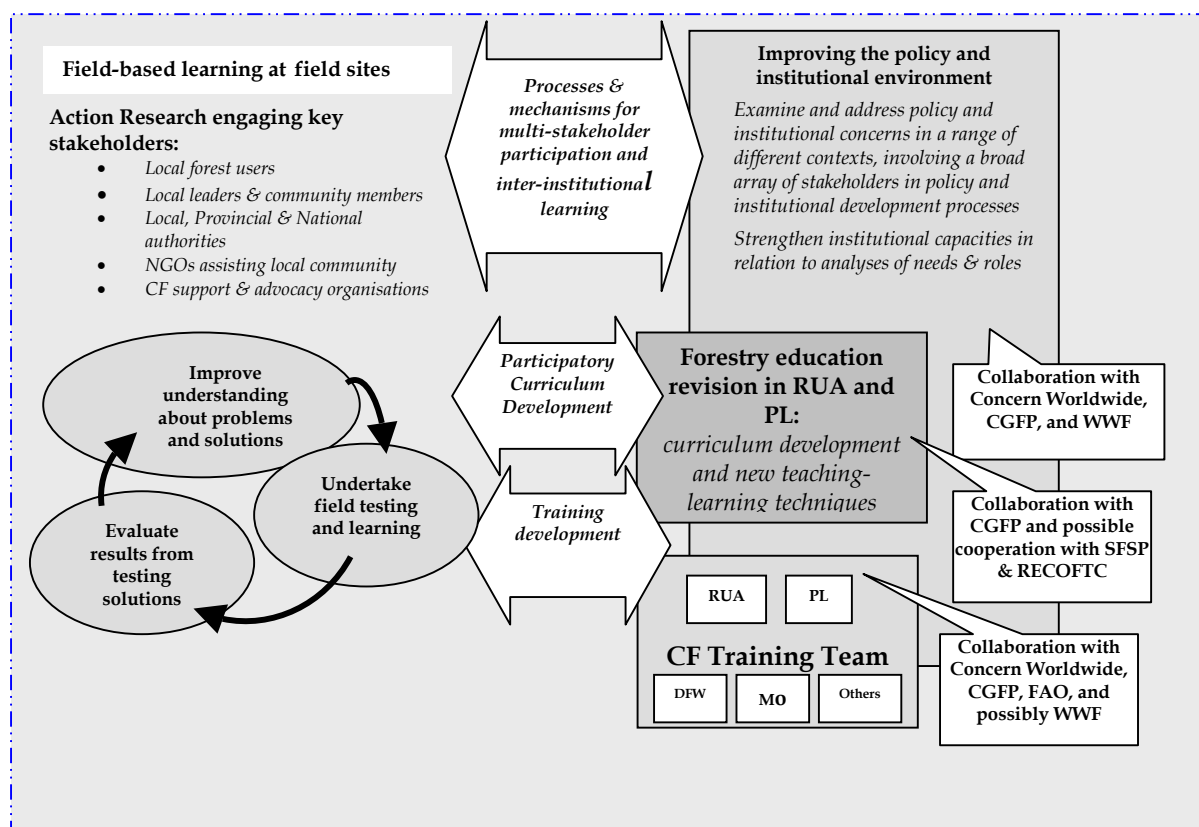
The Certificate in Community-based Resource Management offered by the Coady Institute features three different case studies that have been generated through the CBNRM projects in Asia. This certificate course at Coady is “unique among all the Coady certificate and diploma programs in attracting many North Americans. It is one of the programs that attract a high number of participants.” (communication with John Kearney, Sept. 13, 2003).

Project-generated CDs of CBNRM are also used as teaching materials by classes on Participatory Approaches in Livestock production and Agricultural Extension Systems in the Hue University of Agriculture and Forestry and in courses on community forestry, a course introduced into the curriculum in 1995 at the Royal University of Forestry in Cambodia.

In Cambodia, longer run plans have been made to influence young professionals in two forestry faculties in Cambodia (Royal University of Agriculture and the School of Agriculture at Prek Leap) with a curriculum that reflects the contemporary understanding about forest management. A very well thought out participatory approach to curriculum

revision and preparation of educational materials is planned in Phase 2 of Cambodia's Community Forestry project (2002-2005).

Figure 7: Linking forestry education with field-derived learning



Source: Community Forestry Research Project (CFRP/Phase 2, September 2002-August 2005). Cambodia.

The reviewers were gratified to note that these plans were designed to build upon an unrelated but successful participatory curriculum development process used by the Social Forestry Support Program in Vietnam. However, there have been difficulties of finding parallel funding for the work directly related to curriculum reform. ICRAF's initiative in South East Asia (SENAFA) focusing on capacity building for agroforestry education, now into its second phase, has some useful (tested) concepts that might be considered in Cambodia. Strategic linkages with SENAFE (Per Rudebjer and colleagues at ICRAF, Thailand) might provide opportunities to revive the curriculum reform process.

Given that the PI works in several Asian countries, it has been accumulating a rich trove of local-level wisdom through the CBNRM projects. What stands out and begs attention is a concerted effort at the program level to synthesize lessons and best practices. Comparative analysis across sites within a country, among countries within a region and between regions in Asia using the CBNRM framework awaits to be done. For not only will this provide a watershed for further methodological innovations and more-informed action research projects, it will become the fountain that will nourish a CBNRM agenda at the 'policy' table of governments seeking alternatives to failed 'state'-managed systems over forests, fisheries and protected areas.

V. Summary and Conclusion

CBNRM, as practiced by the PI, was not just about technologies but governance and livelihoods. Natural resource governance and community-based approaches in particular, is about process. As a process, it changes power relations by strengthening capacities at the level of local communities, especially marginalized people. Adaptive management and continuous learning are considered important. CBNRM partners put a premium on “learning by doing” and hence, accept that the process is often slow and largely iterative. This participatory action research is systematic and enhances cross-cutting learning. The CBNRM approach does not depend on a single disciplinary framework and therefore lends itself to a problem-focused and people-centered orientation in its research.

The CBNRM Program Initiative is a most opportune ‘research for development’ program for South, East and Southeast Asia. It has demonstrated that community-based natural resource management is a viable alternative to a failed state-managed system as a means to confront the continuing degradation of natural resources. Through a careful balance in its portfolio of site-specific action research projects and ‘methods development’ projects, it has firmly put itself on a path to achieving the goal “to develop and transfer technical, methodological, analytical, social/institutional and policy innovations for more productive, equitable and sustainable natural resource use by communities in ecosystems facing environmental stress and degradation in Asia.”

Site-specific projects in differing ecosystems have been successfully established in ten Asian countries on community forestry, coastal and freshwater resource management, and resource management policy, among others. IDRC did very well to emphasize site-based, action-research because of the need to demonstrate that alternatives did exist to top-down (blue-print) approaches to natural resource governance. The PI has been very conscious of the need to maintain a wide diversity of sites: community forests, mangroves, rangelands, freshwater and coastal fisheries and upland watersheds as this contribute greatly to the range of learning-opportunity and for eventual cross-site synthesis. Undertaken with a range of local stakeholders, these action research efforts have served as a proof of the validity of the concept.

These projects enable researchers, government officials and community members to meaningfully engage themselves in policy discussions because they can provide concrete alternatives appropriately tested in actual field situations. Aptly supported by the participatory approach, projects do enable the flexible maneuvering by local research teams as they explore, define and confront the challenges of context-specific environmental problems. A new respect for local knowledge and local capacities is evident among project partners.

Projects dedicated to the development of methodological and analytical innovations such as Social and Gender Analysis (SAGA), Participatory Monitoring and Evaluation (PME), Participatory Development Communication (PDC), and Stakeholder Analysis, have provided critical inputs that enhanced the CBNRM framework. Both site-based and methods projects have contributed not only to the individual and organizational capacities to undertake CBNRM research but also to the widespread adoption among government officers, NGO partners and communities of the CBNRM framework as an effective approach to environmental degradation

Choosing the participatory approach as its core strategy it has concretized what a pro-poor policy or project requires. A pro-poor approach enables the change in the power relations of local communities whereby the poor are enabled to make decisions over the use of their local resources so that these continue to provide the foundation of their livelihoods and contribute to the formation of private and social assets. This empowerment of the poor to take active part in the decisions that affect them is what a participatory approach catalyzes. To choose to be 'participatory' is not simply choosing a method over another. It is declaring that this is the way to do development research, i.e., people-driven, democratic. The science, natural as well as social, must come to be at the service of what communities and peoples require making good choices about their lives and their resources. Development research is an enabling process for communities to find *their* way, *their* solutions, to live *their* lives, to make *their* own mistakes. But always, it is *their* project and donors are facilitators, midwives to the birth of empowering processes.

Researchers have individually and collectively become better researchers. The reviewers however were also able to verify that in Bhutan, Nepal, Vietnam (visited countries), evidence of strong team based research planning and management, significantly increased use participatory methods, respect for indigenous/local knowledge, a recognition of social institutional and policy dimension of natural resources management research and an appreciation for informal networking among their peers.

It is not unexpected that the CBNRM PI provides a most appropriate complement to the decentralization initiatives that are rapidly taking place in Asia. The choice of the PI to operate in transitional economies of Asia has provided an excellent opportunity to contribute to the democratization impulses in these countries. The CBNRM projects are outstanding occasions for governments to learn how to be responsive to the needs of their people. They provide lessons in democratic governance.

The PI took the advice of the External Review of 1999 to invest in capacity building for its partner institutions, primarily because of the novelty and complexity of the CBNRM framework. This stress on local capability building has definitely borne fruit. The partners have internalized the values of the CBNRM approach and there is a very strong sense of ownership of the program among partner institutions. The use of the national language in the discourse among agents within a national domain, i.e., government agencies, researchers, community members, advocates, etc. becomes imperative particularly because policy response and action happens within the national context. As it has been pointed out in Cambodia, the case-writing project has built a 'language' within which CBNRM advocates can talk with each other. This is truly important because the reports are read in the local language, Khmer, and thereby the Cambodian people now have Khmer words for concepts developed within the CBNRM framework. The use of the local language is essential in the development of a sense of ownership by the communities over the CBNRM projects. We can cite similar initiatives in the use of the local language in CBNRM reports and activities in Vietnam, Mongolia and China.

The neglect of the role for community education materials for use at the grassroots is a matter of concern. Local institutions need to democratize themselves and rebuild community level capacities for self-governance, especially in countries where the State has imposed its administrative structures. While a training and action-research approach to learning can also contribute to community level education, the scaling up (i.e., wider membership, increased inter community partnerships, and federating of community efforts)

of such approaches would out of necessity rely heavily on community education and related information support.

The collaborative spirit basically characterizes the PI's relationship with its partners, both on an individual project level with program officers and also at the program level. Evidence is found in the substantive inputs that partners have contributed to the evolution of the PI. First was the contribution to the conceptualization of the program prospectus through the Hue workshop of 1997. Second was the re-direction in program priorities after the Guiyang Conference in 2000. Beginning with a strong focus on issues of the environment and natural resources, the PI now pays special attention to issues of governance and livelihoods. The PI's prospectus has remained relevant and robust with its unwavering attention to the attainment of security of tenure for local communities.

An important *external* factor for the success of CBNRM projects that the reviewers gleaned from field visits to Bolinao, Cambodia, and Vietnam is the acceptance of the CBNRM approach and the attendant cooperation by local-level government officers. These officers may be those with political decision-making powers (i.e., head of the commune, municipal legislators or executive) or those with administrative responsibilities at the lower level administrative levels (i.e., provincial or district head of the Department of Forestry). This cooperative attitude from government is central in establishing a CBNRM project and its eventual success.

On the other hand, an important *internal* factor is the quality of supervision and encouragement that Program Officers (PO) of the PI gives to specific projects under their care. We listened to how project leaders spoke of the project's relationship with Program Officers in a warm and affectionate manner. In their view, it is uniquely valuable for project success that the PO cares and shows his concern toward the researchers and the progress they make with regard to project activities.

The subsequent phases of the CBNRM program will have to devote more time to synthesis across cases within countries and across countries in Asia. Strategic inputs will be needed to maximize the opportunities to influence policy makers (via policy briefs and policy dialogue workshops) and community members (via enhanced community education and networking). In particular, what seems to be 'missing' is an analysis of the different *policy environments* in the different Asian countries for the formulation, adoption, and implementation of NRM policies. Even before a comparison can be made among the transition economies like Cambodia, Laos and Vietnam or even among China, Mongolia and Bhutan, a good analysis of national policy environments is the starting point. This is a relatively 'weak' link particularly since the PI has objective # 4: "develop mechanisms and processes for resource planning, access to information, co-management and policy interaction between local communities and various levels of government". From synthesis will emerge the strategic inputs in the form of policy briefs and policy dialogues that the program can make to policy change and better governance of natural resources.

The social scientific analysis for some projects can be substantially improved. The 'rigor' in participatory and social science work is not so much that it is absent as that it is *unevenly* present. This conclusion comes from an assessment of the recommended publications and project documents. We suspect that the role of Northern academics, if not academics in particular whether Northern or Southern, is crucial in this respect. Consciousness of theoretical perspectives and conceptual frameworks or even of methodologies is expected of an academic researcher but not usually of a bureaucrat researcher. Moreover, even among

the academics, this skill may be inadequate. Recall that the PI points to the limited training and exposure to social science of several of the institutions with which it works. The PI has responded excellently to remove this inadequacy i.e., social and gender analysis, participatory development communications, stakeholder analysis, etc. The next step is to raise the level of social scientific conceptualization through peer review of papers, presentations at academic and policy-oriented conferences, and refereed publications.

There has been considerable success in using networks. Networking has facilitated the exchange of expertise, skills and experience between “Northern” and “Southern” scholars and institutions in building research capacity. Networking also plays a pivotal role in harnessing the efforts of individual CBNRM project efforts into a forceful national presence and advocacy for a national CBNRM agenda. Drawing upon field-based knowledge learned in varieties of local contexts within the country, these efforts can certainly influence and guide policy formulation and implementation at the national level. The inevitable conclusion we draw from a study of the working of networks in the CBNRM PI is the value put on the autonomy of member institutions in the true spirit of ‘partnership’. This underlies the strong encouragement given to each participating member to articulate and pursue locally generated goals within the structure of the network.

Most of the CBNRM supported networks are today able to take advantage of newer and cheaper communication and information management technologies and limit the (important) face-to-face meetings to strategic learning-centered events. Thanks to the access to the internet, today many of the CBNRM partners engage in informal networking and don’t always need formal structures. With increasing recognition of the value of networking around a shared CBNRM agenda, more attention on the process dimensions of networking might seemed warranted.

Institutionalization of the CBNRM framework is underway where government agencies officially endorse projects of this nature – this we point out as happening in Cambodia, Bhutan and Vietnam. It is also taking place among the NGO sector with different donor groups willing to fund CBNRM projects. Local peoples organizations must be supported to enable them to carry on the CBNRM agenda eventually on their own, without support from donors and external research and non-government organizations.

Asset ownership by the poor is increasingly recognized as essential to sustained, broadbased economic growth. The expansion of this understanding has, in recent years, resulted in the gradual refocusing of national and international agendas on the revival of land reform and tenure security, and on the resource rights of fishermen and women and coastal communities, forest dwellers, pastoralists, agricultural workers, vulnerable women and indigenous peoples.

Source: Towards a Common Platform on Access to Land, IFAD, June 2003.

Poor communities are particularly vulnerable to failed environmental governance, since they rely more heavily on natural resources for subsistence and income. They are less likely to share in property rights that give them legal control over these resources.

Source: Dr. Kristalina Georgieva, Director of the Environment Department of the World Bank.

For UNDP, human development and the achievement of the Millennium Development Goals depend upon fair and effective governance. It is a central tenet of UNDP's work to strengthen the voices of civil society, in particular the poor and the marginalized in shaping the policies that impact their livelihoods and the environment.

Source: Mark Malloch Brown, Administrator of the United Nations Development Programme.

Democratization of environmental decision-making is one of the most direct routes to better environmental decisions. It is also a powerful lever for better governance more generally, because people are willing to engage their governments on decisions that bear so directly on their health and well-being.

Source: Jonathan Lash, President of the World Resources Institute (WRI).

At the national level, weak property and user rights are a common cause of environmental problems such as deforestation, overgrazing and overfishing. Managing open access to a common resource is difficult because the decisions of individuals and companies are based on private costs and benefits – and so can reduce environmental and community well-being.

Source: Extracts from the Human Development Report 2003, United Nations Development Programme.

ANNEXES

ANNEX I

A LISTING OF ACTIVE PROJECTS

August 12, 2003

Project #	Country	Eco Region	Project Title	Component name or institution	Comp amnt	Plan comp
Approved						
Research Support Project						
101970	Cambodia		Own Revenues for Local Governments in Cambodia	Cambodia, Ministry of Environment	5,000	2004/02/12
102052	Global	M	Reinforcing Participatory Development Communication Skills for Researchers in CBNRM	IDRC	166,000	2005/01/01
101500	Regional	U	South Asia Regional Agroforestry Consultation (ICRAF)	International Centre for Research in Agroforestry (a.k.a.	50,000	2003/08/01
100361	Regional	SA	Catalyzing Change: Local Supply and Conservation Responses to Water Management (Phase II)	Madras Institute of Development Studies	56,800	2003/08/01
100361	Regional	SA	Catalyzing Change: Local Supply and Conservation Responses to Water Management (Phase II)	Nepal Water Conservation Foundation	92,000	2003/08/01
101497	Regional	U	Bhutan-CBNRM Conference	Bhutan, Ministry of Agriculture	39,200	2004/03/13
102060	Regional		Co-Publication of Voices from the Forest	IDRC	12,000	2004/07/15
101591	Regional	M	CBNRM Virtual Resource Centre Phase II	Cai Mantang/others administered by ASRO	48,060	2004/02/01
101591	Regional	M	CBNRM Virtual Resource Centre Phase II	Ottawa administered	15,000	2004/02/01
Research Project						
100392	Bhutan	U	Enhancing Productivity Through Integrated Natural Resource Management	Bhutan. Ministry of Agriculture	243,660	2004/07/01
100392	Bhutan	U	Enhancing Productivity Through Integrated Natural Resource Management	IDRC	53,900	2004/07/01
100392	Bhutan	U	Enhancing Productivity Through Integrated Natural Resource Management	Helvetas, Swiss Association for International	68,840	2003/09/01
100556	Cambodia	C	Community Based Mangrove Management (Cambodia) II	Cambodia, Ministry of Environment	499,100	2004/01/01
101478	Cambodia	C	Community Fisheries Management (Cambodia)	Cambodia. Ministry of Agriculture	103,300	2004/07/13
101478	Cambodia	C	Community Fisheries Management (Cambodia)	Dalhousie University	71,200	2004/06/13
100487	Cambodia	M	Case Studies and Networking Initiative, Cambodia	World Wide Fund for Nature	328,560	2004/01/01
100488	Cambodia	U	Resource Management Policy Ratanakiri (Cambodia) Ph III	United Nations Development Programme/Programme	311,600	2004/04/01
101247	Cambodia	U	Community Forestry (Cambodia) Ph II	Cambodia. Ministry of Environment	358,010	2006/04/01
101414	China	SA	Tarim Basin Preparation for Phase III (China)	Institute of Agricultural Economics & Information	96,000	2004/06/09
100732	China	M	CBNRM and the farmer-centered research network, China	China Agricultural University	333,632	2004/04/01
100828	China	U	Scaling up CBNRM in Guizhou Province, China	Guizhou Academy of Agricultural Sciences	164,100	2006/06/01
100828	China	U	Scaling up CBNRM in Guizhou Province, China	IDRC	77,650	2006/07/21
101012	China	U	Enhancing Agro-Pastoralist Livelihoods in Yunnan, China	Center for Biodiversity and Indigenous Knowledge	348,500	2006/03/20

101086	China	U	Crop Development and Biodiversity Enhancement: Maize in Southwest China (Phase II)	Chinese Academy of Sciences	206,300	2004/01/15
101019	Global	M	ISANG BAGSAK - A Capacity Building & Network Program in Participatory Development Communication for NRM Researchers & Practitioners	IDRC	116,826	2003/10/31
101019	Global	M	ISANG BAGSAK	Hue University of Agriculture and Forestry	51,347	2003/10/31
101019	Global	M	ISANG BAGSAK	UNDP-UNOPS	3,000	2003/10/31
101019	Global	M	ISANG BAGSAK	Kawanda Agricultural Research	3,000	2003/10/31
100836	Global	M	Doing Stakeholder Analysis	Carleton University	273,383	2003/12/22
100925	India	U	Strengthening N RM & Farmer's Livelihoods in Nagaland	India. Nagaland. Department of Agriculture	202,400	2005/11/11
100925	India	U	Strengthening N RM & Farmer's Livelihoods in Nagaland	IDRC	73,500	2004/12/12
101095	India	M	Building Capacity for Social/Gender Analysis in Asia: An Umbrella Program	Centro Internacional de Agricultura	270,000	2005/02/13
101095	India	M	Building Capacity for Social/Gender Analysis in Asia: An Umbrella Program	IDRC - Eastern Himalayas	29,758	2005/04/01
101095	India	M	Building Capacity for Social/Gender Analysis in Asia: An Umbrella Program	Institute of Anthropology	91,300	2004/07/09
101095	India	M	Building Capacity for Social/Gender Analysis in Asia: An Umbrella Program	Université Laval	112,362	2004/07/09
101095	India	M	Building Capacity for Social/Gender Analysis in Asia: An Umbrella Program	Chinese Academy of Sciences	151,580	2004/04/24
101605	Lao PDR	U	Enhancing CBNRM Research and Networking Capacity at NUOL	York University	331,080	2006/05/15
101605	Lao PDR	U	Enhancing CBNRM Research and Networking Capacity at NUOL	National University of Laos	198,200	2006/05/15
100875	Mongolia	SA	Sustainable Management of Common Natural Resources in Mongolia	Mongolia. Ministry for Nature and Environment	287,300	2004/06/15
004305	Philippines	C	Community-Based Coastal Resource Management	University of the Philippines	250,860	2002/08/10
100118	Philippines	U	Community Forestry (IIRR/LATIN)	International Institute of Rural Reconstruction	297,720	2003/05/12
100607	Philippines	C	Understanding and Improving Marine Protected Areas (Philippines)	McGill University	80,322	2006/07/01
100607	Philippines	C	Understanding and Improving Marine Protected Areas (Philippines)	University of British Columbia	363,148	2006/07/01
101468	Philippines	U	Community Forestry (IIRR) Ph II	International Institute of Rural Reconstruction	379,780	2006/05/15
101657	Regional	M	Implementing Isang Bagsak in South-East Asia	University of the Philippines at Los Banos Foundation	366,540	2005/08/01
100953	Regional	C	CBCRM Learning and Research Network (CBCRM LeaRN)	St. Francis Xavier University	108,000	2005/02/09
100953	Regional	C	CBCRM Learning and Research Network (CBCRM LeaRN)	Dalhousie University	169,250	2005/02/09
100953	Regional	C	CBCRM Learning and	University of the	480,600	2005/02/09

			Research Network (CBCRM LeaRN)	Philippines		
100953	Regional	C	CBCRM Learning and Research Network (CBCRM LeaRN)	Brian Davy's Networking and Travel	21,680	2004/08/09
101093	Regional	C	Sustainable Livelihoods/CBCRM SE Asia	Dalhousie University	405,000	2006/04/01
101671	Regional	SA	Catalyzing Action on Local Water Management	Institute for Social and Environmental Transition	152,700	2004/06/30
101672	Regional	U	PARDYP Phase III	University of British Columbia	137,956	2006/01/13
101672	Regional	U	PARDYP Phase III	International Centre for Integrated Mountain	582,044	2006/01/15
101413	Vietnam	C	Community-based coastal resource management (CBCRM)	Hue University of Agriculture and Forestry	341,400	2005/12/10
101413	Vietnam	C	Community-based coastal resource management (CBCRM)	Dalhousie University	101,700	2005/12/03
100876	Vietnam	U	Community-based Upland Natural Resources Management	Hue University of Agriculture and Forestry	214,800	2005/01/01
101442	Vietnam	M	Community Capacity Building for Attacking Rural Poverty	Mekong Delta Farming Systems Research &	26,400	2004/06/25
CBNRM/GRNC - Community-Based Natural Resources Management - Asia - 36 projects (55 components)						
Total Comp. Amnt 10,423,348						
Legend for Ecoregions: M = Methods & Tools; U = Uplands; C = Coastal; SA = Semi-arid						

IDRC'S STRENGTHS: CBNRM PARTNERS' VIEWS

It is participatory in nature.	Collaboration with a wide range of partners in South Asia.	Interdisciplinary action based research with stakeholders (direct impact).
Pay attention to water and forestry resources.	Participatory natural resources management.	Try to strengthen and build research capacity based on the existing capacity of the institution while providing comments and experience for the recipient institution to adopt or modify where appropriate and need change and improvement.
Empowerment and research capacity building for local research teams and local communities.	Good research methodology/approach	An appropriate approach of CBNRM proposed.
Network of institutions and flexibility in funding.	The potential of the VRC.	Committed to support capacity building and networking.
Good people associated with IDRC who can work with a relatively flexible program to catalyze and move with opportunities and adapt to changing circumstances; provides relatively small funding but with large impacts; committed to building local capacity and local innovations rather than relying on outside "experts" as so many other organizations and large projects do.	Participatory and location bias.	One of the major strengths of the program is senior program officers and regional staff that understand the strength and constraints of the project and local conditions. These people were able to provide succinct advice in times of needs with flexibility.
Concrete and timely support during the project implementation.	The close working relationship between the funder and the project.	Working together with relevant issues on CBNRM.
Focused and keen to share information.	PRA methods and tools.	The IDRC program is not concerned only with the research aspect but also its impact on the research sites.
Innovative people and program officers. Flexibility to adapt programs and activities as insights and circumstances evolve.	Open ended nature of the program which supports national priorities and directions.	Program oriented, result oriented and friendly to deal with.
Community-based approach.	Following up the research activities and networking.	Its program managers and staff.
One of the major strength of the IDRC CBNRM program is not just about field research but in building linkages	The program has been very effective in networking the various participants across Asia, assessing through	We are given the luxury to think and feel like genuine partners with the IDRC CBNRM programme. Maybe that

between local communities and policy makers to ensure empowerment of local participants and co-management of natural resources in a sustainable way.	workshops, etc. the expressed needs of the participants and responding to those expressed needs with appropriate activities. This generates a real sense of a responsive institution. (Also, as I noted above – has been very successful in enhancing local capacity to produce policy-relevant knowledge about community resource management.)	is the policy of IDRC, maybe it is partly down to the qualities and personalities of some of the IDRC staff, maybe a combination of both? Critical experience based thoughts will advance the CBNRM discourse, not implementation-type input lubricated project 'success stories' that are for donor consumption. The IDRC CBNRM programme takes critical thinking seriously and that is a rare thing in the development project industry.
Organizational capacity, gives space for the project team to learn.	Comprehensive, capacity-knowledge oriented and operative.	Effective involvement of communities in resource management.

IDRC'S WEAKNESSES: CBNRM PARTNERS' VIEWS

In particular to SAGA, NEPED, no funding till today due to bureaucratic formalities. (Fund can be expected after project duration is over.) Any possibility to give direct fund to participants without going through bureaucratic bottlenecks.	Protracted proposal phase (but I suppose our experience was a feature of the particular partner we had, and IDRC negotiations to keep them moving, which ultimately did not show results).	Too much emphasis on the social aspects of resource management.
Lack of long term commitment to regional networking, for example the CBNRM program in China is not known by CBRM in Laos or Vietnam and vice versa.	The local research team spends more time for English report writing because most of the local researchers in Cambodia have limited ability to use the English language.	In recent years, funds for the IDRC CBNRM program are not enough for research and development.
Somehow limited scope for research by developed country participants. But this does not undermine the value and strength of the program as a whole!	Too much micro management from IDRC.	Funds limited. Not enough funds to extend the project activities and get more people involved.
The CBNRM program is almost only good for small communities. It is difficult to link many communities or large areas.	The potential for applying at macro level of management is still not clear.	Not being able to foresee the bureaucratic bottlenecks. Funding had not yet started in the Nagaland project, despite IDRC debiting the fund to the Project.
From the project perspective, we might have benefited more from networking and exchange of information with other CBNRM programs (i.e. gain new insights and ideas, etc.)	Linkage between all the projects of the CBNRM program can be further enhanced.	IDRC should do a better job of publicizing its work in Canada and its significance for the Canadian people. Canadian political support for IDRC is essential for ensuring funding is continued or increased.
Lack of sustainable results of the projects for the communities that they benefit.	Role of the main office and its regional office is not clear.	The community focus is both a strength and a weakness. It is weak when it encourages idealized views of community and when it doesn't recognize/incorporate the larger socioeconomic dynamics in which communities are embedded.
Lack of well documented CBNRM cases and experiences except on aquatic resources management.	Somehow, it did not improve very much the link among CBNRM projects within the country and other countries,	Spend some more for work close to the project, offer consultations, and advise to the project manager.

	which IDRC supports.	
<p>I wouldn't call it a weakness but the process orientation is perhaps confusing to many people and participants in the beginning particularly if they are used to rigid and hierarchical learning processes.</p> <p>In short, their involvement in process oriented learning goes against everything within their own organizational, societal and political environment! So it's quite a challenge to try and institutionalize these processes.</p>	<p>The findings are not widely disseminated and not much is done at the field level or the community with the findings.</p>	<p>More coordination required.</p>
<p>Maybe more of a common vision on the purpose of our research. Again some sort of medium like an IDRC CBNRM supported global CBNRM journal may nurture this.</p>	<p>Lack of enough exchange and experience sharing among the IDRC funded CBNRM project teams.</p>	<p>None. Continue the existing program with more focus on the diversity of communities, cultures, traditions and capacities.</p>
	<p>Project commitments (including funding) are too short term (usually less than 3 years). This requires CBNRM research teams to spend too much unnecessary time on project proposal writing; not enough appreciation of the role of project advisors; In the past, the CBNRM projects in Cambodia have been too isolated from each other.</p> <p>Only recently (since 2001), IDRC has promoted the development of a CBNRM network program in Cambodia that links together IDRC's (and other partners) significant experience in this field allowing greater impact and sharing of lessons learned. This more program based approach is much better than just a series of disconnected projects.</p>	

ANNEX IV

THEMES/PROCESSES TO EMPHASIZE: IDRC PARTNERS' VIEWS

1. Yes, water resource.
2. Scaling up and links of community management with state management, also inter-community links. There are some good examples of multiple communities in watersheds, for instance, achieving what a single community would be unable to.

3. Much more emphasis on water and climate changes because this has very large implications on all aspects of livelihood. In the process of community engagement the importance of some basic science has gone missing. Many NGOs do not have enough scientific understanding and the emphasis has been on community involvement and social science. We need a better balance between the two.
4. Training methodology for local community (officers, extension service, chief of community); public law, method to work with community.
5. The efficiency of the farmer's participation; the harmony between CBRM and macro management; the influence of CBNRM on policy-making; development of CBNRM modes that will meet different situations.
6. Themes and processes should emphasize community forestry, land allocation, community fishery and impact of policy on local research management systems.
7. Develop CBNRM oriented materials (such as readers, papers, videos, computer-assisted media) to share with other development projects and government institutions to better understand research concepts; share good results from research and to take these into action; Scale up research methods for members of the network
8. Scaling up the CBNRM process; Institutional and policy development; capacity building at all levels; CBRM and training strategy (formal and informal learning); CBNRM and poverty reduction in the whole world; CBNRM and the environment (regional and global).
9. Capacity building in CBNRM and the improvement of the living standard of the community are emphasized. Then, networking and planning on CBRM in the region are set up.
10. I can't comment on the range of activities, but in general, 1) working with both academic institutions and research-oriented NGOs to build up skill in doing applied research, so as to complement (or counter) knowledge production on this topic by the large donor institutions who do not have much understanding of local institutions; 2) Finding ways of disseminating results both among other researchers/practitioners, and among policy makers – both national and among donor agencies including CIDA. There are really no other donors apart from IDRC whose focus is on building capacity to generate knowledge about CBNRM from a local perspective; IDRC's program fills a very important role in this respect.
11. Themes and processes need to be tailored to local needs and these are always very country or site specific.
12. Capacity building; network building; action research; support in policy development.
13. Capacity building on research, analysis, documentation and sharing; engaging with local partners as well as key technical departments; policy support; research link of CBNRM to decentralization and local livelihoods.
14. Improve capacity of the universities or research institutes to study CBNRM; building models of CBNRM.
15. Capacity building for CBNRM research, design, planning, monitoring/reflection, documentation and sharing; Partnership building and networking; research that supports policy development; research that explores linkages between CBNRM and sustainable livelihoods and participatory land use planning.
16. A focus on 'Water'

17. It should continue to support and strengthen local institutions and their management capacity to continue CBNRM researches. Themes such as sustainable development, equity, alleviation of rural poverty should be focused as before. Local participation and local capacity building should also be supported, together with development of multi-scale networking process.
18. Policy influence for mainstreaming and institutionalization.
19. Capacity building at the local level.
20. Capacity building; strengthening institutions; participatory action research.
21. Effective users participation and institutionalization.
22. Community-based coastal resource management.
23. Methods and techniques in sustainability and institutionalization of community and supporting institutions.
24. a) the links between community level activities and wider changes in society (globalization processes). From my perspective, so many issues cut across levels of social organization that focusing exclusively on one level is inappropriate; b) corollary to the above: scale issues are key; c) water is a key issue area where IDRC has a comparative advantage. Water problems are growing rapidly and are particularly important as a point of leverage for addressing basic problems of poverty, health and environmental sustainability.
25. A larger emphasis should be given to competing demands for water, implications of taking water in agriculture and implications of urbanization, industrial expansion and the resultant water pollution.
26. Focus on strengthening capacities of key implementing organizations and partners including government and non government organizations who are interested in improving CBNRM. Initially, it should be started as a small pilot project and then improved to the level of a CBNRM institute.
27. Reach the goal of setting up the project in terms of helping the local community to manage the natural resource; improve the skills of implementing staff
28. The research project should be followed by a development action phase, based on the recommendations and findings of the research project. This should be followed by an in-depth impact assessment, then dissemination and maybe even (if funds allow) replication and adaptation of the work in the area.
29. Study of traditional and new institutions to look for a viable model for NRM. Formation of stakeholder forums and documenting success stories.
30. Some brainstorming... some already being done by IDRC. Most are geared towards maximizing the chances of positive change through research – but as you can see in my opinion there are lots of fresh challenges in CBNRM.
 - ✓ Update acronym to something like community Driven Natural Resource Management (CDNRM). Today it is more appropriate conceptually to put community members in the driving seat, rather than using the word 'based' which doesn't go far enough.

- ✓ Use the 'lens' of 'release of potential' rather than 'capacity building' when it comes to communities in CBNRM as this implies a more pressing need for change among 'outsiders', which I believe is the case in CBNRM.
- ✓ Moving away from technologies and focusing firmly on aspects of the political economy that are of relevance to CBNRM: multiple agendas, power relationships, governance, corruption, access to decision-making, etc. but always trying to view the consequences from community perspectives, especially when there is change.
- ✓ Exploring carrot and stick methods to dis-empower those who benefit most from the current failing forest governance structures.
- ✓ Focusing on 'scaling down the failures' rather than 'scaling up successes' – finding new ways to learn and advance CBNRM: e.g. Critically embracing the mistakes of the past and present strategies-policies-institutions-projects to help point the way to the future.
- ✓ De-legitimizing/ downplaying the development project industry role in successful CBNRM by highlighting project failures through post-project case studies, e.g. customary community management that has still managed to survive even without – or maybe rather because of limited development project influence.
- ✓ Linking people to policy: exploring communication mechanisms that maximize the chances of policy makers and those who influence policy makers responding to the views and experiences of community members.
- ✓ Linking northern consumers to CBNRM producers: In a world where free trade is detrimentally affecting more and more communities it is time to focus CBNRM research on trading issues.
- ✓ Exploring new approaches to policy advocacy, e.g. quality documentary films, re-orientation study programmes-trainings-workshops for policy makers, etc.
- ✓ Shifting away from providing examples of success stories at site, to providing examples of successful CBNRM related policy advocacy strategies where research has played a part.

31. In our case, themes to be emphasized are capacity building for scaling up CBNRM to the provincial level, including:

- ✓ Setting up of training centers to provide CBNRM training for county and township officials
- ✓ Policy advocacy at the provincial level to promote legislation of enabling policies for scaling up CBNRM

32. Participatory research action and participatory research and development; b) social and economic analysis; c) co-management.

33. CBNRM should scale up to include multiple communities and different dimensions of ecology and apply the CBNRM approach to higher levels of government.

**HOW IDRC CAN IMPROVE THE QUALITY OF ITS SUPPORT:
IDRC PARTNERS' VIEWS**

1. Field visit and interaction
2. I find IDRC to be a very supportive and flexible research partner and donor. Along with the Ford Foundation, really one of the top institutions in the field.
3. Has given me the opportunity to work with researchers in developing countries; enabled me to conduct applied research and allowed me to contribute to 3rd world development.
4. Organizing workshops, periodically, workshops; training on evaluation method for researchers and community members.
5. Provide technical support through on the job training, short term training in institutions, share experience and knowledge available on research capability building; support the establishment of research networks, organizing seminars; provide funding to the institution.
6. To provide IDRC's expertise to help local researchers on technical report writing and analyzing research information; to update research methods that would be appropriate for local communities; to provide maximum opportunity for local researchers to lead research activities by themselves in coordination and with advice from IDRC experts.
7. Continuous support in terms of financial and technical advisors; PhD and MSc training for long term development; short training courses to update skills and knowledge; resources exchange.
8. Research funds provided and core staff educated by IDRC support along with project implementation.
9. I have to say that I am very impressed with the program as is. One persistent minor issue is that researchers from Canada and other "developed" countries have little opportunity in the context of IDRC projects to keep their research skills sharp by engaging in their own research. Instead, we are expected to find other sources of funding for our research and focus our efforts solely on enhancing partner institutions research capacity and results. Eventually this is not healthy for us academics. While the focus needs to remain on developing country capacity, some scope for involvement of developed country researchers in research might be helpful.
10. More interaction between CBNRM projects (south-south learning).
11. Continuous support (both financial and technical) and better coordination in building linkages among IDRC partners.
12. Long term commitment for supporting CBNRM projects or activities; provide better link of experiences to regional and international levels of CBNRM projects.
13. Support training or study materials (such as readers, papers, videos, computer assisted media); support equipment for making training or teaching materials on CBNRM.
14. Provide longer term commitment and support (i.e., longer-term funding commitments); Provide better linkages to build upon IDRC's significant experience in the field of

CBNRM (e.g. Better access to resource materials and human resources); look for more ways to utilize the significant experience and abilities of southern partners to assist with the development of CBNRM approaches in the north.

15. By keeping more contact.
16. Facilitation of information regarding CBNRM programs funded by IDRC.
17. It's all right now.
18. a) by ensuring that it employs enough project officers who can dedicate the appropriate amount of time to project support. 2) maintain or increase level of funding to CBNRM.
19. Training, field research and field study.
20. Regular backstopping on methodology and monitoring; linking output to intervention and publication; exposure to ongoing research sites and joint mid term interaction
21. By periodical training and workshop.
22. Provision of resource materials, staff development, cross visits and constant communication between IDRC staff and practitioners.
23. More transparency in how the pipeline of projects works. We're often unclear regarding the approval process for projects and the way that evaluation of proposals occurs.
24. Identify CBNRM experts so that others can tap their experience.
25. IDRC is just doing very well now. I am terribly encouraged and would like to record my sincere thanks and appreciation and goodwill to Liz Fajber (SARO, India) and Stephen (Canada).
26. Identify appropriate resource persons (advisor) to really focus on project objectives; coordinate and improve partnership among IDRC projects in each country and others; identify the strengths and weaknesses of each project to help improve it; do not look too much on output but outcome (broader and long term impact).
27. Mentoring; support and linkages to other networks and individuals; high level of personal support from IDRC staff.
28. Back up the research findings by widely disseminating it, taking it to the policy makers and even following it up with some development activities.
29. Organize more capacity building trainings. Flexibility in funding.
30. It could help get the lessons on an appropriate medium for sharing. Possibly provide more academic mentoring to enable research papers to be accepted in international journals. Also a regular global hard copy IDRC-CBNRM publication something similar to FAO's now defunct Forest Trees and People Newsletter, with accessible insights into CBNRM. It would provide focus among CBNRM people (not only among IDRC project people). It could act as a global focal point to share ideas. This could be used to influence the general CBNRM discourse, donors and project implementers.
31. Give more guidance and provide more chances for sharing among the IDRC funded CBNRM projects or other similar projects.

32. More research networks.
33. More staff working in the field (periodically) to provide technical support to IDRC-funded projects.

ANNEX VI

PROGRAM OUTPUTS: PUBLICATIONS, CD-ROMS, POSTERS, ETC.

ANNEX VII

BIOGRAPHIC NOTES ON THE REVIEWERS

Lorelei C. Mendoza has been a member of the faculty of the University of the Philippines Baguio since 1976 to the present. She began teaching immediately after graduating from UP Baguio with a Bachelor of Arts in Social Sciences (*magna cum laude*). After two years, she took a leave from teaching to pursue a Masters of Arts in Economics from the School of Economics, UP. She obtained the degree in 1981. She returned to her teaching post and left for doctoral studies when she was awarded a scholarship from the Belgian Administration for Development Cooperation in November 1991. She obtained the degree, Doctor in Economics from the Catholic University of Leuven in Belgium in 1997.

Aside from teaching courses in economics and research methods, she has conducted research on the following topics: livelihoods of farming households in the Cordillera communities, gender and household economics, local governance, and local resource management practices, among others. She was part of a faculty research team at the Cordillera Studies Center that prepared the proposal in June 1991 on 'Indigenous Practices and State Policy in the Sustainable Management of Agricultural Lands and Forests in the Cordillera', which was submitted to and approved by IDRC for the period July 1992 to November 1994. Upon her return from doctoral studies she became Program Head of the IDRC-funded project entitled: 'Ancestral Domain and Natural Resource Management in Sagada, Mountain Province, Northern Philippines' from August 1998 to February 2002.

She has also served as Director of the Cordillera Studies Center, UP Baguio in 1990-91 and in 1998-2003. She is currently the Dean of the College of Social Sciences, UP Baguio for a term of office from June 2003 to May 2006.

Julian Gonsalves has been a freelance development consultant since 2001. Prior to that, he was Vice President for Program at the International Institute of Rural Reconstruction in the Philippines, where he had worked since 1984. He obtained his Ph.D. in Agricultural Extension and International Agriculture from Cornell University in May 1984 under a Rockefeller Foundation Fellowship Award and has other degrees in Communications (Michigan State University, 1975-76) and in Agronomy (University of Agricultural Sciences, Bangalore, India). He is a recipient of UNEP's Global 500 Award in 1991 and has had a special and long-term interest and involvement in agriculture and natural resources management, having been associated with professional assignments in 23 countries.

APPENDICES

REVIEW OBJECTIVES

Reviewer Guide (Draft)

Contents:

- I. Detailed review questions
- II. Documents which IDRC will provide to reviewers
- III. Report requirements
- IV. International evaluation standards

I. Review questions:

For objective 1 -- *Assess the extent to which the program is meeting its objectives and aims, as set out in its prospectus, and identify any evolution in objectives:*

- 1.1 Describe the progress of the program towards reaching its objectives;
- 1.2 Identify any evolution in program objectives, and/or any adaptations that the program is making to changing contexts, opportunities and constraints;
- 1.3 Comment on how the program is undertaking any actions that it proposed in its prospectus to take as a result of comments made in the previous external review, if any.
- 1.4 Document how the program is undertaking and using evaluation in its work.

For objective 2 - *Document results of the program (i.e. outputs, reach, and outcomes):*

2.1 Review the program's outputs to date (outputs include, but are not limited to, research reports and publications, websites and electronic lists produced, conferences, workshops and their proceedings, etc.); and **comment on their type and quality (quality to be based on consideration of their scientific merit as assessed in relation to the relevant disciplines/fields, their relevance and appropriateness given the intended audience(s) and user(s), and context(s), and the purposes and objectives of the program);**

2.2 Describe the program's outcomes to date (outcomes as defined in the prospectus, e.g. the program's contribution to changing the actions, behaviours and relationships of the program's partners); the program's reach (reach defined as how actors interacted with and were affected by their interaction with the activities and/or results of the program); the strategies which contributed to the program's outcomes; and any constraints. This should take into account, but need not be limited to, the following:

- 2.2.1 the effectiveness of the program at promoting the dissemination and utilization of research results;
- 2.2.2 the contributions of the program to building or strengthening capacities of researchers and institutions;
- 2.2.3 the contributions of the program to influencing policies and/or technologies;
- 2.2.4 any contributions of the program to a greater understanding and consideration (amongst program partners and within the field of research) of inclusion of gendered perspectives in research and research processes;
- 2.2.5 any changes in relationships, actions or behaviours of project partners and other project stakeholders, including any relationships that the program effected which contributed to development results (e.g., formation of networks, involvement of stakeholders, collaboration among researchers, etc.).

For objective 3 - Offer reflections on the strengths and weaknesses of the program=s thematic approach and strategies in relation to the current state of the field(s) in which the program is active:

3.1 Comment, based on the evidence and your opinion, on the extent to which the thematic focus and strategies of the program are consistent with the development goals and objectives it seeks to bring about (strategies including, but not limited to, project modalities (e.g. networks, regional projects, etc.); type and size of projects; types of partnerships (e.g. Canadian, other donor); etc.);

3.2 Identify how and to whom the work supported by the program is relevant;

3.3 Comment on the niche of the program - how does the work of the program relate to the state-of-the-art in the field(s) in which the program is relevant?

II. Documents which IDRC will provide to reviewers:

Program documents:

- Prospectus, i.e. the PI's 4-year plan (or Corporate Project approval documentation)
- Reports of any project and program evaluations and external reviews
- Program workplans
- Any program progress reports
- Project Completion Reports (PCRs)
- Project portfolio (i.e. activities supported during the current CSPF and PI cycle)
- Abstracts of projects funded since the start of the current CSPF cycle (i.e. April 2000)
- Minutes of program team / staff meetings
- List of PI / Corporate Project outputs

Project documents (for projects to be reviewed in depth):

- Project Approval Documents (PADs) and reports
- copies of project outputs available
- contact information for project leaders
- other relevant information / correspondence available

III. Report Requirements

Reviewers must submit a final report which includes:

- a cover page with the names of the reviewers, title, date;
- a brief description of the objectives and questions addressed in the review;
- a description of the methodology used to address the objectives and questions (i.e. review design and methods, process followed, data sources, field work undertaken, ethical considerations) and any strengths and weaknesses of the methodology used;
- presentation of the analysis and findings in relation to the objectives;
- an explanation of the implementation of the review (activities undertaken, timetable, work breakdown, any matters arising);
- an annex containing a list of documents consulted and projects visited / examined in depth, and a list of people interviewed (if not in breach of confidentiality);
- the report may conclude with questions for the PI/Corporate Project and IDRC to consider in the PI/Corporate Project's future work.

IV. International Evaluation Standards

The Centre assesses the quality of evaluation reports based on the degree to which the report demonstrates that the evaluation has fulfilled the purpose for which it was conducted using four internationally recognised program standards: utility, feasibility, propriety, and accuracy. This is intended to help ensure that evaluations:

- serve the information needs of intended users and be owned by stakeholders (utility);
- be realistic, prudent, diplomatic and frugal (feasibility);

- be conducted legally, ethically, and with due regard to the welfare of those involved in the evaluation as well as those affected by its results (propriety); and
- reveal and convey technically adequate information about the features that determine worth or merit of the program being evaluated (accuracy).

Questions to guide an assessment of the quality of evaluation reports include:

Utility:

- Were the users identified?
- Were the uses identified?
- Did the report describe how users participated in the evaluation process? How did they participate?

Feasibility:

- Were the evaluation issues/questions identified?
- Given what could have been done in the evaluation, was the design adequate to address those issues/questions (resources allotted, timing, perspectives represented, information sources consulted)?

Accuracy:

- Given what was done in the evaluation, did the evaluation use appropriate methods and tools?
- Did it apply the methods and tools well?
- Is the evidence presented in the report?
- Overall, does the evidence substantiate the findings and conclusions?

Propriety:

- Was there respect for the users, stakeholders and those whose work was being evaluated in the conduct of the evaluation?
- Were ethical considerations adequately addressed in the evaluation? Did the evaluation or the content of the evaluation report raise ethical concerns?

APPENDIX II

THE WORKPLAN OF THE EXTERNAL REVIEW OF THE CBNRM PI

Submitted by: Julian Gonsalves and Lorelei Mendoza
29 May 2003

ACTIVITY	LOCATION	DATES
Reviewers meet with CBNRM Team and Evaluation Unit Orientation on Evaluation methodology Project selection for case study Initial interviews with PI program officers Receive program and project documentation	Sedgewick Bldg University of Victoria, Victoria B.C., Canada	May 18-24, 2003
Data Collection a. Document review b. Follow-up interview with Program officers of CBNRM PI c. Interview with IDRC Management d. Survey of project leaders e. Survey of Network collaborators and partners	By e-mail By e-mail/phone By e-mail By e-mail	June to August June June 1-15 June 17-July 7 July 14 - Aug 4
Field Visits a. Cambodia (Julian and Lorelei) b. Vietnam (Julian and Lorelei) c. Bhutan (Julian) d. IIRR (Lorelei)	Phnom Penh Forestry site Fisheries/coastal site Hue Forestry site Fisheries/Coastal site Bhutan Silang, Cavite, Philippines	July 18-26 Aug 8-14 Aug 26-30 Sept 18-19
Writeshop for Reviewers	Tagaytay, Philippines	Sept 20-22
Submit draft report to IDRC		Sept 26
Reviewers receive IDRC comments on draft		Oct 24
Revisions on draft		Oct 27-Nov 5
Submission of revised report to IDRC		Nov 7

Note: It was the Reviewers Plan during the Victoria meeting that Lorelei attend the CBCRM Festival to be held at Subic, Olongapo on June 2-4, 2003. However, due to the advice of the Department of Health of the Philippines for Lorelei to go on voluntary isolation for ten days from date of arrival, i.e., May 27 to June 5; Lorelei decided not to proceed to the CBCRM Festival.

APPENDIX III**VISIT OF CBNRM EXTERNAL REVIEW TEAM TO CAMBODIA****Visit to PMMR project, July 18-22, 2003**

Time	Description
Day 1: 18 July 2003	<p>Presentation of the PMMR project team of the Ministry of Environment on the project background and activities to External Reviewers.</p> <p>Participants:</p> <p>Mr. Kim Nong, PMMR project team leader, Ministry of Environment Mr. Nin Vanntha, Field research team, Ministry of Environment Mr. Eam Dyna, Research assistance for Melissa, Ph. D. candidate; Ms. Rang Sokha, student from Royal University of Phnom Penh; Ms. Leng Monipha, student from Royal University of Phnom Penh; Mr. Sy Ramony, CFRP project leader, Ministry of Environment Dr. John Graham, IDRC Singapore Dr. Julian Gonsalves, CBNRM External Reviewer, team leader Dr. Lorelei Mendoza, CBNRM external reviewer</p>
Day 2: 19 July 2003	<p>Meeting of CBNRM External Reviewers, Dr. Julian Gonsalves and Dr. Lorelei Mendoza, with Provincial PMMR team in Koh Kong.</p> <p>Mr. Khy An, Leader, PMMR provincial team, Department of Agriculture, Koh Kong Mr. Tan Thearith, Member, provincial research team from Department of Agriculture, Koh Kong Mr. Chey Pichrathna, Member, provincial research team from Department of Environment, Koh Kong Mr. Som Chea, Member, Member, provincial research team, from Department of Rural Development, Koh Kong, Ms. Sok Sotheavy, Absent, Member, provincial research team from Department of Women Affairs, Koh Kong, Mr. Ven Virak, Absent, Member, PMMR research team, Ranger of PKWS</p>
Day 3: 20 July 2003	<p>Field Visit to Koh Sralao and Koh Kang communities in Peam Krasaop Wildlife Sanctuary.</p> <p>Dr. John Graham, IDRC Singapore Dr. Julian Gonsalves, CBNRM External Reviewer Dr. Lorelei Mendoza, CBNRM External Reviewer Mr. Kim Nong, PMMR team leader Mr. Khy An, Provincial field team leader Mr. Chey Pichrathna, research team</p> <p><u>Members of the Koh Sralao community</u></p> <p>Mr. Ly Sovanna, Chief of Koh Sralao's Village Management Committee (VMC); (contact person) Mr. Kam Dum, VMC member, Mr. Chhoun Chhun, VMC member Mr. Veng Sansak, VMC member Mr. Hang Preung, VMC member Mr. Ouch Saroeun, VMC member Mrs. Sok Heung, VMC member</p> <p><u>Members of the Koh Kang community</u></p>

	<p>Mr. Vong Dara, Chief of Village Management Committee, (Absent), Contact person; Mr. Seik Sabun, VMC member, (Absent) Mr. Yem Yam, VMC member; Ms. Sim Maria, community member Mr. Ith Thorn, community committee, Mr. Chey Yeun, community committee Mrs. Nget Kuon, VMC member,</p>
Day 4: 21 July 2003	<p>Meeting with Provincial Technical Departments, Koh Kong</p> <p>1. <u>Department of Environment</u> Mr. Sao Sinthoun, Director of department; Mr. Chey Pichrathna, Counterpart of PMMR</p> <p>2. <u>Department of Agriculture, Forestry and Fisheries</u> Mr. Phon Lyvirak, Deputy Director of department Mr. Nay Ol chief of fishery office; Mr. Khy An, Counterpart of PMMR</p> <p>3. <u>Department of Rural Development (DoRD) and Department of Women affairs (DoWA)</u> DoRD Mr. Tit Kimseng, Deputy director of department Mr. Som Chear, Counterpart of PMMR</p> <p><u>DoWA</u> Mr. Koung Reun, Deputy director of department Ms. Sok Sotheavy, counterpart of PMMR</p>

VISIT OF CBNRM EXTERNAL REVIEW TEAM TO VIETNAM

Visit to Upland project, August 8-9, 2003

August 9, 2003	<p>Government Officials</p> <p>1. Mr. Pham Van Tan - Vice Director of Provincial Extension Centre 2. Mr. Van Tien Huu - Extension worker of Provincial Extension Centre 3. Mr. Trinh Huy Son - Vice Head of Sector of Agriculture and Rural Development</p>
	<p>Contact persons in the Hong ha Commune People's Committee</p> <p>1. Mr. Nguyen Hoai Nam - Chairman of the Commune People's Council and Party Secretary 2. Mr. Le Van Hua - Chairman of the Commune People's Committee 3. Ms Hoai Thi Ai - Chairwoman of Farmers' Association 4. Ms Ho Thi Lan - Chairwoman of Women's Union 5. Mr Dang Van Quyet - Chairman of the Fatherland Front</p>
	<p>Visit to a household at Con Tom village Ms Kan Vuong</p>
	<p>Visit to several households at Con Sam village</p> <p>1. Mr Hoai Ken 2. Kon Y 3. Kon Au 4 Kon Lieu</p>

Visit to COMMUNITY FORESTRY RESEARCH project, July 22-24, 2003

July 22, 2003 4:10 p.m.	Office of the Deputy Director Provincial Forestry Office
July 23, 2003 9:20 a.m.	Office of the Deputy District Governor of Chumkiri
11:00 a.m.	Sre Khong Commune - 12 Community members - 4 Community-based researchers of DOE
July 24, 2003 8:00 a.m.	Sovanna – PLG Kimhi
10:35 a.m.	WWF (20 persons)
2:05 p.m.	Community Fisheries Development Office Thay Somony So Sreymom JICA representative Dutch volunteer
4:20 p.m.	Oxfam America - Nurina Widagdo and Sim Bunthoeun

Visit to TAM GIANG LAGOON project, August 10-11, 2003

August 10, 2003	Members of the Department of Fishery who are partners of the project 1. Nguyen Hong Viet (Deputy-director of the Fishing Extension Center) 2. Vo Thi Hong (Deputy officer of the Economic technical office)
August 11, 2003	Officials of Quang Thai commune 1. Van Vinh, Chairman, People's Committee 2. Ho Cho, Deputy-chairman 3. Van Duc Thong, Chairman of People's Council 4. Phan Nong, member
August 11, 2003	Contact persons in Trung Kieu village 1. Le Lut, Village Head 2. Le Khoat, Front Unit 3. Van Duc Loc, Deputy-head of Tam Giang Cooperative 4. Van Thi Dieu, Head of Women's Sub-Union 5. Tran Ty, Head of Production Team
	Contact persons in Trung Lang village 1. Tran Uy, Village Head 2. Hoang Xuong, Member of Fishers' Association 3. Phan Thi Yen, Head of Women's Sub-union

Visit by Dr. Lorelei Mendoza to Bolinao, Philippines

July 5, 2003 PM	Talk with Orly Arciaga, Project Leader of CBCRM, Philippines, Phase 2, 1998-2000 Meeting with the eight officers of the Federation of Fisher Groups of the municipality of Bolinao
July 6, 2003 AM	Visit to the office of the Peoples Organization of Balingasay, Bolinao. Talk with two officers of the organization.
July 7, 2003 AM	Visit to the CBCRM Resource Center, Teachers Village, Diliman, Quezon City. Meeting with Elmer Ferrer, Mike and Randy.

Visit by Drs. John Graham and Julian Gonsalves to BHUTAN, August 25-September 1, 2003

August 25, 2003	Thimphu - JGonsalves arrive at Paro from Delhi - Travel to Thimphu and check-in at Hotel Yeedzin
-----------------	--

	<ul style="list-style-type: none"> - Process for travel permit to Wangdue - Read project documents
August 26, 2003	Thimphu-Wangdue <ul style="list-style-type: none"> - JGraham arrive at Paro from BKK - Travel to Thimphu - Meet JGonsalves at Yeedzin - After lunch, courtesy calls on Director, CORE/Ganesh Chettri/Phuntsho/PPD Head - Travel to Wangdue in the evening - Check-in at Hotel Y.T. Lobeysa
August 27, 2003	Wangdue <ul style="list-style-type: none"> - Discuss with RNRRC Bajo staff
August 28, 2003	Wangdue-Thimphu <ul style="list-style-type: none"> - Visit Lingmuteychhu watershed activities
August 29, 2003	Thimphu <ul style="list-style-type: none"> - Check-in at Yeedzin Hotel - Discussion and wrap up meeting with CORE/DoA/MoA officials - Dinner hosted by Honorable Secretary, MoA
August 30, 2003	Thimphu <ul style="list-style-type: none"> - JGonsalves stays for report writing
August 31, 2003	Thimphu-Paro <ul style="list-style-type: none"> - Report writing - Travel to Paro in the afternoon
September 1, 2003	Paro-Delhi <ul style="list-style-type: none"> - JGonsalves departs for Delhi - JGraham departs

CBNRM EXTERNAL REVIEW QUESTIONNAIRE

Dear

As part of the External Review of IDRC's Community-Based Natural Resource Management (CBNRM) program initiative in Asia, we are undertaking this short evaluation exercise. The objective is to find out if the CBNRM program initiative is achieving its objectives, which are the following:

- a. To contribute to capacity building of researchers and research institutions;
- b. To encourage the design, testing and adoption of methodological innovations, i.e. technologies, rules and regulations, forms of organization;
- c. To influence policies and legislation; and
- d. To establish effective ways for researchers and other stakeholders to exchange ideas and experience

In this regard, we would like to seek your cooperation in answering the following questions based on your experience and insights. Please note that the exercise is NOT meant to be a performance appraisal of the respondent or of the project in which the respondent participates. This is simply a means to obtain a better insight into how the entire CBNRM program initiative has achieved its objectives from the point of view of project leaders. The information and insights gained from the responses to this questionnaire will *complete* as well as *complement* those that will be drawn from a review of project reports and other documents, publications, and field visits to selected projects.

If you have any questions about the questionnaire, please do not hesitate to contact:

Lorelei C. Mendoza
College of Social Sciences
University of the Philippines Baguio
Baguio City 2600
PHILIPPINES
Tel/Fax No. 00-63-74-442-2427
e-mail: lcmandoza@upb.edu.ph

The questionnaire is sent as an attachment to this e-mail message. It consists of questions requiring standardised answers as well as open-ended ones. There are instructions for the different types of question. Open the attached file and answer the questions. When you have completed the questionnaire, please send it back as an attached file to your e-mail message to lcmandoza@upb.edu.ph. Do NOT USE the REPLY mode. CREATE a NEW message with the 'filled-out' questionnaire as an attachment

We request that you try completing the questionnaire and sending it back to us NOT LATER than August 17. However, it is not necessary to wait for the deadline. Send back the questionnaire AS SOON as you are finished.

Thank you very much for your time, effort and cooperation.

Julian Gonsalves and Lorelei Mendoza
External Reviewers, CBNRM Program Initiative, IDRC

PART I: PERSONAL PROFILE

A. Name:

B. Institution:

C. Country:

D. Please mark or provide the appropriate answer:

1. _____ male _____ female

2. Professional background: natural scientist (field of specialization: _____)
social scientist (field of specialization _____)
others: (_____)

3. Age: _____ 20-30 years _____ 31-40 years _____ 41-50 years
_____ 51-60 years _____ 61-70 years

E. Did you have previous research experience before joining the CBNRM project of IDRC?
_____ None _____ Some _____ Significant

F. How long have you been working on the CBNRM project funded by IDRC?
_____ Years _____ Months

G. Have you worked or are working on other CBNRM projects funded by agencies other than IDRC?
_____ Yes _____ No

H. Why do you think CBNRM is an important approach?

PART II: IMPROVING RESEARCH SKILLS

The following questions intend to find out to what degree your involvement in a project funded by the CBNRM of IDRC has contributed so far to the enhancement of your research skills. Please answer the following questions by simply indicating an **X** in the appropriate score box. *Compare your skills today and the day that you started working with the project.*

A: Individual research skills

To what degree has the project contributed to acquiring the following skills? Choose among **None**, **Some**, **Significant**.

	None	Some	Significant
1. Understand community-based natural resource management (CBNRM) issues and concepts			
2. Use of gender-sensitive research approaches			
3. Use of participatory methods			
4. Use of interdisciplinary and/or team-based research approaches			
5. Design and test a technology and/or adapt an indigenous/local technique			
6. Propose a new form of organization			
7. Design and adopt new rules and regulations for natural resource management			
8. Enable the utilization of research results by local user groups/communities			
9. Ability to influence the decision of local level (i.e. district, province, etc.) policy-makers			
10. Ability to influence the decision of national level policy makers			
11. Capacity to influence a change in the laws and regulations			
12. Ability to disseminate research results to a wider audience or public			
13. Establish periodic exchange of information, lessons and methods with other researchers in the country and/or in other countries			
14. Ability to lead or facilitate the actions of a group			
15. Capacity to document research findings, extract lessons and synthesize 'best' practices			
16. Ability to raise funds			
17. Ability to plan and organize research and other related activities			

B: Research Skills of your Organization:

To what degree has the CBNRM project contributed to the ability of *your* organization to do the following. Choose among **None, Some, Significant**.

	None	Some	Significant
1. The development of new, CBNRM oriented research projects			
2. The development of new, CBNRM oriented courses or training events (such as workshops, seminars, etc.)			
3. The development of new, CBNRM oriented training materials (such as readers, papers, videos, computer-assisted media)			
4. The ability to use participatory monitoring and evaluation methods			
5. More staff assigned to work on CBNRM oriented activities			
6. More funds of the organization allocated to CBNRM oriented activities			
7. The involvement of the organization in policy making at the national or regional level			

PART III

The following questions pertain to other aspects of CBNRM research. A table is provided for your answers. Simply check what applies in Column 2. Then rank each response in Column 3 according to its importance in your project with the MOST IMPORTANT ranked as number 1.

1. Your project is engaged in capacity building. What groups does the project work with?

	Please Check	Rank of Importance
Community-based organizations		
Non-government organizations		
Academic institutions		
Local government units		
National level policy makers		
Others (Please specify)		

2. What types of assistance does the IDRC provide?

	Please Check	Rank of Importance
Link to donors		
Link to other researchers		
Evaluation		
Dissemination		
Funding		
Others (please specify)		

3. Through what means do you acquire research skills?

	Please check	Rank of Importance
Fellow researchers in the project		

Other local project partners		
IDRC staff		
Other international partners		
Access to websites		
Others (Please specify)		

4. The next set of questions is open-ended. You are encouraged to answer as you see fit. Enter your response immediately after each question. When more than one answer is requested, we suggest that you focus on *at most three* key ideas and explain each one well.

- Several IDRC-funded projects are members of networks.
 - What contributions have you made to the network?
 - What benefits do you receive from your membership in networks?
- What is the appropriate duration of a research project on CBNRM? Why?
- If there were another phase to IDRC's CBNRM program initiative, what themes and processes should it emphasize?
- In what ways can IDRC improve the quality of its support for your work?
- Describe one major strength of the IDRC CBNRM program.
- Are there weaknesses in the IDRC CBNRM program? Describe one.

Thank you very much for your cooperation!

PROGRAM/PROJECT DOCUMENTS CONSULTED

1. BOLINA0

Arciaga, O., Fernando Gervacio, Robert Charels Capistrano and Catherine Demesa. *Envisioning Life: community-created sustainable livelihood analysis and development*. Bolinao CBCRM Project Phase 2. Quezon City, Philippines: Haribon Foundation, 2002.

Buhay ng Dagat, Buhay ng Mandaragat (*Life of the Sea, Livelihood of the Fisher*): Mga Karanasan sa Pangangasiwa ng Kabuhayan at Karagatan (*Experiences in the Management of Livelihood and Marine Resources*). Quezon City, Philippines: Haribon Foundation, 2002.

Community-based Mechanisms and Methods for Coastal Livelihood Development, Monitoring and Evaluation (Extension Project CBCRM Phase 2) Summary Report, January-August 2002. Implemented by Haribon Foundation, Quezon City, Philippines.

PROPOSAL for a *Community-based Coastal Resource Management Program*, Philippines Phase 2

“Session, Siesta At Socials: Paghahalaw ng Karanasan, Pananaw at mga Aral sa Pag-oorganiza sa CBCRM” (*Synthesis of Experiences, Views and Lessons from CBCRM Organizing*). Quezon City, Philippines: Community-based Coastal Resources Management Resource Center, 2003.

2. CAMBODIA

A Series of CBNRM Case Studies from the Tonle Sap, Siem Reap Province. Output from the Training Course on “Case Study Writing” held July 4-14, 2001.

A Series of CBNRM Case Studies from the Uplands, Ratanakiri Province. Output from the Training Course “Case Study Writing” held November 13-22, 2001.

Community Based Natural Resources Management Workshop. November 13-16, 2003. Phnom Penh, Cambodia. CBNRM-Initiative, CFRP, PMMR, PLG-Rat & CFDO.

Community Forestry Research Project Final Report, Phase 1. September 1999-March 2003. Phnom Penh, Cambodia, July 2003.

Marschke, Melissa J. *Pen to Paper: Sharing Stories from the field*. A Case Study Writing Toolkit for CBNRM Case Study Writing and Networking Initiative. September 2001.

Marschke, Melissa (ed). *Mangroves Meanderings: Learning about Life in Peam Krasaop Wildlife Sanctuary. Participatory Management of Mangrove Resources (PMMR) Phase 1, Final Report*. IDRC and Ministry of Environment, Cambodia, June 2000.

NARRATIVE REPORT of CBNRM Case Studies and Networking Initiative, Phase One, June 2001-November 2002.

Proceedings Report for CBNRM Reflection and Synthesis Workshop held at Koh Kong Province, May 21-25, 2002.

PROCEEDINGS of a Sustainable Livelihoods Workshop held at Sre Y Village, Sen Monorom District, Mondulhiri, Cambodia, April 30-May 2, 2003.

PROPOSAL for *Capacity Building for Community Fisheries Development and Management in Cambodia*. Department of Fisheries (DoF), Cambodia. September 6, 2002.

PROPOSAL for *Case Study and Networking Initiative*, CBNRM, Cambodia, Jan-Dec 2003.

PROPOSAL for *Community Forestry Research Project, Phase 2*, March 2003-February 2006. Prepared by Ministry of Environment, Ministry of Agriculture, Forestry and Fisheries, and the Royal University of Agriculture. January 2003.

PROPOSAL for *Participatory Management of Mangrove Resources (PMMR), Cambodia Phase 2*. Ministry of Environment, Department of Nature Conservation and Protection and the Department of Natural Resource Assessment and Environmental Data Management. May 2000.

Seeds for Sustainable Community Natural Resources Management. The Ratanakiri NRM Action Research Project, Cambodia, 1995-2000. Produced by Tonie Nooyens for IDRC and UNDP/CARERE with Srey Vanthou. June 2000.

3. CHINA

Community-based Natural Resource Management in the Mountainous Areas of Guizhou Province. Project Proposal Phase 1. GAAS (and others). China. 1998.

Promotion of Sustainable Rural Development by Scaling Up CBNRM Approach in Guizhou Province. Project Proposal Phase 2. GAAS.

Promotion of Sustainable Rural Development by Scaling Up CBNRM in Guizhou Province. Narrative report, 2001-2002. IDRC/GAAS.

4. BHUTAN

Community-based Natural Resource Management in Bhutan, A Framework. Department of Research and Development Services, Ministry of Agriculture, Royal Government of Bhutan. August 2002 (Also compendium book on case studies).

Community-based Natural Resources Management Research in the Lingmutey Chhu Watershed: Characteristics of Lingmutey Chhu, Problem Diagnosis and Major Research Themes. RNRRC, Bjothang, Bhutan. August 1997.

CBNRM Research in Lingmutey Chhu Watershed: A Process Documentation. May 2000.

Enhancing Productivity through Integrated Natural Resources Management Project. Annual Report 2001-2002 (and 2002-2003). Ministry of Agriculture, Royal Government of Bhutan.

5. VIETNAM

Duong Viet Tinh and the Research Team. *Project Evaluation: Management of Biological Resources in Tam Giang Lagoon, Vietnam*. (no date).

FINAL REPORT of Community-based Upland Natural Resources Management in Hong Ha Commune, A Luoi district, Thua Thien Hue, Vietnam, 1998-2001. Hue, December 2002.

Le Van An, et.al. *Use of Participatory Approaches in Ensuring Sustainable Livelihoods for Poor Communities in the Steep Uplands of Central Vietnam*. Paper for Annual Report. October 2002.

PROPOSAL for *Community-Based Coastal Resource Management (CBCRM) in Central Vietnam*. Hue University of Agriculture and Forestry (HUAf), Vietnam. October 2002.

PROPOSAL for *Community Based Upland Natural Resources Management in A Luoi District, Thua Thien Hue Province, Vietnam, Phase 2*. July 2001.

Rambo, T. A. *Bright Peaks and Dark Valleys: The Development Situation in Vietnam's Uplands*. Keynote Address, Second International Symposium on Montane Uplands, Chiang Mai, Thailand. July 2000.

TECHNICAL PROGRESS REPORT of Community-based Upland Natural Resources Management in Hong Ha and Huong Nguyen Communes, A Luoi district, Thua Thien Hue Province. Hue, February 2002

6. PROGRAM REPORTS, ARTICLES AND PUBLICATIONS REFERRED TO

- Bessette, Guy. *Isang Bagsak: A Capacity Building and Networking Program in Participatory Development Communication*. IDRC, July 2003.
- Brzeski J. and Gary F. Newkirk (eds). *Lessons from the Lagoon: Research Towards Community Based Coastal Resource Management in Tam Giang Lagoon, Vietnam*. CoRR, Dalhousie University in association with Canadian International Development Agency and International Development Research Center. 2000.
- Brzeski, Veronika J., Jennifer Graham and Gary F. Newkirk(eds). *Participatory Research and CBCRM: In Context*. Halifax, Nova Scotia: CoRR, Dalhousie University and Ottawa, Ontario: IDRC, 2001.
- Brzeski J. and Gary F. Newkirk (eds). *Lessons in Resource Management from the Tam Giang Lagoon*. CoRR, Dalhousie University in association with Canadian International Development Agency and International Development Research Center. 2002.
- Catalyzing Change*. Collaborative Proposal for Research and Dialogue on Local Supply and Conservation Responses to Water Management, Second Phase Proposal. IDS, ISET, MIDS, NWCF, VIKSAT (undated).
- Community-Based Natural Resource Management in Bhutan: Framework Summary*. Department of Research and Development Services, Ministry of Agriculture, Royal Government of Bhutan, Thimphu, August 2002.
- Community-Based Natural Resource Management in Bhutan: A Framework*. Department of Research and Development Services, Ministry of Agriculture, Royal Government of Bhutan, Thimphu, August 2002.
- Community-Based Natural Resource Management in Bhutan: Case Studies*. Department of Research and Development Services, Ministry of Agriculture, Royal Government of Bhutan, Thimphu, August 2002.
- CBNRM Case Studies, Cambodia, 2002.
- Kim Sath and Riel Sina. *Implementation of Community Forest By-laws: A case study from Som Thom Commune, O Yadao District, Ratanakiri Province*.
- Leng Som ath, Khev Sunho, Men Vuthy and Man Dort. *Destroyed Mangrove Forests and Rehabilitated Through Co-Management Approach: A case study from Preah Sihanouk National Park (Ream), Sihanoukville*.
- Local Options for Water Supply and Conservation Management*. India and Nepal. August 1996.
- Local Supply and Conservation Management Project Phase II*. Final Technical Report to IDRC. Institute for Social and Environmental Transition. December 2002.
- Responding to Complexity in Water Management in India and Nepal*. A Collaborative Research Program. September 3, 2000.
- Thay Somony. *Fisheries Policy Reforms and the Current Perceptions about Community Fisheries and Co-Management of Fisheries: A case study from selected fishing lot areas of Siem Reap and Battambang Provinces*.
- Thay Somony. *The Underestimated Importance of Freshwater Shrimp Fisheries and Dried Shrimp Processing to Families: A case study from Kompong Kleang Commune, Siem Reap*.
- Ngorm Sophal, Din Yem Sreng, Ngin Linasnet, and Lun Somphos. *Depletion of Dense and Semi-Dense Forest Areas: A case study from Srer Ampun Commune, Pichrada District, Mondulkiri Province*.
- Sun Vann and Kouk Theun. *Gender in Community Forestry Management: A case study from Snam Phrah Commune, Bakan District, Pursat Province*.

Meas Sokhum, Prum Meta, and Mon Kunthav. *The Impact of Cashew Crop Expansion: A case study from Taen Commune, Kon Mom District, Ratanakiri Province.*

Khai Syrabo and Thai Kimseng. *Community Participation in Fisheries Management: A case study from Tboung Khlaa and O Mreah Villages, Stung Treng Province.*

Som Chea, Suy Thea and Leng Somath. *Community-Based Coastal Resources Management (CBCRM): A case study from Preah Sihanouk "Ream" National Park (PRNP) in Kompong Som Province and Peam Krasaop Wildlife Sanctuary (PKWS) in Koh Kong Province.*

PMMR Team. *Finding Sustainable Livelihoods: A case study from Peam Krasaop Wildlife Sanctuary (PKWS), Koh Kong Province.*

Evaluation and Strategic Plan. Virtual Resource Centre, CBNRM.

Consultancy Report, CBNRM. Virtual Resource Centre, February-April 2002.

Moench, Marcus, Elisabeth Caspari and Ajaya Dixit (eds). *Rethinking the Mosaic: investigations into Local Water Management.* Kathmandu, Nepal: Nepal Water Conservation Foundation and Boulder, Colorado: The Institute for Social and Environmental Transition, 1999

Moench, Marcus, Ajaya Dixit, S. Janakarajan, M.S. Rathore and Srinivas Mudrakartha. *The Fluid Mosaic: Water Governance in the Context of Variability, Uncertainty and Change. A Synthesis Paper.* Kathmandu, Nepal: Nepal Water Conservation Foundation and Boulder, Colorado: The Institute for Social and Environmental Transition, 2003

Vandergeest, Peter, Khamla Phanvilay, Yayoi Fujita, Jefferson Fox, Philip Hirsch, Penny Van Esterik, Chusak Withayapak, and Stephen Tyler. "Flexible Networking in Research Capacity Building at the National University of Laos: Lessons for North-South Collaboration", *Canadian Journal of Development Studies*, Volume XXIV, No. 1, 2003; pages 119-135.

Vernooy, Ronnie. *Connected: Insights from the 2nd International Community-Based Natural Resource Management Workshop.* Guiyang, Guizhou Province, China, October 16-20, 2000.

Vernooy, Ronnie, Sun Qiu and Xu Jianchu (eds). *Voices for Change: Participatory Monitoring and Evaluation in China.* Kunming: Yunnan Science & Technology Press and Ottawa: IDRC, 2003.

7. OTHER PROGRAM/PROJECT DOCUMENTS

Bhuktan, Jit Pradhan, Peter Bieler, Julian Gonsalves, and Dominique Guenant (Team leader). *External Review of PARDYP, Phase 2: Final Report.* April 2002.

Building Capacity in Social and Gender Analysis in the Eastern Himalayas. A Proposal. December 18, 2002.

CBNRM Annual Report to DPA – 2001. July 2001.

CBNRM Mini Meeting, November 1, 2001, Ottawa.

CBNRM Team Meeting Notes, June 11-13 and 21, 2002.

CBNRM PI Team (B. Davy, C. Gines, J. Graham, Z. Mikolajuk, J.I. Sanz, C. Thompson, S. Tyler). *Community-Based Natural Resource Management (Asia): Prospectus 1998-2000.* IDRC, October 1997.

CBNRM PI Team (B. Davy, E. Fajber, C. Gines, J. Graham, D. Peden, C. Thompson, S. Tyler and R. Vernooy). *Managing Natural Resources (ASIA) Community-Based Natural Resource Management Phase II Prospectus 2000-2003.* IDRC, May 2000.

- Chevalier, Jacques and Han Schreier. *External Review of IDRC's Community-Based Natural Resource Management Program (CBNRM) in Asia*. June 30, 1999.
- Cooper, Peter. *Environment and Natural Resources Management (ENRM) Program Area*. IDRC: Annual DPA Report to the Board. Program and Partnership Branch, October 2001.
- Dun Olivia. *'Resource Tenure in Community Based Natural Resource Management Project' Project Evaluation Report*. October 2002.
- Enhancing the Capacity to Engender Research for Sustainable Development, Vietnam 1999-2001*. Final Narrative Report, September 2001 and January 2002.
- Enhancing Capacity to Engender Research, Phase 2 Proposal*. April 2002.
- Hue University of Agriculture & Forestry. *Community-Based Upland Natural Resource Management Project: Team Self-Evaluation*. June 20-27, 2001.
- IDRC Meeting of the Board of Governors, June 15-16, 2000*. Ottawa, Canada.
- Huguet, Dagenais. *Enhancing Capacity to Engender Research for Sustainable Development, Vietnam Phase I: 1999-2001*. April 12, 2002.
- Implementing Isang Bagsak in Southeast Asia*. A proposal (no date).
- McGurk, Stephen, J. and Roger Finan. *IDRC in Asia: Report to the Board of Governors*, October 17-18, 2002. IDRC, September 2002.
- Miller, Gary. *Evaluation Report: Vietnam Economic and Environmental Management Program*. January 2002.
- Nyuhon Cong Thanh. *Vietnam Economic and Environmental Management Program: Environmental Component*. (no date).
- Supporting Capacity Building for Social and Gender Analysis in Biodiversity and NRM Research in Asia: An Umbrella Activity*.
- Summary Trip Reports.
- John Graham. May 10-14, and 14-18, 2002, Hue University of Agriculture and Forestry, HCMC, Vietnam; May 20-24, and 24-26, 2001, CARERE Office, Ratanakiri, Cambodia; October 6-12, 2001, Cambodia; March 21-28, 2003, Cambodia; and May 26-31, 2002, Phnom Penh and Ratanakiri, Cambodia.
- Brian Davy. October 27-November 22, 2002, Hue, Vietnam, Phnom Penh, Cambodia and Manila, Philippines.
- Stephen McGurk. November 6-7, 2002. Cambodia.
- Stephen Tyler, August 9-16, 2003, Stockholm International Water Week, Stockholm, Sweden.
- Tyler, Stephen. *Grassroots Participatory Research and Policy Influence: Lessons from CBNRM Program Experience*. Draft January 2003. The paper reports the outcomes of the CBNRM Workshop on "Linkages Between Local Research and Public Policy" held in Chiang Mai, Thailand, September 29-October 1, 2001.

Vernooy, Ronnie, Nguyen Quang Tuyen, and Le Thanh Duong. *Expanding the Horizon: An Evaluation of the Mekong Delta Farming Systems Research and Development Institute's Capacity Development Efforts*. June 2001.

ANNEXES

ANNEX I

A LISTING OF ACTIVE PROJECTS

August 12, 2003

Project #	Country	Eco Region	Project Title	Component name or institution	Comp amnt	Plan comp
Approved						
Research Support Project						
101970	Cambodia		Own Revenues for Local Governments in Cambodia	Cambodia, Ministry of Environment	5,000	2004/02/12
102052	Global	M	Reinforcing Participatory Development Communication Skills for Researchers in CBNRM	IDRC	166,000	2005/01/01
101500	Regional	U	South Asia Regional Agroforestry Consultation (ICRAF)	International Centre for Research in Agroforestry (a.k.a.	50,000	2003/08/01
100361	Regional	SA	Catalyzing Change: Local Supply and Conservation Responses to Water Management (Phase II)	Madras Institute of Development Studies	56,800	2003/08/01
100361	Regional	SA	Catalyzing Change: Local Supply and Conservation Responses to Water Management (Phase II)	Nepal Water Conservation Foundation	92,000	2003/08/01
101497	Regional	U	Bhutan-CBNRM Conference	Bhutan, Ministry of Agriculture	39,200	2004/03/13
102060	Regional		Co-Publication of Voices from the Forest	IDRC	12,000	2004/07/15
101591	Regional	M	CBNRM Virtual Resource Centre Phase II	Cai Mantang/others administered by ASRO	48,060	2004/02/01
101591	Regional	M	CBNRM Virtual Resource Centre Phase II	Ottawa administered	15,000	2004/02/01
Research Project						
100392	Bhutan	U	Enhancing Productivity Through Integrated Natural Resource Management	Bhutan. Ministry of Agriculture	243,660	2004/07/01
100392	Bhutan	U	Enhancing Productivity Through Integrated Natural Resource Management	IDRC	53,900	2004/07/01
100392	Bhutan	U	Enhancing Productivity Through Integrated Natural Resource Management	Helvetas, Swiss Association for International	68,840	2003/09/01
100556	Cambodia	C	Community Based Mangrove Management (Cambodia) II	Cambodia, Ministry of Environment	499,100	2004/01/01
101478	Cambodia	C	Community Fisheries Management (Cambodia)	Cambodia. Ministry of Agriculture	103,300	2004/07/13
101478	Cambodia	C	Community Fisheries Management (Cambodia)	Dalhousie University	71,200	2004/06/13
100487	Cambodia	M	Case Studies and Networking Initiative, Cambodia	World Wide Fund for Nature	328,560	2004/01/01
100488	Cambodia	U	Resource Management Policy Ratanakiri (Cambodia) Ph III	United Nations Development Programme/Programme	311,600	2004/04/01
101247	Cambodia	U	Community Forestry (Cambodia) Ph II	Cambodia. Ministry of Environment	358,010	2006/04/01
101414	China	SA	Tarim Basin Preparation for Phase III (China)	Institute of Agricultural Economics & Information	96,000	2004/06/09
100732	China	M	CBNRM and the farmer-centered research network, China	China Agricultural University	333,632	2004/04/01

100828	China	U	Scaling up CBNRM in Guizhou Province, China	Guizhou Academy of Agricultural Sciences	164,100	2006/06/01
100828	China	U	Scaling up CBNRM in Guizhou Province, China	IDRC	77,650	2006/07/21
101012	China	U	Enhancing Agro-Pastoralist Livelihoods in Yunnan, China	Center for Biodiversity and Indigenous Knowledge	348,500	2006/03/20
101086	China	U	Crop Development and Biodiversity Enhancement: Maize in Southwest China (Phase II)	Chinese Academy of Sciences	206,300	2004/01/15
101019	Global	M	ISANG BAGSAK – A Capacity Building & Network Program in Participatory Development Communication for NRM Researchers & Practitioners	IDRC	116,826	2003/10/31
101019	Global	M	ISANG BAGSAK	Hue University of Agriculture and Forestry	51,347	2003/10/31
101019	Global	M	ISANG BAGSAK	UNDP-UNOPS	3,000	2003/10/31
101019	Global	M	ISANG BAGSAK	Kawanda Agricultural Research	3,000	2003/10/31
100836	Global	M	Doing Stakeholder Analysis	Carleton University	273,383	2003/12/22
100925	India	U	Strengthening N RM & Farmer's Livelihoods in Nagaland	India. Nagaland. Department of Agriculture	202,400	2005/11/11
100925	India	U	Strengthening N RM & Farmer's Livelihoods in Nagaland	IDRC	73,500	2004/12/12
101095	India	M	Building Capacity for Social/Gender Analysis in Asia: An Umbrella Program	Centro Internacional de Agricultura	270,000	2005/02/13
101095	India	M	Building Capacity for Social/Gender Analysis in Asia: An Umbrella Program	IDRC – Eastern Himalayas	29,758	2005/04/01
101095	India	M	Building Capacity for Social/Gender Analysis in Asia: An Umbrella Program	Institute of Anthropology	91,300	2004/07/09
101095	India	M	Building Capacity for Social/Gender Analysis in Asia: An Umbrella Program	Université Laval	112,362	2004/07/09
101095	India	M	Building Capacity for Social/Gender Analysis in Asia: An Umbrella Program	Chinese Academy of Sciences	151,580	2004/04/24
101605	Lao PDR	U	Enhancing CBNRM Research and Networking Capacity at NUOL	York University	331,080	2006/05/15
101605	Lao PDR	U	Enhancing CBNRM Research and Networking Capacity at NUOL	National University of Laos	198,200	2006/05/15
100875	Mongolia	SA	Sustainable Management of Common Natural Resources in Mongolia	Mongolia. Ministry for Nature and Environment	287,300	2004/06/15
004305	Philippines	C	Community-Based Coastal Resource Management	University of the Philippines	250,860	2002/08/10
100118	Philippines	U	Community Forestry (IIRR/LATIN)	International Institute of Rural Reconstruction	297,720	2003/05/12
100607	Philippines	C	Understanding and Improving Marine Protected Areas (Philippines)	McGill University	80,322	2006/07/01
100607	Philippines	C	Understanding and Improving Marine Protected Areas (Philippines)	University of British Columbia	363,148	2006/07/01
101468	Philippines	U	Community Forestry (IIRR) Ph II	International Institute of Rural Reconstruction	379,780	2006/05/15

101657	Regional	M	Implementing Isang Bagsak in South-East Asia	University of the Philippines at Los Banos Foundation	366,540	2005/08/01
100953	Regional	C	CBCRM Learning and Research Network (CBCRM LeaRN)	St. Francis Xavier University	108,000	2005/02/09
100953	Regional	C	CBCRM Learning and Research Network (CBCRM LeaRN)	Dalhousie University	169,250	2005/02/09
100953	Regional	C	CBCRM Learning and Research Network (CBCRM LeaRN)	University of the Philippines	480,600	2005/02/09
100953	Regional	C	CBCRM Learning and Research Network (CBCRM LeaRN)	Brian Davy's Networking and Travel	21,680	2004/08/09
101093	Regional	C	Sustainable Livelihoods/CBCRM SE Asia	Dalhousie University	405,000	2006/04/01
101671	Regional	SA	Catalyzing Action on Local Water Management	Institute for Social and Environmental Transition	152,700	2004/06/30
101672	Regional	U	PARDYP Phase III	University of British Columbia	137,956	2006/01/13
101672	Regional	U	PARDYP Phase III	International Centre for Integrated Mountain	582,044	2006/01/15
101413	Vietnam	C	Community-based coastal resource management (CBCRM)	Hue University of Agriculture and Forestry	341,400	2005/12/10
101413	Vietnam	C	Community-based coastal resource management (CBCRM)	Dalhousie University	101,700	2005/12/03
100876	Vietnam	U	Community-based Upland Natural Resources Management	Hue University of Agriculture and Forestry	214,800	2005/01/01
101442	Vietnam	M	Community Capacity Building for Attacking Rural Poverty	Mekong Delta Farming Systems Research &	26,400	2004/06/25
CBNRM/GRNC – Community-Based Natural Resources Management – Asia – 36 projects (55 components)						
Total Comp. Amnt 10,423,348						
Legend for Ecoregions: M = Methods & Tools; U = Uplands; C = Coastal; SA = Semi-arid						

ANNEX II

IDRC'S STRENGTHS: CBNRM PARTNERS' VIEWS

It is participatory in nature.	Collaboration with a wide range of partners in South Asia.	Interdisciplinary action based research with stakeholders (direct impact).
Pay attention to water and forestry resources.	Participatory natural resources management.	Try to strengthen and build research capacity based on the existing capacity of the institution while providing comments and experience for the recipient institution to adopt or modify where appropriate and need change and improvement.
Empowerment and research capacity building for local research teams and local communities.	Good research methodology/approach	An appropriate approach of CBNRM proposed.
Network of institutions and flexibility in funding.	The potential of the VRC.	Committed to support capacity building and networking.
Good people associated with IDRC who can work with a relatively flexible program to catalyze and move with opportunities and adapt to changing circumstances; provides relatively small funding but with large impacts; committed to building local capacity and local innovations rather than relying on outside "experts" as so many other organizations and large projects do.	Participatory and location bias.	One of the major strengths of the program is senior program officers and regional staff that understand the strength and constraints of the project and local conditions. These people were able to provide succinct advice in times of needs with flexibility.
Concrete and timely support during the project implementation.	The close working relationship between the funder and the project.	Working together with relevant issues on CBNRM.
Focused and keen to share information.	PRA methods and tools.	The IDRC program is not concerned only with the research aspect but also its impact on the research sites.
Innovative people and program officers. Flexibility to adapt programs and activities as insights and circumstances evolve.	Open ended nature of the program which supports national priorities and directions.	Program oriented, result oriented and friendly to deal with.

Community-based approach.	Following up the research activities and networking.	Its program managers and staff.
One of the major strength of the IDRC CBNRM program is not just about field research but in building linkages between local communities and policy makers to ensure empowerment of local participants and co-management of natural resources in a sustainable way.	The program has been very effective in networking the various participants across Asia, assessing through workshops, etc. the expressed needs of the participants and responding to those expressed needs with appropriate activities. This generates a real sense of a responsive institution. (Also, as I noted above – has been very successful in enhancing local capacity to produce policy-relevant knowledge about community resource management.)	We are given the luxury to think and feel like genuine partners with the IDRC CBNRM programme. Maybe that is the policy of IDRC, maybe it is partly down to the qualities and personalities of some of the IDRC staff, maybe a combination of both? Critical experience based thoughts will advance the CBNRM discourse, not implementation-type input lubricated project 'success stories' that are for donor consumption. The IDRC CBNRM programme takes critical thinking seriously and that is a rare thing in the development project industry.
Organizational capacity, gives space for the project team to learn.	Comprehensive, capacity-knowledge oriented and operative.	Effective involvement of communities in resource management.

ANNEX III

IDRC'S WEAKNESSES: CBNRM PARTNERS' VIEWS

In particular to SAGA, NEPED, no funding till today due to bureaucratic formalities. (Fund can be expected after project duration is over.) Any possibility to give direct fund to participants without going through bureaucratic bottlenecks.	Protracted proposal phase (but I suppose our experience was a feature of the particular partner we had, and IDRC negotiations to keep them moving, which ultimately did not show results).	Too much emphasis on the social aspects of resource management.
Lack of long term commitment to regional networking, for example the CBNRM program in China is not known by CBRM in Laos or Vietnam and vice versa.	The local research team spends more time for English report writing because most of the local researchers in Cambodia have limited ability to use the English language.	In recent years, funds for the IDRC CBNRM program are not enough for research and development.
Somehow limited scope for research by developed country participants. But this does not undermine the value and strength of the program as a whole!	Too much micro management from IDRC.	Funds limited. Not enough funds to extend the project activities and get more people involved.
The CBNRM program is almost only good for small communities. It is difficult to link many communities or large areas.	The potential for applying at macro level of management is still not clear.	Not being able to foresee the bureaucratic bottlenecks. Funding had not yet started in the Nagaland project, despite IDRC debiting the fund to the Project.
From the project perspective, we might have benefited more from networking and exchange of information with other CBNRM programs (i.e. gain new insights and ideas, etc.)	Linkage between all the projects of the CBNRM program can be further enhanced.	IDRC should do a better job of publicizing its work in Canada and its significance for the Canadian people. Canadian political support for IDRC is essential for ensuring funding is continued or increased.
Lack of sustainable results of the projects for the communities that they benefit.	Role of the main office and its regional office is not clear.	The community focus is both a strength and a weakness. It is weak when it encourages idealized views of community and when it doesn't recognize/incorporate the larger socioeconomic dynamics in which communities are embedded.

Lack of well documented CBNRM cases and experiences except on aquatic resources management.	Somehow, it did not improve very much the link among CBNRM projects within the country and other countries, which IDRC supports.	Spend some more for work close to the project, offer consultations, and advise to the project manager.
I wouldn't call it a weakness but the process orientation is perhaps confusing to many people and participants in the beginning particularly if they are used to rigid and hierarchical learning processes. In short, their involvement in process oriented learning goes against everything within their own organizational, societal and political environment! So it's quite a challenge to try and institutionalize these processes.	The findings are not widely disseminated and not much is done at the field level or the community with the findings.	More coordination required.
Maybe more of a common vision on the purpose of our research. Again some sort of medium like an IDRC CBNRM supported global CBNRM journal may nurture this.	Lack of enough exchange and experience sharing among the IDRC funded CBNRM project teams.	None. Continue the existing program with more focus on the diversity of communities, cultures, traditions and capacities.
<p>Project commitments (including funding) are too short term (usually less than 3 years). This requires CBNRM research teams to spend too much unnecessary time on project proposal writing; not enough appreciation of the role of project advisors; In the past, the CBNRM projects in Cambodia have been too isolated from each other. Only recently (since 2001), IDRC has promoted the development of a CBNRM network program in Cambodia that links together IDRC's (and other partners) significant experience in this field allowing greater impact and sharing of lessons learned. This more program based approach is much better than just a series of disconnected projects.</p>		

THEMES/PROCESSES TO EMPHASIZE: IDRC PARTNERS' VIEWS

1. Yes, water resource.
2. Scaling up and links of community management with state management, also inter-community links. There are some good examples of multiple communities in watersheds, for instance, achieving what a single community would be unable to.
3. Much more emphasis on water and climate changes because this has very large implications on all aspects of livelihood. In the process of community engagement the importance of some basic science has gone missing. Many NGOs do not have enough scientific understanding and the emphasis has been on community involvement and social science. We need a better balance between the two.
4. Training methodology for local community (officers, extension service, chief of community); public law, method to work with community.
5. The efficiency of the farmer's participation; the harmony between CBRM and macro management; the influence of CBNRM on policy-making; development of CBNRM modes that will meet different situations.
6. Themes and processes should emphasize community forestry, land allocation, community fishery and impact of policy on local research management systems.
7. Develop CBNRM oriented materials (such as readers, papers, videos, computer-assisted media) to share with other development projects and government institutions to better understand research concepts; share good results from research and to take these into action; Scale up research methods for members of the network
8. Scaling up the CBNRM process; Institutional and policy development; capacity building at all levels; CBRM and training strategy (formal and informal learning); CBNRM and poverty reduction in the whole world; CBNRM and the environment (regional and global).
9. Capacity building in CBNRM and the improvement of the living standard of the community are emphasized. Then, networking and planning on CBRM in the region are set up.
10. I can't comment on the range of activities, but in general, 1) working with both academic institutions and research-oriented NGOs to build up skill in doing applied research, so as to complement (or counter) knowledge production on this topic by the large donor institutions who do not have much understanding of local institutions; 2) Finding ways of disseminating results both among other researchers/practitioners, and among policy makers – both national and among donor agencies including CIDA. There are really no other donors apart from IDRC whose focus is on building capacity to generate knowledge about CBNRM from a local perspective; IDRC's program fills a very important role in this respect.

11. Themes and processes need to be tailored to local needs and these are always very country or site specific.
12. Capacity building; network building; action research; support in policy development.
13. Capacity building on research, analysis, documentation and sharing; engaging with local partners as well as key technical departments; policy support; research link of CBNRM to decentralization and local livelihoods.
14. Improve capacity of the universities or research institutes to study CBNRM; building models of CBNRM.
15. Capacity building for CBNRM research, design, planning, monitoring/reflection, documentation and sharing; Partnership building and networking; research that supports policy development; research that explores linkages between CBNRM and sustainable livelihoods and participatory land use planning.
16. A focus on 'Water'
17. It should continue to support and strengthen local institutions and their management capacity to continue CBNRM researches. Themes such as sustainable development, equity, alleviation of rural poverty should be focused as before. Local participation and local capacity building should also be supported, together with development of multi-scale networking process.
18. Policy influence for mainstreaming and institutionalization.
19. Capacity building at the local level.
20. Capacity building; strengthening institutions; participatory action research.
21. Effective users participation and institutionalization.
22. Community-based coastal resource management.
23. Methods and techniques in sustainability and institutionalization of community and supporting institutions.
24. a) the links between community level activities and wider changes in society (globalization processes). From my perspective, so many issues cut across levels of social organization that focusing exclusively on one level is inappropriate; b) corollary to the above: scale issues are key; c) water is a key issue area where IDRC has a comparative advantage. Water problems are growing rapidly and are particularly important as a point of leverage for addressing basic problems of poverty, health and environmental sustainability.
25. A larger emphasis should be given to competing demands for water, implications of taking water in agriculture and implications of urbanization, industrial expansion and the resultant water pollution.
26. Focus on strengthening capacities of key implementing organizations and partners including government and non government organizations who are interested in

- improving CBNRM. Initially, it should be started as a small pilot project and then improved to the level of a CBNRM institute.
27. Reach the goal of setting up the project in terms of helping the local community to manage the natural resource; improve the skills of implementing staff
 28. The research project should be followed by a development action phase, based on the recommendations and findings of the research project. This should be followed by an in-depth impact assessment, then dissemination and maybe even (if funds allow) replication and adaptation of the work in the area.
 29. Study of traditional and new institutions to look for a viable model for NRM. Formation of stakeholder forums and documenting success stories.
 30. Some brainstorming... some already being done by IDRC. Most are geared towards maximizing the chances of positive change through research – but as you can see in my opinion there are lots of fresh challenges in CBNRM.
 - ✓ Update acronym to something like community Driven Natural Resource Management (CDNRM). Today it is more appropriate conceptually to put community members in the driving seat, rather than using the word 'based' which doesn't go far enough.
 - ✓ Use the 'lens' of 'release of potential' rather than 'capacity building' when it comes to communities in CBNRM as this implies a more pressing need for change among 'outsiders', which I believe is the case in CBNRM.
 - ✓ Moving away from technologies and focusing firmly on aspects of the political economy that are of relevance to CBNRM: multiple agendas, power relationships, governance, corruption, access to decision-making, etc. but always trying to view the consequences from community perspectives, especially when there is change.
 - ✓ Exploring carrot and stick methods to dis-empower those who benefit most from the current failing forest governance structures.
 - ✓ Focusing on 'scaling down the failures' rather than 'scaling up successes' – finding new ways to learn and advance CBNRM: e.g. Critically embracing the mistakes of the past and present strategies-policies-institutions-projects to help point the way to the future.
 - ✓ De-legitimizing/ downplaying the development project industry role in successful CBNRM by highlighting project failures through post-project case studies, e.g. customary community management that has still managed to survive even without – or maybe rather because of limited development project influence.
 - ✓ Linking people to policy: exploring communication mechanisms that maximize the chances of policy makers and those who influence policy makers responding to the views and experiences of community members.
 - ✓ Linking northern consumers to CBNRM producers: In a world where free trade is detrimentally affecting more and more communities it is time to focus CBNRM research on trading issues.
 - ✓ Exploring new approaches to policy advocacy, e.g. quality documentary films, re-orientation study programmes-trainings-workshops for policy makers, etc.
 - ✓ Shifting away from providing examples of success stories at site, to providing examples of successful CBNRM related policy advocacy strategies where research has played a part.

31. In our case, themes to be emphasized are capacity building for scaling up CBNRM to the provincial level, including:
- ✓ Setting up of training centers to provide CBNRM training for county and township officials
 - ✓ Policy advocacy at the provincial level to promote legislation of enabling policies for scaling up CBNRM
32. Participatory research action and participatory research and development; b) social and economic analysis; c) co-management.
33. CBNRM should scale up to include multiple communities and different dimensions of ecology and apply the CBNRM approach to higher levels of government.

**HOW IDRC CAN IMPROVE THE QUALITY OF ITS SUPPORT:
IDRC PARTNERS' VIEWS**

1. Field visit and interaction
2. I find IDRC to be a very supportive and flexible research partner and donor. Along with the Ford Foundation, really one of the top institutions in the field.
3. Has given me the opportunity to work with researchers in developing countries; enabled me to conduct applied research and allowed me to contribute to 3rd world development.
4. Organizing workshops, periodically, workshops; training on evaluation method for researchers and community members.
5. Provide technical support through on the job training, short term training in institutions, share experience and knowledge available on research capability building; support the establishment of research networks, organizing seminars; provide funding to the institution.
6. To provide IDRC's expertise to help local researchers on technical report writing and analyzing research information; to update research methods that would be appropriate for local communities; to provide maximum opportunity for local researchers to lead research activities by themselves in coordination and with advise from IDRC experts.
7. Continuous support in terms of financial and technical advisors; PhD and MSc training for long term development; short training courses to update skills and knowledge; resources exchange.
8. Research funds provided and core staff educated by IDRC support along with project implementation.
9. I have to say that I am very impressed with the program as is. One persistent minor issue is that researchers from Canada and other "developed" countries have little opportunity in the context of IDRC projects to keep their research skills sharp by engaging in their own research. Instead, we are expected to find other sources of funding for our research and focus our efforts solely on enhancing partner institutions research capacity and results. Eventually this is not healthy for us academics. While the focus needs to remain on developing country capacity, some scope for involvement of developed country researchers in research might be helpful.
10. More interaction between CBNRM projects (south-south learning).
11. Continuous support (both financial and technical) and better coordination in building linkages among IDRC partners.
12. Long term commitment for supporting CBNRM projects or activities; provide better link of experiences to regional and international levels of CBNRM projects.

13. Support training or study materials (such as readers, papers, videos, computer assisted media); support equipment for making training or teaching materials on CBNRM.
14. Provide longer term commitment and support (i.e., longer-term funding commitments); Provide better linkages to build upon IDRC's significant experience in the field of CBNRM (e.g. Better access to resource materials and human resources); look for more ways to utilize the significant experience and abilities of southern partners to assist with the development of CBNRM approaches in the north.
15. By keeping more contact.
16. Facilitation of information regarding CBNRM programs funded by IDRC.
17. It's all right now.
18. a) by ensuring that it employs enough project officers who can dedicate the appropriate amount of time to project support. 2) maintain or increase level of funding to CBNRM.
19. Training, field research and field study.
20. Regular backstopping on methodology and monitoring; linking output to intervention and publication; exposure to ongoing research sites and joint mid term interaction
21. By periodical training and workshop.
22. Provision of resource materials, staff development, cross visits and constant communication between IDRC staff and practitioners.
23. More transparency in how the pipeline of projects works. We're often unclear regarding the approval process for projects and the way that evaluation of proposals occurs.
24. Identify CBNRM experts so that others can tap their experience.
25. IDRC is just doing very well now. I am terribly encouraged and would like to record my sincere thanks and appreciation and goodwill to Liz Fajber (SARO, India) and Stephen (Canada).
26. Identify appropriate resource persons (advisor) to really focus on project objectives; coordinate and improve partnership among IDRC projects in each country and others; identify the strengths and weaknesses of each project to help improve it; do not look too much on output but outcome (broader and long term impact).
27. Mentoring; support and linkages to other networks and individuals; high level of personal support from IDRC staff.
28. Back up the research findings by widely disseminating it, taking it to the policy makers and even following it up with some development activities.

29. Organize more capacity building trainings. Flexibility in funding.
30. It could help get the lessons on an appropriate medium for sharing. Possibly provide more academic mentoring to enable research papers to be accepted in international journals. Also a regular global hard copy IDRC-CBNRM publication something similar to FAO's now defunct Forest Trees and People Newsletter, with accessible insights into CBNRM. It would provide focus among CBNRM people (not only among IDRC project people). It could act as a global focal point to share ideas. This could be used to influence the general CBNRM discourse, donors and project implementers.
31. Give more guidance and provide more chances for sharing among the IDRC funded CBNRM projects or other similar projects.
32. More research networks.
33. More staff working in the field (periodically) to provide technical support to IDRC-funded projects.

ANNEX VI

PROGRAM OUTPUTS: PUBLICATIONS, CD-ROMS, POSTERS, ETC.

BIOGRAPHIC NOTES ON THE REVIEWERS

Lorelei C. Mendoza has been a member of the faculty of the University of the Philippines Baguio since 1976 to the present. She began teaching immediately after graduating from UP Baguio with a Bachelor of Arts in Social Sciences (magna cum laude). After two years, she took a leave from teaching to pursue a Masters of Arts in Economics from the School of Economics, UP. She obtained the degree in 1981. She returned to her teaching post and left for doctoral studies when she was awarded a scholarship from the Belgian Administration for Development Cooperation in November 1991. She obtained the degree, Doctor in Economics from the Catholic University of Leuven in Belgium in 1997.

Aside from teaching courses in economics and research methods, she has conducted research on the following topics: livelihoods of farming households in the Cordillera communities, gender and household economics, local governance, and local resource management practices, among others. She was part of a faculty research team at the Cordillera Studies Center that prepared the proposal in June 1991 on 'Indigenous Practices and State Policy in the Sustainable Management of Agricultural Lands and Forests in the Cordillera', which was submitted to and approved by IDRC for the period July 1992 to November 1994. Upon her return from doctoral studies she became Program Head of the IDRC-funded project entitled: 'Ancestral Domain and Natural Resource Management in Sagada, Mountain Province, Northern Philippines' from August 1998 to February 2002.

She has also served as Director of the Cordillera Studies Center, UP Baguio in 1990-91 and in 1998-2003. She is currently the Dean of the College of Social Sciences, UP Baguio for a term of office from June 2003 to May 2006.

Julian Gonsalves has been a freelance development consultant since 2001. Prior to that, he was Vice President for Program at the International Institute of Rural Reconstruction in the Philippines, where he had worked since 1984. He obtained his Ph.D. in Agricultural Extension and International Agriculture from Cornell University in May 1984 under a Rockefeller Foundation Fellowship Award and has other degrees in Communications (Michigan State University, 1975-76) and in Agronomy (University of Agricultural Sciences, Bangalore, India). He is a recipient of UNEP's Global 500 Award in 1991 and has had a special and long-term interest and involvement in agriculture and natural resources management, having been associated with professional assignments in 23 countries.

APPENDICES

REVIEW OBJECTIVES

Reviewer Guide (Draft)

Contents:

- I. Detailed review questions
- II. Documents which IDRC will provide to reviewers
- III. Report requirements
- IV. International evaluation standards

I. Review questions:

For objective 1 -- Assess the extent to which the program is meeting its objectives and aims, as set out in its prospectus, and identify any evolution in objectives:

- 1.1 Describe the progress of the program towards reaching its objectives;
- 1.2 Identify any evolution in program objectives, and/or any adaptations that the program is making to changing contexts, opportunities and constraints;
- 1.3 Comment on how the program is undertaking any actions that it proposed in its prospectus to take as a result of comments made in the previous external review, if any.
- 1.4 Document how the program is undertaking and using evaluation in its work.

For objective 2 - Document results of the program (i.e. outputs, reach, and outcomes):

2.1 Review the program's outputs to date (outputs include, but are not limited to, research reports and publications, websites and electronic lists produced, conferences, workshops and their proceedings, etc.); and **comment on their type and quality (quality to be based on consideration of their scientific merit as assessed in relation to the relevant disciplines/fields, their relevance and appropriateness given the intended audience(s) and user(s), and context(s), and the purposes and objectives of the program);**

2.2 Describe the program's outcomes to date (outcomes as defined in the prospectus, e.g. the program's contribution to changing the actions, behaviours and relationships of the program's partners); the program's reach (reach defined as how actors interacted with and were affected by their interaction with the activities and/or results of the program); the strategies which contributed to the program's outcomes; and any constraints. This should take into account, but need not be limited to, the following:

- 2.2.1 the effectiveness of the program at promoting the dissemination and utilization of research results;
- 2.2.2 the contributions of the program to building or strengthening capacities of researchers and institutions;
- 2.2.3 the contributions of the program to influencing policies and/or technologies;
- 2.2.4 any contributions of the program to a greater understanding and consideration (amongst program partners and within the field of research) of inclusion of gendered perspectives in research and research processes;
- 2.2.5 any changes in relationships, actions or behaviours of project partners and other project stakeholders, including any relationships that the program effected which

contributed to development results (e.g., formation of networks, involvement of stakeholders, collaboration among researchers, etc.).

For objective 3 - Offer reflections on the strengths and weaknesses of the program=s thematic approach and strategies in relation to the current state of the field(s) in which the program is active:

3.1 Comment, based on the evidence and your opinion, on the extent to which the thematic focus and strategies of the program are consistent with the development goals and objectives it seeks to bring about (strategies including, but not limited to, project modalities (e.g. networks, regional projects, etc.); type and size of projects; types of partnerships (e.g. Canadian, other donor); etc.);

3.2 Identify how and to whom the work supported by the program is relevant;

3.3 Comment on the niche of the program - how does the work of the program relate to the state-of-the-art in the field(s) in which the program is relevant?

II. Documents which IDRC will provide to reviewers:

Program documents:

- Prospectus, i.e. the PI's 4-year plan (or Corporate Project approval documentation)
- Reports of any project and program evaluations and external reviews
- Program workplans
- Any program progress reports
- Project Completion Reports (PCRs)
- Project portfolio (i.e. activities supported during the current CSPF and PI cycle)
- Abstracts of projects funded since the start of the current CSPF cycle (i.e. April 2000)
- Minutes of program team / staff meetings
- List of PI / Corporate Project outputs

Project documents (for projects to be reviewed in depth):

- Project Approval Documents (PADs) and reports
- copies of project outputs available
- contact information for project leaders
- other relevant information / correspondence available

III. Report Requirements

Reviewers must submit a final report which includes:

- a cover page with the names of the reviewers, title, date;
- a brief description of the objectives and questions addressed in the review;
- a description of the methodology used to address the objectives and questions (i.e. review design and methods, process followed, data sources, field work undertaken, ethical considerations) and any strengths and weaknesses of the methodology used;
- presentation of the analysis and findings in relation to the objectives;
- an explanation of the implementation of the review (activities undertaken, timetable, work breakdown, any matters arising);
- an annex containing a list of documents consulted and projects visited / examined in depth, and a list of people interviewed (if not in breach of confidentiality);
- the report may conclude with questions for the PI/Corporate Project and IDRC to consider in the PI/Corporate Project's future work.

IV. International Evaluation Standards

The Centre assesses the quality of evaluation reports based on the degree to which the report demonstrates that the evaluation has fulfilled the purpose for which it was conducted using four internationally recognised program standards: utility, feasibility, propriety, and accuracy. This is intended to help ensure that evaluations:

- serve the information needs of intended users and be owned by stakeholders (utility);
- be realistic, prudent, diplomatic and frugal (feasibility);
- be conducted legally, ethically, and with due regard to the welfare of those involved in the evaluation as well as those affected by its results (propriety); and
- reveal and convey technically adequate information about the features that determine worth or merit of the program being evaluated (accuracy).

Questions to guide an assessment of the quality of evaluation reports include:

Utility:

- Were the users identified?
- Were the uses identified?
- Did the report describe how users participated in the evaluation process? How did they participate?

Feasibility:

- Were the evaluation issues/questions identified?
- Given what could have been done in the evaluation, was the design adequate to address those issues/questions (resources allotted, timing, perspectives represented, information sources consulted)?

Accuracy:

- Given what was done in the evaluation, did the evaluation use appropriate methods and tools?
- Did it apply the methods and tools well?
- Is the evidence presented in the report?
- Overall, does the evidence substantiate the findings and conclusions?

Propriety:

- Was there respect for the users, stakeholders and those whose work was being evaluated in the conduct of the evaluation?
- Were ethical considerations adequately addressed in the evaluation? Did the evaluation or the content of the evaluation report raise ethical concerns?

APPENDIX II

THE WORKPLAN OF THE EXTERNAL REVIEW OF THE CBNRM PI

Submitted by: Julian Gonsalves and Lorelei Mendoza
29 May 2003

ACTIVITY	LOCATION	DATES
Reviewers meet with CBNRM Team and Evaluation Unit Orientation on Evaluation methodology Project selection for case study Initial interviews with PI program officers Receive program and project documentation	Sedgewick Bldg University of Victoria, Victoria B.C., Canada	May 18-24, 2003
Data Collection a. Document review b. Follow-up interview with Program officers of CBNRM PI c. Interview with IDRC Management d. Survey of project leaders e. Survey of Network collaborators and partners	By e-mail By e-mail/ phone By e-mail By e-mail	June to August June June 1-15 June 17-July 7 July 14 - Aug 4
Field Visits a. Cambodia (Julian and Lorelei) b. Vietnam (Julian and Lorelei) c. Bhutan (Julian) d. IIRR (Lorelei)	Phnom Penh Forestry site Fisheries/coastal site Hue Forestry site Fisheries/Coastal site Bhutan Silang, Cavite, Philippines	July 18-26 Aug 8-14 Aug 26-30 Sept 18-19
Writeshop for Reviewers	Tagaytay, Philippines	Sept 20-22
Submit draft report to IDRC		Sept 26
Reviewers receive IDRC comments on draft		Oct 24
Revisions on draft		Oct 27-Nov 5
Submission of revised report to IDRC		Nov 7

Note: It was the Reviewers Plan during the Victoria meeting that Lorelei attend the CBCRM Festival to be held at Subic, Olongapo on June 2-4, 2003. However, due to the advice of the Department of Health of the Philippines for Lorelei to go on voluntary isolation for ten days from date of arrival, i.e., May 27 to June 5; Lorelei decided not to proceed to the CBCRM Festival.

APPENDIX III

VISIT OF CBNRM EXTERNAL REVIEW TEAM TO CAMBODIA

Visit to PMMR project, July 18-22, 2003

Time	Description
Day 1: 18 July 2003	<p>Presentation of the PMMR project team of the Ministry of Environment on the project background and activities to External Reviewers.</p> <p>Participants: Mr. Kim Nong, PMMR project team leader, Ministry of Environment Mr. Nin Vanntha, Field research team, Ministry of Environment Mr. Eam Dyna, Research assistance for Melissa, Ph. D. candidate; Ms. Rang Sokha, student from Royal University of Phnom Penh; Ms. Leng Monipha, student from Royal University of Phnom Penh; Mr. Sy Ramony, CFRP project leader, Ministry of Environment Dr. John Graham, IDRC Singapore Dr. Julian Gonsalves, CBNRM External Reviewer, team leader Dr. Lorelei Mendoza, CBNRM external reviewer</p>
Day 2: 19 July 2003	<p>Meeting of CBNRM External Reviewers, Dr. Julian Gonsalves and Dr. Lorelei Mendoza, with Provincial PMMR team in Koh Kong.</p> <p>Mr. Khy An, Leader, PMMR provincial team, Department of Agriculture, Koh Kong Mr. Tan Thearith, Member, provincial research team from Department of Agriculture, Koh Kong Mr. Chey Pichrathna, Member, provincial research team from Department of Environment, Koh Kong Mr. Som Chea, Member, Member, provincial research team, from Department of Rural Development, Koh Kong, Ms. Sok Sotheavy, Absent, Member, provincial research team from Department of Women Affairs, Koh Kong, Mr. Ven Virak, Absent, Member, PMMR research team, Ranger of PKWS</p>
Day 3: 20 July 2003	<p>Field Visit to Koh Sralao and Koh Kang communities in Peam Krasaop Wildlife Sanctuary.</p> <p>Dr. John Graham, IDRC Singapore Dr. Julian Gonsalves, CBNRM External Reviewer Dr. Lorelei Mendoza, CBNRM External Reviewer Mr. Kim Nong, PMMR team leader Mr. Khy An, Provincial field team leader Mr. Chey Pichrathna, research team</p> <p><u>Members of the Koh Sralao community</u> Mr. Ly Sovanna, Chief of Koh Sralao's Village Management Committee (VMC); (contact person) Mr. Kam Dum, VMC member, Mr. Chhoun Chhun, VMC member Mr. Veng Sansak, VMC member</p>

	<p>Mr. Hang Preung, VMC member Mr. Ouch Saroeun, VMC member Mrs. Sok Heung, VMC member</p> <p><u>Members of the Koh Kang community</u> Mr. Vong Dara, Chief of Village Management Committee, (Absent), Contact person; Mr. Seik Sabun, VMC member, (Absent) Mr. Yem Yam, VMC member; Ms. Sim Maria, community member Mr. Ith Thorn, community committee, Mr. Chey Yeun, community committee Mrs. Nget Kuon, VMC member,</p>
Day 4: 21 July 2003	<p>Meeting with Provincial Technical Departments, Koh Kong</p> <p><u>1. Department of Environment</u> Mr. Sao Sinthoun, Director of department; Mr. Chey Pichrathna, Counterpart of PMMR</p> <p><u>2. Department of Agriculture, Forestry and Fisheries</u> Mr. Phon Lyvirak, Deputy Director of department Mr. Nay Ol chief of fishery office; Mr. Khy An, Counterpart of PMMR</p> <p><u>3. Department of Rural Development (DoRD) and Department of Women affairs (DoWA)</u> DoRD Mr. Tit Kimseng, Deputy director of department Mr. Som Chear, Counterpart of PMMR</p> <p><u>DoWA</u> Mr. Koung Reun, Deputy director of department Ms. Sok Sotheavy, counterpart of PMMR</p>

VISIT OF CBNRM EXTERNAL REVIEW TEAM TO VIETNAM

Visit to Upland project, August 8-9, 2003

August 9, 2003	<p>Government Officials</p> <ol style="list-style-type: none"> 1. Mr. Pham Van Tan - Vice Director of Provincial Extension Centre 2. Mr. Van Tien Huu - Extension worker of Provincial Extension Centre 3. Mr. Trinh Huy Son - Vice Head of Sector of Agriculture and Rural Development
	<p>Contact persons in the Hong ha Commune People's Committee</p> <ol style="list-style-type: none"> 1. Mr. Nguyen Hoai Nam - Chairman of the Commune People's Council and Party Secretary 2. Mr. Le Van Hua - Chairman of the Commune People's Committee 3. Ms Hoai Thi Ai - Chairwoman of Farmers' Association 4. Ms Ho Thi Lan - Chairwoman of Women's Union 5. Mr Dang Van Quyet - Chairman of the Fatherland Front

	Visit to a household at Con Tom village Ms Kan Vuong
	Visit to several households at Con Sam village 1. Mr Hoai Ken 2. Kon Y 3. Kon Au 4 Kon Lieu

Visit to COMMUNITY FORESTRY RESEARCH project, July 22-24, 2003

July 22, 2003 4:10 p.m.	Office of the Deputy Director Provincial Forestry Office
July 23, 2003 9:20 a.m.	Office of the Deputy District Governor of Chumkiri
11:00 a.m.	Sre Khong Commune - 12 Community members - 4 Community-based researchers of DOE
July 24, 2003 8:00 a.m.	Sovanna – PLG Kimhi
10:35 a.m.	WWF (20 persons)
2:05 p.m.	Community Fisheries Development Office Thay Somony So Sreymom JICA representative Dutch volunteer
4:20 p.m.	Oxfam America - Nurina Widagdo and Sim Bunthoeun

Visit to TAM GIANG LAGOON project, August 10-11, 2003

August 10, 2003	Members of the Department of Fishery who are partners of the project 1. Nguyen Hong Viet (Deputy-director of the Fishing Extension Center) 2. Vo Thi Hong (Deputy officer of the Economic technical office)
August 11, 2003	Officials of Quang Thai commune 1. Van Vinh, Chairman, People's Committee 2. Ho Cho, Deputy-chairman 3. Van Duc Thong, Chairman of People's Council 4. Phan Nong, member
August 11, 2003	Contact persons in Trung Kieu village 1. Le Lut, Village Head 2. Le Khoat, Front Unit 3. Van Duc Loc, Deputy-head of Tam Giang Cooperative 4. Van Thi Dieu, Head of Women's Sub-Union 5. Tran Ty, Head of Production Team
	Contact persons in Trung Lang village 1. Tran Uy, Village Head 2. Hoang Xuong, Member of Fishers' Association 3. Phan Thi Yen, Head of Women's Sub-union

Visit by Dr. Lorelei Mendoza to Bolinao, Philippines

July 5, 2003 PM	Talk with Orly Arciaga, Project Leader of CBCRM, Philippines, Phase 2, 1998-2000 Meeting with the eight officers of the Federation of Fisher Groups of the municipality of Bolinao
July 6, 2003 AM	Visit to the office of the Peoples Organization of Balingasay, Bolinao. Talk with two officers of the organization.
July 7, 2003 AM	Visit to the CBCRM Resource Center, Teachers Village, Diliman, Quezon City. Meeting with Elmer Ferrer, Mike and Randy.

Visit by Drs. John Graham and Julian Gonsalves to BHUTAN, August 25-September 1, 2003

August 25, 2003	Thimphu - JGonsalves arrive at Paro from Delhi - Travel to Thimphu and check-in at Hotel Yeedzin - Process for travel permit to Wangdue - Read project documents
August 26, 2003	Thimphu-Wangdue - JGraham arrive at Paro from BKK - Travel to Thimphu - Meet JGonsalves at Yeedzin - After lunch, courtesy calls on Director, CORE/Ganesh Chettri/Phuntsho/PPD Head - Travel to Wangdue in the evening - Check-in at Hotel Y.T. Lobeysa
August 27, 2003	Wangdue - Discuss with RNRRC Bajo staff
August 28, 2003	Wangdue-Thimphu - Visit Lingmuteychhu watershed activities
August 29, 2003	Thimphu - Check-in at Yeedzin Hotel - Discussion and wrap up meeting with CORE/DoA/MoA officials - Dinner hosted by Honorable Secretary, MoA
August 30, 2003	Thimphu - JGonsalves stays for report writing
August 31, 2003	Thimphu-Paro - Report writing - Travel to Paro in the afternoon
September 1, 2003	Paro-Delhi - JGonsalves departs for Delhi - JGraham departs

CBNRM EXTERNAL REVIEW QUESTIONNAIRE

Dear

As part of the External Review of IDRC's Community-Based Natural Resource Management (CBNRM) program initiative in Asia, we are undertaking this short evaluation exercise. The objective is to find out if the CBNRM program initiative is achieving its objectives, which are the following:

- a. To contribute to capacity building of researchers and research institutions;
- b. To encourage the design, testing and adoption of methodological innovations, i.e. technologies, rules and regulations, forms of organization;
- c. To influence policies and legislation; and
- d. To establish effective ways for researchers and other stakeholders to exchange ideas and experience

In this regard, we would like to seek your cooperation in answering the following questions based on your experience and insights. Please note that the exercise is NOT meant to be a performance appraisal of the respondent or of the project in which the respondent participates. This is simply a means to obtain a better insight into how the entire CBNRM program initiative has achieved its objectives from the point of view of project leaders. The information and insights gained from the responses to this questionnaire will *complete* as well as *complement* those that will be drawn from a review of project reports and other documents, publications, and field visits to selected projects.

If you have any questions about the questionnaire, please do not hesitate to contact:

Lorelei C. Mendoza
College of Social Sciences
University of the Philippines Baguio
Baguio City 2600
PHILIPPINES
Tel/Fax No. 00-63-74-442-2427
e-mail: lcmendoza@upb.edu.ph

The questionnaire is sent as an attachment to this e-mail message. It consists of questions requiring standardised answers as well as open-ended ones. There are instructions for the different types of question. Open the attached file and answer the questions. When you have completed the questionnaire, please send it back as an attached file to your e-mail message to lcmendoza@upb.edu.ph. Do NOT USE the REPLY mode. CREATE a NEW message with the 'filled-out' questionnaire as an attachment

We request that you try completing the questionnaire and sending it back to us NOT LATER than August 17. However, it is not necessary to wait for the deadline. Send back the questionnaire AS SOON as you are finished.

Thank you very much for your time, effort and cooperation.

Julian Gonsalves and Lorelei Mendoza
External Reviewers, CBNRM Program Initiative, IDRC

PART I: PERSONAL PROFILE

A. Name:

B. Institution:

C. Country:

D. Please mark or provide the appropriate answer:

1. ☐ male ☐ female

2. Professional background: natural scientist (field of specialization: _____)
social scientist (field of specialization _____)
others: (_____)

3. Age: ☐ 20-30 years ☐ 31-40 years ☐ 41-50 years
☐ 51-60 years ☐ 61-70 years

E. Did you have previous research experience before joining the CBNRM project of IDRC?
☐ None ☐ Some ☐ Significant

F. How long have you been working on the CBNRM project funded by IDRC?
☐ Years ☐ Months

G. Have you worked or are working on other CBNRM projects funded by agencies other than IDRC?
☐ Yes ☐ No

H. Why do you think CBNRM is an important approach?

PART II: IMPROVING RESEARCH SKILLS

The following questions intend to find out to what degree your involvement in a project funded by the CBNRM of IDRC has contributed so far to the enhancement of your research skills. Please answer the following questions by simply indicating an **X** in the appropriate score box. *Compare your skills today and the day that you started working with the project.*

A: Individual research skills

To what degree has the project contributed to acquiring the following skills? Choose among **None, Some, Significant.**

	None	Some	Significant
1. Understand community-based natural resource management (CBNRM) issues and concepts			
2. Use of gender-sensitive research approaches			
3. Use of participatory methods			
4. Use of interdisciplinary and/or team-based research approaches			
5. Design and test a technology and/or adapt an indigenous/local technique			
6. Propose a new form of organization			
7. Design and adopt new rules and regulations for natural resource management			
8. Enable the utilization of research results by local user groups/communities			
9. Ability to influence the decision of local level (i.e. district, province, etc.) policy-makers			
10. Ability to influence the decision of national level policy makers			
11. Capacity to influence a change in the laws and regulations			
12. Ability to disseminate research results to a wider audience or public			
13. Establish periodic exchange of information, lessons and methods with other researchers in the country and/or in other countries			
14. Ability to lead or facilitate the actions of a group			
15. Capacity to document research findings, extract lessons and synthesize 'best' practices			
16. Ability to raise funds			
17. Ability to plan and organize research and other related activities			

B: Research Skills of your Organization:

To what degree has the CBNRM project contributed to the ability of *your* organization to do the following. Choose among **None, Some, Significant**.

	None	Some	Significant
1. The development of new, CBNRM oriented research projects			
2. The development of new, CBNRM oriented courses or training events (such as workshops, seminars, etc.)			
3. The development of new, CBNRM oriented training materials (such as readers, papers, videos, computer-assisted media)			
4. The ability to use participatory monitoring and evaluation methods			
5. More staff assigned to work on CBNRM oriented activities			
6. More funds of the organization allocated to CBNRM oriented activities			
7. The involvement of the organization in policy making at the national or regional level			

PART III

The following questions pertain to other aspects of CBNRM research. A table is provided for your answers. Simply check what applies in Column 2. Then rank each response in Column 3 according to its importance in your project with the MOST IMPORTANT ranked as number 1.

1. Your project is engaged in capacity building. What groups does the project work with?

	Please Check	Rank of Importance
Community-based organizations		
Non-government organizations		
Academic institutions		
Local government units		
National level policy makers		
Others (Please specify)		

2. What types of assistance does the IDRC provide?

	Please Check	Rank of Importance
Link to donors		
Link to other researchers		
Evaluation		
Dissemination		
Funding		
Others (please specify)		

3. Through what means do you acquire research skills?

	Please check	Rank of Importance
Fellow researchers in the project		
Other local project partners		
IDRC staff		
Other international partners		
Access to websites		
Others (Please specify)		

4. The next set of questions is open-ended. You are encouraged to answer as you see fit. Enter your response immediately after each question. When more than one answer is requested, we suggest that you focus on *at most three* key ideas and explain each one well.

- Several IDRC-funded projects are members of networks.
 - What contributions have you made to the network?
 - What benefits do you receive from your membership in networks?
- What is the appropriate duration of a research project on CBNRM? Why?
- If there were another phase to IDRC's CBNRM program initiative, what themes and processes should it emphasize?
- In what ways can IDRC improve the quality of its support for your work?
- Describe one major strength of the IDRC CBNRM program.
- Are there weaknesses in the IDRC CBNRM program? Describe one.

Thank you very much for your cooperation!

PROGRAM/PROJECT DOCUMENTS CONSULTED

1. BOLINAOS

Arciaga, O., Fernando Gervacio, Robert Charels Capistrano and Catherine Demesa. *Envisioning Life: community-created sustainable livelihood analysis and development*. Bolinao CBCRM Project Phase 2. Quezon City, Philippines: Haribon Foundation, 2002.

Buhay ng Dagat, Buhay ng Mandaragat (*Life of the Sea, Livelihood of the Fisher*): Mga Karanasan sa Pangangasiwa ng Kabuhayan at Karagatan (*Experiences in the Management of Livelihood and Marine Resources*). Quezon City, Philippines: Haribon Foundation, 2002.

Community-based Mechanisms and Methods for Coastal Livelihood Development, Monitoring and Evaluation (Extension Project CBCRM Phase 2) Summary Report, January-August 2002. Implemented by Haribon Foundation, Quezon City, Philippines.

PROPOSAL for a *Community-based Coastal Resource Management Program*, Philippines Phase 2

“Session, Siesta At Socials: Paghahalaw ng Karanasan, Pananaw at mga Aral sa Pag-oorganiza sa CBCRM” (*Synthesis of Experiences, Views and Lessons from CBCRM Organizing*). Quezon City, Philippines: Community-based Coastal Resources Management Resource Center, 2003.

2. CAMBODIA

A Series of CBNRM Case Studies from the Tonle Sap, Siem Reap Province. Output from the Training Course on “Case Study Writing” held July 4-14, 2001.

A Series of CBNRM Case Studies from the Uplands, Ratanakiri Province. Output from the Training Course “Case Study Writing” held November 13-22, 2001.

Community Based Natural Resources Management Workshop. November 13-16, 2003. Phnom Penh, Cambodia. CBNRM-Initiative, CFRP, PMMR, PLG-Rat & CFDO.

Community Forestry Research Project Final Report, Phase 1. September 1999-March 2003. Phnom Penh, Cambodia, July 2003.

Marschke, Melissa J. *Pen to Paper: Sharing Stories from the field*. A Case Study Writing Toolkit for CBNRM Case Study Writing and Networking Initiative. September 2001.

Marschke, Melissa (ed). *Mangroves Meanderings: Learning about Life in Peam Krasaop Wildlife Sanctuary. Participatory Management of Mangrove Resources (PMMR) Phase 1, Final Report*. IDRC and Ministry of Environment, Cambodia, June 2000.

NARRATIVE REPORT of CBNRM Case Studies and Networking Initiative, Phase One, June 2001-November 2002.

Proceedings Report for CBNRM Reflection and Synthesis Workshop held at Koh Kong Province, May 21-25, 2002.

PROCEEDINGS of a Sustainable Livelihoods Workshop held at Sre Y Village, Sen Monorom District, Mondulakiri, Cambodia, April 30-May 2, 2003.

PROPOSAL for *Capacity Building for Community Fisheries Development and Management in Cambodia*. Department of Fisheries (DoF), Cambodia. September 6, 2002.

PROPOSAL for *Case Study and Networking Initiative*, CBNRM, Cambodia, Jan-Dec 2003.

PROPOSAL for *Community Forestry Research Project, Phase 2*, March 2003-February 2006.

Prepared by Ministry of Environment, Ministry of Agriculture, Forestry and Fisheries, and the Royal University of Agriculture. January 2003.

PROPOSAL for *Participatory Management of Mangrove Resources (PMMR), Cambodia Phase 2*.

Ministry of Environment, Department of Nature Conservation and Protection and the Department of Natural Resource Assessment and Environmental Data Management. May 2000.

Seeds for Sustainable Community Natural Resources Management. The Ratanakiri NRM Action Research Project, Cambodia, 1995-2000. Produced by Tonie Nooyens for IDRC and UNDP/CARERE with Srey Vanthou. June 2000.

3. CHINA

Community-based Natural Resource Management in the Mountainous Areas of Guizhou Province.

Project Proposal Phase 1. GAAS (and others). China. 1998.

Promotion of Sustainable Rural Development by Scaling Up CBNRM Approach in Guizhou Province.

Project Proposal Phase 2. GAAS.

Promotion of Sustainable Rural Development by Scaling Up CBNRM in Guizhou Province. Narrative report, 2001-2002. IDRC/GAAS.

4. BHUTAN

Community-based Natural Resource Management in Bhutan, A Framework. Department of Research and Development Services, Ministry of Agriculture, Royal Government of Bhutan. August 2002 (Also compendium book on case studies).

Community-based Natural Resources Management Research in the Lingmutey Chhu Watershed: Characteristics of Lingmutey Chhu, Problem Diagnosis and Major Research Themes. RNRRC, Bjothang, Bhutan. August 1997.

CBNRM Research in Lingmutey Chhu Watershed: A Process Documentation. May 2000.

Enhancing Productivity through Integrated Natural Resources Management Project. Annual Report 2001-2002 (and 2002-2003). Ministry of Agriculture, Royal Government of Bhutan.

5. VIETNAM

Duong Viet Tinh and the Research Team. *Project Evaluation: Management of Biological Resources in Tam Giang Lagoon, Vietnam*. (no date).

FINAL REPORT of Community-based Upland Natural Resources Management in Hong Ha Commune, A Luoi district, Thua Thien Hue, Vietnam, 1998-2001. Hue, December 2002.

Le Van An, et.al. *Use of Participatory Approaches in Ensuring Sustainable Livelihoods for Poor Communities in the Steep Uplands of Central Vietnam*. Paper for Annual Report. October 2002.

PROPOSAL for *Community-Based Coastal Resource Management (CBCRM) in Central Vietnam*. Hue University of Agriculture and Forestry (HUAF), Vietnam. October 2002.

PROPOSAL for *Community Based Upland Natural Resources Management in A Luoi District, Thua Thien Hue Province, Vietnam*, Phase 2. July 2001.

Rambo, T. A. *Bright Peaks and Dark Valleys: The Development Situation in Vietnam's Uplands*. Keynote Address, Second International Symposium on Montane Uplands, Chiang Mai, Thailand. July 2000.

TECHNICAL PROGRESS REPORT of *Community-based Upland Natural Resources Management in Hong Ha and Huong Nguyen Communes, A Luoi district, Thua Thien Hue Province*. Hue, February 2002

6. PROGRAM REPORTS, ARTICLES AND PUBLICATIONS REFERRED TO

Bessette, Guy. *Isang Bagsak: A Capacity Building and Networking Program in Participatory Development Communication*. IDRC, July 2003.

Brzeski J. and Gary F. Newkirk (eds). *Lessons from the Lagoon: Research Towards Community Based Coastal Resource Management in Tam Giang Lagoon, Vietnam*. CoRR, Dalhousie University in association with Canadian International Development Agency and International Development Research Center. 2000.

Brzeski, Veronika J., Jennifer Graham and Gary F. Newkirk(eds). *Participatory Research and CBCRM: In Context*. Halifax, Nova Scotia: CoRR, Dalhousie University and Ottawa, Ontario: IDRC, 2001.

Brzeski J. and Gary F. Newkirk (eds). *Lessons in Resource Management from the Tam Giang Lagoon*. CoRR, Dalhousie University in association with Canadian International Development Agency and International Development Research Center. 2002.

Catalyzing Change. Collaborative Proposal for Research and Dialogue on Local Supply and Conservation Responses to Water Management, Second Phase Proposal. IDS, ISET, MIDS, NWCF, VIKSAT (undated).

Community-Based Natural Resource Management in Bhutan: Framework Summary. Department of Research and Development Services, Ministry of Agriculture, Royal Government of Bhutan, Thimphu, August 2002.

Community-Based Natural Resource Management in Bhutan: A Framework. Department of Research and Development Services, Ministry of Agriculture, Royal Government of Bhutan, Thimphu, August 2002.

Community-Based Natural Resource Management in Bhutan: Case Studies. Department of Research and Development Services, Ministry of Agriculture, Royal Government of Bhutan, Thimphu, August 2002.

CBNRM Case Studies, Cambodia, 2002.

Kim Sath and Riel Sina. *Implementation of Community Forest By-laws: A case study from Som Thom Commune, O Yadao District, Ratanakiri Province*.

Leng Som ath, Khev Sunho, Men Vuthy and Man Dort. *Destroyed Mangrove Forests and Rehabilitated Through Co-Management Approach: A case study from Preah Sihanouk National Park (Ream), Sihanoukville*.

Local Options for Water Supply and Conservation Management. India and Nepal. August 1996.

- Local Supply and Conservation Management Project Phase II. Final Technical Report to IDRC.* Institute for Social and Environmental Transition. December 2002.
- Responding to Complexity in Water Management in India and Nepal.* A Collaborative Research Program. September 3, 2000.
- Thay Somony. *Fisheries Policy Reforms and the Current Perceptions about Community Fisheries and Co-Management of Fisheries: A case study from selected fishing lot areas of Siem Reap and Battambang Provinces.*
- Thay Somony. *The Underestimated Importance of Freshwater Shrimp Fisheries and Dried Shrimp Processing to Families: A case study from Kompong Kleang Commune, Siem Reap.*
- Ngorm Sophal, Din Yem Sreng, Ngim Linasnet, and Lun Somphos. *Depletion of Dense and Semi-Dense Forest Areas: A case study from Sreer Ampun Commune, Pichrada District, Mondulakiri Province.*
- Sun Vann and Kouk Theun. *Gender in Community Forestry Management: A case study from Snam Phrah Commune, Bakan District, Pursat Province.*
- Meas Sokhum, Prum Meta, and Mon Kunthav. *The Impact of Cashew Crop Expansion: A case study from Taen Commune, Kon Mom District, Ratanakiri Province.*
- Khai Syrabo and Thai Kimseng. *Community Participation in Fisheries Management: A case study from Tboung Khlaa and O Mreah Villages, Stung Treng Province.*
- Som Chea, Suy Thea and Leng Somath. *Community-Based Coastal Resources Management (CBCRM): A case study from Preah Sihanouk "Ream" National Park (PRNP) in Kompong Som Province and Peam Krasaop Wildlife Sanctuary (PKWS) in Koh Kong Province.*
- PMMR Team. *Finding Sustainable Livelihoods: A case study from Peam Krasaop Wildlife Sanctuary (PKWS), Koh Kong Province.*
- Evaluation and Strategic Plan.* Virtual Resource Centre, CBNRM.
- Consultancy Report, CBNRM.* Virtual Resource Centre, February-April 2002.
- Moench, Marcus, Elisabeth Caspari and Ajaya Dixit (eds). *Rethinking the Mosaic: investigations into Local Water Management.* Kathmandu, Nepal: Nepal Water Conservation Foundation and Boulder, Colorado: The Institute for Social and Environmental Transition, 1999
- Moench, Marcus, Ajaya Dixit, S. Janakarajan, M.S. Rathore and Srinivas Mudrakartha. *The Fluid Mosaic: Water Governance in the Context of Variability, Uncertainty and Change. A Synthesis Paper.* Kathmandu, Nepal: Nepal Water Conservation Foundation and Boulder, Colorado: The Institute for Social and Environmental Transition, 2003
- Vandergest, Peter, Khamla Phanvilay, Yayoi Fujita, Jefferson Fox, Philip Hirsch, Penny Van Esterik, Chusak Withayapak, and Stephen Tyler. "Flexible Networking in Research Capacity Building at the National University of Laos: Lessons for North-South Collaboration", Canadian Journal of Development Studies, Volume XXIV, No. 1, 2003; pages 119-135.
- Vernooy, Ronnie. *Connected: Insights from the 2nd International Community-Based Natural Resource Management Workshop.* Guiyang, Guizhou Province, China, October 16-20, 2000.

Vernooy, Ronnie, Sun Qiu and Xu Jianchu (eds). *Voices for Change: Participatory Monitoring and Evaluation in China*. Kunming: Yunnan Science & Technology Press and Ottawa: IDRC, 2003.

7. OTHER PROGRAM/PROJECT DOCUMENTS

Bhuktan, Jit Pradhan, Peter Bieler, Julian Gonsalves, and Dominique Guenant (Team leader). *External Review of PARDYP, Phase 2: Final Report*. April 2002.

Building Capacity in Social and Gender Analysis in the Eastern Himalayas. A Proposal. December 18, 2002.

CBNRM Annual Report to DPA – 2001. July 2001.

CBNRM Mini Meeting, November 1, 2001, Ottawa.

CBNRM Team Meeting Notes, June 11-13 and 21, 2002.

CBNRM PI Team (B. Davy, C. Gines, J. Graham, Z. Mikolajuk, J.I. Sanz, C. Thompson, S. Tyler). *Community-Based Natural Resource Management (Asia): Prospectus 1998-2000*. IDRC, October 1997.

CBNRM PI Team (B. Davy, E. Fajber, C. Gines, J. Graham, D. Peden, C. Thompson, S. Tyler and R. Vernooy). *Managing Natural Resources (ASIA) Community-Based Natural Resource Management Phase II Prospectus 2000-2003*. IDRC, May 2000.

Chevalier, Jacques and Han Schreier. *External Review of IDRC's Community-Based Natural Resource Management Program (CBNRM) in Asia*. June 30, 1999.

Cooper, Peter. *Environment and Natural Resources Management (ENRM) Program Area*. IDRC: Annual DPA Report to the Board. Program and Partnership Branch, October 2001.

Dun Olivia. *'Resource Tenure in Community Based Natural Resource Management Project' Project Evaluation Report*. October 2002.

Enhancing the Capacity to Engender Research for Sustainable Development, Vietnam 1999-2001. Final Narrative Report, September 2001 and January 2002.

Enhancing Capacity to Engender Research, Phase 2 Proposal. April 2002.

Hue University of Agriculture & Forestry. *Community-Based Upland Natural Resource Management Project: Team Self-Evaluation*. June 20-27, 2001.

IDRC Meeting of the Board of Governors, June 15-16, 2000. Ottawa, Canada.

Huguet, Dagenais. *Enhancing Capacity to Engender Research for Sustainable Development, Vietnam Phase I: 1999-2001*. April 12, 2002.

Implementing Isang Bagsak in Southeast Asia. A proposal (no date).

McGurk, Stephen, J. and Roger Finan. *IDRC in Asia: Report to the Board of Governors*, October 17-18, 2002. IDRC, September 2002.

Miller, Gary. *Evaluation Report: Vietnam Economic and Environmental Management Program*. January 2002.

Nyuhon Cong Thanh. *Vietnam Economic and Environmental Management Program: Environmental Component*. (no date).

Supporting Capacity Building for Social and Gender Analysis in Biodiversity and NRM Research in Asia: An Umbrella Activity.

Summary Trip Reports.

John Graham. May 10-14, and 14-18, 2002, Hue University of Agriculture and Forestry, HCMC, Vietnam; May 20-24, and 24-26, 2001, CAREERE Office, Ratanakiri, Cambodia; October 6-12, 2001, Cambodia; March 21-28, 2003, Cambodia; and May 26-31, 2002, Phnom Penh and Ratanakiri, Cambodia.

Brian Davy. October 27-November 22, 2002, Hue, Vietnam, Phnom Penh, Cambodia and Manila, Philippines.

Stephen McGurk. November 6-7, 2002. Cambodia.

Stephen Tyler, August 9-16, 2003, Stockholm International Water Week, Stockholm, Sweden.

Tyler, Stephen. *Grassroots Participatory Research and Policy Influence: Lessons from CBNRM Program Experience*. Draft January 2003. The paper reports the outcomes of the CBNRM Workshop on "Linkages Between Local Research and Public Policy" held in Chiang Mai, Thailand, September 29-October 1, 2001.

Vernooy, Ronnie, Nguyen Quang Tuyen, and Le Thanh Duong. *Expanding the Horizon: An Evaluation of the Mekong Delta Farming Systems Research and Development Institute's Capacity Development Efforts*. June 2001.