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# **An Evaluation of the CBNRM Project Bhutan**

**January 12 - February 2, 2008**

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Council of Renewable Natural Resources Research**

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## Abbreviations and Acronyms

AMEP	Agricultural Marketing and Enterprise Program
ANSAB	Asia Network for Sustainable Agriculture and Bioresources
AR	action research
CBNRM	community-based natural resources management
CD-ROM	Compact Disc read-only memory
CF	community forestry
CNR	College of Natural Resources
CoRRB	Council for RNR Research of Bhutan
CU	Coordination Unit
DoF	Department of Forestry
DoL	Department of Livestock
DoT	Department of Tourism
EU	European Union
Helvetas	Swiss Association for International Cooperation
IDRC	International Development Research Centre
IFAD	International Fund for Agricultural Development
IUCN	The World Conservation Union
MoA	Ministry of Agriculture, Bhutan
NRM	natural resource management
NTFP	non-timber forest product
PFMP	Participatory Forest Management Project
PPT	PowerPoint
PRA	participatory rural appraisal
RECOFTC	Regional Community Forestry Training Center for Asia and the Pacific
RGoB	Royal Government of Bhutan
RNRRC	Renewable Natural Resources Research Centre
SFD	Social Forestry Division
SNV	Netherlands Development Organisation
SRU	sustainable resource use
TOR	terms of reference
VRC	virtual resource center
WWF	World Wildlife Fund

## Background

The Royal Government of Bhutan (RGoB) is guided by a decentralization policy that aims to stimulate capacity for self-governance and to reduce reliance on the Central government. The broad policy of decentralization has had major implications for natural resource management resulting in a shift in Bhutan's forest policies and natural resources management in general. The adoption and operationalisation of a Community-Based Natural Resources Management Framework by the Ministry of Agriculture (MoA) between 2002 and 2004 is of special relevance to efforts to decentralize the governance of natural resources to local communities. The currently ongoing activity of the Council for RNR Research of Bhutan (CoRRB) to lead and coordinate the CBNRM project is of special relevance to this effort. CBNRM is often simply but effectively and best understood as *mainstreaming community participation in natural resources management*. The overall goal of the current CBNRM project is to support the CBNRM Framework, improve rural livelihood, strengthen natural resources management and promote decentralized programming in line with the 9<sup>th</sup> five-year plan of the Ministry of Agriculture. This activity is supported by IDRC (Canada) with complementary technical support from SNV. Key line departments within MoA, SNV and Helvetas are key players in this activity of the CoRRB.

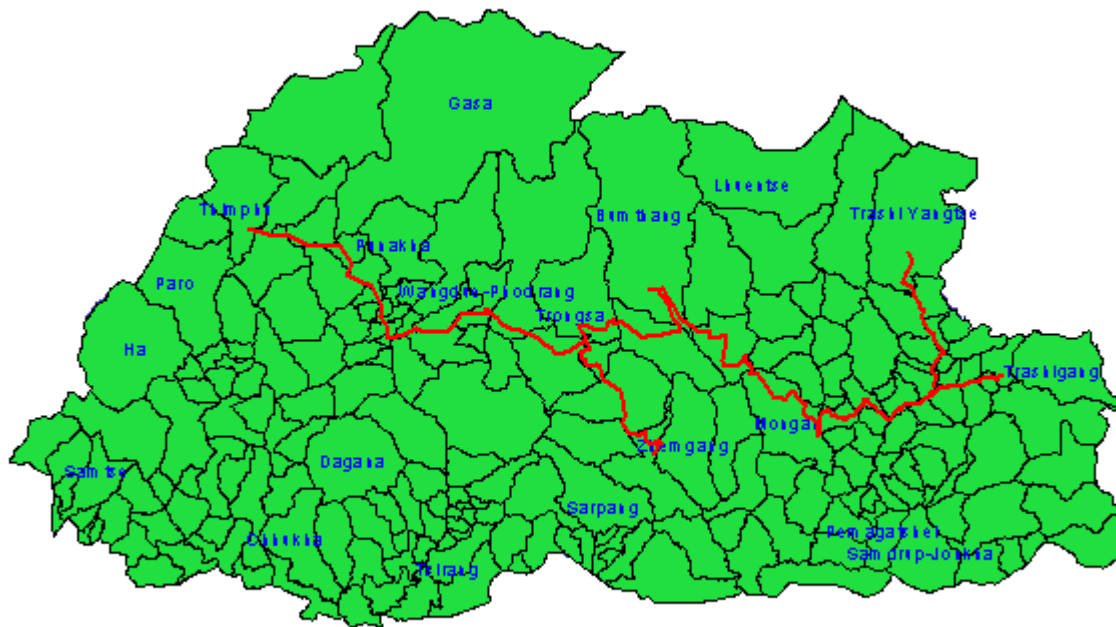
The CoRRB requested for an evaluation to be done of the current project (henceforth referred to as the CBNRM project) with the purpose of **(i) evaluating progress in line with the targets set in the project document; and (ii) assessing the scope for further CBNRM support and to identify priorities for the future.**

The writer of this report was commissioned to do the evaluation (refer to the Annex 1 for details on the Terms of Reference). A national counterpart was originally to have joined the team but he could not due to a family emergency. The evaluation was conducted between January 12 and February 2, 2008. Interviews were conducted with all key stakeholders including staff from the MoA, CoRRB, partners like SNV and Helvetas, line agency directors, focal points in DOF and DOL, local government officials and the Director of the College of Natural Resources. The itinerary is included in Annex 2. The evaluation included visits to the sites and/or district administrative units. A total of 2105 miles were covered in visits to 5 districts (refer to Annex 4) spanning western, central and eastern districts. Opportunities were provided for the evaluator to meet with a wide range of stakeholders, including members from the village community, line agency staff (foresters and extension workers) and research staff. Interviews were conducted and visits were made to a number of project sites/ district offices. After the field visits (January 15 – 24, 2008) additional meetings were organized (to the Director of Forestry and to staff in the Livestock Department). A debriefing/feedback session was organized on January 31, 2008 in the Department of Forestry for key stakeholders. A draft report was made available before the consultant left the country on February 2, 2008. Written comments were received in the last week of February and early March.

The main report, as far as possible, is structured along the list of specific tasks identified in the Terms of Reference (see Annex 1) using the four main elements in the CBNRM Operational Plan (2005-2008).

- (1) Action Research
- (2) Policy and Institutional Issues
- (3) Networking and Sharing
- (4) Human Resources Capacity Building

Recommendations for the current phase of the project are embedded in the discussions itself though some of the major ones are presented towards the end of the report. The last part of the report also has suggestions for a possible follow up phase.



## Findings

### 1. An overview of the key achievements of the current CBNRM project

1.1. CBNRM is essentially about ensuring that the rights to a natural resource accrue to a local community. Therefore CBNRM provides a framework and a set of principles to facilitate the mainstreaming of community participation in the governance and management of natural resources. Community-based approaches such as watershed management, community forestry and community-based pasture/grassland management are forms of CBNRM.

1.2. The CBNRM project which was the subject of this evaluation, has served as an excellent vehicle to demonstrate how CBNRM is applied in a field-context. CBNRM in Bhutan has emphasized action research and field learning, networking and capacity development and policy influence. The CBNRM project has made significant progress demystifying CBNRM and broadening its ownership. It has succeeded particularly well in doing this at the Dzongkhag and the Research Center levels, and within the Department of Forestry.

1.3. The engagement of a *range* of stakeholders and the use of consultative methods is a relatively new way of doing business at the district/community levels and a new growing awareness of participatory approaches is evident. The emphasis on *groups* is often mentioned by local communities as being “something new” about the current approaches.<sup>1</sup> Most communities are able to recognize their ideas (“fingerprints”) in the management plans<sup>2</sup>. There is optimism among community members at all the sites.

1.4. The CBNRM project has chosen a partnership mode of operation. This may not have been explicit in the project document but evidence from this evaluation suggests that the project has been extraordinarily successful in demonstrating how to operationalize partnerships and participatory planning approaches. Annex 3 provides very useful information to show how diverse the range of partners has been. The success of the project in effectively engaging these partners in the design and implementation of site activities is impressive and increases the likelihood that CBNRM will be institutionalized and mainstreamed across a diverse range of organizations. (Special note should be taken of the effective involvement of local development agencies at the sites.)

1.5. The CBNRM project has worked closely with the Department of Forestry to ensure consistency with the CF program. At least seven of the eleven sites have a strong engagement of DoF staff in the field. Five of the sites have RNRRC researchers

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<sup>1</sup> In some interviews at Thimpu officials often equated community based approaches with using groups rather than individuals in village communities. However for those who were familiar with Community Forestry approaches a much broader understanding of CBNRM was evident and fortunately this view is growing.

<sup>2</sup> This can be easily verified by comparing the management plans from the different sites as was done by this evaluator. Management plans are tailored to the unique and specific situations of each site.

playing a key role. All sites have actively engaged local extension workers in the AR work. What is emerging is a pattern of *research-partnerships* between local governments, communities and research institutions. (Refer again to the list in the Annex 3 to illustrate the range of partners). From the numerous field level interaction opportunities this evaluator had it is evident that there is strong and growing ownership of the action research activities, especially from Dzongkhag and Geog level extension staff. With remote sites and large distances (refer to Annex 5), it was a most appropriate decision to rely on local extension workers and not on the regional research centers for day-to-day, on-site support. That ownership is strong at the local levels: in at least three of the visits made by this evaluator only the local staff were present<sup>3</sup>. The power and effectiveness of collaborative approaches is being noted where it matters the most, at the community and district levels.

1.6. The allocation of financial resources to AR sites has been noted by this evaluator as being rather “exceptional”: the process has been transparent and a major part of the project funds has been allocated out to AR sites and to partners managing the sites. More funding has been devoted to field research sites (please refer to Annex 3) than for project management and coordination.

1.7. Staff at the Social Forestry Division and the PFMP indicated that the partnership with the CBNRM project has been a very productive one. The strongest partnership at the national level was between the DoF’s Social Forestry Division, the SNV, Helvetas, the CBNRM and RECOFTC. SNV provided senior staff member (for a two-year period) to provide on-site assistance. Most noteworthy is the case-study development effort (see next item). The accomplishments of the CBNRM project can be attributed to a very wide network of players including those specifically identified above. The partnership has demonstrated a new way of doing business in Bhutan: strategic contributions and engagement of different partners at different stages of a project life. Partners are co publishers irrespective of the level of financial contributions.

1.8. The case-study series is the single most important *knowledge product* resulting from the project. What makes them unique is the site-specific data featured in each case. The cases have been subjected to analysis and peer review. The 15 case studies are excellent tools for influencing policy makers, administrators and as references in universities and training centers. They were produced through a collaborative effort of the Participatory Forest Management Project (PFMP), the CBNRM project and the RECOFTC. The process was highly participatory and consultative and is likely to influence how future documentation is done in Bhutan. Two workshops were held, one in 2006 which generated 10 cases and a subsequent one in 2007 which generated 5 additional cases (refer to Annex 7). All have been printed as of the time of the evaluation and soon the case studies will be uploaded onto the MoA website. (Incidentally these cases were used as reference material during this evaluation.)

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<sup>3</sup> Clearly, the researchers recognize their role as being facilitators of the process. Outsiders can help but insiders must do the job and own the process.

1.9. The CBNRM project, unlike many action-research projects, is being undertaken on a reasonably large scale. Each of the sites under a typical management plan is of a significant size. Considering that there are eleven such sites and the reality that a large number of partners are involved suggests that the project is already learning about working on “bigger scales”, even as it implements the CBNRM project. Spontaneous diffusion of principles, concepts and methods will occur as a natural effect of the mode the CBNRM project used for its implementation.

1.10. The CBNRM project will have put into place a structure and processes that will permit free-flow of ideas. The champions will be many – the custodians will be the various communities and local governments. The CBNRM project, SNV and the CoRRB will have been mainly a catalyst and facilitator.

1.11. The mode of work used by the CBNRM project is a new way of doing business: keeping a low profile, diffusing/sharing responsibilities and avoiding taking credit.

## **2. Action research and field learning**

2.1. The successful establishment and operationalization of all the *Eleven* AR sites are major contributions of the project. The strong pro-poor orientation in the choice of themes and sites (mostly located in remote parts) has been an equally impressive accomplishment. At all sites, the areas allocated to local community communities have been demarcated and geographic boundaries established. Subsequently, resources have been mapped and inventoried. All the AR sites have reached this stage of *securing the resource base* for the local community. As a result, the rights of the communities are better protected and access is more equitable than in the past.

2.2. Now that the resource base has been identified and demarcated and rules and regulations are in place, the emphasis is gradually shifting to sustainable resource-use issues (to control over exploitation and allow for regeneration). This is a very significant development because local communities are becoming aware of SRU and related principles and methods (a difficult concept to convey). There could have not been a better way to strengthen these capacities than by engaging them in the action-research process and for them to *learn by doing*.

2.3. Subsequently, sustainable livelihood<sup>4</sup> has been introduced in all AR sites: particularly issues of quality control, value addition and market linkages. The project did very well to *prioritize* the securing of rights and to address resource-sustainability issues before its emphasis on the livelihood dimensions of CBNRM. Often, it is the other way around. The project has therefore, thus far, primarily focused on *studying* the existing livelihood practices. However, if one were to attempt to identify one major (livelihood) focus area that the project has excelled in, it is probably the research undertaken on “quality “considerations and related quality-control issues. The study of harvesting practices and post-harvest problems is another important area of

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<sup>4</sup> To have emphasized livelihood earlier would have been premature.



accomplishment in most sites. What probably needed more attention is the area of market chain analysis for each of the NTFP products. Also of importance is the need to study “associated” products (of secondary importance).

2.4. The most significant impacts are being made in areas where areas of forest land have been available to local communities for their own management, following rules and regulations arrived at by local communities and approved by the DOF. The emphasis thus far has been on the preparation of management plans. Three have been approved and the rest are expected to be approved by the time the project ends. All the action research (AR) sites have draft management plans. The process involved in the preparation of management plans has been extremely valuable. The activity has “engaged” a wide range of players and has helped introduce basic ideas in relation to participatory planning of community resources. The process has served to forge links between the local community, local extension agents and resource institutions and support groups from outside the locality. Indeed, this has been a most valuable mechanism for engaging local communities in natural resources governance. However it is important to note that over it took nearly two years for most sites to reach this stage. These process-oriented approaches take time but are most likely the only way to ensure that the resources are properly managed when the turnover to local communities is finalized. The local interest has been very strong, but what is less clear (but certainly premature to draw any conclusions) is whether the current enthusiasm and momentum at the community level will be sustained after the management plans are finally approved.<sup>5</sup> The strengthening of groups and their empowerment is an on-going process requiring continued inputs/support by external players. Support cannot be ceased too soon!

2.5. The community processes and negotiation approaches that were used have probably been as useful as the plans themselves. Stakeholder engagement, consultative meetings, resource assessments and in some cases conflict resolution interventions were featured. The careful nurturing of the process by the action research teams has generated valuable experiences for the nationwide community forestry efforts and for other future efforts such as community based eco tourism, community based pasture and grazing land management etc. It is important that the project document the process, methods and tools used for wider sharing.

2.6. The diversity of sites (in terms of thematic/problem focus) is a strong indicator that the project was responsive to problems and built upon current local peoples priorities (especially in case of the NTFPs). The CBNRM project has a strong and clear pro-poor orientation in its choice of AR sites and focus. In the earlier IDRC funded CBNRM project, there was only *one* action research site (Limbu geog). In the current project there are eleven action research sites. The sites are now located in *nine* different Dzongkhags (districts) representing the eastern, central and western regions of the country (see 2 maps in the Annex section). The sites are remote and distant and often involve many hours/days of walk to get to. The current CBNRM project has made a big leap forward, in bringing the CBNRM experience to remote areas where some of

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<sup>5</sup> This comment is being made with special reference to the matter of established groups.

the poorer communities reside. In these communities, natural resource extraction contributes at least 50-70 percent of the cash income of these residents. Seven of the eleven sites focus on non-wood products (Cordyceps, Matsutake mushroom, bamboo (2) and cane, lemon grass, pipla and chirata). Four of the other sites focus on broader issues such as pasture management, watershed development (2) and extensive forest management. (Refer to tables showing the location of sites and other relevant information).

2.7. The project document identified four clusters of Action Research for its emphasis: (a) people, trees and forests; (b) non-timber forest products; (c) livestock and grazing; and (d) water and watershed management. The action-research accomplishments are the highest in the area of non-timber forest products. The work on non-timber products and related management is undoubtedly the centerpiece of project accomplishments. Within the project, the area of grazing and pasture management has received the least attention. Considerably more attention might be needed in the future. Extensive forest management and CFs systems have also not received as much attention as might have been warranted given the rapid development of CF in Bhutan. More action-research support attention might be considered in future. The past/current work on watershed management is now ready to be brought to attention of national and district level planners for possible up-scaling of technological and institutional options that have become available as a result of past action research in Limbu geog and Radhi. While there is a case for withdrawal from the Lingmuteyu watershed site, it is less clear that this should be done in Radhi. The accomplishment of a management plan for Radhi<sup>6</sup> is in itself not enough justification for withdrawal. More support might be needed by outsiders in leveraging resources, conducting action-research and providing research support for up-scaling.

2.8. The evaluator was very impressed with the use of participatory approaches/tools including the use of resource inventories, resource maps and social analysis. There is often a tendency in field projects to overuse participatory methods with the result that they become an end in themselves. The strategic use of only a few well selected tools resulted in useful and immediately usable data. However, in most cases, the maps and outputs were brought out of the communities for further analysis. Original outputs from participatory exercises need to be returned to the local communities so they can serve as references and remain as visual reminders of the exercise. PRA data, copies of the management plans, and rules and regulations should be posted in the villages in a location where local villagers can access them readily. Enough copies need to be made of the plans and regulations to ensure that they are disseminated so that they can be better implemented and monitored by the wider community not just the office-bearers.

2.9. One commercially important non-wood area which has not received attention by the CBNRM movement in Bhutan are the products associated with wild honey bees. There is more to honey bees than honey: NRM projects in other parts of the world

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<sup>6</sup> The participatory process used in the development of the plan has been impressive as is the output. However given the level of inputs made by the local communities some further attention is warranted. This is discussed in the special section devoted to the AR site analysis.

(India, Indonesia and the Philippines) have put considerable emphasis on related products from wax (candles, balms, etc.). The work of Keystone Foundation in Kotagiri, India is probably among the best organized attempt to enhance the livelihoods of wild bee hunters by working on products associated with bees. It might be possible to at least initiate this activity under the current phase of the CBNRM project. The Keystone Foundation located in Kotagiri, Niligris, Tamilnadu, India is undoubtedly an exceptionally relevant institution for any CBNRM work in this area (email: kf@keystone-foundation.org; website: www.keystone-foundation.org).

2.10 In a visit to the Udzorong community, this reviewer noted that local surveys point to a large area classified as resin sources. However resin is not highlighted as an important NTFP in Bhutan even though it is in other countries. There are some socio-cultural issues centered around the extraction of neighboring resin (somewhat unique to Bhutan) and these should be studied by a research team to understand better this otherwise important area of NTFP. The group in Udzorong referred to religious reasons for why resin is now not so popular (e.g. methods for extraction of resin, considered harmful to the trees. There are also environmental issues centered around harvesting techniques but scientific work is underway in Vietnam and India to explore sustainable harvesting approaches. These approaches might be acceptable in Bhutan wherever there are cultural or religious taboos.

2.11. More attention should be devoted to resource-management in the livestock sector given the importance of the sector to the livelihoods of people. The current project of CBNRM has one AR site devoted to livestock issues (the Dhur site in Bhumthang). The focus at this site is on conflict resolution and grazing rights. However, thus far, the accomplishment is mainly the development of a plan which has yet to be fully implemented. Issues related to overgrazing, free-browsing of logged forests (this affects regeneration) and conflicts between yak and cattle owners (in winter season) are quite common around Bhutan. Grazing conflicts usually arise between resident communities and migrant communities (when the yak moves down to mid-elevation grazing grounds during cold winter seasons). In these high altitude areas relatively little action research is being done and opportunities for CBNRM approaches are numerous. In mid- and lower-altitudes most grazing occurs in natural forests. A quick review of Bhutan's Livestock Research Strategy for 2008-2013 can confirm that resource-management goes not receive much attention as a result of the strong commodity orientation. Many opportunities also exist for better integration of the crop-forestry-livestock sectors. The value of action-research in the area of community-based resource management for the livestock sector has yet to be demonstrated. The manner in which the NTFP work of the CBNRM project has influenced national policy on CF needs to be emulated. There are new opportunities for community-based approaches to pasture and grassland management in the higher altitudes and for community-managed feed/fodder banks on degraded forest lands and watersheds in mid- and lower altitudes. Agroforestry offers opportunities for community-managed feed banks for livestock (involving fodder trees and perennial grasses such as guinea and napier grass). Strategic facilitation by RRNRC Jakar can help develop cross-sectoral/interdisciplinary approaches and more effective partnerships between DOL and

DOF. The area of CBNRM for the livestock sector is an exciting new area for a future phase and consultations may be initiated in this phase.

2.12. In the agricultural sector it is generally assumed that watershed-based approaches offer the best opportunities for featuring CBNRM concepts. Indeed watersheds, being basic units for development planning could capitalize on community-based approaches. Issues such as watershed rehabilitation and management and water management and distribution (in irrigation) offer unique opportunities for collective action. The experiences in Lingmuteychu watershed offer many lessons to local and national planners. The ongoing experimentation with SHGs and WUGs are of special value and need to be further tested and developed. There is opportunity for community based conservation of rice biodiversity (local cultivars are preferred in many parts of the country and often constitute 50% or more of the varieties grown in many areas). In spite of a rich tradition of agroforestry approaches (*Sokshing* is the best known and most widespread system in Bhutan), relatively little research is being done in this area of work. Agroforestry deserves far more attention than it currently receives and CBNRM programs can create space for such interdisciplinary work that otherwise might not get done. One of the priorities would be to prepare a short compilation of the range of traditional agroforestry practices. This should include mapping exercise where these systems are predominant. *Sokshing* is one of the better recognized systems which have gained the attention of policy makers but action-research is needed on management systems in the light of changes occurring in Bhutan. The system is labor-intensive and action-research is needed on approaches to manage such systems including revised rules and regulations to ensure that the traditional custodians are still interested. It is likely that adaptations might be needed (e.g. new institutional mechanisms).

### **2.13. *The need for enhancing the enterprise development components of NTFPs***

The unique feature of the CBNRM project is that it builds on ideas and livelihood options that local communities have been engaged in for a long while (with the exception of Cordecyps and Matsutake which are relatively new<sup>7</sup>). A few of the communities (bamboo and cane) are engaged in subsistence use enterprises and there is a need to bring a stronger market orientation. This often involves the exploration of new products and designs.

Others are engaged in market-oriented products but full benefits are not realized requiring market-chain analysis and exploration of new markets. During the course of the action-research support provided by the project a number of post-harvest considerations have arisen with regards to quality control, packaging, processing, value addition and ensuring fair and competitive prices. The project in partnership with PFTP has initiated capacity enhancing activities with organizations like ANSAB. Enterprise development courses and study tours have been organized in-country and off-shore.

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<sup>7</sup> Nevertheless they are activities that local people were engaged in before research and development agencies in Bhutan became interested in them.

This work has only just been started and would have to receive more attention in the remaining months of the project (and, in any new future phase).

### **3. Networking and sharing**

3.1. The CBNRM project does not have a project website. This should be considered of the highest priority and should be established before the end of the project especially because access to sites is limited by logistics and distances. Most districts now have access to internet services and are able to remain connected. CBNRM partners have generally not had an opportunity to keep abreast of what the other sites are doing, except during the annual planning and review workshops. Much more can be achieved by sharing project reports, experiences (even management plans) and digital pictures/PPTs across sites via the internet and through a website. Gradually the idea of a Virtual Resource Center for CBNRM might be proposed.

3.2. Good CBNRM programs invariably emphasize action research and learning. Documentation of results and lessons are an important element of this work contributing greatly to networking activities. Internal reporting by various partners has been timely and of high quality. The project's significant accomplishment has been the collaboration with SNV, Helvetas and RECOFTC in developing skills in case study writing.

3.3. The steps involved in Case Study preparation included the following key activities: between March and June 2006 the three sponsoring organizations collaborated to plan for a workshop on "Analytical skills and case study writing for community-based forest and natural resources management". In March 2006, the participants agreed on case study topics, the main messages and required data. Between March and June, participants further refined their case study objectives and collected required data (this activity was lead by the PFMP and CBNRM projects). The June workshop was led by RECOFTC and involved the writing and rewriting of cases. Participants were mostly from the forestry sector and the RC researchers.

3.4. The AR sites are remote, located in distant parts of the country and while this is commendable because those are where the poorest people are likely to live, it does limit the opportunity for them to serve as learning centers/ centers of excellence for other communities. PowerPoint presentations and accompanying written resource materials can bring the field experience to other communities and therefore should be high priorities and should be considered before the end of the project. Packaged PowerPoint presentations have, surprisingly, not been widely used by the CBNRM project so far. The PowerPoint presentations prepared by the Jakar RNRRC team on the work in Dhur could be emulated by the other sites as well. The data, digital pictures and the ideas for developing learning resources are all available within the AR teams. The project coordination office should ensure that all sites prepare PowerPoint presentations as final project documentation and for eventual uploading on a website. Obviously high quality presentations should be aimed for and initial "draft" versions could be put together and field tested over the next six months. Site-specific educational packages – PowerPoints and accompanying management plans and terminal reports

and case studies – should be circulated widely to key decision makers and also downloadable from the project website. This way the outputs from the project could be accessed and made use of even after the phase of the project ended. The potential for the website to evolve into a virtual resource center on CBNRM might be tested. The project outputs (this phase) could be provided on CD-ROMs as well to administrators, policy makers and educators. These are relatively low-cost activities and should be considered for immediate implementation.

3.5. The partnership of the CBNRM project with SNV and Helvetas has been particularly noteworthy. The sites were chosen through a consultative process. The supervision of AR sites, development of case studies and the conduct of trainings are examples of the effectiveness of collaboration and partnerships. All parties involved have expressed high levels of satisfaction in the partnership and expect to work in this manner in the future as well. In Eastern Bhutan, an opportunity has arisen for work with the AMEP (agricultural marketing and enterprise program) funded jointly by IFAD and SNV. However, the opportunities for a full partnership have yet to be fully realized. The CBNRM project might want to consider a more proactive, organized and systematic support to engage AMEP, potentially a very strategic partner in the eastern part of Bhutan: a day long workshop might be considered where CBNRM partners make presentations on their AR sites and AMEP followed with a presentation of their own program/plans/procedures. A plan of action for collaboration and partnership could emerge from such a meeting.

3.6. The CBNRM project has also collaborated with ANSAB, an NGO working to support enterprises in Nepal. All AR site leaders were taken on a visit to Nepal. Subsequently, ANSAB staff visited Bhutan to participate in in-country courses organized in Bhutan. The potential for ANSAB to be brought into a stronger partnership might be explored in the future especially as future work at AR sites will increasingly be in the area of product development, value addition, quality control and market linkages. Exploration for exchanges with the NTFP-EP network in the Philippines should also be explored ([www.ntfp.org](http://www.ntfp.org)). This might include exchange visits to study work on rattan (Indonesia), honey and wax-based products (India) and handicrafts (Philippines).

## **4. Human resources and capacity development**

### ***4.1. Conduct of trainings and study tours***

The CBNRM project has put a strong emphasis and invested considerable amount of its resources on strengthening capacities of staff at different levels. The use of cross-visits and study tours early in the course of the project should be noted. These were more important than any formal training the project may have conducted. This evaluator was impressed by the fact that all communities have had this opportunity to travel and study field successes in other parts of the country. The study tours involved mixed groups of researchers, local extension workers and local villagers themselves. This is a very commendable approach to team building and capacity enhancement. A list of training and study tours is provided (Annex 4). This evaluator had an opportunity to assess the

experience of at least two of the community groups. The study tours provided communities with useful insights into how other village committees operate, provided insight into the approach to prepare management plans and provided the feeling of being connected with a bigger movement in the country. The project has yet to use study tours for purposes of influencing policy makers. In a review undertaken by this evaluator in Cambodia's Community Forestry Project, study tours to AR sites were the single most effective mechanism for influencing policy makers, particularly if the activity was sufficiently scaled-up and results were backed up with good data and record-keeping. Before the end of project, a field visit to one or two of the sites should be considered for policy makers – more for purposes of understanding the processes than for conveying any technical accomplishment. A special effort might be made to target DOA and DOL policy makers, research administrators and planners. A visit to the *matsutake* mushroom centers and field sites might be a good location (where the concepts are all demonstrable and within a short distance from Thimphu).

#### **4.2. *Writeshops and peer reviews***

The involvement of AR leaders in writeshops has been another important capacity strengthening work. The first writeshop was organized for the Lingmutey Chu watershed. One week long, it helped participants come up with a synthesis of their work. Subsequently the approach was repeated in Radhi watershed. The case study development writeshop, conducted in 2006, with SNV, Helvetas and RECOFTC was the third such writeshop experience. Though no single institution in country has been specifically identified to lead such writeshop efforts in the future, this evaluator (who has been pioneering writeshop process at IIRR since 1987) is convinced that expertise is now quite widespread in the country and, with team work and a core group; the process can be replicated in future. The process for developing materials thorough writeshops not only helps improve the quality of outputs as a result of the peer review and critiquing process but it helps improve analytical and writing skills. One last writing effort may be considered and tied up with the terminal workshop mainly to document social, institutional and process dimensions in CBNRM (as derived from the project).

#### **4.3. *Inventories of resource persons/institutions***

During the course of the past few years of implementation of the CBNRM and CF projects a large number of researchers, administrators, extension workers and academics have been involved. Considerable level of expertise is now currently available where it is needed: within the districts.

The AR sites have already been exploring the use of indigenous specialists as trainers. With the expansion of the program it is highly unlikely that the extension workers at the Geog levels can provide the kind of follow up that they have currently been providing to the AR sites. In future, some of their work would have to be jointly done by indigenous specialists. They could serve as trainers and resource persons, could manage and facilitate visitors and study tour groups. However, as often happens, institutional

memory (especially in networks) is short and a special effort is needed to brainstorm, consult and identify these local human resources.

There is a valuable opportunity to share local expertise across districts. It is time to compile an inventory/roster of expertise in CBNRM areas in order to facilitate networking and effective use of available but lesser known local human resources.

#### ***4.4. Participatory monitoring and evaluation/participatory approaches to conflict resolution/negotiation/mediation***

After reviewing the work plans/reports and CF manuals of the DOF, this evaluator could find very little to suggest with regards to further training on participatory approaches. Many projects do an “overkill” on trainings in PRA, but this project used the CF manuals and only very basic training for its partners. Most methods used were directly or indirectly aimed at development of the management plans.

What is lacking probably is an emphasis on participatory monitoring and evaluation at the community level and training and information materials support is needed. Just as important is the need for similar support on managing conflict, conflict analysis, methods (e.g. negotiation, mediation), designing agreements. This should be considered for implementation during the current phase. A hands-on, field-based experiential training may be considered. Meanwhile the FAO website might be considered for relevant resources: [www.fao.org/sd/dim\\_pe4/pe4\\_040501\\_en.htm](http://www.fao.org/sd/dim_pe4/pe4_040501_en.htm).

## **5. Institutional development**

### ***5.1. Continued “institutionalizing” CBNRM***

The CBNRM project, unlike many action-research projects, is being undertaken on a reasonably large scale. Each of the sites under a typical management plan is of a significant size. Considering that there are eleven such sites and the reality that a large number of partners are involved suggests that the project is already learning about working on “bigger scales”, even as it implements the CBNRM project. Spontaneous diffusion of principles, concepts and methods will occur as a natural effect of the mode the CBNRM project used for its implementation. As the sites evolve into centers of excellence (here good documentation is essential) and as a few new (strategic choices) sites are added, the CBNRM project will have put into place a structure and processes that will permit free-flow of ideas. The champions will be many – the custodians will be the various communities and local governments. The CBNRM project, SNV and the CoRRB will have been mainly a catalyst and facilitator. Along with its partners (SNV) the CBNRM project has kept a reasonably low profile and this evaluator simply has to conclude there wasn’t a better way to have launched this important effort. There is unfortunately an expectation (from some) about where to “house” or how to “institutionalize” the CBNRM project. Forcing this issue carries a risk – of compartmentalization and risking broad-based ownership (which is present now). The mode of work used by the CBNRM project is a new way of doing business: keeping a



low profile, diffusing/sharing responsibilities and avoiding taking credit. As such, this evaluator has had difficulty proposing any new arrangements for the future.

The concept of Focal Point Persons was a good gone and focal point persons have become “believers” in CBNRM approaches. However, in future, more needs to be done to influence their own host departments. This is a major area for attention in the last few months/years of this phase. The full potential of the focal point persons has not materialized, but with more support from the CoRRB and the project management office, this situation can be turned around.

### **5.2. *From pilot sites to centers of excellence***

An ideal arrangement for scaling out beyond the AR sites is one where by the Dzongkhags take the lead, building upon the experiences, expertise and documentation generated at the sites. The gradual evolution of the sites as learning centers/centers of excellence (in a particular thematic/problem area) is therefore of special value and the CBNRM project must continue to provide strategic strengthening and capacity enhancing inputs to AR sites (including in future, to the new AR sites being proposed in this report). Meanwhile further technical backstopping and monitoring is required for at least 18 months or more before the efforts aimed at scaling up can be prioritized. Eleven AR sites is a considerable number already!! There will be a need for high quality written and digital documentation from each of the sites (discussed elsewhere in this report) without well packaged information and well designed study tours/cross visits, scaling up efforts will not likely be maximized.

### **5.3. *The need for special attention***

The CBNRM project coordination unit in Bajo has had relatively more interaction with the DoF than with the DoL and the DoA. This is likely because the DOL and DOA have not had a chance to play as much as “leading” role as the DOF and local government agencies have had. Moreover the lands such as those devoted to pasture and grazing are under the control of the DOF. Herein lies a major explanation. However through the conduct of partnerships (using MOUs) the DOF can decentralize some of its responsibilities over relevant land resources to the DOL for CBNRM-type activities. It is probably too late to suggest new ideas/activities at this stage but it might still be useful for the Project Coordination Office to undertake at least one CBNRM briefing each for the DoA and the DoL. This would be an opportunity to share some of the project outputs as well. This is an opportunity to share what has been learned so far and to further elucidate the CBNRM concepts. Relevant AR sites might be featured during these presentations. Obviously the focal point persons from the respective departments should be provided a key role in these in-house, department-specific events.

### **5.4. *Annual planning review and budgeting workshops***

The CBNRM project conducts an annual review and planning activity. Site leaders from all AR sites present their annual reports, plans and financial requirements; considerable

emphasis is placed on the learning agenda. This evidence is drawn from reading the workshop report and outputs. This annual process has helped ensure certain discipline and accountability. Site reports<sup>8</sup> provide valuable insights into improvements in implementation that are taking place. This annual review and planning have been an important mechanism for strengthening experiences. They are also the single most important mechanism for sharing experiences across AR sites.

### **5.5. Terminal workshop: End of project synthesis**

The current project will end by early 2008 with the possibility for a no-cost extension until the second quarter of the year. There will be a need for a stock-taking exercise. A number of activities might be considered to draw lessons from the CBNRM project.

By the middle of 2008, most of the AR sites would have secured approval for their management plans. Each AR site would have put together a knowledge product in the form of a package of learning resources (e.g. PowerPoint presentation, terminal/completion report and copies of management plans, rules and regulations, etc.). Both a CD-OM copy and hard copy might be prepared. These materials could be loaded onto websites including that of the MoA and with links to that of partner institutions and the project website (proposed elsewhere in this report). The CD-ROM package would also be made available widely to key decision makers.

The end-of-project workshop should feature the best experiences from all the AR sites. Wherever feasible, each of the AR sites could be asked to prepare a poster presentation for display during the workshop and for post-workshop events (see below). The project coordinators based in Bajo could present an accomplishment overview (written and PowerPoint presentation) with an emphasis on the project objectives as well as the key research questions<sup>9</sup>.

Elsewhere it has been proposed that the project use this terminal workshop to do a one-day round-table assisted by documentors to draw out social, institutional and process lessons across sites. Critical discussions and self-assessments could focus on at least two dimensions: (i) the CBNRM elements agreed upon at the 2003 workshop and (ii) the research questions identified in the CBNRM project proposal. The outputs from the workshop might be included in a final project synthesis ("Project Highlights") document. This document could be circulated widely and made available on the website/CD-ROMs.

### **5.6. Policy makers event**

A half- or one-day policy makers event could be organized back to back with the end of project workshop targeted to policy makers. Highlights of the project and the terminal

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<sup>8</sup> A review of site reports and the two of the annual workshop reports was undertaken as part of this review.

<sup>9</sup> This implies considerable early preparation and analysis of results from each of the AR sites by the coordination unit in Bajo.

workshop could be presented. Invitees could view the poster presentations and interact with the AR sites teams. They could be provided the information resource packages (referred to above).

## **6. Policy influences of the project**

6.1. The contributions of the CBNRM project in the area of non wood products have been cited<sup>10</sup> several times during the evaluation because of the impact the project is having on the development of rules and regulations developed for the entire country. The DOF guidelines have been revised many times based on the feedback from the projects' action research sites. As a consequence there is a strong recognition among foresters and especially in the Social Forestry Division, of the value of the action research.

6.2. Project influences on policy result mostly from the implementation of the action research work at the field level. The work on Cordecyps, Matsutake mushrooms, Chirata, pipla and lemon grass are all pioneering efforts, with little or no previous history of action research. The work on cane and bamboo is addressing issues of management including such dimensions as sustainable resource use and domestication. This work has had an influence on the national guidelines being developed by the Forestry Resource Development Division of the DoF. The learnings from NTFP pilot sites have influenced the revision of Nature Conservation rules of 2003 by the Social Forestry Division of DoF. The development of case studies provide a useful mechanism for conveying important concepts to local administrators at the Dzongkhag, territorial and geog levels.

### **6.3. *Introducing policy dialogue round table events***

Since the major 2003 workshop, few events were organized for policy makers. Round table discussions may be considered. Usually these one-day events are well-organized involving adequate advance preparation and are managed by a committee. A round table discussion on NTFP (for example) might feature an audience of foresters, traders, NGOs, district level officials, academics and researchers. Typically, a key study is commissioned on a major issue or issues in advance of the workshop to serve as a major input and discussion starter. Examples of themes that might be featured in policy dialogues are: (a) implications and opportunities for CBNRM resulting from the recent Land Act; (b) addressing livelihood issues for communities' living parks and protected areas; (c) watershed development: what does it take to decentralize the implementation of such programs at the Dzonkhag levels; (d) how to overcome the structural barriers to taking full advantage of agroforestry approaches; (e) addressing the grazing access and degradation issues in different ecological zones; (f) enhancing NRM governance at the geog level; and (g) dealing with second generation issues in community forestry: groups, support systems, linking needs, etc. The role of "commissioned" studies (3 weeks to 6 weeks maximum duration) has to be explored in

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<sup>10</sup> In interviews at the Social Forestry Division of the Department of Forestry and Helvetas PTFP Coordinator.

support of CBNRM programming and to “feed” into round-table events for policy makers as the discussion-starter.

## **7. Observed limitations/areas needing strengthening**

7.1. What has been achieved so far at the AR sites is the delineation of areas that will be under community control. Relevant plans, rules and regulations have also been developed. The completion of the plans and the establishment of community groups and committees have also been completed. Incidentally for Bhutan group-based modes of operation and the preparation of forest management plans and increased emphasis on local participation in local planning can be considered as “innovations”. There is excitement and enthusiasm and optimism. But this momentum has to be sustained and it might be said that not much attention is being directed to planning for how to sustain this. The next set of challenges is to ensure that proper follow up and strategic support is provided to the communities in operationalizing their management/action plans. Second generation issues are expected to surface and the communities will need assistance and guidance. Similarly support is needed for value addition and marketing and in conflict resolution where mediation by an outside agency is involved. There is need for clarity on who (from among the support agencies) will provide follow up support after the Management plans are approved. Until a critical mass of well functioning CBNRM sites are in place<sup>11</sup>, when communities can learn from each other and until indigenous specialists have been identified and are affectively deployed local communities will continue to rely on outside facilitators and mentors.

7.2. There is a great lack of information education materials for community level use (on CBNRM topics and issues) though the capacity to generate these is there (RC at Wengkar and Bajo). A poster series might be considered to convey key messages in relation to lessons from each of the AR sites. Enough copies could be generated on 18” by 24” size papers: short printing runs may be considered. A writeshop might be considered to develop and pre-test<sup>12</sup> these posters.

7.3. The inputs made by SNV in the implementation of the IDRC-funded CBNRM project have been strategic and well focused serving as a model for donors wanting to add value via the capacity strengthening route (i.e. seek strong partners even if it makes the work more challenging!). SNV has provided technical assistance to the project for two years in the form of an expert. The SNV inputs have contributed very significantly to the overall accomplishments, demonstrating once again, the value of organizational partnerships. Most of the work, almost 90%, has been field focused and oriented towards strengthening local team capacities at the AR site level: management plan development, inventories, etc. This kind of support has been widely appreciated at project management and field levels. Meetings this evaluator had with SNV office and the DOF in Thimphu suggest that the arrangement could be continued, should there be

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<sup>11</sup> It has been less than a year that most of the AR sites acquired certification/ approval; at the national level most of the 37 sites are less than three years old.

<sup>12</sup> For community level IEC materials, pre-testing is absolutely essential. Focus groups of community members might be used for this purpose.

another phase of a similar IDRC supported activity. The evaluator strongly endorses the continuation of this very effective field-level support-service arrangement.

## **8. Recommendations for the current phase of the project**

8.1. The implementation of the management plans, the monitoring of implementation arising conflicts, the adoption of sustainable resource-use practices, the strengthening of local groups, the establishment of learning alliances/networks and the value addition/marketing support must all continue to receive special attention. The CBNRM project and its partners cannot totally discontinue technical assistance and monitoring support to the sites for at least 18 months beyond May 2008.

8.2. In the next 6 months the priority should be on (i) securing the approval of the remaining management plans, (ii) ensuring the wider community is aware of the management plans and rules and regulations with regard to sustainable resource use conservation and value addition, (iii) strengthening of fair trade practices and market linkages, (iv) better process-documentation for wider sharing, (v) preparation of PowerPoint presentations, terminal reports and project summary, poster presentation for the terminal workshop, (vi) plan for post-May 2008 technical support, and (vii) organizing events for local.

8.3. The current project will end by early 2008 with the possibility for a no-cost extension until the second quarter of the year. There will be a need for a stock-taking exercise. The end-of-project workshop features the best experiences from all the AR sites. Critical discussions and self-assessments could focus on at least two dimensions: (i) the CBNRM elements agreed upon at the 2003 workshop and (ii) the research questions identified in the CBNRM project proposal.

8.4. The inputs made by SNV in the implementation of the IDRC-funded CBNRM project have been strategic and well focused serving as a model for donors wanting to add value via the capacity strengthening route. This kind of support has been widely appreciated at project management and field levels. Meetings this evaluator had with SNV office and the DOF in Thimphu suggest that the arrangement could be continued. The evaluator strongly endorses the continuation of this very effective field-level support-service arrangement.

8.5. The careful nurturing of the process by the action research teams has generated valuable experiences for the nationwide community forestry efforts and for other future efforts such as community based eco tourism, community based pasture and grazing land management etc etc. It is important that the project document the process, methods and tools used for wider sharing.

8.6. The strengthening of groups and their empowerment is an on-going process requiring continued inputs/support by external players. Support cannot be ceased too soon!

8.7. An ideal arrangement for scaling out beyond the AR sites is one where by the Dzongkhags take the lead, building upon the experiences, expertise and documentation generated at the sites. The gradual evolution of the sites as learning centers/centers of excellence (in a particular thematic/problem area) is therefore of special value and the CBNRM project must continue to provide strategic strengthening and capacity enhancing inputs to AR sites. Meanwhile further technical backstopping and monitoring is required for at least 18 months or more before the efforts aimed at scaling up can be prioritized. Eleven AR sites is a considerable number already!!

8.8. During the course of the CBNRM and CF projects a large number of researchers, administrators, extension workers and academics have been involved. Expertise is currently available where it is needed: within the districts. The AR sites have already been exploring the use of indigenous specialists as trainers. With the expansion of the program it is highly unlikely that the extension workers at the Geog levels can provide the kind of follow up that they have currently been providing to the AR sites. In future, some of their work would have to be done by indigenous specialists. They could serve as trainers and resource persons, could manage and facilitate visitors and study tour groups. It is time to compile an inventory/roster of expertise in CBNRM areas in order to facilitate networking and effective use of available but lesser known local human resources.

8.9. A half- or one-day policy makers event could be organized back to back with the end of project workshop targeted to policy makers. Highlights of the project and the terminal workshop could be presented. Invitees could view the poster presentations and interact with the AR sites teams. They could be provided the information resource packages.

8.10. The role of “commissioned” studies has to be explored in support of CBNRM programming and to “feed” into round table events for policy makers. Round table discussions may be considered for policy makers. Usually these one-day events are well-organized involving adequate advance preparation and are managed by a committee.

8.11. There is a great lack of information education materials for community level use (on CBNRM topics and issues) though the capacity to generate these is there. A poster series might be considered to convey key messages in relation to lessons from each of the AR sites.

8.12. The project coordination office should ensure that all sites prepare PowerPoint presentations as final project documentation and for eventual uploading on a website. Site-specific educational packages – PowerPoints and accompanying management plans and terminal reports and case studies – should be circulated widely to key decision makers and also downloadable from the project website. The project outputs (this phase) could be provided on CD-ROMs as well to administrators, policy makers and educators.

8.13. A project website should be considered of the highest priority and should be established before the end of the project especially because access to sites is limited by logistics and distances. Much more can be achieved by sharing project reports, experiences (even management plans) and digital pictures/PPTs across sites via the internet and through a website. Gradually the idea of a Virtual Resource Center for CBNRM might be proposed.

8.14. Though no single institution in country has been specifically identified to lead such writeshop efforts in the future, this evaluator is convinced that expertise is now quite widespread in the country and, with team work and a core group, the process can be replicated in future. The process for developing materials thorough writeshops not only helps improve the quality of outputs as a result of the peer review and critiquing process but it helps improve analytical and writing skills. One last writing effort may be considered and tied up with the terminal workshop.

8.15. Original outputs from participatory exercises need to be returned to the local communities so they can serve as references and remain as visual reminders of the exercise. PRA data, copies of the management plans, and rules and regulations should be posted in the villages in a location where local villagers can access them readily.

8.16. What is lacking is an emphasis on participatory monitoring and evaluation at the community level and training and information materials support is needed. Just as important is the need for similar support on managing conflict, conflict analysis, methods (i.e. negotiation, mediation), designing agreements. A hands-on, field-based experiential training may be considered.

8.17. One commercially important non-wood area which has not received attention by the CBNRM movement in Bhutan are the products associated with wild honey bees. There is more to honey bees than honey: NRM projects in other parts of the world (India, Indonesia and the Philippines) have put considerable emphasis on related products from wax (candles, balms, etc.). It might be possible to at least initiate this activity under the current phase of the CBNRM project.

8.18. Within the project, the area of grazing and pasture management has received the least attention. Considerably more attention might be needed in the future. Extensive forest management and CFs systems have also not received as much attention as might have been warranted given the rapid development of CF in Bhutan. More action-research support attention might be considered in future. The past/current work on watershed management is now ready to be brought to attention of national and district level planners for possible up-scaling of technological and institutional options that have become available as a result of past action research in Limbu geog and Radhi. The accomplishment of a management plan for Radhi<sup>13</sup> is in itself not enough justification for

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<sup>13</sup> The participatory process used in the development of the plan has been impressive as is the output. However given the level of inputs made by the local communities some further attention is warranted. This is discussed in the special section devoted to the AR site analysis.

withdrawal. More support might be needed by outsiders in leveraging resources, conducting action-research and providing research support for up-scaling.

8.19. However through the conduct of partnerships (using MOUs) the DOF can decentralize some of its responsibilities over relevant land resources to the DOL for CBNRM-type activities. It might still be useful for the Project Coordination Office to undertake at least one CBNRM briefing each for the DoA and the DoL. This is an opportunity to share what has been learned so far and to further elucidate the CBNRM concepts.

8.20. Issues such as watershed rehabilitation and management and water management and distribution (in irrigation) offer unique opportunities for collective action. The ongoing experimentation with SHGs and WUGs are of special value and need to be further tested and developed. There is opportunity for community based conservation of rice biodiversity. Agroforestry deserves far more attention than it currently receives and CBNRM programs can create space for such interdisciplinary work that otherwise might not get done. One of the priorities would be to prepare a short compilation of the range of traditional agroforestry practices.

8.21. During the course of the action-research support provided by the project a number of post-harvest considerations have arisen with regards to quality control, packaging, processing, value addition and ensuring fair and competitive prices. This work has only just been started and would have to receive more attention in the remaining months of the project (and, in any new future phase).

8.22. More attention is needed in the area of market chain analysis for each of the NTFP products. Also of importance is the need to study “associated” products (of secondary importance).

8.23. The CBNRM project might want to consider a more proactive, organized and systematic support to engage AMEP, potentially a very strategic partner in the eastern part of Bhutan: a day long workshop might be considered where CBNRM partners make presentations on their AR sites and AMEP followed with a presentation of their own program/plans/procedures. A plan of action for collaboration and partnership could emerge from such a meeting.

8.24. The potential for ANSAB to be brought into a stronger partnership might be explored in the future especially as future work at AR sites will increasingly be in the area of product development, value addition, quality control and market linkages. Exploration for exchanges with the NTFP-EP network in the Philippines should also be explored ([www.ntfp.org](http://www.ntfp.org)). This might include exchange visits to study work on rattan (Indonesia), honey and wax-based products (India) and handicrafts (Philippines).

8.25. The project has yet to use study tours for purposes of influencing policy makers. Before the end of project a field visit to one or two of the sites should be considered for



purposes of understanding the processes than for conveying any technical accomplishment. A special effort might be made to target DOA and DOL staff.

8.26. The concept of focal point persons was a good one and focal point persons have become “believers” in CBNRM approaches. However in future, more needs to be done to influence their own host departments. The full potential of the focal point persons has not materialized, but with more support from the CoRRB and the project management office, this situation can be turned around.

8.27. There is need for clarity on who (from among the support agencies) will provide follow up support after the Management plans are approved. Until a critical mass of well functioning CBNRM sites are in place<sup>14</sup>, when communities can learn from each other and until indigenous specialists have been identified and are affectively deployed local communities will continue to rely on outside facilitators and mentors.

8.28. Efforts should also be directed to ensure that the outputs from the project are appropriately packaged and communicated to the College of Natural Resources Management with the purpose of influencing the curriculum in undergraduate and graduate education.

## **9. Recommendations for a future phase**

### ***9.1. Operationalization: Putting the approved management plans to the test***

By mid-2008, most of the action research sites under the CBNRM project would have secured approval for their management plans. The processes involved in getting the approvals have been long but not at all unusual. However, what happens henceforth is critical and most likely will ultimately affect long-term sustainability of CBNRM activities at the AR sites. The implementation of the management plans, the monitoring of implementation arising conflicts, the adoption of sustainable resource-use practices, the strengthening of local groups, the establishment of learning alliances/networks and the value addition/marketing support must all continue to receive special attention. The CBNRM project and its partners cannot totally discontinue technical assistance and monitoring support to the sites for at least 18 months beyond May 2008. This might therefore continue to be one activity in the next phase as well. A complete and early withdrawal will be premature (given the stages of development of the AR sites) and will result in missed opportunities for enhancing the policy influence of the project and, in a few cases, pose a risk to the continuation of the efforts. Many activities can only be initiated now that the action research sites have become fully operational and management plans have been approved (or expected to be within the next 6 months). In the next 6 months the priority should be on (i) securing the approval of the remaining management plans, (ii) ensuring the wider community is aware of the management plans and rules and regulations with regard to sustainable resource use conservation and value addition, (iii) strengthening of fair trade practices and market linkages, (iv)

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<sup>14</sup> It has been less than a year that most of the AR sites acquired certification/ approval; at the national level most of the 37 sites are less than three years old.

better process-documentation for wider sharing, (v) preparation of PowerPoint presentations, terminal reports and project summary, poster presentation for the terminal workshop, (vi) plan for post-May 2008 technical support, and (vii) organizing events for local administrators and policy makers (sharing project result). Efforts should also be directed to ensure that the outputs from the project are appropriately packaged and communicated to the College of Natural Resources Management with the purpose of influencing the curriculum in undergraduate and graduate education.

### ***9.2. Demonstrating community-based pasture, grazing and intensive feeding approaches for high and mid-altitudes***

There is a critical need for addressing the needs of populations dependent on livestock in the high and mid-altitudes hence the need for the livestock department to undertake a more ambitious and well targeted collaborative action-research program aimed at addressing issue of degradation of grazing areas, grazing conflicts and the core issue of feed shortages in the high altitude and mid-altitude areas of the country.

Two action research sites should be identified and working partnerships be established between the DOL, the DOF and RNRCC Jakar and District Livestock authorities. Linkages should be made with the existing work of the DOL which is currently pilot testing community-based approaches in Gogona. The existing site may be designated as a high altitude action research site. In addition, the Radhi watershed area can served as a mid–altitude action research site on livestock feed issues. Possible linkages with the EU livestock development project could be explored. Meanwhile, the work in Dhur site should be furthered so as to ensure that the investment in time on the part of the researchers, extension workers and the local community pays off (current efforts have focused on the approval of a plan). Resource management aimed at addressing the issue of degradation of traditional grazing and pasture grounds and conflicts are important contributions that CBNRM action research can make in the future. (The action-research orientation of the CBNRM work makes it highly complementary to the current work of DOL.)

### ***9.3. Exploring community-based approaches in protected areas and biological corridors in Bhutan***

Bhutan is a biological “hot spot” and known for its national parks. There are nine designed protected areas in the country covering 17 dzongkhags and consists of four national parks and four wildlife sanctuaries (refer to Annex 6). Most of Bhutan’s protected areas have people living in them. The DOF is starting to explore partnerships with the Department of Tourism to open up the national parks of Bhutan to offer “wholesome” nature tourism to tourists. Community tourism is, in fact, already being tested in Jigme Singye Wangchuk National Park (DOT and SNV among others are involved in this effort to explore community-operated trekking trails to provide additional income). The CBNRM project has a unique opportunity to become engaged in an action-research effort in one of the parks to explore what opportunities there are for community-based approaches to park management (tourism and protection and

management). CBNRM can offer a more holistic approach that includes some role for the local community in protecting and conserving the parks' biological resources. The local community can have a bigger role in eco-tourism (beyond just serving as nature guides, as trekkers-porters/assistants). A CBNRM project in future could explore community-based eco-tourism. One example this evaluator can refer the reader to is the Yak Lom Crater Lake in Ratnakiri province in Cambodia where a lake and its surroundings are managed and conserved by local communities. (Refer to [www.geocities.com/yeak\\_laom/index.html](http://www.geocities.com/yeak_laom/index.html) or [www.travelblog.org/photos/199563.html](http://www.travelblog.org/photos/199563.html)). Addressing the conservation and development needs of parks and park dwellers is relatively new area for CBNRM action research in Bhutan. This effort could have policy implications and it is therefore important to engage the Department of Forestry, the Department of Tourism and environmental NGOs (WWF, IUCN) and the local authorities and resident communities in this effort.

9.4. The management of freshwater resources is not included in the CBNRM project and did not surface as a burning issue during the visits to local communities. In every country where this evaluator has been previously involved in CBNRM is applied in the management of freshwater/coastal water resources. Rivers to a lesser extent lakes are an important feature of Bhutan's landscape. Are there issues of tenure, access that need to be looked into? With regards to fish as an important part of the diet of the Bhutanese people. Yet fishing in the rivers is not permitted. Are there resource-conserving and SRU approaches that should be studied (in action-research context) in future? In a new phase a study should be commissioned at policy and community levels to explore if there is a role for CBNRM to address conservation-development issues to water resources and associated biological life and livelihood.

#### **9.5. *Enterprise development in support of NTFPs***

Seven of the current CBNRM sites focus on the extraction and marketing of NTFPs (lemon grass, matsutake mushroom, Cordecyps, bamboo, cane, Pipla and Chirata). Some of these sites (e.g. bamboo and cane) will, with time, diversify their product range. Forest dwellers currently are also engaged in the production of wooden bowls, wine decanters and wooden masks, important cultural artifacts no doubt, but with the potential for depletion of sources. It is not yet known if sustainable resource use concepts can be applied to these areas. There are other very important products for forest dwellers which, like honey, gums and resins, have not been included in the current project. The current range of medicinal plants might also be expanded in the future, building on the experiences generated from the Chirata and Pipla sites. There is a need for a bigger emphasis on post harvest issues. Stronger links with AMEP, ANSAB, RECOFTC and the bamboo research and processing units in Gauhati India. There are opportunities to forge links with Indonesia and the Philippines which have developed strong export-oriented bamboo and rattan-based products. Bhutan's national five-year plans will continue to allow local communities to access forest resources. The interest in the economic contributions of NTFPs will increase and policy makers will need research-based recommendations. A future phase/project would, out

of necessity have to include enterprise development and enterprise support services as core areas of future CBNRM work in Bhutan.

### **9.6. Action research in social, methodological and institutional innovations for community-based approaches**

In the past 3-4 years Bhutan, in keeping with its decentralization policy and consistent with the CBNRM national policy framework, has tested a number of community-oriented or community-based approaches to development. Many of these approaches involved the formation of groups. CBNRM sites have used a wide range of participatory research approaches and many new approaches are being tested including the formation of groups and self-help approaches. The area of leadership development and strengthening of local organizations isn't being adequately attended to currently: focus in the current phase is on establishing the structures, rules and regulations. Capacity strengthening of local organizations and subsequent attention to issues of sustainability and the formation of federations of local groups will have to receive attention in the future. Otherwise the entire CBNRM movement could be threatened if it is based on weak/fledgling local organizations that work in isolation of each other. In future the nature of gender issues also needs to be studied particularly in the light of rapid changes and transition that rural communities of Bhutan are experiencing. Process documentation has been weak thus far and deserves attention in the future. These social, institutional and methodological issues can be the basis for future action-research. The findings will be of relevance to training and teaching and the curriculum development process underway at the College of Natural Resources Management.

A related idea is one for developing a resource book on social and institutional dimensions of CBNRM in Bhutan, to meet the growing need for information and guidance on these dimensions. At present field workers rely on the series of CF manuals, which, out of necessity, have focused on the development of management plans and their implementation. Useful as these manuals have been they are not going to be adequate for dealing with the second generation issues following the approval of plans. There is a need to develop a culturally relevant compilation of (tested) approaches. To be useful and effective ideas/lessons will have to be drawn from a wide range of settings and contexts. Topics will include group formation and sustainability, leadership development and group dynamics, social and gender analysis, multi-level partnerships and networking, establishing federations of local organizations, the role of indigenous specialists/local experts, use of unconventional and informal approaches to capacity development, use of local organizations/ local organizers as mentors, conflict resolutions, community level environmental impact assessments and participatory assessments/research/ evaluation. With the proliferation of group-based modes of work there are risks of disappointment or even failure if capacity strengthening in some of these social areas are not undertaken. A resource book is a cost effective way of ensuring that some basic techniques and skills are provided to extension workers and researchers<sup>15</sup>.

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<sup>15</sup> This evaluator was very surprised at how influential the series of CF manuals have been on the work methods used by the Geog-level extension staff. The observations with four teams indicate that they obtained information on

### **9.7. Fostering networking and exchanges: Establishing learning alliances on community-based approaches**

The reasonably extensive distribution of AR sites and expertise, including the diversity of institutions involved have prepared the ground for a learning alliance of CBNRM, one that cuts across sectors and across organizational hierarchies. A learning alliance in Bhutan is the current group of stakeholders who have a shared understanding of the problems to be solved. A CBNRM learning alliance aims to come to a jointly shared/owned approach to address a problem. An alliance that is engaged in implementation scales up faster and builds a stronger sense of ownership as is already evident among the current CBNRM partners. But the alliance has to be widened particularly bring in practitioners from less active departments, more policy makers and academics. Lessons are learned jointly and become the basis for future action.

Building on the infrastructure of participants engaged in CBNRM, networking approaches for purposes of sharing approaches and lessons (technological, social and institutional innovations) should be considered in this learning effort.

The case study development effort pioneered by the PFMP, CBNRM and RECOFTC should be continued with the emphasis shifting onto *second generation issues*, more social and institutional dimensions and covering *new or previously unrepresented areas of work* such as parks and protected areas, livestock and grazing, common property water resources, community-based biodiversity conservation, agro-eco/nature tourism, etc. Even if it is not the explicit objective, the case study approach has fostered networking in Bhutan.

Networking and exchanges should capitalize on the relatively highly improved connectivity/communications now prevalent in Bhutan. A website and a Virtual Resource Center on community based approaches to natural resources management is a high priority networking support function. The selection of the right institution to lead this knowledge management effort is crucial as researchers and field workers usually don't have the time, skills or infrastructure to support this. The potential for bringing in an environmental international/local NGO to work jointly with the College of Natural Resources Management should be explored for this important support service for the CBNRM community in Bhutan. It might also be worth launching an informal electronic network of action researchers. An e-discussion group might be a good way to get a discussion group going (similar to the Jhumia E group). For a start, a Yahoo group will do with a moderator.

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the participatory approaches from the CF manuals produced by the Social Forestry Division of the DoF. This is the basis for his confidence in proposing a similar resource book on Social and Institutional Issues.

## **ANNEX 1**

### **ToRs for CBNRM PROJECT EVALUATION IN BHUTAN**

#### **BACKGROUND**

The Royal Government of Bhutan (RGoB) is guided by a decentralization policy that aims to stimulate capacity for self-governance and self-action, and to reduce expectations and reliance on central government. The national decentralization policy has had a strong relevance for the Renewable Natural Resources (RNR) policy and serves as the umbrella policy for CBNRM as well. Nevertheless, efforts to engage and empower local communities in natural resources management have remained small-scale, sector rather than holistic, and constrained by limitations of knowledge and practical methods, lack of institutional support, and policy and legal obstacles.

Developing effective management strategies for natural resources is one of the most substantial challenges in Bhutan. The Ministry of Agriculture (MoA) recognizes this and is actively promoting community-based natural resource management (CBNRM) as a practical approach for improving participatory natural resource management (NRM) and for mainstreaming of NRM in decentralization.

In its efforts towards this goal, the MoA engaged in a progressive set of activities that provided a conceptual bases and operational approach for CBNRM: the CBNRM Task Force synthesized field experiences, assessed current situation and potential for CBNRM, and made recommendations in 2001; a CBNRM Framework and Action Plan was developed by mid-2002; and an initial phase Operational Plan for 2003-04 was developed and implemented.

Currently, the MoA is implementing the next phase of the CBNRM Operational Plan (2005-2008) to address these elements in the action plan. This phase includes four main components:

- a) Action research
- b) Policy and institutional issues
- c) Networking and sharing
- d) Human resource capacity building

The Council of RNR Research of Bhutan (CoRRB) has been mandated to lead and coordinate CBNRM activities. To support this initiative, IDRC (International Development Research Centre, Canada) has agreed to provide the required funds, which SNV the required technical assistance. The Director of CoRRB/MoA has the overall responsibility for the execution of the project. The National Coordinator and the Coordination Unit (CU), RNR Research Centre Bajo, coordinate field level activities and have the day to day responsibility for the project implementation.

The project had the following six specific objectives:

- Facilitate learning of CBNRM in different sectors and under different circumstances.
- To recognize CBNRM as a complementary strategy for sustainable natural resource management and poverty alleviation.
- Build a critical mass of example (field based evidence) that lead to the improvement of livelihoods.
- Build capacity of teams in the field to implement action research.
- Strengthen institutional mechanisms for implementation of CBNRM Framework.
- Working towards a more favorable policy environment.

The project document emphasizes on evaluating activities and progress at two levels, namely field level and overall project level. The current evaluation is meant at the project level (analyze the 4 components mentioned above) with the aim to jointly review achievements with the project partners and to help char the future direction and priorities.

## OBJECTIVES

The focus of the evaluation will have both *summative* (60%) and *formative* (40%) components, which can be summarized in the following two objectives:

- a) Summative **(S)**: Evaluate progress of CBNRM Project (achievements) in line with the targets set in the Project document.
- b) Formative **(F)**: Assess the scope for further CBNRM support and identify priorities.

## SPECIFIC TASKS

### Component 1 (Action Research)

- **(S)** Review milestones of what has been achieved in CBNRM and how it is used (impact).
- **(F)** Assess the potential to up-scale experiences from pilot sites and provide strategic suggestions for that purpose.
- **(F)** Determine the need and scope for further action research for each sector according to new developments.

### Component 2 (Policy and Institutional Development)

- **(S)** Evaluate the current “policy dialogue” strategy for the project and provide recommendations to improve its effectiveness.
- **(S)** Evaluate current institutional set up for CBNRM.
- **(S)** Assess how far the CBNRM approach is contributing to poverty reduction and environmental conservation.
- **(F)** Determine “policy gaps” to be further addressed in CBNRM.

- **(F)** Provide recommendations to improve the current strategy to mainstream CBNRM in Bhutan.

### **Component 3 (Networking and Sharing)**

- **(S)** Assess the collaboration within the CBNRM team, as well as with other national and international related programs and organizations.
- **(S)** Evaluate documentation and sharing mechanisms of the project.
- **(F)** Explore potential for network and association between community groups.

### **Component 4 (Human Resource Development)**

- **(S)** Evaluate the quality and effectiveness of (i) short and long term training, (ii) study tours in-country and abroad, (iii) learning-by-doing.
- **(F)** Determine priorities for CBNRM related capacity building at community level, extension workers, research, documentation and presentation.

### **ELEMENTS OF THE EVALUATION PROGRAM**

- Meeting with key stakeholders in Thimphu (Moa, focal persons, SFD, CoRRB, projects, donors, learning institutes, etc.)
- Field visits to selected pilot sites
- Meeting with CBNRM coordination unit
- Review of documentation
- Field visits and RNR RCs
- Workshop with pilot site representatives (villagers and extension workers and combined WS with other national stakeholders)

### **OUTPUTS**

- Report on achievements from the project
- Recommendations for potential new phase (strategy, components, partners, sectoral priorities even beyond the current ones)

#### **Report Submission**

- The draft final report should be handed over to the Project Director at the end of the consultancy. The final report should be submitted both in digital as well as in hard copy within a month from the end of the consultancy period.

### **CONSULTANCY TEAM**

- 1 International Consultant
- 1 National Counterpart

### **DURATION**

- 3 weeks (7<sup>th</sup> – 27<sup>th</sup> January, 2008)



## **QUALIFICATIONS OF EVALUATORS**

### **International Consultant:**

- At least MSc. in natural resource management related discipline and more than 10 years experience working in NRM sector in developing countries
- Practical knowledge on CBNRM approaches (watershed, forestry, pasture and NWFP)
- Experience in policy dialogue
- Working experience in RNR research
- Institutional development in RNR sector
- Sound experience in rural development within RNR sector(s)

### **National Consultant:**

- At least MSc. in natural resource management related discipline
- Good understanding about the institutional setup within RGoB (MoA)
- Familiarity with NRM policy and existing legal framework for NRM in Bhutan

## ANNEX 2

### ITINERARY FOR CBNRM PROJECT EVALUATION FROM 12 JANUARY TO 2 FEB., 2008

Date	Program	Remarks
12/1/08 (Sat.)	Arrival from BKK to Thimphu	Halt in Thimphu Hotel Dragon Roots
13/1/08 (Sunday)	<ul style="list-style-type: none"> <li>• Introduction /Orientation</li> <li>• Meeting with CBNRM Project coordinator (Sangay Duba) and National counterpart               <ul style="list-style-type: none"> <li>○</li> </ul> </li> </ul>	
14/1/08 (Monday)	<ul style="list-style-type: none"> <li>• Briefing meeting with:               <ul style="list-style-type: none"> <li>○ Director, CoRRB</li> <li>○ Country Director, SNV, Kencho Wangdi, Portfolio Coordinator and Marianne SNV/FRDD</li> </ul> </li> </ul>	
15/1/08 (Tues.)	Meet with <ul style="list-style-type: none"> <li>• Program Director National Mushroom Centre Simtokha</li> <li>• Program Director RC Yusipang and relevant staff</li> <li>•</li> </ul>	Halt in Wangdi Check-in Hotel Dragon Nest
16/1/08 (Wed.)	<ul style="list-style-type: none"> <li>• Travel to Wangdi and meet with Lingmutey Chhu watershed management team at Bajo</li> <li>• Travel from Wangdue to Bumthang</li> </ul>	Bumthang Check-in Kaila Guesthouse
17/1/08 (Thurs.)	<ul style="list-style-type: none"> <li>• Meeting with RC Jakar PD, Kelzang Wangchuk and Staff</li> <li>• Site visit to Dhur and informal discussion with the pasture management group</li> </ul>	Halt at Bumthang
18/1/08 (Fri.)	Travel from Bumthang to Dremitse, Mongar	Halt at Dremitse
19/1/08 (Sat.)	<ul style="list-style-type: none"> <li>• Meeting with RNR-EC Dremitse staff and Lemon grass management group</li> <li>• Afternoon travel to T/gang</li> </ul>	Halt in Trashigang Check-in Daejong Hotel
20/1/08 (Sun.)	<ul style="list-style-type: none"> <li>• Overview of Radhi watershed mgt. plan and Chirata mgt. plan for Lauri by Purna Chettri (Evening Program)</li> </ul>	Halt at Kanglung Check-in Power Guest house
21/1/08 (Mon.)	<ul style="list-style-type: none"> <li>• Meet with AMEPP, PD and staff at Khangma (morning)</li> <li>• Meet with DFO T/gang, and Mr.Sonam Wangchuk together with Farmer reps. Of Udzrong Lemon grass mgt. group</li> </ul>	Halt at T/gang Check-in hotel Daejong
22/1/08 (Tues.)	<ul style="list-style-type: none"> <li>• Field visit to Radhi watershed, meeting with RNR staff and watershed management committee</li> </ul>	Halt at T/gang
23/1/08 (Wed.)	<ul style="list-style-type: none"> <li>• Travel to T/Yangtse</li> <li>• Meeting with RNR staff and Womanang bamboo management group</li> </ul>	Halt at T/yangtse

24/1/08 (Thurs.)	<ul style="list-style-type: none"> <li>• Travel to Wengkhar (morning)</li> <li>• Meeting with PD, Sectors heads and other relevant staff (discuss/presentation on CBNRM and others)</li> </ul>	Halt in Mongar Chek-in Hotel Wangchuk
25/1/08 (Fri.)	<ul style="list-style-type: none"> <li>• Travel from Mongar to S/Jongkhar</li> </ul>	
26/1/08 (Sat.)	<ul style="list-style-type: none"> <li>• Halt at S/jongkharhkhhar</li> </ul>	
27/1/08 (Sun.)	<ul style="list-style-type: none"> <li>• Travel to Galephu to Wangdue</li> </ul>	
28/1/08 (Mon.)	<ul style="list-style-type: none"> <li>• Meet CNR Director and staff at Lobesa and then travel to Thimphu</li> <li>• Meet Directors, DoF and DoL</li> </ul>	Halt in Thimphu Check-in Hotel Dragon Roots
29/1/08 (Tues)	<ul style="list-style-type: none"> <li>• Preparation for workshop</li> </ul>	
30/1/08 (Wed.)	Workshop – presentation of findings and discussions	
31/1/08 (Thurs.)	Discuss with Project Coordinator Travel to Paro	Halt in Paro Check-in Hotel Olathang
01/2/08 (Fri.)	Flight to Bangkok	

## ANNEX 3

### THEMATIC FOCUS, LOCATION AND COLLABORATORS AT AR SITES

#### Information

Sl.No	AR Project Focus	AR Site	Dzongkhag	Lead Researcher	Collaborators
1	Community based Cordyceps management	Lingshi	Thimphu	Sonam Wangmo, RC Yusipang	JDNP, Thimphu Dzongkhag Forestry Sector
2	Community based Matsutake management	Geney geog	Thimphu	Dawa Penjor, PD, NMC	Thimphu Dzongkhag Forestry sector, Territorial Division, SFD
3	Community based Watershed management	Limbu geog	Punakha/ Thimphu/ Wangdue	Aita Kumar Bhujal, RNRRC Bajo	Thimphu, Punakha, Wangdue (Livestock Forestry, Agriculture sectors)
4	Community based bamboo and cane management	Bjoka	Zhemgang	Tshewang Dorji and Pankay Drukpa, Zhemgang dzongkhag	Regional Trade and Industry Office at Trongsa, SNV, SFD
5	Community based Pasture management	Dhur	Bumthang	Kelzang Wangchuk, Sr. Research Officer, RNRRC Jakar	Bumthang Dzongkhag Livestock sector
6	Community based Lemon grass management	Dremitse	Mongar	Kinga Norbu, ADzFO, Mongar dzongkhag Phub Dorji, Agri. Extension Officer	
7	Community based Watershed management	Radhi	Trashigang	Purna B. Chhetri, Sr. RO RNRRC Wengkhar	Forestry, Livestock and Agriculture sectors of T/gang Dzongkhag
8	Community based extensive forest management	Udzrong	Trashigang	K. B Samal, DFO, Trashigang Sonam Wangchuk, AFO	Trashigang Dzongkhag forestry sector
9	Community based Pipla management	Nanglam	Pemagatshel	Ugyen Tshering, Forest Ranger, Nganglam	RNRRC Wengkhar, Territorial Division S/Jongkhar
10	Community based bamboo management	Wamanang	Trashi Yangtse	Karma Dorji	Bumdeling National Park, SFD
11	Community based Chirata management	Lauri	Samdrup Jongkhar	Purna B Chhetri, RO RC Wengkhar	Dzongkhag Forestry sector S/Jongkhar

## ANNEX 4

### TRAINING AND STUDY TOURS PROVIDED TO AR LEADERS AND COMMUNITIES

Sl.No	Topic of Training/Study Tours	Training Institute	AR site coverage	Collaborators
1	Analytical Skills and case study writing for Community- Based Forest and Natural Resource Management	Bumthang Wangdichholing	Radhi and Lingmutey Chhu Watershed, Lauri for Chirata, Bamboo for Wamanang, Bjoka for cane & bamboo, and Dhur for Pasture <b>(AR leaders trained from above site)</b>	RECOFTC and SFD/PFMP (2 training provided to AR sites leaders)
2	Forest Based Enterprise Development Training	Bumthang Wangdichholing	Dremitse and Udzrong Lemon grass management group Matsutake Mushroom (AR + community leader trained)	RECOFTC, Bangkok Thailand, (ANSAB), Kathmandu Nepal, SFD/PFMP
3	Gender and Development	AIT, Thailand		
4	Participatory Action Research for Rural development	IIRR 3weeks	Pipla and cane and bamboo AR leader trained (9-27 October 2006)	
5	Banking and book keeping training	Mongar (25-29 Sept. 2006)	Wamanang, Udzrong, Pasture, Cane and bamboo, Radhi, Lingmutey Chhu	CNR, Lobesa
6	Yula propagation training	Bjoka	Cane and bamboo management group Bjoka	Training provided to Bjoka Bamboo and cane management group
7	Introducing Community Forestry: Innovative Ideas, Practices and Methodologies	Forest Action Nepal	Udzrong and Wamanang AR leader trained <b>(20-30 March 2006)</b>	In collaboration with RECOFTC, Forest Action Nepal

Study tours provided to AR site leaders/community members				
1	Study to Nepal		Project and AR sites leaders	ANSAB, NSCFP
2	Study tour to Maharashtra (India)		Radhi and Lingmutey Chhu Watershed management	

			committee	
3	Study tour to Gauhati (India))		Bamboo and Cane management committee members of Wamanang (Trashhi Yangtse) and Bjoka (Zhemgang)	
4	In-country study tour for Dremitse Lemon grass management group			
5	In-country study tour for Dhur Pasture management group			
6	In-country study tour for Wamanang bamboo management group			
7	In-country study tour for Udorong Extensive Forest Management group			
	CBNRM Policy Advocacy Workshop (6-10 Feb 2006)	Philippines	CNR, SFD, RC Wengkhar	
	International conference on Forest and poverty reduction	RECOFTC, Bangkok Thailand	Coordination unit and Pasture AR leader	Organized by RECOFTC

## ANNEX 4

### DETAILS OF EXPENDITURE ON SITES FOR THE AST TWO & HALF YEARS (2005 TO 2008)

#### Trashigang

Particulars	Year1	Year 2	Year 3	Total
Research	356,582.00	283,835.00	46,000.00	686,417.00
Training	134,785.50			134,785.00
Equipment	84,008.00			84,008.00
Supplies				
<b>Total</b>	<b>575,375.00</b>	<b>283,835.00</b>	<b>46,000.00</b>	<b>905,210.00</b>

#### Mongar( Radhi & Lauri) Rc Wengkhar

Particulars	Year1	Year 2	Year 3	Total
Research		953,354.25	580,167.50	15,33,522.25
Training	14,960.00			14,960.00
Equipment	118,507.00			118,507.00
Supplies				
<b>Total</b>	<b>133,467.00</b>	<b>953,354.25</b>	<b>580,167.50</b>	<b>16,66,989.25</b>

#### Mongar( Dremitse Lemon grass) DzFO

Particulars	Year1	Year 2	Year 3	Total
Research		170,000.00	60,150.00	230,150.00
Training				
Equipment				
Supplies				
<b>Total</b>		<b>170,000.00</b>	<b>60,150.00</b>	<b>230,150.00</b>

#### TrashiYangtse

Particulars	Year1	Year 2	Year 3	Total
Research	137,580.00	192,805.45	213,000.00	543,385.45
Training	141,825.50			141,825.50
Equipment				
Supplies				
<b>Total</b>	<b>279,405.50</b>	<b>192,805.45</b>	<b>213,000.00</b>	<b>685,210.95</b>

#### Pemagatshel

Particulars	Year1	Year 2	Year 3	Total
Research		210,848.25	8350.00	219,198.25
Training				
Equipment	84,008.00			84,008.00
Supplies				
<b>Total</b>	<b>84,008.00</b>	<b>210,848.25</b>	<b>8,350.00</b>	<b>303,206.25</b>

### Zhemgang

Particulars	Year1	Year 2	Year 3	Total
Research	80,000.00	117,061.30	49,100.00	246,161.30
Training		40,721.00		40,721.00
Equipment	84,008.00			84,008.00
Supplies				
<b>Total</b>	<b>164,008.00</b>	<b>157,782.30</b>	<b>49,100.00</b>	<b>370,890.30</b>

### Samdrup Jongkhar

Particulars	Year1	Year 2	Year 3	Total
Research	98,000.00	55,499.00	654.75	154,153.75
Training				
Equipment				
Supplies				
<b>Total</b>	<b>98,000.00</b>	<b>55,499.00</b>	<b>654.75</b>	<b>154,153.75</b>

### Bumthang

Particulars	Year1	Year 2	Year 3	Total
Research	154,710.00	169,501.00	39,440.00	363,651.00
Training			66102.00	66,102.00
Equipment	84,008.00			84,008.00
Supplies				
<b>Total</b>	<b>238,718.00</b>	<b>169,501.00</b>	<b>105,542.00</b>	<b>513,761.00</b>

### Simtokha

Particulars	Year1	Year 2	Year 3	Total
Research	34,323.00	20,652.30		54,975.30
Training				
Equipment	119,508.00			119,508.00
Supplies				
<b>Total</b>	<b>153,831.00</b>	<b>20,652.30</b>		<b>174,483.30</b>

### Bajo

Particulars	Year1	Year 2	Year 3	Total
Research	659,586.08	16,00,862.45	828,331.07	30,88,779.60
Training	296,316.61	766,661.61	728,499.00	17,91,477.22
Equipment	176,728.00	252,640.00		429,368.00
Supplies				
<b>Total</b>	<b>11,30,630.69</b>	<b>26,20,164.06</b>	<b>15,56,830.07</b>	<b>53,09,624.82</b>

### Tsirang

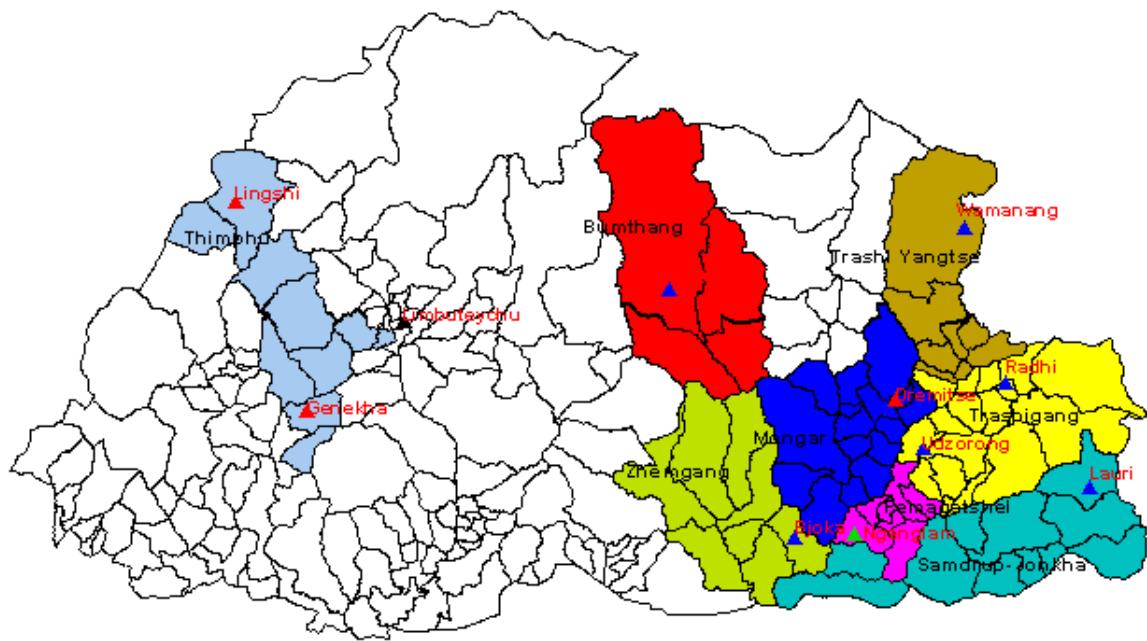
Particulars	Year1	Year 2	Year 3	Total
Research	35488.00			<b>35488.00</b>
Training				
Equipment				
Supplies				
<b>Total</b>	<b>35,488.00</b>			<b>35,488.00</b>



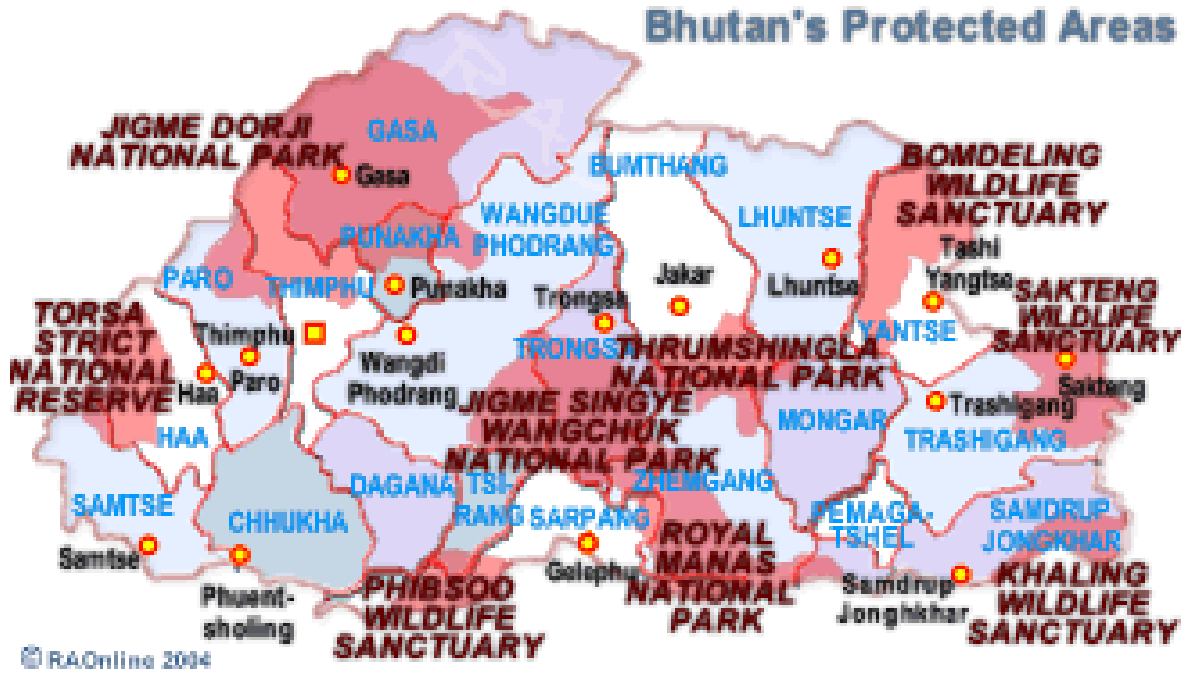
### **Watershed Management (Lingbukha) & Geney Geog**

<b>Particulars</b>	<b>Year1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Total</b>
Research			48,608.00	48,608.00
Training				
Equipment				
Supplies				
<b>Total</b>			<b>48,608.00</b>	<b>48,608.00</b>
<b>Grant Total</b>	<b>28,94,931.19</b>	<b>48,34,441.61</b>	<b>26,68,402.32</b>	<b>103,97,775.62</b>

# ANNEX 5



ANNEX 6



## ANNEX 7

### LIST OF CASE STUDIES PRODUCED VIA THE PARTICIPATORY (WRITESHOP) METHOD (IDRC, SNV, HELVETAS)

#### CASE STUDIES (2006)

***A series of case studies on community-based forest and natural resource management in Bhutan***

Community forestry contributes to the national and millennium goals without compromising the forestry policy! By Karma J. Tempel and Hans J.J. Beukeboom. June 2006.

Equity and traditional irrigation water sharing systems in Lingmutedy Chhu watershed. By Yeshey and Aita K Bhujel. June 2006.

Will the sale of *Illicium griffithii* reduce poverty in Aja Nye and Yabrang communities? By Prabhat Kumar Mukhia, Sigyel Delma Tangbi and Kesang Droelkar Tshering. June 2006.

Entire rural wood supply from community forests: A challenging mission. By Sonam Phuntsho and Mani Sangye. June 2006.

Bridging the knowledge: A journey into local experiences for community-based management of *Cante* and *Yula*. By Tshewang Dorji and Robin aus der Beek. June 2006.

Crushing the bone: Minimizing grazing conflicts in community Tsamdro. A case study from Dhur village, Choekhor Geog, Bhumthang. By Kelzang Wangchuk, Karma Dorji and Ugyen Lhendup. June 2006.

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## ANNEX 8

### PERSONS VISITED

Name	Organization	Position/Designation
<b>January 14, 2008</b>		
Dr. Tashi Samdup	CoRRB	Director
Koincho Wangdi	DOL	Chief Livestock Officer
Mariane Meijboom?	SNV	NWFP
Kencho Wangdi	SNV	Offtg Country Director – Portfolio Coordinator for West Region
Mr. Hans Buekeboom	PFMP, SFD	Project Advisor
Chado Tshering	DoF	Chief Forestry Officer, SFD
<b>January 15, 2008</b>		
Mr. Dawa Penjor	NMC, MoA	Program Director
Tashi Tshering	TDA, Forestry sector	FR, Geney Geog
Norbu	NMC, DoA	AAEO
Dorji	NMC, DoA	Agri/Horti. Support I
<b>January 16, 2008</b>		
Sangay Duba	RNRRC, Bajo	Program Director
Dr. Timsina	RNRRC, Bajo	Dy. Chief Research Officer (Livestock)
Sangay Wangdi	RNRRC, Bajo	Sr. Research Officer
Gyembo Tshering	RNRRC, Bajo	Sr. Horti. Res. Officer
Purna Bahadur Gurung	RNRRC, Bajo	CBNRM
Mashesh Ghimeray	RNRRC, Bajo	Chief Res. Officer (Field Crops)
Aita K. Bhujel	RNRRC, Bajo	W/S Coordinator
<b>January 18, 2008</b>		
Dr. Lungten Norbu	RNRRC, Yusipang	PD
Sonam Wangno	RNRRC, Yusipang	RO
Dr. Pema Wangda	RNRRC, Yusipang	RO
Lhap Dorji	RNR RC Wenskar	Res. Com. Officer
Chencho Dukpa	RNR RC Wenskar	Sr. Livestock Officer
Thinlay Wangchuk	SNV East	Integrated Watershed Management Specialist
<b>Trashigang Dzongkhag</b>		
Dr. Ugyen Tshewang	Dzongdag	District Administrator
Tenzin	DoF	Sr. Park Ranger
Yeshi Pelden	DoF	GFEO
Tashi Gyelpo	DoF	ADzFO
<b>Udzrong Community-based Lemongrass Management Meeting at the District Forest Office Trashigang</b>		
<b>January 21, 2008</b>		
Dendup Tshering	DoF	DZFO

Sonam Wangchuk	DoF	AFO, Tashigang Division
Dorji Wangchuk	DoF	RIO Trashigang
Sonam Thinley		CBNRM Group Member
Sangay Wangchuk		CBNRM Group Member
Kinley		CBNRM Group Member
Pema Jurmey		Beat In-charge Udzrong
Phuentsho Wangdue		Dy. Ranger RNR, Udzrong
<b>Radhi Geog</b>		
<b>January 22, 2008</b>		
Pindru Dorji		NRM Chairman
Tashi	DoF	Forest Extension Agent
Jigme Tshewang		NRM Treasurer
Tashi Phuntsho	DoA	Field Coordinator – SLMP
Leki Doji	DoL	Livestock Extension Agent
Tashi Wangchuk	DoA	AEO, Agriculture
Pema Wangchuk		Mangmi
Khawjay Drukpa	DoF	Range Officer
Kinzang		NRM - Tshogpa – Tongling Pam
Ugyen Tenzin		NRM – Tshogpa – Dekiling
Nim Dorji		NRM – Tshogpa – Khatoe
Gembo Thinley		NRM – Tshogpa – Drung Goespa
Pema Wangchuk		NRM – Tshogpa - Tsangkhar
<b>Womanang CBNRM Members</b>		
<b>Trashiyangtse Dzongkhag</b>		
<b>January 23, 2008</b>		
Neyten Wangmo		CBNRM member
Bakumo		CBNRM member
Tsheringla		CBNRM member
Tshering Wangchuk		CBNRM member, Secretary
Yeshi Peldon	DoF	FR
Tashi Gyelpo	DoF	ADZPO
<b>RC Bajo</b>		
Mahesh Ghimiray		
Sangay Wangdi		
Dr. Timsina		
Meena Donyel		
Aita Kumar Bhujel		
Gyembo Tshering		
Yograj Chhettri		
Kezang Wangchuk		
Dr. N.B. Tamang		
<b>Dremitse Site</b>		
Kinga Norbu	DoF	ADzRanger
Tashi Wangchuk	DoL	Livestock Extension Agent
Pema Rigzin	DoF	Forestry Extn' Agent

