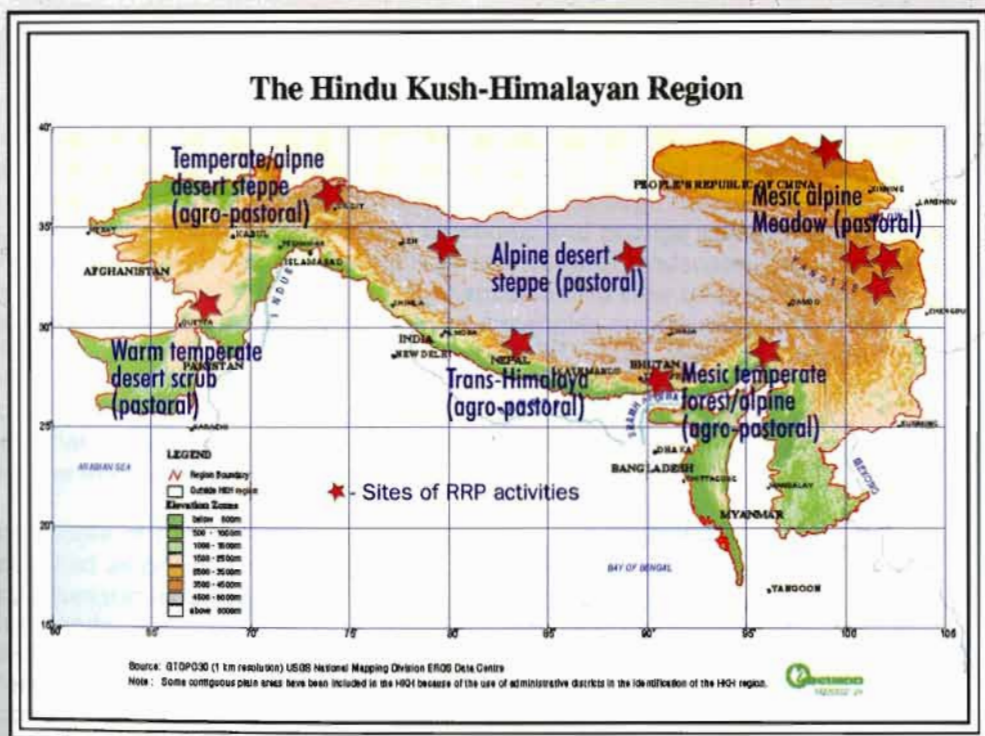



1 ICIMOD's Regional Rangeland Programme and the Objectives of the Lhasa Regional Workshop





Cover photo: Map of the Hindu Kush-Himalayan region showing the sites of ICIMOD's Regional Rangeland Programme activities (*from the presentation by Camille Richard*)

ICIMOD's Regional Rangeland Programme and the Objectives of the Lhasa Regional Workshop

Background

More than 60% of the Hindu Kush-Himalayan and Tibetan plateau region consists of rangeland ecosystems and is much like rangelands of other parts of the world: a marginal resource, naturally low in productivity, and highly variable in terms of water and forage availability. These rangelands support a large livestock industry, accommodate important watershed functions, and provide valuable and biologically diverse resources. They also reflect a diverse cultural landscape, concurrently shaped by physical forces and human use. It is important to view rangelands not only as a resource to sustain livestock, but also as a complex environment with a diverse array of amenities and possibilities and a rich cultural milieu. However, despite the importance of rangeland resources to local and national economies, most government and development agencies have neglected them, even though the potential of rangelands to contribute significantly to economic development and biodiversity conservation is high.

The people of the HKH rangelands region have sustained themselves in what can be described as one of the harshest landscapes on earth, relying on extensive and opportunistic mobility of livestock to procure forage from native grasslands and shrublands, and cultivation of a rich knowledge base, including elaborate mechanisms, to collectively manage resources. These communities increasingly find themselves at the fringes of modern society and the development process. Their economy and way of life, and the environment upon which they depend, are poorly understood; they struggle to make ends meet in a world that increasingly sees their way of life as 'backward' and 'irrational'. Yet, these communities have proven themselves to be quite resilient and have adapted to change when swayed and constrained by the world around them. Such indigenous¹ systems are especially apparent across marginal dryland regions of the world as an adaptive strategy to survive a harsh and uncertain environment. Despite the rhetoric to the contrary, extensive livestock grazing and the diverse array of common property regimes (CPRs) that manage human and livestock movement have been shown to help maintain rangeland health, especially if pastoralists can maintain a degree of mobility that fosters optimal use of pasture resources (Steinfeld et al. 1997; Naimen-Fuller and Turner 1999). Fortunately many local institutions are still in place that regulate spatial and seasonal access to pasture resources in the remote rangeland regions of the Himalayan and Tibetan plateau (Goldstein and Beall 1990, Rai and Thapa 1993, Ura 1993, Richard 1994, McVeigh 1994, Saberwal 1996, Wu 1997).

¹ In this discussion, the term 'indigenous' refers to a dynamic process of local innovation in natural resource management vs. long-term ritualistic or static 'traditional' practices (Gilmour and Fisher 1991).

Despite their skills, pastoralists of the HKH, like those throughout the world, face a number of growing challenges that constrain them from exercising their full traditional rights and practices (Miller 1995, Wu and Richard 1999, Naimen-Fuller and Turner 1999). These include natural factors such as desiccation of pastures due to changing climate, and significant loss of livestock during severe drought or excessive snowfall events. In addition, pastoralism as a way of life is increasingly challenged due to a number of socioeconomic factors, such as: regional population increase; encroachment; generally poor infrastructure, social services, and market access for mobile communities; increasing education and employment opportunities outside the pastoral sector; and a shift to a more monetary economy. Government policies and development programmes also significantly influence the way local pastoral communities access and manage rangeland resources. Though often well-meaning, these programmes are driven by a general disdain for the pastoral way of life and a poor understanding of the efficacy of pastoral production systems and rangeland ecology amongst policy makers, who mainly hail from low lying agricultural areas. Applied in the name of 'sustainability', these policies have often resulted in outcomes that were the opposite of what was originally intended, leading to increased environmental degradation through the reduction of livestock mobility and the marginalisation of pastoral communities through heightened economic and social risks (Naimen-Fuller and Turner 1999). Such actions, depending on the geopolitical environment, include:

- appropriation of the more productive pastures (perceived as 'vacant' land) by the state for crop cultivation, where investments and political authority are vested in sedentary agricultural populations;
- closure of land for 'protection' resulting in loss of access to high quality pastures;
- separation of the legal ownership of natural resources from their users, leading to a breakdown in the indigenous institutions for managing natural resources; and
- centralisation of social and technical services through the settlement of nomadic communities, causing concentration of livestock and overgrazing near settlements.

A Co-Management Approach for Rangelands

Given these alarming trends among pastoral communities, the question arises whether extensive pastoralism can be maintained as a sustainable livelihood option. However, the integrity of rangeland ecosystems, from both an ecological and economic perspective, depends on it, especially in semi-arid environments. There is a critical need to explore innovative institutional arrangements that can favour effective and extensive rangeland management. This will require a high degree of collaboration among a variety of stakeholders, from the local herder to the policy maker. It will require policies and programmes that are flexible and responsive to local needs and aspirations, in an environment of mutual respect and effective organisational cooperation. Such an environment will help to build and support the social capital necessary for effective community-based conservation and development initiatives (also referred to as 'co-management'). This situation is far from the current reality.

'Co-management' is defined as "a situation in which two or more social actors negotiate, define, and guarantee amongst themselves a fair sharing of the management functions, entitlements, and responsibilities for a given territory, area, or set of natural resources" (Borrini-Feyerabend et al. 2000). Key actors are usually government bodies and local communities. Co-management involves: 1) the process for stakeholders to make decisions and exercise control over resource use; and, 2) the

actual management arrangements that are based on a set of negotiated rights and privileges (tenure) that are locally acceptable and legitimised by the government (Ingles et al. 1999). Given this definition, it is important to understand that participation is not a means to achieve some end, but rather, entry points such as forage development or livestock improvements are merely a means to achieve participation of key stakeholder groups, principally the local communities. In other words, any co-management support programme should be striving to create a self-sustaining partnership of stakeholders able to identify and address development issues as they arise. The present strategy document is about an approach, rather than a prescription for site-specific activities, which instead arise out of the process itself.

Facilitating an effective collaborative approach, first requires a theoretical foundation that legitimises pastoral mobility and collective action in both environmental and economic terms. New global perspectives are emerging regarding rangeland ecosystems and pastoral production practices, primarily the notion that many semi-arid rangeland ecosystems function as non-equilibrium systems, and that Western precepts of livestock and range development are often not appropriate. In addition, traditional pastoral production practices are often found to be efficient and well-adapted to the prevailing environment, having evolved as rational responses for utilising the range resources available to the herders. Those mandated to work with pastoral communities need effective training in contemporary rangeland and social science theory and assessment approaches to better gauge the nature of these agro-ecosystems.

A far greater challenge is developing working policy implementation strategies that support collaborative management approaches. Primary constraints to such an approach are the harsh environment and relatively slow response time with resource improvements, the incompatibility of many land use policies with a diverse, heterogeneous landscape, and a bureaucracy untrained and unable to cope with site-specific and diverse concerns at the local level. This is only accentuated by the often rigid mindset of government bureaucracies and the lack of coordination among relevant but discordant organisations that are mandated to work in pastoral areas. Strategies for overcoming such constraints require a multi-tiered approach, one in which varied government actors become more engaged in a process of critical reflection on process, and immerse themselves in development implementation. This invariably will bring about changes in attitudes, allowing strategic 'change agents' within organisations to incrementally transform the way governments work. This can best be achieved under the following conditions.

- Sound theoretical foundation – recognition of the potential of opportunistic range management strategies with their principles of mobility and flexibility instead of rigid stocking at pre-determined carrying capacities
- Functional and empowered pastoral institutions – to facilitate greater participation in development and conservation initiatives in rangeland ecosystems
- Coordinated policy and development efforts – endorsement and practice of integrated natural resource management approaches to pastoral development and biodiversity conservation
- Responsive donor support – flexible financing and longer-term time frames for pastoral development projects on the part of donors and central government planners

Facilitating Change: The Regional Rangeland Programme (RRP) Phase I

The International Centre for Integrated Mountain Development (ICIMOD) has been attempting to address some of these knowledge and methodological challenges through its Regional Collaborative Programmes (RCP) I and II, with the initiation of a rangeland focus in 1995. Outcomes from the early phase (1995-1997) were:

- a better understanding of range management issues in the HKH countries, through workshops, conferences, field visits, interactions, and training courses;
- increased awareness on range management in connection with wildlife and biodiversity conservation;
- greater attention from potential donors for funding of a more focused programme;
- setting of the groundwork for analysis of rangeland dynamics and development, implemented during RCP-II.

The major highlight during the RCP-II Rangeland Activity (1998-2002) has been the implementation of the Regional Rangeland Programme (RRP) Phase I, initiated in 1999. The RRP has served as an umbrella for all the projects incorporated in Activity 14, Management of Rangelands and Pastures, a component of the RCP-II, in terms of framework and approach.

Goals and Objectives of RRP-I

The long-term goal of the Regional Rangeland Programme (RRP) is to help reduce and eradicate poverty among rangeland dependent mountain people and to improve the productivity of rangeland ecosystems in the Hindu Kush-Himalayan – Tibetan plateau region.

The primary objectives of the first phase of the RRP were:

- to improve the knowledge base on rangeland ecosystems;
- to develop and test new technologies for improved rangeland and forage management;
- to strengthen national and local institutional mechanisms for managing rangeland resources and pastoral development;
- to promote regional collaboration and information sharing; and,
- to develop or reinforce appropriate policies for improved rangeland management and pastoral development.

Long-Term Conceptual Framework and Strategy for the RRP

Given the complexity of rangeland ecosystems and management issues, ICIMOD has focused primarily on developing a process to support co-management initiatives, a long-term endeavour that requires an interdisciplinary conceptual framework, which we use to guide our programming. The RRP (both past and future phases) is thus focusing on the linkages between pastoralists, the environment, the market, and government policies and development plans as a basis to build long-lasting partnerships for improving development and policy support. Figure 1 shows a model of the conceptual framework we have developed to help us keep this interdisciplinary focus so that we address such issues in our research, capacity-building, and networking activities.

A complex array of factors influence how local pastoral communities use and manage their resources, ranging from biophysical limitations to geo-politics, and need to be elucidated before any intervention can be made (identified through diagnostic studies). Objectives of a project must be based on perceived needs and environmental realities identified during initial studies. Communities need secure access to resources, information, and marketable options for improving productivity and livelihoods. Pastoralists are likely to reject innovations that put their livelihoods at risk due to their uncertain socioeconomic and climatic environments. Acceptable innovations will need to be introduced in ways that empower stakeholders and encourage collaborative decision-making.

Figure 1 provides insight into the characteristics of key stakeholder groups in a co-management process: local communities, government line agencies, NGOs, private businesses, research institutions, and policy-makers at various levels (stakeholder and organisational analyses). What is the nature of 'community' – their organisations, social norms and rules, individual managerial and technical skills, systems of decision-making and collective action, and their access to financial resources and information? A good series of diagnostic studies should give a realistic idea of local community priorities and a solid idea of institutional capability, at multiple management levels.

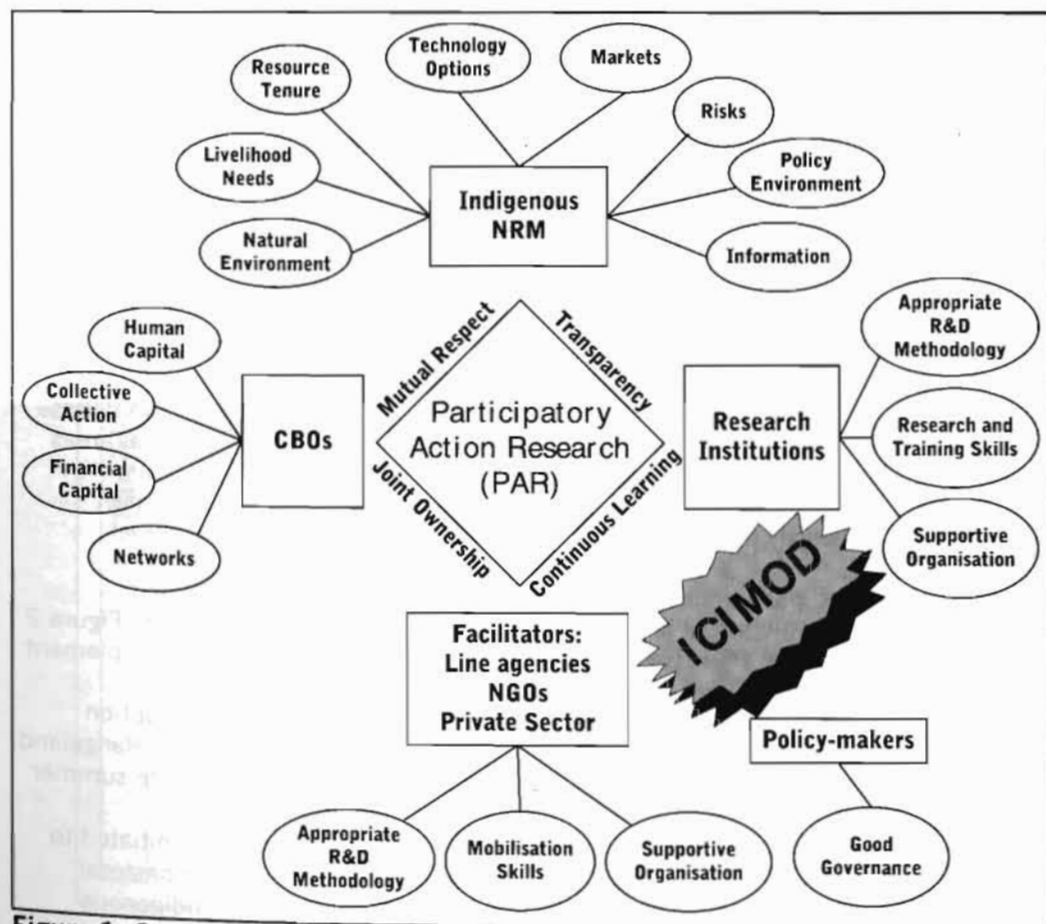


Figure 1: Conceptual Framework for the RRP I and II

The staff who facilitate these programmes need good organisational support and adequate funding to be able to deliver services properly to rural communities. These change agents are the target group of ICIMOD's RRP capacity building programme. What skills and attitudes do facilitators possess in terms of appropriate participatory research and development methodologies? Do extension staff work in a supportive organisational environment that allows flexibility in delivery of services to rural communities with long-term planning and funding mechanisms in place? Are they also supported by relevant and timely inputs from research personnel who also possess good participatory skills and methodologies? These organisations need to work in a complementary way so that they can be called in to perform particular tasks identified by other organisations, through an effective network of information exchange and collaborative planning.

To support this type of multi-level learning and networking requires policy makers who are aware of and respect the needs of local people and can adjust policies to accommodate equitable innovations. And what role does a supporting organisation such as ICIMOD play to develop necessary skills and support collaborative processes? If the proper conditions are lacking, what capacity building measures are needed to build such skills among the various actors?

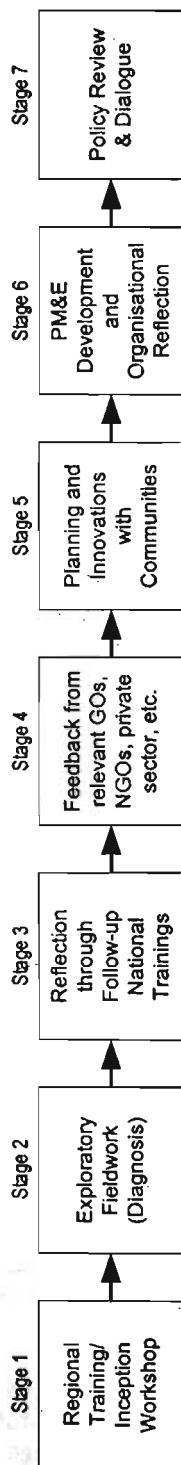
Implementation Strategy for the RRP-I and Beyond

Any co-management scheme requires a dynamic inquiry and planning process that stresses mutual respect, transparency, joint ownership of information generated, and continuous learning through group reflection and decision-making among the identified stakeholders. Participatory action research (PAR) is a systematic and collaborative process involving iterative cycles of planning, implementation, observation on the outcomes of actions, and group reflection on the assumptions and attitudes applied to analyse resulting situations (Greenwood and Levin 1998). This process leads to the next phase of fine-tuned planning, action, observation and reflection. The methods used in PAR can be the same as those used in conventional research. The difference lies in how the methods are utilised, a participatory paradigm versus extractive. Thus, PAR is not a methodology; rather, it is an approach to research that aims to democratise knowledge generation (Greenwood and Levin 1998). It is appropriate to use when the issues are complex and people have diverse opinions but do not know where to begin to address them such as in pastoral areas where common property arrangements are still the norm (Fisher 2001). This approach encourages participants to reflect on project outcomes and their own assumptions to identify possible best practices to implement at the local level.

ICIMOD has formed partnerships with institutions concerned with rangeland conservation and development in Pakistan, India, China, Nepal, and Bhutan. Figure 2 illustrates the long-term PAR strategy that ICIMOD has been employing to implement the RRP.

- **Stage 1: Inception PAR Training.** The project began with a regional inception workshop and training programme in 'Participatory Action Research in Rangeland Management', which resulted in six action plans for initiation in the late summer of that year.
- **Stage 2: Diagnostic Studies.** Follow-up diagnostic case studies were initiated to identify the socioeconomic and environmental conditions that affect pastoral communities, specifically looking at community diversity, gender, indigenous knowledge, resource tenure, and local aspirations.

Participatory Action Research Strategy for the RRP

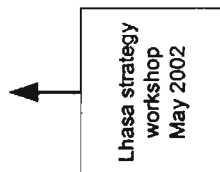


Where are We?

RRP Phase I

RRP Phase II

Complimentary Regional Activities:



Professional Networks

Exchange Visits

Figure 2: PAR Strategy for RRP Phase I and II implementation

- **Stage 3: National level trainings.** The PAR process continued into 2000 and 2001 with the next phase of national level trainings and reflections on the outcomes of the diagnostic studies. In some sites, trainings were conducted for the local research team.
- **Stage 4: Feedback among stakeholder groups.** Further reflections on the results and process of the studies and trainings, and the subsequent action plans, have been presented to government line agencies, NGOs, and private sector representatives, whose feedback is being incorporated into follow-up plans. Partners also presented their findings in international forums held in the region (2000 and 2002).
- **Stage 5: Local Site Planning.** In some sites, ICIMOD partners have begun a planning process to initiate projects with pilot communities. Entry points for innovation have been (and will be) based on the priorities set by the local stakeholder groups and include pasture development, livestock marketing, eco-tourism planning, and water development, varying from site to site. These action plans form the basis for Phase II innovation testing, which has not yet been initiated. These demonstration activities will be initiated by trainers trained in 'Participatory Assessment and Planning for Co-management of Rangelands' in Phase II.
- **Stage 6: Participatory Monitoring and Evaluation.** The next stages involve actual project implementation of community-based plans and development of a participatory monitoring and evaluation (PME) system to allow stakeholders to reflect on the outcome of innovations and the process employed. To date, no participatory monitoring and evaluation exercises have been conducted.
- **Stage 7 and beyond: Policy Dialogue.** As experience is gained, it is envisioned that partners will continue to network with policy-level bodies in order to guide decision making at the macro-level. By this time, ICIMOD's goal is to turn over the process to those whom it benefits, local communities and the organisations that are there to serve their needs and aspirations, to continue as they deem necessary.

RRP Phase I Outcomes

Since its inception, the project has moved from focusing on assessment, towards a process of continuous learning and collaborative decision-making among stakeholders, from local herders to policy makers. A crucial operational long-term goal of the project is to help create an environment where stakeholders (especially ICIMOD partners) can take over the co-management process initiated. The project encourages this by building the capacity of partner institutions to conduct participatory research with relevant stakeholders, through formal training, research grants, and networking opportunities, as a grounding for policy advocacy. This approach has facilitated a better understanding of the socioeconomic and environmental realities of rangeland areas and has generated a greater awareness of integrated and participatory approaches among a variety of actors, from local communities to researchers and politicians.

To date, the primary achievement has been of a more intangible nature: a change in attitude and management style among the staff of participating institutions (research, extension, and administrative), forming the cadre of 'change agents'

required to foster a transformation in the way government agencies think and work. A co-management process cannot proceed until government institution staff and decision-makers have the proper mindset for sharing power, and this can be a long and tedious change to bring about. But now that this is happening in some sites, the subsequent steps in our strategy are beginning to fall into place.

Specific outcomes include the following.

- 1) Community-led efforts for improved rangeland management. Locally driven initiatives have included one in Northwest Yunnan, China, to test and develop native forage species, initiated in spring 2001. The State Key Laboratory of Arid Agro-ecology, China, has used the new approaches to improve implementation of its Oxfam supported development project in Maqu County, Gansu, by basing rangeland management plans on the indigenous knowledge of the herding community. They are also using indigenous indicators to challenge the scientific assumptions for determining the carrying capacity of pastures. Other sites are merely in an assessment and planning stage.
- 2) Improved integration of participatory approaches within operational plans of partner institutions. The staff of these institutions have prepared action plans to incorporate participatory approaches in their own projects, as well as ICIMOD sponsored ones.
- 3) Initiation of institutional transformation within some partner institutions leading to improved organisational performance. For example, the seed has been planted for further organisational change to facilitate participatory rangeland management in institutions such as the Sichuan Grassland Institute. This should lead to improved performance, more networking, and ultimately policy change in Sichuan.
- 4) Cost sharing and joint organisation by collaborating institutions for research and training events. Many collaborating institutions have shared the costs of research and training events, and have organised many of these activities.
- 5) Contribution to national level policy dialogue. Various forums have been organised to provide feedback to decision-makers about the outcomes of training events and diagnostic studies. For example, the Sichuan Provincial Animal Husbandry Bureau, China, has shown strong interest in supporting the action plan prepared by ICIMOD's Sichuan partner group. The Balochistan government (west Pakistan) has pledged to increase focus on livestock and rangeland issues and to help support participatory research with local nomadic communities. The Ladakh coordinating partner has used the participatory tools learned to conduct planning meetings in the nomadic areas of the Ladakh Chang Tang. These plans were received favourably by the Ladakh Hill Council and are being considered for funding.
- 6) International level networking to share best practices in pastoral development and rangeland management. ICIMOD sponsored a special session during the Third International Congress on Yak in September of 2000 on integrated development approaches. It also coordinated this international workshop in Lhasa, 2002, to present working strategies for pastoral development in the HKH, which contributed to the resolution prepared at the Bishkek Global Mountain Summit.

Lessons Learned

It is a given fact that this programme began with an outside agenda and budget (to bring about a paradigm shift toward participatory research within partner institutions). However, the assumption is made that as the PAR process builds, levels of participation increase among various stakeholders and the initial partner organisations assume more of a role as facilitator. The fundamental question remains as to how the partner institutions transfer ownership of the action research process to those groups most affected, in both managerial and financial terms?

Although there have been many positive outcomes, a few difficulties have been encountered. There are a number of pitfalls that many supporting organisations encounter when implementing co-management schemes, and ICIMOD is no exception. However, these experiences provide invaluable guidance for the implementation of subsequent phases of the RRP.

Key lessons learned during implementation of the RRP Phase I include the following.

The need for an initial conceptual framework and strategy to guide early planning stages and budgeting of the project. The conceptual framework and strategy outlined in Figures 1 and 2 have been developed through trial and error during the first three years of the RRP, and result more from hindsight than a clear planning process at the beginning of the project. Inadequate budget was allocated for meetings, planning, and monitoring. Management agreements can take many rounds of negotiation, especially when many stakeholders are involved and communities are highly heterogeneous in economic and social characteristics.

Proper monitoring and follow-up of project activities. Because ICIMOD is not a direct development organisation, we generally do not conduct projects at the local level, and thus find it difficult to provide the mentoring for partner institution 'change agents' during their field work. In addition, the project was inadequately staffed within ICIMOD, making it difficult to maintain consistent communication with partners. Without proper guidance, some partners have found it difficult to understand the new approaches being promoted by the project and only a few have easily adopted the concept of stakeholder participation, mainly due to past experience. As a result, some well-meaning intentions to conduct participatory activities have not materialised.

Remoteness of rangeland ecosystems in the HKH. Another limiting factor is that rangeland ecosystems, especially in the HKH, are remote, extensively used, and travel can be time-consuming and costly. This significantly increases the costs to conduct pilot activities, which has hindered the demonstration component of this project.

Commitment of partner institutions. Partner organisations must be willing to engage in a process of joint learning and transformation to improve their ability to deliver services to local communities. Also, no programme will be successful without a committed partner who takes the lead in facilitation at both local and state levels. A supporting organisation such as ICIMOD simply cannot play this role effectively. In our experience, the sites where we have had the greatest success are where we had a good local organisation that followed up on outcomes of diagnostic studies, the partner organisation and their affiliates had the trust of the local pilot area communities, the initiative was supported by key local decision-makers, and where financial support was pledged by either local governments or donors.

Building on regional experience. Sites without the above characteristics will not inevitably fail. These areas require more follow-up and opportunities to learn through exchange visits with stakeholders from other more successful trial areas. ICIMOD as a regional organisation is suited to provide these networking opportunities and has contributed to the spread of many technologies and institutional innovations in the region. This comparative advantage should be capitalised upon in the next phase of the programme.

Partnership with other support organisations. Due to the high cost of pilot site demonstration and the position of ICIMOD as a regional networking and knowledge sharing organisation, ICIMOD should partner with other institutions (strategic alliances) that are more directly mandated to support research and demonstration trials at the local level. In this way, ICIMOD can more effectively provide strategic services, mainly regional capacity building, networking and policy advocacy, while the partner supports more bi-lateral project-based activities. During the implementation of the RRP, the sites which are furthest along are the ones where this critical financial and technical support exists, with ICIMOD serving in more of an advisory position.

Objectives and Approaches of the Lhasa Workshop and the Bishkek Global Mountain Summit Rangeland Roundtable

ICIMOD and its partners in the RRP felt that there was an urgent need to bring diverse players together, from a variety of disciplines and backgrounds, to build mutual understanding about the realities of highland pastoralism in the HKH-Tibetan plateau region. What factors have contributed to the marginalisation of pastoral peoples? How have they responded? What are the challenges faced by development workers and policy makers for bringing pastoral communities into the 'mainstream'? What programmes and policies have helped them adapt to modern forces of globalisation? What are future policy strategies that legitimise local knowledge and collective action in the management of rangeland resources?

ICIMOD and its partner organisation in Tibet, the Tibetan Academy of Agriculture and Animal Sciences (TAAAS), jointly organised this international workshop, 'The Changing Face of Pastoralism in the HKH-Tibetan plateau Highlands', in Lhasa, Tibet Autonomous Region (TAR), China, on May 12-19, 2002, as part of the International Year of the Mountains, 2002. This workshop was originally intended to serve as a regional forum for participants to review and synthesize outcomes of ICIMOD's Regional Rangeland Programme. ICIMOD and its partners decided to broaden the scope of the workshop to include more of an international audience that would gather to not only review and synthesize, but also to share ideas and to develop strategies to address the above questions and issues.

The specific objectives of the Lhasa workshop were the following:

- 1) to increase understanding of the current state of pastoralism in the highlands of the Tibetan plateau;
- 2) to celebrate the knowledge and strengths of mountain rangeland communities;
- 3) to highlight success stories of development programmes and policies that have fostered sustainable pastoral livelihoods in a world of rapid change; and
- 4) to collectively devise working strategies for future innovations in pastoral development and rangeland conservation.

Invited oral presentations covered a variety of topics relevant to pastoral development and rangeland conservation, including the following:

- pastoral production systems research,
- resource tenure policies and impacts,
- alternative livelihoods for pastoralists (such as marketing of niche products, medicinal plants, and eco-tourism),
- successful participatory approaches to pastoral development and conservation of rangelands,
- institutional strengthening of social services in remote pastoral areas,
- improving organisational performance of government agencies, and
- institutional and policy models for co-management of rangelands in China and Mongolia.

These were supplemented by poster presentations that participants used to convey topics of interest to each other and as a basis for person-to-person discussions.

In addition, a number of working groups were conducted on the following topics:

- demonstration of the International Fund for Agricultural Development's (IFAD) Livestock and Rangeland Knowledgebase,
- development of an agro-pastoral conceptual model for the Agri-Karakorum project, Northern Areas, Pakistan,
- rangeland conservation on the Tibetan plateau,
- appropriate institutional arrangements and policies for community-based rangeland management,
- integrated research and extension needs for participatory rangeland management and pastoral development,
- international science and technology cooperation under the European Commission's research programme.

Field visits included a cultural fair in the pastoral region of Damxiong County north of Lhasa and a juniper restoration site adjacent to Drepung Monastery near Lhasa.

As a follow-up to the Lhasa meeting, ICIMOD conducted a roundtable discussion at the Bishkek Global Mountain Summit. Examples of policy approaches in TAR, China, and Mongolia were presented, along with a summary of outcomes from the Lhasa meeting. Outcomes and conclusions of this latter meeting are incorporated into Chapter 6.

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