



FOR SUSTAINABLE DEVELOPMENT IN THE HINDU KUSH-HIMALAYAS

# ICIMOD NEWSLETTER

No. 47 Winter 2005

## Knowledge Management for Mountain Development



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# Knowledge Management Online

## Information Management to Knowledge Management: Are You Prepared?

This paper reviews the role of the Internet in the current 'knowledge revolution'. Many see knowledge management as the next source of competitive advantage.

<http://www.skyrme.com/pubs/on97full.htm>

## Creating a Knowledge Sharing Culture

This article talks about on 'sharing knowledge' and its benefits for the entire organisation.

<http://www.gurteen.com> (click on 'articles')

## Bellanet

Bellanet uses knowledge sharing approaches to assist development organisations in sharing their experiences and knowledge with the goal of increasing the effectiveness of development work overall.

<http://home.bellanet.org>

## ABC of KM

This site is all about knowledge management and lists the basics of KM.

<http://www.cio.com> (click on 'KM/Storage')

## KM Principles

Some knowledge management principles.

<http://www.mcombs.utexas.edu/kman/kmprin.htm>

## Knowledge Management Initiatives around the Globe

From leading thinker Karl-Erik Sveiby, this article defines KM by looking at 40 KM initiatives from around the world.

<http://sveiby.konverge.com/articles/KnowledgeManagement.html>

## Glossary of KM Terms

These sites provide definitions of common KM terms, plus links to other glossaries.

<http://www.icasit.org/km/intro/glossary.htm>

[http://www.nelh.nhs.uk/knowledge\\_management](http://www.nelh.nhs.uk/knowledge_management)

## World Bank

The World Bank is one of the leading organisations practising knowledge management. Knowledge sharing at the World Bank has evolved over time. From an early emphasis on capturing and organising knowledge, its focus is now on adopting, adapting, and applying knowledge in a way that helps World Bank staff, clients, and partners work more effectively to reduce global poverty.

<http://web.worldbank.org> (click on 'learning')

## KM Tools

This site provides a listing of common tools used to facilitate knowledge management. Tools are organised by

function; each overview

includes product descriptions, product uses, and links to product websites.

<http://www.icasit.org/km/tools>

## KM FAQs

<http://www.mcombs.utexas.edu/kman/answers.htm>

<http://www.sveiby.com/articles/FAQ.htm>

## Test Your Tacit Knowledge

<http://www.sveiby.com/articles/TacitTest.htm>

## Personal Knowledge Management

All about personal knowledge management – what it is, who needs it, and why.

<http://www.anderson.ucla.edu/faculty/jason.frand/researcher/speeches/PKM.htm>

## PKM ePresentation

General introduction

<http://www.webassistant.com> (click on 'WebPresentations')

## Storytelling

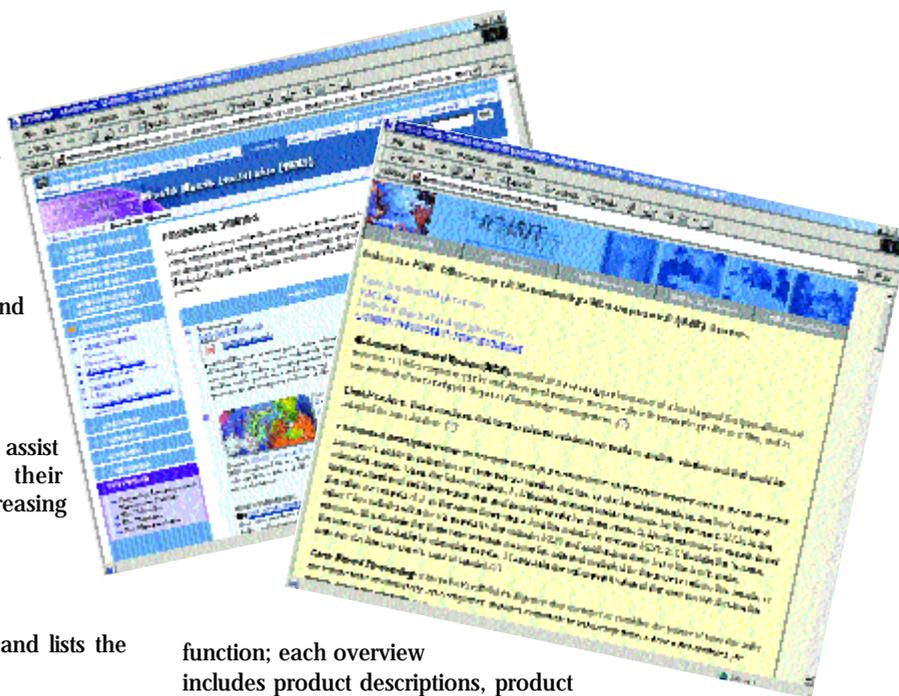
Storytelling, one of the tools of knowledge management, is quite simply the use of stories in organisations as a communication tool to share knowledge. The following site provides glimpses of how, where, and when to use it.

<http://www.stevedenning.com/learn.htm>

## AKGroup

The following link gives some useful tips for creating a more efficient team.

<http://akgroup.com/solutions/guides.html>



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# Letter from the Director General

Dear Friends of ICIMOD,

Over the past 21 years ICIMOD and its partners have created, collected, and presented knowledge relevant to mountain development. ICIMOD is a learning institution, and its main assets are knowledge and the networks that support knowledge sharing globally and in the Hindu Kush-Himalayan (HKH) region. Knowledge is most valuable when it is used to help people solve their problems in diverse situations of social and economic change. Thus the compelling issue is: how can people best share the knowledge they possess, and what impels them to share their knowledge with others?

Over recent years, ICIMOD has developed a strategy for introducing information and knowledge management (IKM) to benefit the population of the HKH region. The primary aim of the strategy is to provide effective support to policy making in natural resources management. The strategy is partner-oriented and was developed in close collaboration with partner institutions of the HKH region. So far, consultative workshops have been held in Afghanistan, Bhutan, Nepal, and the Tibet Autonomous Region of China. The IKM strategy should ensure that the knowledge accumulated by ICIMOD and its partners is delivered to those who need that knowledge to solve development problems.

Human understanding and intelligence are the key to knowledge management, while technical tools are a helpful means to this end. New computer-based methods are more powerful than traditional means of dealing with knowledge, but traditional tools such as books, tape recorders, writing tools, filing systems, libraries, and direct human communications are still most vivid and vibrant. An effective knowledge management system can integrate all these tools, but they must be selected and applied in an appropriate way for a given environment.



Billy Bierling

Interviewing a girl child in Khalte, Lalitpur

The need for computer-based knowledge management systems arose when large companies realised that substantial databases and document repositories



Ang Rita Sherpa

Gabriel Campbell with the Sherpa Women's Culture Group in Namche Bazaar, Nepal

did not help to solve problems if users did not know how to use the data or extract the knowledge they needed. However, this is only one small aspect of knowledge management and is relatively easy to accomplish.

The most essential element of knowledge management is the human factor: how do people share tacit knowledge - their personal knowledge and experience. Knowledge networks are one approach. They are not solutions in themselves, but rather systems that facilitate knowledge-sharing and collaborative problem-solving. ICIMOD supports regional and global networks in the HKH region and participates in knowledge networking initiatives of international organisations such as the FAO (Food and Agriculture Organization), IFAD (International Fund for Agricultural Development), UNDP (United Nations Development Programme), and the CGIAR (Consultative Group on International Agricultural Research) system.

We hope you all know about ICIMOD's professional publications on different issues relevant to building better lives for people in the mountainous regions, and ICIMOD's continuous efforts in capacity building. We also hope that you know about our efforts to share knowledge with our partners, rural communities, and policy makers. But have we done enough? What have been the impacts? These are the questions that indicate the way forward.

ICIMOD is taking practical steps to improve the system for accessing and using the wealth of knowledge created in the HKH region and available from other sources. We are particularly interested in developing effective ways of delivering knowledge to remote communities and unprivileged groups in society and earnestly seek your advice and support in improving our efforts.

Sincerely,

J. Gabriel Campbell, Ph.D.  
Director General

# Basics of Information and Knowledge Management

Zbigniew Mikolajuk, ICIMOD, zmikolajuk@icimod.org.np

**T**o solve a problem, specific knowledge is often required. That knowledge is out there somewhere, described in some way, but it is often unavailable when it is needed most.

## A Short Story from Maharashtra, India

During a workshop on knowledge management I asked participants if they had any real-life examples of people needing knowledge that was not readily available. Some participants remembered a situation a few years ago when, after several years of poor onion crops, farmers had a very good year and there was a big surplus. Many could not sell their crops. After so many years of selling onions easily, almost immediately after the harvest, farmers did not know how to store onions for any length of time to allow them to sell later in the local or international market for a better price.

I did not know much about the preservation of onions, particularly in a tropical climate, but I was sure that such knowledge must exist somewhere, in some form. After some research on the Internet, I discovered a group of researchers at the University of Michigan who had been conducting research on the preservation of onions and garlic in tropical climates and who had described simple methods of onion preservation that had been tested by farmers. Here was the knowledge. The missing link was a description of this technology in the language of the farmers of Maharashtra.

A farmer needs to know how to produce new and better crops and deliver them to the market; an extension worker needs knowledge about new agricultural technologies; an administrator needs to know about new legislation and about governance; a decision maker needs the knowledge relevant to developing new policies.

Defined practically, knowledge is the ability to take effective action (Dave Snowden<sup>1</sup>). This means that just making information available is not enough – to become knowledge, information has to be able to have some kind of effect. For example, unless a farmer can understand and use information about the preservation of onions or about fertilisers, this information is not knowledge.

The main issue is how to make knowledge available to those who really need it. In this age of great scientific advances we appear to possess knowledge on nearly everything. This includes technical issues, social and political sciences, and expertise in financial matters. But

if there is so much sophisticated and advanced knowledge, why it is so difficult to solve basic problems like providing clean drinking water, effective health care and education for everyone, and eliminating hunger and poverty?

The handling of knowledge is not a new phenomenon. We have been collecting, describing, organising, and sharing knowledge for millennia. The realisation that knowledge is a critical element has been heightened in recent years by the impact of information and communication technologies, debates about more effective methods of using academic as well as traditional knowledge, and immense opportunities for everybody to access sources of knowledge at all levels.

In today's complex world, one can acquire knowledge from many sources, but in most cases we are flooded with information and do not gain enough knowledge. The solution to development problems requires knowledge from many diverse domains and sources. Effective organisation and use of knowledge assets at all levels (individual, team, institutional) requires processes to collect, codify, create, retain, and disseminate knowledge objects (i.e., objects that represent/describe knowledge such as books, manuals, computer programs, maps, photographs and so on), in short – knowledge management.

What we really manage are knowledge processes and knowledge objects, not the knowledge itself. Organisations introducing KM approaches agree that KM is important for facilitating better decision-making processes, building the intellectual capital of an organisation, eliminating redundant processes, and improving operations, as well as fostering better internal and external communications.

## What is the Relationship between Data, Information, and Knowledge?

The main source of difficulty with understanding and defining knowledge in the context of computer-based systems is the long history of associating knowledge with only the human mind, since knowledge, in a broad sense, encompasses inferring/thinking, beliefs, logic, intuition, cognition, truths, and intelligence. In practice, computer programs are a form of encoding knowledge (e.g., arithmetical operations, analyses of chemical processes data, text formatting, playing chess).

<sup>1</sup> Dave Snowden is Director of the Cynefin Centre for Organisational Complexity, the University of Wales. He is a leading keynote speaker at major conferences around the world on knowledge management. Snowden used this definition at the KMASIA2004 Conference in Singapore, 2-4 November, 2004.

Computer systems that support knowledge processes evolved from simple data processing tools, to systems that include knowledge object repositories and problem solving support. The latter systems support communication between people and the use of computer-based tools for teamwork, problem analysis, and decision making. Figure 1 shows the evolution of computer systems.

The technical aspects of the theory and practice of knowledge management and knowledge systems are rooted in earlier developments of database management software, information management systems, and document management systems. Some confusion in terminology is caused by software companies that use the concept of knowledge management as a marketing tool to advertise their database, information, and document management software products by calling them 'knowledge management systems'. A knowledge system encompasses these products and information contents created with their support, but they are considered to be only components of the whole system.

Knowledge in the context of a computer system is a representation (text, data structures, structures of formal knowledge, description, languages) of facts, objects, phenomena, abstractions, (factual knowledge); and procedures/processes (procedural knowledge, including tacit knowledge).

Representations allow for automatic operations on knowledge (problem solving, decision-making support, information retrieval, creating new knowledge, dissemination). We may say that knowledge is the ability to solve problems and answer questions by retrieving (possessing) relevant information. Intelligence is the ability to create new knowledge. These simple working definitions should suffice for a general discussion.

### What Does it Mean to Manage Knowledge?

The need for computer-based knowledge management systems was identified when large companies realised that making huge databases and document repositories available was insufficient for solving problems in environments where users' knowledge of how to use the data and how to extract the relevant knowledge from documents was

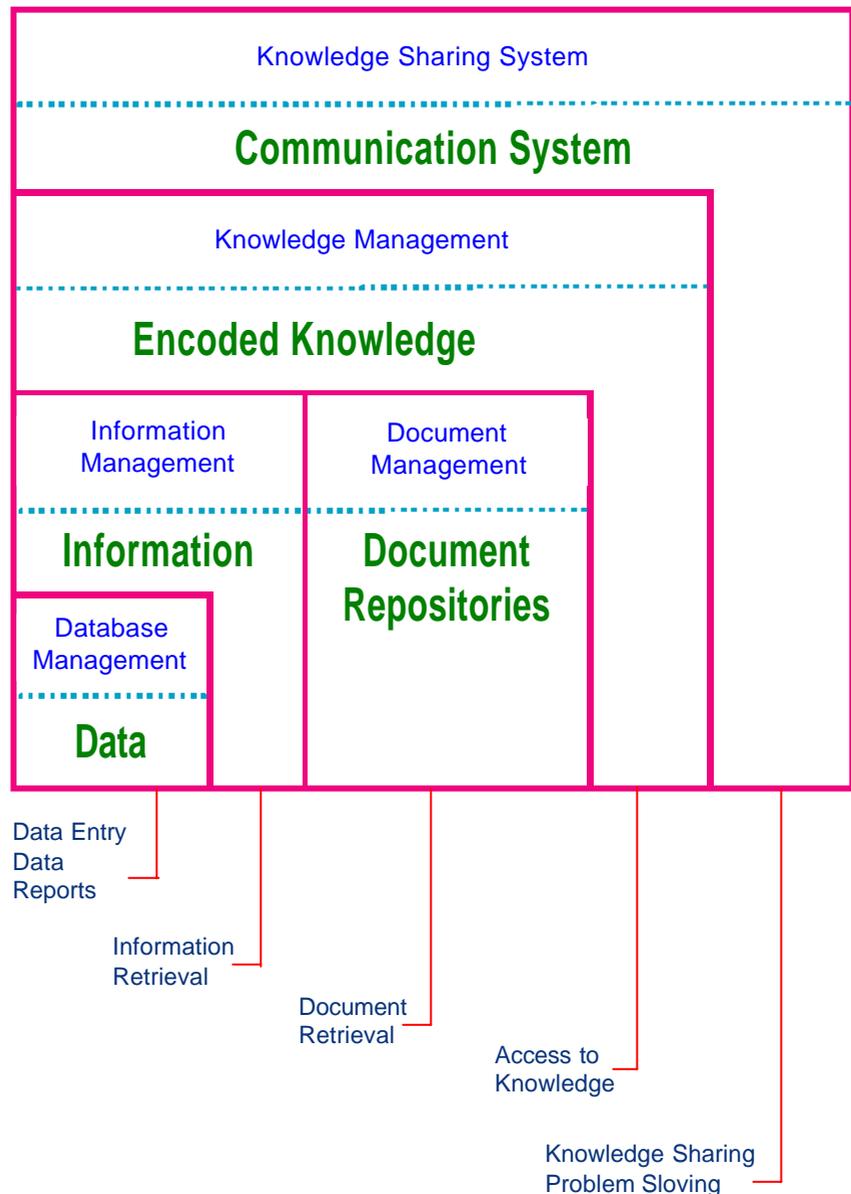


Fig. 1: Evolution of information systems from data processing to knowledge sharing

inadequate. Managing codified knowledge is only one aspect of knowledge management and is relatively easy to accomplish.

The main issue is the human factor in knowledge management and the handling/sharing of tacit knowledge. The term 'knowledge management' has been criticised, in that one cannot 'manage' the contents and processes of the human mind. However, in practice we can talk about and implement systems that encompass people and electronic tools to manage knowledge assets (factual and procedural knowledge descriptions and human capabilities). To 'manage' means to have effective control and to use the resources available to achieve an end. In this sense, knowledge management means having control over knowledge assets and using knowledge management tools and methods to apply and share knowledge to achieve the intended goals.

Specific terms are used when talking about operations on knowledge and knowledge attributes. The literature and discussions on knowledge management include words such as 'acquire', 'capture', 'learn', 'record', 'retain', and 'gather' to denote the collecting of knowledge; 'describe', 'encode', and 'model' to denote the codification of knowledge; 'generate', 'create', 'organise', 'develop', 'increase', 'verify', 'validate', 'synthesise', and 'reuse' to denote the processing of knowledge; and 'demonstrate', 'communicate', 'educate', 'access', and 'distribute' to denote the dissemination of knowledge. When classifying knowledge, the following terms are used: 'explicit', 'tacit', 'static', 'dynamic', 'factual', 'procedural', 'formal', and 'indigenous'.

## Methods and Tools

Knowledge management methods and tools include technical as well as non-technical approaches. Technical tools are based on information and communication technologies. Non-technical tools support knowledge sharing among people in the form of direct contacts.

- Knowledge mapping

The knowledge map is a tool for showing which knowledge resides where (e.g., people, media, organisational units, sources of knowledge outside the organisation); and what the patterns of knowledge flow are (access, distribution, learning).

- Yellow pages

The yellow pages facility is a structured collection of data and documents about people in an organisation. The purpose of the yellow pages is to facilitate communication and knowledge sharing between individuals and groups of people.

- Best practices

The best practices facility is a collection of structured documents that contain descriptions of the best ways to do things or solve problems. The best practices facility will not usually give a prescription for a solution but it will stimulate positive thinking and provide a base for analysis and identification of ways to do things.

- Storytelling

Storytelling is the use of stories in organisations as a communication tool to share knowledge. It is used in organisational settings to help people relate to and connect to important issues.

- Peer assist

A peer assist is a meeting or a workshop where people are invited from other teams to share their experience, insights, and knowledge with a team who have requested help.

- Knowledge fairs

Knowledge fairs are seminars and workshops arranged to make people aware of technologies that are

applicable across different sectors, and of other people who are exploring them.

- After action review

An after action review is meant to capture learning shortly after a particular event or action has been completed. It helps to make the informal learning process a conscious process and makes learning explicit.

- Mentoring

Mentoring is a one-to-one learning relationship in which a senior member of an organisation is assigned to support the development of a newer or more junior member by sharing their knowledge, experience, and wisdom with them.

- Communities of practice (networks)

Communities of practice are networks of people who work on similar processes or in similar disciplines, and who come together to develop and share their knowledge in that field for the benefit of both themselves and their organisation(s).

- Intranets, extranets

An intranet is a private network inside a company or organisation which uses the software facilities of the Internet, but is for internal use only, and is not accessible to the public. An extranet is an intranet extended beyond the organisation's boundaries. When selective access is provided to entities outside the organisation, the intranet becomes an extranet.

- Mailing lists

A mailing list is a list of e-mail addresses of a group of people to whom information materials are sent by e-mail.

- Electronic conferences, discussion forums

Discussion forums are online network discussion platforms to encourage and manage online text discussions over a period of time among members of special interest groups or teams. These are very useful in capturing tacit knowledge. Discussion forums are also referred to as 'collaborative workspace'.

- e-Learning

The use of electronic information systems (especially Internet technologies) to deliver learning and training.

- Electronic databases

Electronic databases are a structured collection of organised, related data stored on a computer.

- Document management

The purpose of a document management system is to provide information about which documents are available and how they can be obtained. Document search engines assist people in searching for documents on specific subjects.

There are many more tools that are used for supporting knowledge processes and operations on knowledge objects. The critical issue is to select the right tools for the given environment and for effective action.

# Information and Knowledge Management at ICIMOD – A Strategy Framework

Zbigniew Mikolajuk, ICIMOD, zmikolajuk@icimod.org.np

The development of a strategy follows broad policy decisions that reflect the vision and objectives of a government or organisation. A strategy document provides the framework for actions to implement policy. It outlines the approaches, principles, and critical conditions for specific actions and the involvement of stakeholders. The strategy document answers the questions of how activities will be carried out and what is needed to accomplish specific tasks.

This paper outlines the IKM (Information and Knowledge Management) strategy of ICIMOD as a component of a larger strategy that aims to provide effective support for policy making in the domain of natural resources management. It concentrates on introducing IKM tools and methods. The strategy is partner-oriented, i.e., IKM tools and knowledge resources as well as ICIMOD's experiences and expertise will be shared with all partner institutions.

## ICIMOD's IKM Strategy

The development of ICIMOD's strategy is based on the following principles:

- awareness building and a participatory approach at ICIMOD and among partners;
- linking the IKM strategy to the overall strategy of the organisation and specifically to the objectives of the GTZ project 'Promotion of Sustainable Policy Initiatives in the Management of Natural Resources in the Hindu Kush-Himalayas';
- close collaboration with domain experts;
- identification and use of existing strengths and integration of available sources of knowledge; and
- step-by-step implementation of a knowledge sharing system, first identifying and implementing useful, low-risk components of the system to foster a 'buy-in' attitude, then responding to demand or creating a demand for new tools and methods.

The main strategic issues are:

- a willingness by all partners within ICIMOD and external organisations to participate in the IKM initiative;
- support for IKM activities from the top management;
- availability of training materials;
- availability of tools and facilities (infrastructure);
- continuity and integration of all efforts;

- a broad understanding by all stakeholders of IKM issues and their role in demonstrating the tangible benefits of IKM;
- protection of individual and group knowledge; and
- organisational structure supporting IKM.

## Synergy of the IKM Strategy with ICIMOD's Mission and Objectives

ICIMOD is a learning institution. Its main asset is knowledge, and the networks that support knowledge sharing in the Hindu Kush-Himalayan region and globally. ICIMOD's mission is, "to develop and provide integrated and innovative solutions, in cooperation with national, regional, and international partners, which foster action and change for overcoming mountain peoples' economic, social, and physical vulnerability". The aim of the IKM strategy is to support this mission. In short, the IKM strategy should ensure that the knowledge accumulated by ICIMOD and its partners is delivered to those who need that knowledge to solve development problems – policy makers in government and non-government organisations, aid agencies, development agencies, and communities. Relating knowledge management initiatives to the organisation's mission is a powerful means of gaining leadership buy-in.

The identification of sources of pertinent knowledge (electronically encoded knowledge, traditional libraries, academic and indigenous experts, traditional practices and technologies) is an integral part of the IKM strategy. The main strategic approach is to develop a knowledge-sharing framework in which all stakeholders are users as well as providers of information and knowledge.



Ministry of Agriculture, Animal Husbandry, and Food Stuff (MAAHF) complex, Afghanistan

Zbigniew Mikolajuk

Each integrated programme at ICIMOD has its own specific approach to collecting, generating, retaining, and disseminating/sharing domain knowledge. The strategic framework for the whole organisation encompasses and respects these specific approaches as well as proposing a platform for an interdisciplinary discussion and investigation of holistic methodologies addressing complex development issues.

The overall mission of ICIMOD as well as its partner organisations can benefit from this interdisciplinary platform and cross-fertilisation of ideas and solutions. Tools for knowledge sharing such as intranets/extranets, computer-based analytical tools, and electronic communication and information retrieval facilities are a common environment for all projects.

### Knowledge Mapping in the Organisation

A knowledge map is a tool for presenting which knowledge resides where (e.g. people, media, organisational units, sources of knowledge outside the organisation) and for demonstrating the patterns of knowledge flow (access, distribution, learning). Knowledge mapping is the first step in creating an inventory of knowledge (i.e., the knowledge base) and developing the processes of knowledge sharing. The most common way of presenting a knowledge map is a simple graph in which nodes represent knowledge repositories/sources, while the connections represent the flow of knowledge (in a physical or mental sense). A knowledge map gives an indication of the scope of the knowledge management system.

Working from knowledge maps, one can begin to enlist work groups or teams to create new models to improve knowledge flow, knowledge sharing, and the fulfillment of the mission and goals. Knowledge maps can be used as a starting point for the collaborative development of new models of organisational culture and knowledge sharing.

The IKM strategy for ICIMOD and its partners includes support (training courses, workshops, software tools) for developing knowledge maps and integrating them into the processes of project development and implementation. Knowledge maps should help organise research activities and analyse the flow and impact of knowledge.

### Participatory Approach

In a knowledge sharing system, all partners are users as well as providers of knowledge. This implies their participation in all stages of the design, implementation, and operation of the system. Integration and participation helps to identify common issues and what valuable and assessed knowledge already exists as well as identifying any KM practices already working in the organisation.

Expertly facilitated collaborative group processes enable organisations to learn how to quickly create, test, refine, and implement IKM processes. While senior leadership can provide the vision and keep the mission statement foremost in people's minds, a knowledge management programme needs buy-in and alignment among the staff. Involving them in creating and testing knowledge-flow models and designing concrete IKM applications is essential to accelerating innovation through a knowledge-sharing culture.

### Awareness and Skills Development

Generating a diversity of potential users and facilitators of the IKM system requires careful planning and the implementation of awareness building events and skills development programmes. People contributing knowledge objects and those using the IKM facilities must concentrate on tasks that require access to knowledge and not on computer operations and the deficiencies of communication systems and faulty software.

Even a small IKM facility that works and is well-understood has a greater effect than a sophisticated and large application that does not work as advertised or is too difficult to use.

A step-by-step approach includes the preparation and delivery of customised information (i.e., tailored to specific needs of different stakeholders) and training materials, online and traditional workshops, as well as electronic discussions and analysis of the individual needs of participating institutions.

The purpose of awareness building and skills development activities is to develop an appreciation and understanding of IKM issues. The strategic objective is to achieve a 'critical mass' of skills, and a willingness among all stakeholders to develop and use an effective knowledge sharing system at institutional, national, and regional levels.



First steps in IKM, MAAHF

## Protection of Institutional Knowledge

Knowledge is the most valuable asset of any research or development organisation. As with any other asset, knowledge as an economic asset must be protected. The sharing of knowledge within the organisation and with external partners must be guided by clear rules of ownership regarding knowledge resources and copy, and intellectual property rights.

The principle should be that knowledge that is shared for free cannot be used by commercial organisations to make a profit without fair compensation for the owner of the knowledge, unless the knowledge has been explicitly offered free to the public.

In the case of ICIMOD and our partners, the issue of knowledge protection is even more sensitive because in many cases we are only custodians of the knowledge generated at the grassroots level or generated through the use of public money. It is also important that ICIMOD and its partners apply strict rules regarding the use of knowledge created and disseminated by all organisations.

At the technical level, we need to ensure that ICIMOD's databases and knowledge repositories (in electronic format in particular) are protected from unauthorised and unethical usage.

## Coordination of Activities and Approval by the Authorities

The design, implementation, and operation of a knowledge management system is a participatory undertaking that must be approved by the management of the organisation and supported by an appropriate organisational structure. Informal as well as formal relations within the organisation are very important factors in effective knowledge sharing. The organisation should identify, encourage, and support 'champions' of knowledge management at all levels of the organisation. They are a critical resource for adapting new methods and for the successful operation of the system.

The identification of knowledge management champions and coordination of all activities related to knowledge management is part of the overall strategy.

## Human Factors in IKM

Knowledge, intelligence, cognition, and problem solving have long been associated with human faculties and not with machine capabilities. The discussion about knowledge management in the context of computers and electronic communications can therefore sometimes be difficult. It must be made clear that in this context we are talking about and dealing with knowledge that is encoded or described in some way. Computers help us to manage objects that represent knowledge (documents, databases, maps, computer programs, etc.) and facilitate communication between people.

We realise that knowledge management is more than the maintenance of electronic representations of

facts and procedures and that it must encompass the management of human skills and attitudes, the recognition of tacit knowledge, the culture of sharing knowledge, cognitive processes, and so on. Ultimately, knowledge resides in people, not in machines and books. The complexity of knowledge management systems lies in their diverse components and the internal and external relations between people, technology, and organisations.

The main factors concerning the involvement of employees in knowledge management are:

- clear individual benefits for being engaged in KM activities;
- inclusion of KM as an item in performance reviews;
- building on already existing human skills and expectations;
- support for individual training and skills development; and
- a clear statement about the role of the human resources department in implementing KM.

## Synergy with Existing Processes and Quality Control

The most important factor in the IKM strategy is to align IKM methods and tools with existing processes in the organisation in order to show the tangible benefits of applying the new methods in everyday work. In collaboration with all integrated programmes, the Directorate and Administration of ICIMOD will identify the processes that can benefit from the introduction of IKM and discuss the best ways of using new facilities.

We will need to build more time into existing work processes to allow analysis and review so that learning and knowledge sharing become a conscious part of our activities.

## ICT Infrastructure Development for Knowledge Networking

The main components of the ICT infrastructure development strategy are:

- high bandwidth access to the Internet;
- tools for knowledge capture, encoding, and dissemination;
- awareness building among all staff;
- documented knowledge repositories;
- organisational structures for facilitation of knowledge sharing (including incentives system);
- technical and managerial training courses for IKM systems developers and facilitators; and
- an information system providing a comprehensive coverage of mountain issues.

Dealing with knowledge is not a new phenomenon. We have been collecting, describing, organising, and sharing knowledge for millennia. The realisation that knowledge is a critical element has been heightened in recent years by the impact of information and

communication technologies, debates on more effective methods of using academic as well as traditional knowledge, and immense opportunities for everybody to access sources of knowledge (the Internet). It is essential that ICIMOD and all its partners have a reliable Internet-based system for communication and for the maintenance of knowledge resources.

#### Institutional, National, Regional, and Global Communities of Practice

Building 'communities of practice' (CoPs) is currently one of the most popular KM strategies for introducing knowledge management into an organisation. CoPs are informal groups of people who are willing to share their knowledge. The scope of their membership and activities can be limited to one organisation or expanded to national, regional, or global dimensions. Participation in communities of practice requires additional effort from employees to follow up on the exchange of information and a willingness to contribute to discussions and other activities. In return, members of CoPs have better opportunities to quickly acquire knowledge and learn new approaches to solving problems. Organisations should provide incentives for workers to join and create communities of practice as well as monitor and stimulate activities.

ICIMOD will encourage and support the establishment of CoPs at all levels – from the institutional level (at ICIMOD and in partner organisations) through the national and regional levels to the global level. ICIMOD will also encourage employees' participation in existing communities.

Communities of practice are important elements in organisational strategies to improve performance and add value. According to Wenger, (Wenger and Snyder 2000) communities of practice do this by:

- driving the organisation's strategy;
- starting new lines of business;
- solving problems quickly;
- transferring best practices;
- developing professional skills; and
- helping organisations recruit and retain talent.

In addition, knowledge management consultant Louis de Merode (Hunt, 2000) identifies the following advantages to be gained from CoPs:

- problem solving;
- spreading good ideas;
- avoiding mistakes;
- producing innovation;
- increasing individual competence;
- helping to attract and retain good people;
- developing strategic competencies;
- breaking down organisational silos; and
- improving the quality of work life.

Good management of CoPs is particularly challenging. While they cannot be mandated as such, CoPs do require careful cultivation. Managers should identify potential CoPs that will enhance strategic capabilities; provide the infrastructure to support communities and enable them to apply their expertise effectively; and use non-traditional methods to assess the value of the organisation's CoPs.

Within the international development and foundation communities, a number of CoP initiatives are underway. These experiences provide a rich resource for the wider community to draw upon.

#### Organisational Structure Supporting IKM

Organisational structure is a critical factor in achieving effective information and knowledge management in an institution.

All integrated programmes, as well as the Directorate and Administration of ICIMOD are active partners in developing the IKM system, as well as being users of IKM facilities. An effective IKM system must ensure reliable and easy-to-use services and processes for knowledge sharing, access to on-line and off-line knowledge resources, use of application software, and electronic communication. These specific functions of the IKM programme require on the one hand a deep expertise and understanding of the processes of knowledge creation, classification, and dissemination; and on the other hand a solid technical expertise and practical skills in the area of information and communication technologies. We do not actually manage knowledge, but rather create and manage the environment in which knowledge is organised, shared, and used. Therefore the IKM programme has a dual responsibility: the development of knowledge management processes (thematic); and the development and maintenance of the ICT infrastructure that allows for effective knowledge networking (technical).

The thematic divisions of IKM, MENRIS, and IMCO concentrate on action initiatives that investigate and apply IKM methods and tools in their respective domains – environmental research information and knowledge delivery/sharing. Their technical units, IC/IKM support, and publishing support provide the infrastructure and services needed to communicate and disseminate knowledge in all integrated programmes and partner institutions in the HKH region. The scope, technical capacity, and financial arrangements for the services are being discussed by all stakeholders.

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# Knowledge Networking for Development

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One result of the information and communication technology (ICT) revolution is the rise of the concept of 'knowledge management', 'knowledge networking', and 'knowledge sharing' in the development sector. The idea started in the 1990s, partly driven by multilateral organisations such as the World Bank<sup>1</sup>. Today, many resource-rich development organisations have knowledge management strategies in place to manage information and knowledge flows within the organisation, and often into and out of the organisation.

Although debate continues about whether knowledge management is here to stay, the economic rationale underpinning it is solid. The ICT revolution has made instantaneous knowledge sharing economical; and as observed by J.M. Clark, an economist (Clark 1923), "Knowledge is the only instrument of production that is not subject to diminishing returns." Knowledge is viewed not only as an input to development projects and programmes, but also as an output (e.g., 'lessons learned') worth sharing. In the development sector, knowledge is mostly thought of as for the public good. As ICIMOD's Director General once put it to this author, "We want to



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Sharing knowledge at a workshop, Indonesia

think of the research and knowledge base of ICIMOD as a software that we actually want to see pirated." Indeed, it is quite difficult to imagine replication, duplication, up-scaling, or adaptation of good practices of development – or for that matter, diffusion of development – taking place without some kind of knowledge sharing facilitated by traditional or ICT-based networks, or hybrids of the two.



Zbigniew Mikolajuk

<sup>1</sup> At the 1996 Autumn meeting, the President of the World Bank, James Wolfensohn, outlined the idea of the 'knowledge bank' as a key element of the Strategic Compact (World Bank 1997) designed to restructure the Bank and its work.

**Table 1: Some ICIMOD-initiated or ICIMOD-affiliated networks**

<b>Network</b>	<b>Goal</b>	<b>Type</b>	<b>Geographical scope</b>	<b>Membership</b>	<b>Tools employed</b>
Asia Pacific Mountain Network (APMN)	Generate, package, and share information or knowledge on issues affecting upland areas of the Asia-Pacific region as well as sensitising decision makers about putting the mountains higher up on their development agenda	Informal and hybrid <sup>*</sup>	Asia-Pacific region	Free and open to all	<ul style="list-style-type: none"> <li>* Discussion list</li> <li>* E-consultations/ e-conferences</li> <li>* Web presence</li> <li>* Publications</li> <li>* Joint collaboration</li> <li>* Outreach to grassroots through alternative media (e.g. radio, 'Himal Ko Awaz')</li> </ul>
Api-Net	Coordinate, facilitate, and gear up apiculture organisations, professionals, and their activities in the conservation and promotion of beekeeping in Nepal	Formal (registered with HMG/N under the Organisation Registration Act 2034)	Throughout the country	Free and open to all involved in apiculture but charges membership fees	<ul style="list-style-type: none"> <li>* Publications (Api-Net Bulletin, brochure)</li> <li>* Meetings, seminars, and workshops</li> </ul>
'Jhumias' (shifting cultivation)	To discuss and debate the issues concerning shifting cultivation/slash and burn systems	Informal but is interest-group based	Bhutan, Bangladesh, India, Nepal, Myanmar	Free and open to all	<ul style="list-style-type: none"> <li>* Internet</li> <li>* E-mail list</li> <li>* Document archive</li> </ul>
South Asia Floods	To promote regional cooperation in sharing hydro-meteorological information to reduce flood vulnerability (saving lives and property) by providing timely and reliable warnings	Formal	Bangladesh, Bhutan, China, India, Nepal, and Pakistan	Two types of membership planned for near future.  <i>Free:</i> Documents, papers, and flood-related information  <i>Members:</i> Near real-time sharing of hydro-meteorological information from selected stations	<ul style="list-style-type: none"> <li>* Discussion list</li> <li>* Web presence</li> <li>* Publications</li> <li>* Meetings</li> <li>* Workshops</li> <li>* Training programmes</li> </ul>
People and Resource Dynamics in Mountain Watersheds of the Hindu Kush-Himalayas (PARDYP)	Increased rural livelihood security and sustainability in the Hindu Kush-Himalayas by developing, through applied interdisciplinary research, sustainable options that are applicable at the household, community, and policy level to improve food and water security and increase income of rural households	Formal, research-oriented, and of mixed type	Research is confined to five watersheds in the middle Himalayas in China, India, Nepal, and Pakistan	Mainly closed: based on formal agreements between partners. It is open on a selective basis. No membership fee is charged	<ul style="list-style-type: none"> <li>* MoUs</li> <li>* Website</li> <li>* Extranet</li> <li>* Training programmes</li> <li>* Face-to-face workshops/ regional meetings</li> <li>* Telephone conversations</li> <li>* Email list</li> <li>* PARDYP e-newsletter</li> <li>* Information from field offices</li> <li>* Country visits</li> <li>* Collaborative action research</li> <li>* Joint analysis</li> <li>* Country specific/regional peer reviewed publications</li> <li>* Reports</li> <li>* Exchange visits</li> <li>* Farmers' days</li> </ul>
Mountain Forum Pilot Radio Project	To promote grassroots dialogue on hill/mountain issues in the Nepal	Informal and hybrid, Nepal/MF online	The Nepal Himalaya	Free and open to all	<ul style="list-style-type: none"> <li>* Radio</li> <li>* Internet</li> <li>* Field interviews</li> </ul>

\* 'Hybrid' here means a network that has attributes of both traditional and ICT-related networks

Tools for sharing knowledge – tacit or otherwise – have been in existence for thousands of years in the form of storytelling, folk music, dance, etc. The Silk Route, along which the West and East exchanged cultural influences, technologies, and merchandise (all of which have knowledge content), for instance, can be likened to a traditional or informal knowledge network, which is itself an abstraction. It is only in the last decade – thanks to the ICT revolution – that 'knowledge management' or 'knowledge networking' began to emerge as an actual discipline and a fertile field of research. The point is: networking is not a new concept.

As a regionally-based Mountain Knowledge and Learning Centre, ICIMOD is aware of the ongoing developments in the knowledge sector. Under its overall current strategy, 'Partnerships for Sustainable Livelihoods', ICIMOD now has a Knowledge Management (KM) strategy in place to manage a system of combining its staff (and partners), its communication facilities, and its repositories of knowledge to contribute toward achieving its strategic outcomes. ICIMOD's KM strategy also underscores the importance of relationship or partnership building in knowledge networking. A study by IBM (Cross, Parker, Borgatti 2004) has shown that people are roughly five times more likely to turn to friends, colleagues, or individuals with whom they already have some kind of ongoing relationship for answers than to strangers or other impersonal sources of information such as a database or a filing cabinet. ICIMOD's KM strategy does not view knowledge networking as an end in itself, but rather as an evolving means to an end: one of the tools that facilitates staff or partners' need to generate, share, and capture knowledge as well as learn from others. Networking, if properly managed, not only adds value to knowledge, but also directs it toward its end-users.

'Knowledge management' is a misleading term because knowledge, which ultimately resides in people's heads, cannot be managed. It is more useful to talk about how best to manage or create an environment conducive to knowledge and information sharing instead. In the kind of world fictionalised in George Orwell's book 1984 where indoctrination, thought control, and torture are routinely employed by the state, 'managing what is in people's heads' may be possible, but thankfully most of us do not live in that kind of world. Quite correctly, the cutting edge research in knowledge networking today revolves around how best to manage an environment where knowledge sharing takes place.

In 2004, GTZ organised a series of workshops on 'Networking and Information/Knowledge Management by Regional Organisations in the Field of Natural Resources Management' with the participation of staff from ASEAN, the Mekong River Commission (MRC), ICIMOD, and the Mountain Forum Secretariat. The

workshops discussed different types of networks using KM tools such as peer assists, knowledge mapping, and storytelling – as well as more traditional methods such as group brainstorming, question-and-answer sessions, and presentations to identify common attributes. The workshops identified difficulties in the creation, operation, support, and evaluation of knowledge networks. One of the main problems identified was a lack of guidelines and tools to help practitioners navigate these difficulties, and to inform decision makers about how they can get involved in networking. Consequently, a proposal was put forward to conduct a study of the impact of leadership, communication, and culture on successful knowledge networking as well as to provide practical instructions for the successful creation, operation, and assessment of a knowledge network. The results of the study of some ICIMOD-affiliated networks such as PARDYP, the Asia Pacific Mountain Network, the Mountain Forum Pilot Radio Project (see Table 1) and HIMAWANTI (Himalayan Grassroots Women's Natural Resource Management Association) will be published after a period of time.

Researchers continue to ask basic questions like why some networks are more successful than others, and how to define 'successful' by studying all kinds of existing networks – formal/informal and traditional/ICT-based – as well as by drawing on various disciplines such as linguistics, social network analysis, the theory of knowledge, and cognitive psychology. But the basic reason a network is created or exists has stayed more or less the same over millennia: to express, to learn, to share, to cooperate, to compete, to belong to something along some common line of interest, all of which go some way to addressing man's deepest primal need to belong as well as to make sense of the public or private world in which he lives.

However, the best way to learn about knowledge networking may be to join knowledge networks you identify with and to experience for yourself how they actually work. In short, to engage in what Nobel laureate in economics Kenneth Arrow (Arrow 1962) termed, 'Learning by Doing'.

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# The Mountain Knowledge Partnership in the Hindu Kush-Himalayas

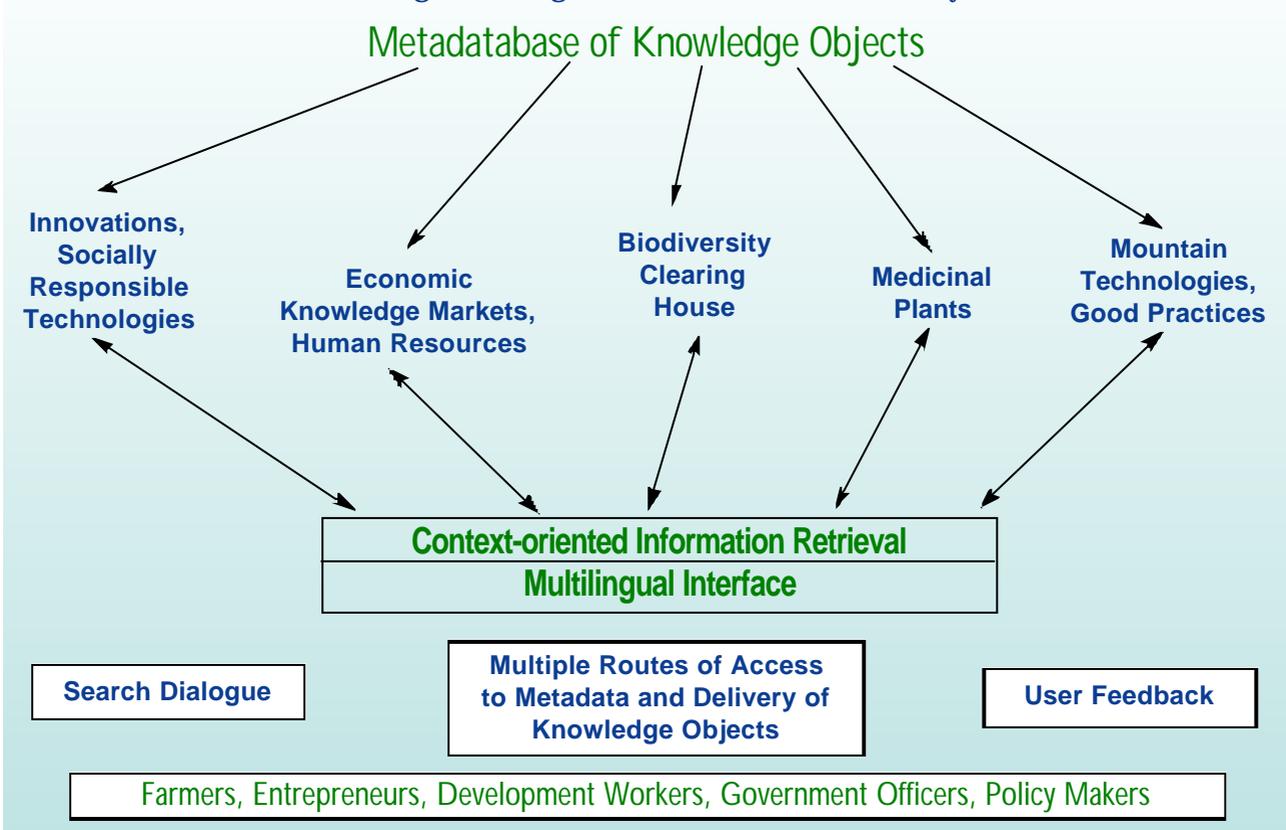
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**H**ow can we get available knowledge and information to the people who need it and can use it? This is a challenge around the world, and nowhere more so than in the Hindu Kush-Himalayan (HKH) region where the needs are so great and where communication pathways are mostly underdeveloped, or even nonexistent. ICIMOD as a knowledge and learning centre has been looking at and developing a whole range of innovative methods for addressing this question. Some, like the preparation and distribution of different types of publications, the Asia Pacific Mountain Network, and Alternative Media activities, are concerned mostly with delivery and exchange mechanisms. Other programmatic activities are focused more on knowledge assembly and creation. But there is still a need to find a way of linking people who require or possess information with those who have information or who wish to use it.

The HKH region is not in fact data poor, as many assume. Over the years a wealth of data, information,

and knowledge has been developed, collected, produced, and archived across the region on a huge range of topics, but very often the people who need it either do not know that it exists or cannot access it. The resources include such diverse components as government statistics on people, land use, production, and so on; point and average meteorological data; published and unpublished printed material such as GO, INGO, and NGO project reports and publications on successful and unsuccessful development initiatives and handbooks on appropriate methodologies; audio-visual material; maps; lists of resource people – the list is long and varied. Most of this material is likely to be useful to people other than those who collected it, but it is rarely used as there is no easy way of knowing what is available. Projects repeat the mistakes of counterparts in other areas of the HKH, resources are wasted on needless and unknowing duplication, while valuable indications of potentially successful alternative approaches are overlooked, valuable time

## Mountain Knowledge Partnership Knowledge Sharing in the Hindu Kush-Himalayas



is wasted hunting for information that others have already found, and across the region every year a mass of valuable data and information collected in (often short-term) projects is lost to potential users because it is not, or is only poorly, archived.

In 2001 a small group drawn from across the ICIMOD divisions started talks on the development of a coordinated system to document and facilitate access to the wealth of information in the region. Preliminary activities concentrated on investigating similar or related initiatives focused on other geographical regions or topics, and on assessing the extent of ICIMOD's own holdings. A simple database was constructed listing the knowledge holdings produced and collected in projects and core activities between 1994 and 2001, which confirmed both the broad extent of the resources assembled – and the poor access to this knowledge even within the institution itself. This early initiative was provided with a new impetus following the establishment of the Integrated Programme on Information and Knowledge Management. Since then, a broad-based group has been working with the help of consultants, and supported by seed funding from the Swiss Development Corporation, on the development of a project proposal for a 'Mountain Knowledge Partnership' – an integrated system to promote, facilitate, and support knowledge sharing in the HKH region. The main concepts and components are described briefly below.

The Mountain Knowledge Partnership will use a system of distributed metadatabases to record and organise information about available knowledge resources in the region and how they can be obtained – books, maps, projects and their results, best practices, specialists, anything and everything relevant to sustainable development and poverty alleviation. A context search engine with a refined interactive user interface will provide access to this information, and users will be able to add comments to the records of knowledge objects, increasing their value even more. Multiple routes of access and modes of delivery, and multilingual interfaces will be developed to ensure that this knowledge sharing system can be used by all, from farmers to politicians. The result will be a massive improvement in accessibility to and use of knowledge resources, and through this more effective use of development resources and the development of more effective methods to support the improvement of livelihoods of the people of the region.

The Mountain Knowledge Partnership will establish a consortium of six to eight leading national and regional organisations and technology companies that will be responsible for the design, development, and operation of the infrastructure for knowledge sharing. ICIMOD, a regional organisation with links to more than 300 organisations in the eight countries of the region, will lead the consortium. We expect that the partnership will be supported by multiple donors, who

may also be interested in the Mountain Knowledge Partnership as a platform for dissemination of the knowledge developed in their own projects.

Once it has been established, what will the Mountain Knowledge Partnership be able to do for you?

- It will help you to discover what knowledge objects exist relevant to your (HKH development) problem, where they are located, and how to access them.
- Where feasible, it will deliver requested knowledge objects directly to you.
- It will help you make the knowledge accumulated in your own work available to others.
- It will help address the problem of loss of institutional memory at the end of a project cycle.
- It will provide a platform for integrating all forms of relevant information and knowledge – from indigenous experience to major on-line archives.
- It will make information public about less easily accessible 'off-line' knowledge objects (local observations, monastery records, NGO reports, farmers' knowledge, demonstration sites).
- It will foster a culture of knowledge sharing in the HKH region.
- It will contribute to the Millennium Goals by maximising access to information, supporting public 'right-to-information' approaches, and helping ensure public access to knowledge created with public funds.

Who will it benefit?

Directly, all those who in their work need development-related knowledge about the HKH region; who are trying to solve economic, agricultural, or social problems in their own lives; or who have relevant knowledge that they wish to share with a wider community – from the farmer who wants to know about potential new crops and people's experiences with them, to the policy maker who needs to know the impact of particular policies in other parts of the region on natural resources. Indirectly, it is the people and communities of the HKH region who will benefit from the ability of all to learn from existing work and experience more effectively.

Outlook

The proposal has been developed together with a small prototype that demonstrates the basic concepts of the system. We hope that potential partners will soon take up the initiative and that work can then start on the first stages of full development. If the hoped-for cooperation and sharing among the knowledge and information producers and providers in the region can be realised, the Mountain Knowledge Partnership will become a major tool supporting development workers, policy makers, and the many others who care about the people and environment of the Hindu Kush-Himalayas.

# Managing Knowledge with Context Technology

Arthur Gniazdowski, Robert Chafetz, MODEL Technologies, Inc.

**E**ffective knowledge management is a key to ICIMOD's strategy. Valuable information to support sustainable development exists throughout the HKH region, but this information is not readily accessible by development practitioners, the indigenous population, or others who need to apply the knowledge.

This paper identifies knowledge management issues pertinent to problems of accessing relevant knowledge, and presents the advantages of using context management technology in order to provide knowledge-sharing solutions. It also presents a prototype system built by MODEL Technologies<sup>1</sup> to organise a large volume of Mountain Forum knowledge objects.

Within the HKH region there exists a large amount of information relevant to solving sustainable development problems. Such information takes many forms, is produced by a variety of organisations, and is distributed over diverse geographical regions. The need exists to provide knowledge services to the HKH region and to overcome serious knowledge gaps that prevent knowledge users from getting access to the knowledge resources they need. Knowledge gaps are caused by the following.

- A large volume of information – repositories now contain huge volumes of content, leading to knowledge gaps.
- Separate knowledge silos – knowledge is often inaccessible because it is dispersed geographically, located on various devices and networks, has different formats, or is managed by incompatible information systems.
- Inadequate cataloguing – without proper cataloguing, knowledge objects are hidden from users.
- Limitations of full-text search – often users are presented with long result lists which are difficult to evaluate.
- Unfamiliar subjects – users need information from domains unfamiliar to them.
- Unfamiliar languages – often the content of knowledge objects is expressed in languages foreign to the user.

## Knowledge Management Considerations

Frappaola (Frappaola 1999) captures the essence of knowledge management thus:  
 "(it) involves leveraging collective wisdom to accelerate responsiveness and innovation"

An organisation's valuable, documented past experiences and lessons learned are a repository of knowledge that can be brought to bear strategically to solve current problems. Knowledge management should facilitate decisions, and help in taking actions and producing results. Knowledge management must be practical to provide rapid responses to problems as they arise. In some cases, knowledge must be assembled, translated, or packaged, and then delivered to the user. Knowledge management approaches should accommodate this requirement and be dynamic, flexible, and forward-looking to support learning, discovery, and innovation.

A knowledge sharing system can be based on the management of knowledge objects. First, it is useful to distinguish between data, information, knowledge, and knowledge objects. Data are facts or observations that have not yet been subject to interpretation. Information is data organised for a purpose and may answer simple questions, i.e., it involves the recipient of the data. Knowledge is information put into context and may identify relationships such as cause and effect. A knowledge object may be any data, information, or knowledge, and may exist in a variety of forms such as a document, a multimedia presentation, or a human resource. In addition, a knowledge object is the most powerful when it has the following characteristics:

- when conceptual and contextual metadata is attached to the knowledge object, to make its existence known (metadata describes, indexes, summarises, and inter-relates the content); and,
- when it is an instance of a generic type and is packaged with logical procedures specific to its content and enables application and use in a specific context.

<sup>1</sup> MODEL Technologies Inc., Ottawa, Canada. Founded in 1994, MODEL Technologies Inc. <<http://www.model.ca>> is an Ottawa-based software company that develops tools and provides services to organise documents, e-mails, and other unstructured information into easy-to-browse knowledge object outlines. Our solutions enable organisations to quickly scan huge amounts of information and make fast decisions by finding, summarising, and classifying semantic relationships in unstructured text content. MODEL Technologies' core competency is the computer-assisted creation of concept taxonomies, with rich contextual cross-references automatically extracted from unstructured text.

## Technology Solution Strategy

A technology solution that addresses these problems is proposed in this paper. The solution leverages the vast information resources owned by ICIMOD and its partners. Most importantly it is aimed at producing results of great value to users in the HKH region. The proposed approach is the creation of metadata that richly describes knowledge objects at the conceptual and contextual levels. The solution provides a portal which serves as a single point of access to a large distributed repository of knowledge objects. The process of creating this metadata is to be automation-assisted to handle the backlog of existing information resources and to make the entry of new information as easy and accurate as possible for knowledge providers. Knowledge users are to have an interface that is easy to understand and that directly presents the most relevant knowledge objects. The knowledge user would be able to navigate easily through a collection of related knowledge objects, receiving briefings about the content and context of knowledge objects of interest.

Metadata, extra information attached to books, documents, and other media, is the most effective means for users to quickly assess the potential value of information. Examples of metadata are as follows:

- abstract – an abstract describes content at a glance;
- keywords – keywords identify the major concepts of a text;
- back-of-the-book index – a back-of-the-book index identifies key concepts, and organises them to support browsing, and to give access to text;
- cross references – ‘see also’ notes lead the reader to related material;
- table of contents – the table of contents guides the user through the major subjects in an organised manner;
- location – geographic coding indicates the location of a knowledge object;
- format – a knowledge object may exist in various electronic formats or may be non-electronic, for example, historical books or an expert individual; and
- delivery – delivery options inform the user how to access or obtain the knowledge object. Users should have ready access to metadata about knowledge objects, however immediate access to the knowledge objects themselves is not always possible – this factor must be taken into account in any system design.

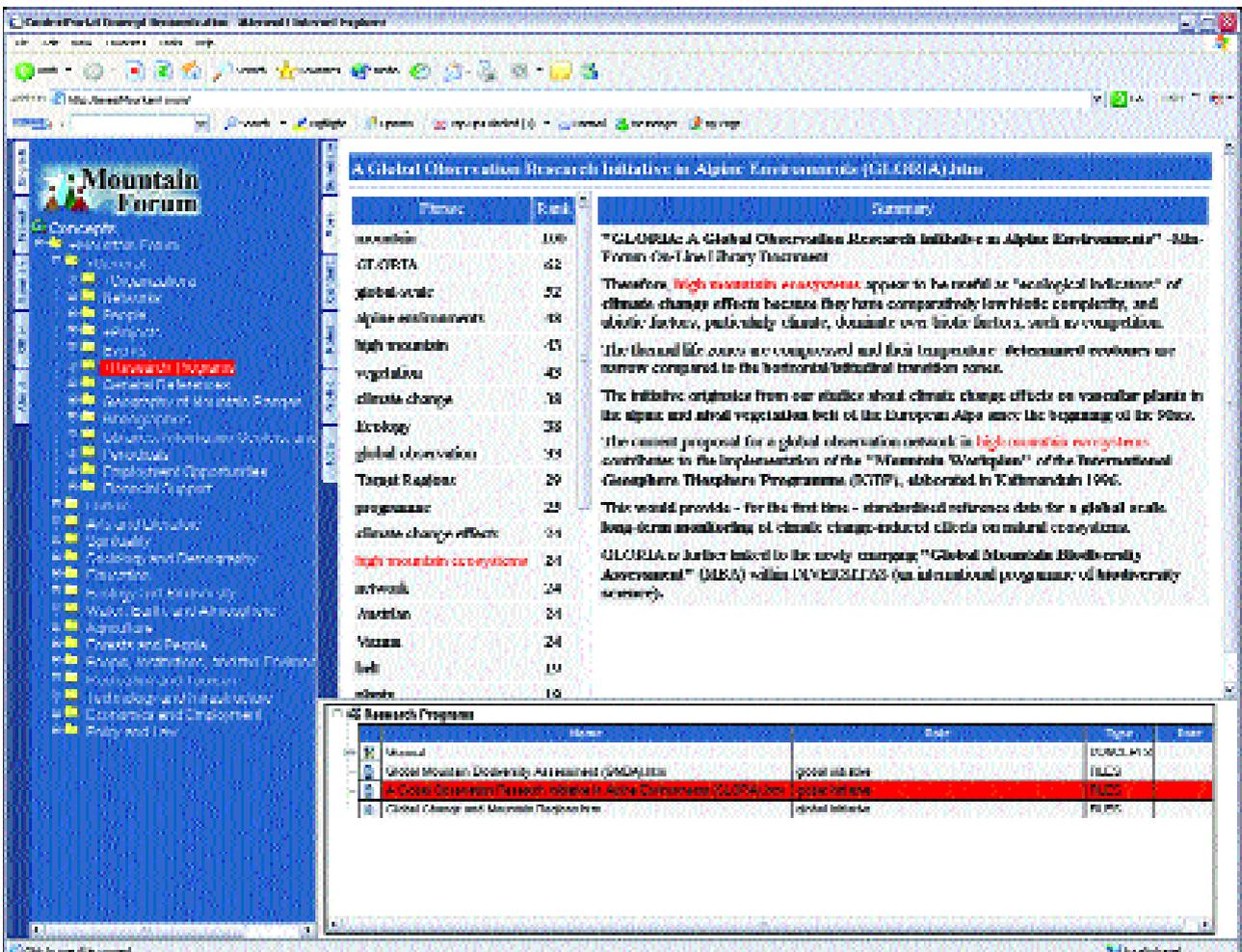


Figure. 1: ContextPortal system handling Mountain Forum metadata and documents

## 'ContextPortal'

To achieve knowledge-sharing objectives it is imperative that metadata be available in electronic digital form. To demonstrate the power of this approach we present key elements of the 'ContextPortal' technology.

ContextPortal uses the taxonomy of concepts to relate knowledge objects to concepts. A taxonomy of concepts is a rich associative network that manages domain concepts and their inter-relationships. The taxonomy of concepts supports access to information.

ContextPortal automates the extraction of conceptual and contextual metadata from knowledge objects. The most important phrases contained in a knowledge object are identified and output as a ranked list of key phrases. In addition, summaries, in the form of extracts of the most significant text, are automatically produced from the original text of a knowledge object.

ContextPortal is implemented using relational database technology and the management of metadata. Based on database management technology, ContextPortal manages the details of creating, modifying, and maintaining metadata. Metadata is managed for electronic and non-electronic knowledge objects. A knowledge creator can interactively attach key phrase or conceptual metadata to knowledge objects.

ContextPortal automates the classification of knowledge objects against the taxonomy. The classification is based on matching the key phrase lists extracted from the knowledge objects with key phrase lists that characterise the concepts in taxonomies. ContextPortal can be configured to automatically associate knowledge objects with concepts when the match exceeds a threshold value.

ContextPortal provides contextual browsing and search capabilities to the knowledge user. The user can browse the taxonomy to find related concepts and to find knowledge objects relevant to a selected set of concepts. ContextPortal presents the knowledge user with contextual views. When the user focuses on either a concept or a knowledge object, the system presents the most relevant related concepts and knowledge objects. In this way the user can easily reformulate the initial focus and find those knowledge objects that actually help solve the user's problem. The user can read summaries and review ranked phrase lists to quickly assess the value of the knowledge objects.

**Demonstration – The Concepts in Context Metadata Methodology Applied to Mountain Forum Documents**

A snapshot of MODEL's prototype ContextPortal system handling Mountain Forum (MF) metadata and documents is presented in Figure 1. The Mountain Forum taxonomy

A taxonomy of concepts is a rich associative network that manages domain concepts and their inter-relationships. The taxonomy of concepts supports access to information.

was created and then ContextPortal was applied to automatically assign several thousands of documents into appropriate categories. The interface is divided into 'Concept', 'Content', and 'Context' panes as described below.

- Concept pane – The left pane presents a taxonomy of the Mountain Forum domain in the form of a concept tree. English, French, and Spanish tabs switch the taxonomy language.
- Content pane – The top right pane presents the content of a selected document. The tabs on the left change the view.
  - Summary tab - the 'select the summary' tab and ranked key phrases are shown in the left of the pane and document extracts are shown in the right. With this view the user can quickly determine the content of a document before viewing its entire text. When a phrase is selected, it is highlighted throughout the pane; in this case the phrase 'indigenous knowledge' was selected.
  - More tab - this increases the number of phrases and extracts shown to the user.
  - Content tab - this tab displays the full text of the selected document.
  - Role tab - this displays all the currently assigned roles/relationships to the selected knowledge object.
  - Profile tab - this tab displays all metadata of the selected knowledge object.
- Context pane - The lower right pane presents the context of the selected concept in the taxonomy. The context consists of related concepts and related knowledge objects. Each row in the context pane corresponds to a knowledge object. Knowledge object attributes such as role, creation date, location, and so on, are shown in columns in the pane.

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# Case Study in Knowledge Management: Agricultural Market Information Services in Bhutan

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In Bhutan, almost 79 % of the population depends on subsistence agriculture. The development of the agricultural sector is therefore a high priority for The Royal Government of Bhutan (RGOB). The Ministry of Agriculture has a three-point strategy called 'triple gem' which places emphasis on increasing production, improving accessibility, and strengthening marketing.

Agricultural market information is necessary to foster access to and understanding of local and regional markets. Such information is vital if agricultural markets and marketing are to be strengthened and rural incomes enhanced.

Bhutan has significant regional and seasonal advantages which provide great opportunity for crop diversification and increased production. However, development of the agricultural sector is constrained by the lack of an efficient marketing system to cut down on spoilage, reduce the number of transactions, and ensure that pricing is transparent

Such a system also needs regulations on property rights, quality control, food safety standards and food safety grades. Regulations are likewise necessary for infrastructure development (transport infrastructure, auction yards, market sheds, collection depots, storage facilities, communication networks etc.), the provision of market information, and credit facilities.

While RGOB has made some progress in developing market institutions, infrastructure, and improving rural access to credit, Bhutan still lags behind in the provision of market information services.

Well-organised market information services are essential for enhancing the efficiency of the agricultural marketing system and the development of the agricultural sector as a whole.

## Benefits of Market Information

In general, timely access to market information has the following impacts.

- **Efficient allocation of productive resources**  
Stakeholders will be in a better position to make decisions about appropriating their limited resources.
- **Reduction of transaction costs**  
Often a large amount of money and effort goes into choosing the right market, trading partner(s), organising the trade, and negotiating and entering into contracts. An efficient market information service could reduce such costs dramatically.

- **Expansion of agricultural trade**  
Market information reduces entry barriers to producers and traders, bringing in new entrants that will lead to agricultural trade expansion.
- **Enhancement of market transparency**  
Market information would assist farmers, traders, and policy makers in making more informed decisions in their day-to-day business.
- **Identifying areas of surplus and deficit**  
Food surplus and food deficit areas could be linked and the rural poor could have faster access to markets.

All groups of stakeholders should find tangible benefits from access to agricultural market information services. Farmers should be able to better plan their production, schedule their harvests at the most profitable times, decide which markets they will send their produce to, and negotiate on a more even footing with traders. In the long term, farmers would be able to plan and diversify their production in line with market demand and schedule deliveries to the market at times when returns are high.

Traders should be able to move produce profitably from a surplus market to a deficit market, take educated decisions on the viability of carrying out storage, reduce the risk of losing money by locating supplies and market outlets on time, and gather information on exporters and importers.

Consumers would receive information on retail prices and would be able to better plan their purchases and, under certain circumstances, to bargain.

Policy makers and researchers would have access to reliable historical market data. The data could be used for government planning and policy formulation. Production trends, price trends, and other relevant information would support planners and policy makers in formulating pragmatic plans and programmes for the development of the agricultural sector.

## Knowledge Management Approach

As we have learned from the implementation and operation of information systems in many sectors, the provision of large amounts of data and the development of computer-based information retrieval tools are not effective enough solutions for diverse groups of users. The same information must be presented to users who have

different levels of education and different capacities to understand and absorb (convert to knowledge) the information. The agricultural market information system must be thought of in both the context of the user's cognitive capacity and also in terms of the means, format, and language of the presentation of the knowledge objects

Broadly speaking, the agricultural market information system for Bhutan would include information about cereals, fruit, vegetables, and spices; livestock and dairy products; non-timber forestry products; and farm equipment and chemicals.

Knowledge objects for the proposed system would include,

- weekly retail and auction prices;
- trends and aggregated auction prices, retail prices, quantity traded through auction, export, import, and production;
- information on farm inputs (types, sources, and selling price);
- description of prevailing market conditions (supply and demand situation);
- information on marketing and post-harvest practices;
- information on existing food standards and regulations;
- market situation and outlook reports (annual report);
- market research and development reports;
- investment advice and success stories in agribusiness;
- relevant information/news on export markets in the region; and
- a directory of existing exporters and importers.

Considerable effort is needed to discuss matters with collaborators, institutionalise a standard format, and agree on when and how the data/information will be entered into the system. Table 2 shows information/ knowledge objects and proposed ways of disseminating these.

Agricultural market information services are vital if the income generating capacity of Bhutan's rural population is to be improved. Market information would

**Table 1: Essential data/information required for building knowledge objects, and their sources**

Data / information	Information source
1. Retail prices	Dzongkhag sector heads (Agriculture, Livestock and Forestry)
2. Annual production of selected commodities	
3. Farm inputs information	Agriculture Machinery Centre, Druk Seed Corporation, Livestock and Poultry Farms, National Plant Protection Centre
4. Information on export and import	Department of Revenue and Customs, Bhutan Agriculture and Food Regulatory Authority
5. Daily auction prices and quantity traded through auction	Food Corporation of Bhutan
6. Information on regional markets	Royal Bhutan Embassies in India, Bangladesh, Thailand, and other relevant institutions in the region
7. Information on food safety standards and regulations	Agricultural Marketing Services, Bhutan Food and Agriculture Regulatory Authority
8. Information on post-harvest issues	National Post Harvest Centre
9. Information on exporters and importers	Bhutan Chamber of Commerce and Industry, Ministry of Trade and Industry

**Table 2: Information/knowledge objects and proposed modes of dissemination**

Type of information/knowledge objects	Mode of dissemination
1. Weekly retail and daily auction prices	Bhutan Broadcasting Services (BBS)
2. Retail selling price of selected farm inputs	Radio and TV programmes
3. Description of prevailing market conditions	
4. Trends and aggregated auction prices, retail prices, quantity of auction traded, export, import, production	Training programmes, workshops, and seminars RNR newsletter
5. Market situation and outlook reports (annual)	AMS bulletin
6. Market research and development reports	RNR website
7. Guide to good marketing and post-harvest practices	Manuals and guides
8. Investment advice and success stories in agribusiness	
9. Information on existing food safety standards and regulations	
10. Relevant regional market information/news	
11. Directory of exporters and importers	

benefit farmers, extension officers, traders, consumers, and policy makers alike.

Agricultural Marketing Services (AMS) in the Ministry of Agriculture must play a critical role in coordinating and integrating such a system, improving and bringing together the isolated efforts made by different agencies. AMS will be responsible for:

- sourcing all the market data/information being collected by various agencies;
- initiating collection where it is nonexistent and strengthening existing collection procedures;
- processing and analysing such data/information to turn it into useable knowledge; and
- developing mechanisms/systems for information/knowledge dissemination through various mediums such as radio, TV, newsletters, bulletins, and websites.

Collaboration and coordination among various organisations and institutions is vital for to establishing sustainable and commercially useful market information services. Efforts must be made to ensure that the content and format of the information provided is dynamic and useful to diverse users and beneficiaries.

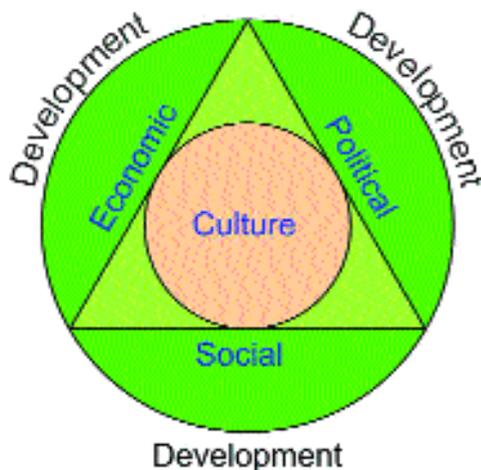


# Bangladesh Institute of Theatre Arts

<http://www.cil-bangladesh.com/bitah.htm>

Sisir Dutta, Executive Director, bita@spnetctg.com

The Bangladesh Institute of Theatre Arts (BITA) is a non-governmental organisation working for development through cultural interventions. Most NGOs work towards material development by focusing on such areas as micro-credit and savings, income generation, health and family planning, and awareness-building activities. BITA works from a different perspective. BITA's position is that empowerment is the precondition to fulfilling human desire and potential, based on a recognition and faith in people's own power and resources. The power, aspirations, and resources of communities can be nurtured, utilised, and developed through systematic cultural interventions. With this vision, BITA has established itself as a community-focused organisation and has been carrying out different activities for cultural development since 1994. At BITA we believe that the ultimate target of development concerns people, and that culture is correlated with development.



Culture as a tool of development

Development is entwined with economic, political, and social processes. People should take the lead in the process of development. Culture as a tool can be used to sharpen people's thinking and power, thereby enabling them to participate and lead in the process of development. This is where BITA's role comes in. BITA works for personal skills development, confidence building, awareness raising, and community capacity building with the ultimate aim of facilitating the disadvantaged sections of the community to play their desired role in development. Put differently, BITA is working towards community development through consciousness-raising and cultural activities.

## Vision

BITA's vision is a society where respect and practice of rights by all is an integral part of life.

## Mission

To be a partner of poor and disadvantaged people in their culture-based approach of demanding their rights, particularly human rights, for poverty alleviation.

## Aims

- To preserve national culture and heritage, particularly by involving people at the grassroots level.
- To create consciousness among children about cultural heritage and highlight important issues regarding women, the environment, human rights, awareness on poverty alleviation etc. through cultural activities.
- To improve the level of professionalism of development performers and activists of both urban and rural areas.
- To involve the poorest of people at the grassroots level in various cultural activities.

## Collaboration with ICIMOD

BITA has been working with ICIMOD as a partner in the Alternative Media Project since March 2003. An MoU to this effect was signed between ICIMOD and BITA on 6 March 2003. The findings of the Alternative Media Project baseline survey undertaken by BITA in the Chittagong Hill Tracts (CHT) area highlights the fact that the culture-based approach of awareness raising requires different tools and techniques for different communities, especially ethnic people in the CHT. After interactions with villagers, professionals, and experts in this field, BITA has taken puppetry as an ideal tool for alternative media in the CHT. The baseline survey report highlights the following issues:

- the importance of people's awareness of their rights, especially environmental rights and natural resources;
- the idea that puppetry can be an effective communication tool to build awareness and effect mobilisation;
- the importance of thinking about the media's role, processes, and effectiveness in development;
- that people's participation in puppetry (in both production and dissemination) can create effective community relationships through involvement in the participatory process;
- the identification of local resources, barriers, and opportunities, the development of storylines, and the improvisation process; and
- the need for materials development, puppet movement, rehearsals etc. as well as field testing and evaluation.

# Centre News



## ICIMOD Headquarters: Inauguration and Move

After construction work spanning 18 months in 2003 and 2004, the ICIMOD Headquarters building was ready to be inaugurated.

Preparation for the inauguration ceremony began with the submission of a request to His Majesty the King on 4 June 2004 seeking his consent to inaugurate the building in December 2004. Despite some set-backs to the construction schedule, it was thanks to the untiring efforts of all those involved in the construction (who worked overtime and missed the major festivals of Dasain and Tihar) that most of the exterior and more than half the interior work was completed by November 2004.

One of the first teams to move to the new Headquarters was MENRIS/Information and Knowledge Management who moved in October 2004. MENRIS set up the computer base and networking for the entire building. ICIMOD's own VSAT connection was also established in the new Headquarters. The conference hall, with its own sound system, was completed with a special platform for the inauguration ceremony.

The fifth of December is a special day for ICIMOD. On this day in 1983 the idea of an institution by the name of 'ICIMOD' materialised after the Centre was inaugurated in the Royal Nepal Academy Hall. Twenty-one years later, on exactly the same day, ICIMOD's own Headquarters building was inaugurated at Khumaltar, Lalitpur, Nepal. The entire complex is built on 1.5 ha of land generously provided by His Majesty's Government of Nepal.

The inauguration ceremony started at 11am on 5 December with the arrival of His Majesty King Gyanendra Bir Bikram Shah Dev. His Majesty unveiled the inauguration plaque and cut the ribbon.

Different parts of the Headquarters building were then introduced by the ambassadors of ICIMOD's regional member countries, and by ICIMOD's country focal points,



ICIMOD Board Members and VIPs waiting to welcome His Majesty King Gyanendra Bir Bikram Shah Dev

File photo



His Majesty King Gyanendra Bir Bikram Shah Dev unveils the inauguration plaque

File photo

in recognition of the funds and in-kind contributions made (see box below). The reception area, the conference hall, and the library were introduced by the Ambassadors and focal points of China, India, and Pakistan respectively. The Bangladesh pavilion was introduced by the Ambassador of Bangladesh and ICIMOD's Bangladesh focal point. The Bhutan pavilion was introduced by Secretary of the Royal Government of Bhutan and ICIMOD Board Member, Dasho Sangay Thinley, and the Bhutan focal point.

The inauguration was attended by the Prime Minister, ministers, members of the diplomatic corps, and high-ranking officials. It was followed by an international symposium on 'Securing Sustainable Livelihoods in the Hindu Kush-Himalayas: Directions for Future Research, Development and Cooperation'.

After the ceremonial programme, some of the remaining interior work was completed. The entire office was then moved in phases. The movement of all the offices was completed by 1 January 2005 (excluding the office of the Mountain Forum which moved in February 2005). Although the job of moving required much care and hard work, the dedication of all of the staff involved and good planning prepared on the basis of a transportation model made it a success.

After functioning from a rented complex of 12 separate residential buildings in Jawalakhel for 21 years, the Centre can now operate from its own building in Khumaltar. Although many improvements are yet to be made to the new complex, and the trees still need to grow, this is a place that ICIMOD can call its own.

The physical structure of the Centre stands on a solid base of two decades of institution building. Today ICIMOD not only has its institutional reputation to be proud of, but its own physical infrastructure to help work towards the vision of the staff, alumni, and partners of ICIMOD.

Milan Raj Tuladhar, mtuladhar@icimod.org.np



His Majesty King Gyanendra Bir Bikram Shah Dev cutting the ribbon.



His Majesty King Gyanendra Bir Bikram Shah Dev visiting MENRIS

File photo

File photo

## ICIMOD Board of Governors

### Regional Board Members

**Mr. Dev Raj Regm**  
CHAIRPERSON

Secretary  
Ministry of Population and Environment, Nepa

**Eng. Ghulam Mostafa Jawad**  
Deputy Minister of Agriculture  
Ministry of Agriculture and Livestock  
Afghanistan

**Mr. Md. Shahjahan Majumder**  
Secretary  
Ministry of Chittagong Hill Tracts  
Affairs, Bangladesh

**Dasho Sangay Thinley**  
Secretary  
Ministry of Agriculture, Bhutan

**Prof. Li Jiayang**  
Vice President  
The Chinese  
Academy of Sciences, China

**Dr. Prodipto Ghosh**  
Secretary, Ministry of  
Environment and Forests, India

**Mr. Soe Win Hlaing**  
Director General  
Forest Department  
Myanmar

**Mr. Ismail Qureshi**  
Secretary  
Ministry of Food, Agriculture  
and Livestock, Pakistan

### Independent Board Members

**Dr. Tone Bleik**  
Chief, Gender and Development  
UN ESCAP  
Thailand

**Dr. Ruth Egger**  
Chair, Finance Committee & Chair  
ICIMOD Foundation  
Switzerland

**Mr. Shoaib Sultan Khan**  
Member, ICIMOD Founder  
Chairman, Rural Support  
Programmes Network (RSPN)  
Pakistan

**Prof. Zhao Shidong**  
Research Professor  
Forest Ecology  
Chinese Academy of Sciences  
China

**Prof. Jamuna Sharan Singh**  
Member, ICIMOD Founder  
Professor, Department of Botany  
Banaras Hindu University  
India

**Dr. Rob Visser**  
Ministry of Foreign Affairs (DS)  
The Netherlands

**Dr. Anne Whyte**  
VICE CHAIRPERSON  
Member ICIMOD Founder  
Mestor Associates  
Canada

**Dr. J. Gabriel Campbell**  
(Ex-officio) Director General, ICIMOD

## SUPPORT FOR THE ICIMOD HEADQUARTERS BUILDING

We are grateful to the following regional member countries for their generous support of the ICIMOD Headquarters building, which was inaugurated on 5 December 2004.

Listed in order of receipt

Nepal	1.5 ha of land (estimated value over US \$1000000)
China	US\$ 100 000
Bangladesh	US\$ 28 300 (including Bangladesh Pavilion)
Bhutan	In kind (Bhutan Pavilion)
India	US\$ 100 000
Pakistan	US\$ 100 000 (committed)

# ICIMOD's 21st Anniversary Symposium

Securing Sustainable Livelihoods in the Hindu Kush-Himalayas: Directions for Future Research, Development, and Cooperation  
5-6 December 2004



His Majesty King Gyanendra Bir Bikram Shah Dev inaugurating the 21st Anniversary Symposium



Pema Gyamtsho addressing the 21st Anniversary Symposium



Participants in the symposium

ICIMOD celebrated its 21st Anniversary by moving into its new Headquarters in Khumaltar on 5 December, and holding a two-day symposium called, 'Securing Sustainable Livelihoods in the Hindu Kush-Himalayas: Directions for Future Research, Development, and Cooperation'. This symposium provided a platform for academics, policy makers, practitioners, supporters, advocates of mountain development, and mountain lovers to reflect on past achievements, and seek inspiration for future directions. A total of 117 invitees from ICIMOD's regional member countries, donor countries and agencies, and partner research and training institutes attended the symposium, as well as ICIMOD's own staff.

The opening ceremony was graced by His Majesty King Gyanendra Bir Bikram Shah Dev and was attended by the Prime Minister and members of the cabinet, the diplomatic corps, representatives of regional member countries, bilateral and multilateral donor agencies, and ICIMOD's own Board of Governors. Prof. Bruno Messerli of Switzerland, a leading authority on mountain development, delivered the keynote address in which he stressed the increasing relevance of ICIMOD to contemporary and emerging challenges facing the mountains and mountain communities. He underlined the importance of ICIMOD's role in facilitating free access to scientific data and information by scientists from one country to another, which is vital if these challenges are to be addressed effectively.

The symposium covered a range of issues, including the impact of global warming and climate change on mountain environments; upstream-downstream environmental linkages; the sustainable use of mountain natural resources; poverty and environmental linkages and opportunities for improving mountain economies; the role of communities and community-based institutions; and regional cooperation and knowledge sharing. A number of recommendations for guiding the future work of ICIMOD emerged from the papers and the discussions that ensued. These recommendations will be considered by ICIMOD for developing new project proposals in the coming years.

In his concluding remarks, the Chairman of ICIMOD's Board of Governors, Mr. Soe Win Hlaing of Myanmar, said, "Throughout the symposium, there was an atmosphere of warmth and sharing among all the participants, and the core message that I personally got was that ICIMOD has a leading role to play in fostering cooperation (and) sharing information and disseminating knowledge among our eight member countries. ...I am confident that with the healthy capital of goodwill and support that I witnessed here, ICIMOD will be able to successfully meet the challenges ahead of it."

Pema Gyamtsho  
pgyamtsho@icimod.org.np

# ICIMOD Board of Governors Meeting

The ICIMOD 34th Board of Governors meeting and associated committee meetings were held from 7-9 December at the new ICIMOD Headquarters in Khumaltar. Regional member countries generously demonstrated their commitment to the Centre, with China, India, and Pakistan each contributing US\$100 000, and Bangladesh and Bhutan providing two beautiful pavilions. Dr. Madhav B. Karki, a Nepalese national, was also appointed by the Board as the Centre's new Deputy Director General – Programmes. Dr. Karki holds a Ph.D. in Forestry from Michigan State University and a Masters degree in Range Management from Colorado State University, USA. Prior to joining ICIMOD, he worked as the Regional Programme Coordinator of the Medicinal and Aromatic Plants Programme in Asia (MAPPA), a multi-donor network based at the International Development Research Centre (IDRC), Canada, and in New Delhi. Following tradition, it was our host country Nepal's turn to chair the ICIMOD Board. The outgoing Chair, Mr. U Soe Win Hlaing of Myanmar, welcomed the new Chairperson from Nepal, Mr. Dev Raj Regmi, Secretary of the Ministry of Population and Environment, Government of Nepal. Finally, the representative from India, Mr. Prabhat Kumar, conveyed India's invitation to ICIMOD to hold the next Board meeting in Shillong, Meghalaya. The dates of the 35th Board of Governors meeting have been set for 21-25 November 2005.

Srabani Roy, sroy@icimod.org.np

## New Board Members Attending the Meeting

Four new board members as nominated by their respective governments (Bangladesh, China, Nepal, and Pakistan) were appointed by the ICIMOD Board of Governors at its 34th Board meeting held from 7-9 December 2004, in Kathmandu, Nepal.

### Md. Shahjahan Majumder, Bangladesh

Mr. Md. Shahjahan Majumder, Secretary, Ministry of Chittagong Hill Tracts Affairs, was nominated to the ICIMOD Board in 2004 by the Government of Bangladesh. Mr. Majumder is a career civil servant and belongs to the Bangladesh Civil Service Administration Cadre of 1970. In his long professional career Mr. Majumder has worked in various ministries in different capacities, including the Ministry of Commerce, Finance, and Law Affairs. He has also worked in the Bangladesh High Commission in the UK as a Commercial Secretary; and in the Prime Minister's Office as a Director. In March 2004, Mr. Majumder became a Secretary in the Ministry of Chittagong Hill Tracts Affairs, which is responsible for the overall planning, coordination, supervision, and formulation of policies relating to Chittagong Hill Tracts Affairs. Before joining the civil service, he served for several years as a lecturer in a government college. Mr. Majumder completed his M.A. in Political Science in 1967 before studying International Trade in Japan and Development Administration in the UK. He is a member of several professional organisations and is actively involved in social work.



### Li Jiayang, China

Prof. Li Jiayang is a plant molecular geneticist and is Vice President, and member of the Chinese Academy of Sciences (CAS). He was born in Anhui Province, China in 1956. In 1982, Prof. Li graduated from Anhui Agricultural College (now Anhui Agricultural University). In 1991, he obtained his Ph.D. from Brandeis University in Waltham, Massachusetts. From 1991 to 1994 he carried out post-doctoral research at the Boyce Thompson Institute for Plant Research at Cornell University. After returning to China, Prof. Li served as Assistant Director and Director of the CAS Institute of Genetics and Biological Development (IGBD). In January 2004 he was appointed Vice President of CAS and was in charge of research in resources and the environment. On 23 November 2004, Prof. Li was elected into the fellowship of the Third World Academy of Sciences.



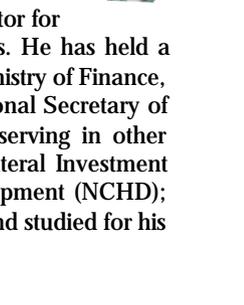
### Dev Raj Regmi, Nepal

Mr. Dev Raj Regmi is currently Secretary of the Ministry of Population and Environment, His Majesty's Government of Nepal. Mr. Regmi received his Master's Degree in both Art and Law from Tribhuvan University, Kathmandu, Nepal. Mr. Regmi has a wide range of experience working in the Nepalese civil service and general administration sectors. He began his career as Education Officer in HMG/N and worked in various capacities in different places in HMG/N, including serving as the Regional Education Director and being a member of the High Level Education Task Force. Mr. Regmi has been Chief District Officer in different parts of the country. As Joint Secretary, he worked in different ministries including the Ministry of Water Resources, Education, and Home. He also served as Secretary of the Water and Energy Commission, the Election Commission, and the Cabinet Secretariat. Mr. Dev Raj Regmi was born in 1947 in Palpa, Nepal.



### Ismail Qureshi, Pakistan

Mr. Ismail Qureshi, Secretary at the Ministry of Food, Agriculture and Livestock, Islamabad, was nominated as the ICIMOD Board Member in 2004 by the Government of Pakistan. Having served in the government sector for more than 30 years, he possesses a wealth of experience in both the government and development sectors. He has held a number of different positions, including that of Additional Finance Secretary (External Finance and Policy), Ministry of Finance, Government of Pakistan; Director General, Lahore Development Authority, Government of Punjab; Additional Secretary of Finance, Government of Punjab; Secretary, Health and Population, Government of Punjab; as well as serving in other capacities. Apart from these government positions, Mr. Qureshi was also the Alternate Governor, Multilateral Investment Guarantee Agency (MIGA), the World Bank; Permanent Member, National Commission for Human Development (NCHD); and Member, General Body, Pakistan Poverty Alleviation Fund (PPAF). Mr. Qureshi was born in the Punjab and studied for his postgraduate degree at the University of Birmingham, UK.



# Partner News

## First Steps in IKM

The Chinese Academy of Science (CAS) and the Tibetan Academy of Agricultural and Animal Husbandry Sciences (TAAAS) are interested in cooperating with ICIMOD in the area of IKM. Three researchers from TAAAS completed a three-month internship at ICIMOD and after returning to Lhasa are working on an IKM strategy for TAAAS. During a recent visit to China (2-8 March 2005), Dr. Xu Jianchu and Dr. Zbigniew Mikolajuk discussed the organisation of a workshop on IKM in policy making. The Institute of Biology in Chengdu (CAS), TAAAS, and the Leshan Government will organise the workshop in collaboration with ICIMOD. The purpose of the workshop is to contribute to the assessment of the status of and demand for scientific information and knowledge management in Western China, and identify linkages between knowledge resources and decision-making processes. The workshop will also initiate a capacity building process among government and research institutions in Western China in the area of IKM.



Zbigniew Mikolajuk

Discussion at the Institute of Tibetan Plateau Research

## Memoranda of Understanding (MoUs) and Agreements Signed

### Framework Agreement

- 9 December 2004: Chinese Academy of Sciences, China  
Umbrella agreement for collaboration during ICIMOD's Medium-Term Action Plan (2003-2007)

### Implementation Agreements

- 22 November 2004: Sichuan Provincial Grassland Institute, China  
To conduct a case study in Sichuan Province, China under the Regional Rangeland Programme – Phase II
- 23 November 2004: Livestock Research Institute, TAAAS, China  
To conduct a case study in Tibet Autonomous Region, China, under the Regional Rangeland Programme – Phase II
- 26 November 2004: Pakistan Agricultural Research Council, Pakistan  
To conduct a case study in Balochistan, Pakistan, under the Regional Rangeland Programme – Phase II
- 29 November 2004: Navrachna, India  
To share ideas about networking with like-minded institutions in Himachal and Uttaranchal, India to create grassroots pressure for a national Himalayan policy
- 10 December 2004: CSK Himachal Pradesh Agricultural University, India  
To prepare a digital database on Social Indicators of Development at the District and Tehsil level of Himachal Pradesh, India
- 22 December 2004: Local Government Engineering Department, Bangladesh  
To prepare a digital database on Social Indicators of Development for the Chittagong Hill Tracts
- 27 December 2004: Himalayan Grassroots Women's Natural Resource Management Association (HIMAWANTI), Nepal Chapter  
To implement the project on Women Entrepreneurs in the HKH – from subsistence to value-added production
- 28 December 2004: Centre for Rural Technology, Nepal  
To implement gender, energy, and 'water net' activities
- 7 January 2005: Pakistan Forest Institute, Pakistan  
To implement People and Resource Dynamics of Mountain Watersheds in the HKH Project – Phase III
- 11 January 2005: GB Pant Institute of Himalayan Environment and Development, India  
To implement People and Resource Dynamics of Mountain Watersheds in the HKH Project – Phase III
- 25 January 2005: Wadia Institute of Himalayan Geology, India  
To conduct study in Himalayan region of Uttaranchal, India under the project, 'Inventory of Glaciers and Glacial Lakes and Identification of Potential Glacial Lake Outburst Floods Affected by Global Warming'
- 28 January 2005: Tibet Academy of Agricultural and Animal Husbandry Sciences, China  
For cooperation in 'Geo-information for Environment and Natural Resources Management' in the Tibet Autonomous Region of China
- 12 February 2005: Centre for Biodiversity and Indigenous Knowledge, China  
To implement People and Resource Dynamics of Mountain Watersheds in the HKH Project – Phase III

## New Grant Support

ICIMOD is pleased to announce the approval of the following new support to the Centre and the Mountain Forum Secretariat.

The MacArthur Foundation has approved a new grant for the Regional Transboundary Biodiversity Management Initiative for US\$ 315 000 for 3 years, starting from April 2005. The goal of the initiative is sustainable participatory biodiversity conservation of globally significant transboundary complexes of the Eastern Himalayas, including areas of Nepal, India, and Bhutan.

The Swiss Agency for Development and Cooperation (SDC) has reconfirmed its support to the Mountain Forum Secretariat (MFS) with a new grant for US\$ 675 000 for 3 years (April 2005 to March 2007).

## Workshops, Meetings, and Training Events

### Rangeland Co-management Training Workshop

In close coordination with Afghanistan's Ministry of Agriculture, Animal Husbandry, and Food Stuff (MAAHF), ICIMOD organised a training workshop on rangeland co-management initiation in Kabul, Afghanistan from 8-13 January 2005. It was opened by the Afghan Minister for Agriculture, two deputy ministers and the Chief Advisor for the Ministry. The training courses integrated much of ICIMOD's work, including natural resource management, equity and governance, beekeeping, and knowledge management. There were 30 participants from the forestry and rangeland departments of 12 Afghan provinces and MAAHF. Participants agreed that they had learned much about the co-management of rangelands which would help them in the field and in resolving conflicts over rangeland use.

Yan Zhaoli, yzhaoli@icimod.org.np



Zbigniew Mikolajuk

Participants at the inception workshop, Kabul, Afghanistan

### GFSE Regional Workshop for ICIMOD Countries: Access To Energy for Sustainable Development and Policies for Rural Areas

The regional workshop of the Global Forum on Sustainable Energy (GFSE) entitled 'Access to Rural Energy for Sustainable Development and Policies for Rural Areas' was held from 24-26 November 2004, in Paro, Bhutan. The workshop was convened by Georg Lennkh, Director General of the Austrian Development Cooperation, and was co-hosted by the Department of Energy, the Ministry of Trade and Industry of Bhutan, GFSE, the Austrian Coordination Bureau (ACB), Mountain Partnership, and the European Union Energy Initiative (EUEI).

The workshop was organised to increase awareness among ICIMOD member countries of the HKH and donor countries about rural energy supply for sustainable development as part of the Millennium Development Goals. In particular, the workshop set out to stimulate discussion and networking possibilities on sustainable energy related to sector improvement and policy development/changes; capacity building and sharing of best practices within the region; empowerment for sustainable energy solutions; implementation of existing national and regional recommendations and plans; and improvement of stakeholder communication, including donors. The workshop also sought to promote and explain the concept of the EUEI regarding poverty eradication and sustainable development and to explore the need for specific projects and areas of financial cooperation. Approximately 45 participants representing government agencies, UN bodies, business and industry, NGOs, and academia attended the workshop.

The collaborative process will continue through sustained regional initiatives. With support from donors a follow-up GFSE regional workshop with ICIMOD is planned for the end of 2005. This will provide scope for ICIMOD to work on regional energy initiatives within the HKH region.

A workshop summary and recommendations is available online at <<http://www.iisd.ca/sd/gfsebhutan/>>.

Bikash Sharma, bsharma@icimod.org.np

### Training on Apis cerana Queen Rearing and Colony Management

ICIMOD's Honeybee Project, in collaboration with its partner organisation BEENPRO, organised training on Apis cerana queen rearing and colony management in Armala VDC of Kaski district, Nepal, from 3-12 November 2004. A total of 15 farmers (9 women and 6 men) from different villages of Kaski district attended the training course.

The participants had practical training on the inspection of a colony, colony management in winter, the catching and hiving of swarms, uniting and dividing bee colonies, and rearing queens. The participants also received information on major bee flora of the area and pollination services. They were also made aware of bee diseases and pests. The participants were taken to the field where they were shown BEENPRO-managed apiaries and interacted with some entrepreneur beekeepers. During the training, a ring-bound final draft copy of the queen rearing manual was also tested. Each trainee was given a copy of the draft manual and they were asked to carry out queen rearing after reading this manual without any assistance from the trainers. Most trainees were able to follow the manual and as per their feedback, some changes were made to improve the manual.

Surendra Joshi, sjoshi@icimod.org.np

## Project Inception Workshop on Honeybees in the Himalayas and Regional Study Tour in Pakistan

ICIMOD's project on 'Honeybees in the Himalayas: Promoting Partnerships with Rural Development Organisations and Networks in the Hindu Kush-Himalayan Region' organised a three-day project inception workshop from 8-10 March 2005 in Islamabad, Pakistan. Partners representing government organisations, NGOs, rural development networks, and universities from Afghanistan, Bangladesh, India, Nepal, and Pakistan participated in the workshop and formulated detailed work plans and implementation arrangements for achieving the project's goal of improving the livelihoods rural mountain people in the HKH region. Altogether, 12 partner organisations agreed to establish long-term partnerships and scale up project activities through community-based organisations in the region.



Participants at the inception workshop

In conjunction with the inception workshop, a regional study tour was organised for participants from Afghanistan, Bangladesh, India, Nepal, and Pakistan. The main objective of the study tour was to visit and observe innovations, technologies, practices, and organisations in Pakistan, enabling participants to better understand bees and pollination, as well as markets and marketing linkages. Participants visited major beekeeping organisations, nesting sites, beekeeping communities, and market places in Pakistan and exchanged new skills and experiences on bee-related issues and opportunities. The study tour also facilitated the creation of a region-wide network of honeybee-related organisations under the umbrella of ICIMOD. This network will further help the exchange of information and knowledge among regional stakeholders in a sustainable manner.

Farooq Ahmad, fahmad@icimod.org.np

## Training of Trainers (ToT) on Colony Management, Queen Rearing, and Hive Making

ICIMOD's 'Honeybees in the Himalayas' project organised a Training of Trainers (ToT) programme on colony management, queen rearing, and hive making from 2-22 March 2005 in Kathmandu, Nepal. Farmers from the villages surrounding ICIMOD's Test and Demonstration Site in Godavari, Lalitpur; and farmers nominated by partner organisations (the



Training beekeepers in colony management

Centre for Rural Technology, Kathmandu; the Esther Benjamin Trust, Makawanpur; Mahendra Ratna Multiple Campus, Ilam; and Darjeeling Hill Council, India) participated in this training course. The training was targeted at building the capacity of lead beekeepers so that they can train other farmers in managing and multiplying colonies in moveable comb hives after going back to their villages. The course consisted of modules on colony management, queen rearing, and hive making – the most essential components for complete beekeeping. Participants found the course useful in helping them to understand and further improve the sustainable management of beekeeping in their respective areas.

Farooq Ahmad, fahmad@icimod.org.np

## Mobile Workshop on Land Use History in Montane Mountain South East Asia (MMSEA)

A Mobile Workshop on Land Use History in Montane Mountain South East Asia (MMSEA) was held from 15-27 January 2005. The mobile workshop transected three areas – Xishuangbanna in Southern Yunnan Province of China; Oudomxay and Luang Prabang Provinces of northern Laos; and Chiang Mai Province of northern Thailand. A total of 60 participants representing China, Cambodia, Laos, Nepal, the Philippines, Thailand, the US, and Vietnam took part. ICIMOD was one of the 8 partners involved in organising the workshop, which was sponsored by the Rockefeller Foundation. The other key partners included the Kunming Institute of Botany (KIB), the Centre for Biodiversity and Indigenous Knowledge (CBIK), the National University of Laos (NUoL), the National Agricultural and Forestry Research Institute (NAFRI), Chiang Mai University (CMU), the World Agroforestry Centre (ICRAF), and the East-West Centre (EWC). The main objectives of the workshop were to enable better understanding of regional land use dynamics and transboundary issues to assess the impacts of development, particularly road infrastructure, and to provide a forum to facilitate policy dialogue and recommendations.

The three main themes emphasised during the workshop were land use change, local livelihoods/markets and trade, and resource governance. The workshop was conducted as a combination of thematic working groups, case study sharing at information markets and presentations, science-policy dialogue, field visits, and interviews in China, Laos, and Thailand. The team travelled hundreds of kilometres across the three countries to observe diverse cultural and natural landscapes, from rubber to teak plantations, from shifting cultivation to vegetable and fruit orchards, and from state enterprises to community ecotourism. The region shares common features of diverse ethnic groups, land use practices, and state development policies.

The workshop was successful in enabling participants to gain an in-depth knowledge about land use dynamics, the drivers of land use change, and local responses to such changes in the MMSEA region. The impact of the R3 Road Corridor Project (connecting Bangkok and Kunming), which is aimed at facilitating exchange and development among the three countries, was assessed particularly closely.

Xu Jianchu, [jxu@icimod.org.np](mailto:jxu@icimod.org.np); Sardu Bajracharya, [sarbajracharya@icimod.org.np](mailto:sarbajracharya@icimod.org.np)

## Country and Regional Telecommunication Strategies, Data Management, and Dissemination of Regional Flood Information for the Establishment of a Regional Flood Information System in the (HKH) Region

Thirty-three telecom and hydro-meteorological experts from Bangladesh, Bhutan, China, India, Nepal, Pakistan, and the US attended a technical meeting in Kathmandu from 29 November to 1 December 2004. The meeting focused on 'Country and Regional Telecommunication Strategies, Data Management, and Dissemination of Regional Flood Information for the Establishment of a Regional Flood Information System in the Hindu Kush-Himalayan (HKH) Region'. Experts discussed the technical needs for establishing a regional flood information system, emphasising the strengthening of current telecommunication practices in the six participating regional countries.

Sponsored by the US Department of State Regional Environment Office for South Asia and the US Agency for International Development Office for Foreign Disaster Assistance (USAID/OFDA), the meeting is part of a project to stem the chronic flooding catastrophes in the Hindu Kush-Himalayan region. The three days of discussions provided a road map for the Demonstration and Testing Phase (monsoon 2005) where real-time flood data will be shared from the pilot stations selected by the participating countries.

The meeting continued the dialogue which was begun to promote regional cooperation in the sharing of flood information. Started in 2001 by ICIMOD and the World Meteorological Organization (WMO), the project aims to enhance and promote regional cooperation in the timely exchange of flood data and information to minimise the loss of life and property by mitigating vulnerability to floods in the HKH region.

The project seeks to build upon existing bilateral treaties and agreements to develop a regional flood information system in the HKH region. Several high-level meetings and country consultations have already taken place to assess the capacities of participating countries and to develop a project document.

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## UN World Conference on Disaster Reduction (WCDR)

The World Conference on Disaster Reduction was held from 18-22 January 2005 in Kobe, Japan. Government delegations, UN agencies, INGOs, NGOs, and academic institutions participated in the conference. The 'Hyogo Framework for Action: 2005-2015' was adopted by the 168 delegations, and called on countries to put disaster risk at the centre of political and national policies. The framework for action will strengthen the capacity of disaster-prone countries to address risk and invest heavily in disaster preparedness. An International Early Warning Programme was launched to improve the resilience of



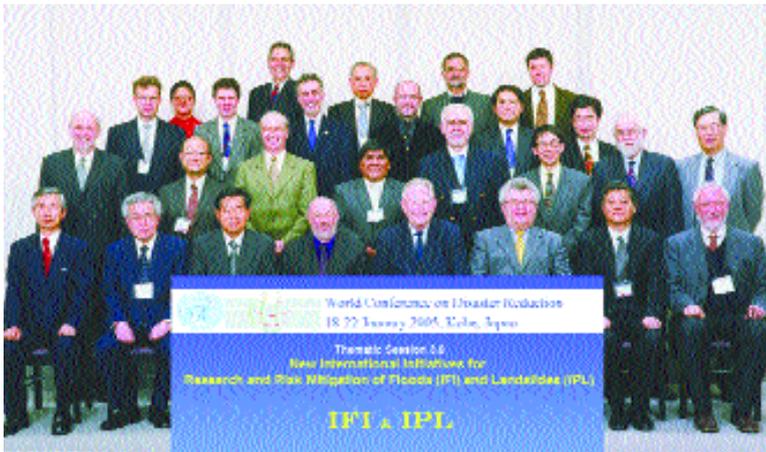
Information market in Luang Prabang, Laos

Sardu Bajracharya



Participants at the Technical Meeting

File photo



Participants in UN WCDR

all types of natural hazards, including droughts, wildfires, floods, typhoons, hurricanes, landslides, volcanic eruptions, and tsunamis.

It emphasises the importance of people-centered early warning systems and community education about disaster preparedness. Since the conference took place just after the recent tsunami disaster, much emphasis was put on the need to create a regional tsunami early warning system in the Indian Ocean, for which millions of dollars of support was pledged. An international flood initiative was also launched to better prepare communities living in vulnerable areas.

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### A Regional Workshop on Capitalisation and Sharing of Experiences on the Interaction between Forest Policies and Land-use Patterns in Asia

A five-day regional workshop on the 'Capitalisation and Sharing of Experiences on the Interaction between Forest Policies and Land-use Patterns in Asia' was held in Kathmandu, Nepal (24-28 January 2005) with the objective of sharing experiences, promoting participatory forest management, and applying this model to other natural resources. Sixty participants from different countries and different fields in Asia participated, including community leaders, development practitioners, policy makers, and researchers. The workshop was supported by the Swiss Agency for Development Cooperation (SDC) and jointly organised by the ICIMOD, SDC Nepal, German Technical Cooperation (GTZ), and the Regional Community Forestry Training Centre for Asia and the Pacific (RECOFTC).

The workshop focused on the advances made in community-based natural resources management (CBNRM) with regard to forests, rangelands, shifting cultivation, biodiversity, and landscape conservation in the HKH region, with particular emphasis on community forestry (CF).

Important lessons from Nepal's experiences with CF were shared with other participants. The workshop looked at CF from four different perspectives: that of the government, the forest user groups, projects, and donors. The evolution of CF over the last three decades was examined, as well as the challenges faced by CF and the strategies adopted to address them. The fact that CF has gradually evolved as a social institution and a multi-sectoral development platform was emphasised. CF not only manages forest resources, but also works for community development, poverty reduction, social mobilisation, women's empowerment, advocacy, and overall social development.



Field visit during the workshop, Kabhrepalanchok district, Nepal

CF in Nepal can provide specific lessons for NRM in the region in terms of policy and legislation, institutions, and user groups/beneficiaries. Participants worked to identify these in the workshop. Participants highlighted the fact that supportive policies, rules, and regulations have played a significant role in the success of CF, legitimising community forest user groups (CFUGs) as autonomous entities and providing enough flexibility for them to develop their own rules, regulations, and management plans. An examination of institutions and support services found that effective community-based institutions, clear rules and regulations, strong linkages between national, district, and community organisations, and an effective user group federation was important in the promotion of CF. Participants considering the issue of user groups and beneficiaries identified the democratic process in CFUGs, appropriate mechanisms for benefit sharing, conflict resolution, and financial incentives as important factors motivating the adoption of CF in Nepal.

The workshop then applied Nepal's CF experience to other participatory forest management approaches. Common issues identified were the necessity for supportive policies, laws, and regulations; empowering the community to prepare their own rules and regulations; giving management responsibility to the user; a decentralised management process; a participatory process of group formation; and allowing CFUGs to work independently of political affiliations.

Other important recommendations drawn from the workshop were as follows.

- Laws, rules, and policies related to natural resources should be reviewed periodically to identify gaps, limitations, ambiguities, and inconsistencies which hinder the promotion of CF and other CBNRM efforts.
- Policy analysis and advocacy efforts should be strengthened to facilitate the development and implementation of appropriate policies at the national level to promote participatory management of forests and other natural resources.
- Experience and knowledge gained in CF should be applied to the management of rangelands, pasture, non-timber forest products, and other natural resources.
- Emphasis should be given to integrating lessons from the different management approaches as well as from various countries as different countries are at different stages of developing community-based natural resource management.
- ICIMOD may take the initiative to up-scale the results of the phasing-out GTZ community-forestry projects in Bhutan, India, and Nepal as it has networks in different countries. An ad-hoc committee comprising SDC, RECOFTC, CIFOR (Centre for International Forestry Research), and ICIMOD has been formed to follow up on the recommendations of the workshop.

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## Workshop on Remote Sensing in the Service of Sustainable Development in Mountain Areas

A week-long workshop on 'Remote Sensing in the Service of Sustainable Development in Mountain Areas' was organised in Kathmandu from 15-19 November. The workshop primarily focused on how remote sensing, satellite communications, and global navigation satellite systems could be used for sustainable development in mountainous areas, in particular the Hindu Kush-Himalayan region. The workshop was organised by the United Nations Office for Outer Space Affairs (UN-OOSA), Vienna; was sponsored by the European Space Agency (ESA), the Government of Austria and the Government of Switzerland; and was hosted jointly by the Ministry of Population and Environment (MoPE) of His Majesty's Government of Nepal and ICIMOD.

Pradeep Mool, [pmool@icimod.org.np](mailto:pmool@icimod.org.np)



Inauguration of the workshop by Hon'ble Bachaspati Devkota, Ministry for Population and Environment

Pradeep Mool

## Nepal GIS Day 2004

With the theme of 'Discovering the World through GIS', International GIS Day was celebrated on 17 November by ICIMOD and the Nepal GIS Society (NEGISS). Various events were organised to raise awareness about GIS technologies as well as to showcase the uses and applications of these technologies as a tool for addressing the spatial dimensions of development challenges. Approximately 200 professionals including information technology experts, representatives of different organisations, researchers, teachers, and students participated in Nepal GIS Day 2004.

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GIS Day inauguration by Dr. Shankar Sharma

Govinda Joshi

## Alternative Media Prototype Training and Development Workshop

A five-day workshop was held in Guwahati, India at the National Institute of Rural Development (NIRD). It was held in consultation with a partner organisation, The Missing Link, which is based in Guwahati. Sixteen villagers from Nagaland found the workshop a most useful exercise. The workshop conducted a list of exercises to enable the villagers to develop their own media prototype. The exercises included storytelling, scriptwriting, developing a storyboard, and visual presentations. Villagers developed two different media prototypes based on their own natural resource management issues in the form of street plays. To complement the storyline a social message was woven into both plays.

Participants from Hakkchang and Chingmei of Tuensang village performed a street play on the 'Benefits of Beekeeping', where a complementary relationship between bees and humankind was portrayed. The social message of this play was the upliftment of the current economic situation and enhancing biodiversity conservation.

Participants from Mopungchuket village performed a street play on the advantages of cooperative marketing, where the role of a wholesaler and a retailer was depicted in a humorous way. Effective ways of managing and saving time, labour, and money when marketing village products was portrayed. In keeping with the nature of a street play, both the presentations used a minimum number of props to keep it versatile. Different types of sounds as well as local materials were used to portray a background or a scene.

The workshop thus reaffirmed the effectiveness of traditional communication tools such as storytelling in making the villagers understand that they are responsible for their own development. This approach of transferring knowledge using the villagers' own media is more effective than handouts, and the workshop thus achieved the objective of identifying and developing effective media prototypes with the full participation of the villagers. Ultimately, knowledge/information is more effectively delivered to communities in this way.

Anupa Lamichhane,  
alamichhane@icimod.org.np



File photo

Developing storyline for a street play, Guwahati, India

## Advocacy Training

A three-day advocacy training programme was conducted from 9-11 March 2005 in Shillong, Meghalaya, India. This training was conducted in close collaboration with Voluntary Health Association of Meghalaya. A total of 32 representatives from 21 CBOs working in the East Khasi Hills, the West Khasi Hills, the Garo Hills, and the Ribhoi area actively participated in this training. One resource person from Nepal and Bangladesh as well as Dr. Nani Ram Subedi and Ms. Radhika Gupta from ICIMOD shared some regional experiences in advocacy strategies for grassroots communities during the training.

Nani Ram Subedi, nsubedi@icimod.org.np

## Research Updates and Project News

### Formation of a Steering Committee to Develop Corridor Strategy and Action in North Bengal, India

Since 2002, ICIMOD and its partners have been working for the development of biological corridors connecting protected areas (PAs) in Eastern Nepal, Darjeeling and Sikkim (India), and Western Bhutan. A feasibility assessment for developing biological linkages between PAs in the Kangchenjunga Landscape is being conducted. Previously, a national stakeholders' consultation held in Darjeeling identified three potential corridors between Singhalila National Park and Senchel Wildlife Sanctuary; Senchel Wildlife Sanctuary and Mahananda Wildlife Sanctuary; and Mahananda Wildlife Sanctuary and Neora Valley National Park.



Nakul Chettri

Steering committee meeting

After the regional consultation that was held during May 2004 in Kathmandu, ICIMOD with its partners proceeded to address local issues for conservation and community development by developing strategies and action plans for each corridor. During a meeting with partners and other stakeholders held on 6 August 2004 in Kalimpong, it was felt that a steering committee should be formed to guide and support the initiative, in which representatives from the departments of forests, the Government of West Bengal, Darjeeling Gorkha Hill Council, NGOs, and members of civil society be included. A small meeting was organised in Sukna and a steering committee was formed on 11 December 2004. It comprised officials from the department of forests, representatives from the Darjeeling Gorkha Hill Councils, NGOs, and ICIMOD. The committee was made responsible for guiding the corridor development process until the strategies and actions plans for each of the three corridors are completed.

The committee's first task was to organise a meeting in Tathya Kendra, Siliguri, on 30 December to identify the gaps in the progress of participatory strategy and action plans for the three proposed corridors of North Bengal. During the meeting, three partners made presentations on the progress of their work and gaps were identified. The meeting concluded with future directions and recommendations for the preparation of comprehensive corridor plans.

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## Medicinal and Aromatic Plants Programme in Asia (MAPPA)

The International Development Research Centre (IDRC), Canada has announced the devolution of the Medicinal and Aromatic Plants Programme in Asia (MAPPA) to ICIMOD beginning April 2005. The Regional Director, IDRC/South Asia Regional Office (SARO), New Delhi, announced this during the ICIMOD Board meeting in December last year, following an open competitive process of devolution involving several regional and international organisations. ICIMOD will start hosting and coordinating the network of the Medicinal and Aromatic Plants Programme in Asia, building on the achievements made so far and expanding it to the other ICIMOD member countries including China and Afghanistan. The decision was based on the outcome of the on-site institutional assessment and discussions held between an IDRC delegation made up of Dr. Jean Lebel, Director, Environment and Natural Resources Management (ENRM) Programme Area of IDRC, Ottawa, and Mr. Roger Finan; and ICIMOD management in November 2004.

Initiated in 1998, MAPPA builds on previous research results and network partnerships of the IDRC Medicinal Plants Network, and employs a more comprehensive and regional approach to the sectoral development of medicinal and aromatic plants (MAPs) in South Asia. MAPPA is a special programme of strategic research, collaboration, and networking on MAPs. The emphasis of the programme has been on process-based research that incorporates gender and social analysis, has the potential to benefit the rural poor and indigenous communities, and has the scope to influence policy making in the areas of biodiversity conservation, sustainable livelihoods, and improved primary health using the MAP sub-sector as a model. MAPPA has also worked closely with national governments and has facilitated policy and institutional reforms and evolutions specifically targeted to MAP areas. Currently it has projects and activities in all the SAARC member countries except Maldives.

MAPPA strives to ensure that its action-oriented research informs both national and international policy, as well as local-level stakeholders. ICIMOD with its integrated programmes, partners, and MAPPA will strive to improve and mainstream the MAP sector in the Hindu Kush-Himalayan region for enhanced livelihood opportunities and the conservation of MAP resources.

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## 'BeeCause' Disseminates Information on Project in Popular Street Play Form

Responding to real-life problems and developing effective projects requires interdisciplinary cooperation and information from diverse resources. A small team of beekeeping and knowledge management specialists applied such an interdisciplinary approach when they developed a strategy for sharing information and raising public awareness on conservation and the sustainable use of pollinators in the HKH region.

One alternative media form that was explored in the effort was the street play. At an ICIMOD gathering in January, a play entitled 'BeeCause' used object animation to portray bees, mountains, and honey extraction, and presented the issue of forcing foreign bees into new areas to enhance productivity. Beekeeping provides an alternative livelihood to some mountain communities in the HKH region, and the play is a popular form of sharing information with such communities. Street plays thus show the diversity of inexpensive, replicable, and locally-made media tools that can share knowledge of ICIMOD's work with rural communities.



Street play in progress, Chapakharka, Nepal

File photo

Alternative Media Team, [kohmedia@yahoo.com](mailto:kohmedia@yahoo.com)

## Women's Role in Water and Energy Management Selected as 'Good Practice'

WISONS is an initiative of the Wuppertal Institute for Climate, Environment, and Energy based in Germany. WISONS receives support from the Swiss-based foundation Pro-Evolution to foster practical and sustainable energy projects. WISONS promotes good resource efficiency practices by publishing articles on relevant and successful initiatives under its Resource Efficiency Project (PREP). It focuses on the significance of a combined approach to water and energy and has presented a number of successful projects from around the globe in its publication, with the intention of further promoting the successful approaches used in these projects. Projects are independently reviewed and selected to be featured in the publication by applying a number of internationally accepted criteria and looking at technology, inclusion and participation, benefits, sustainability, financial issues, obstacles overcome, and replicability.

The UNEP/ICIMOD supported project 'Incorporating Needs and Roles of Women in Water and Energy Management in Rural Areas in South Asia – Capacity Building in Rural Areas of the Himalaya' implemented by ICIMOD's national partner, Centre for Rural Technology in Nepal (Dhankuta and Palpa) has been selected as an example of good practice. As stated in WISONS, the selected projects are "...appropriate within their local context and have been developed to a level which meets our selection criteria. The selected projects do demonstrate promising approaches". See <www.wisions.net> or 'WISONS Water and Energy – Precious Resources, Issue number 2, 2004, pp.4-5 for more information about the project and WISONS.

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## Status of Women in Nepal: An Update on Political Participation

In Nepal, more than half the country's population are women (50.1% – CBS, 2001) but they remain discriminated against with regard to their social, economic, and political rights and are treated as second-class citizens despite the fact that the Constitution guarantees equal rights to all citizens.

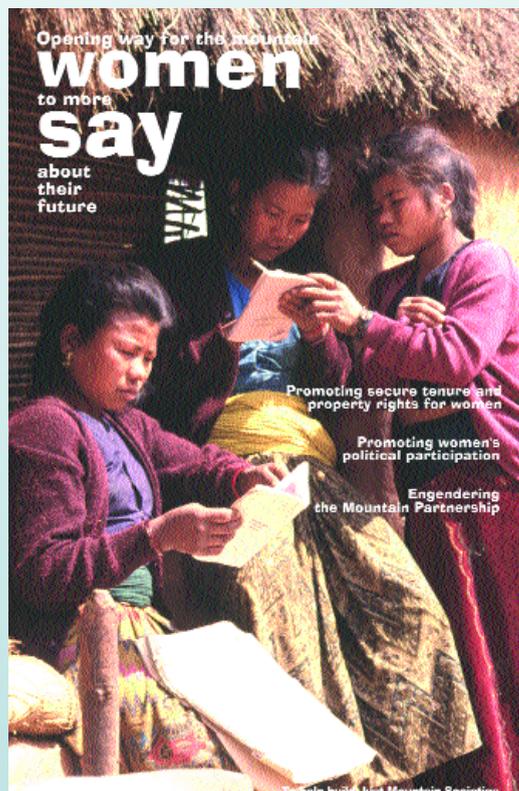
There are mandatory provisions in the Constitution that all political parties must have at least 5 % female candidates in the election to the House of Representatives, the Lower House, and at least 3 women in the Upper House (National Assembly). According to the Act on Election to the Local Institutions (1997), each ward (unit of administration at village development committee – or municipality-level) must have at least one woman on the ward committee level.

However, few women are elected to executive positions in the National Parliament or in local institutions, and when they are elected it is those from privileged groups such as Chettri, Brahmin, and Newar who benefit. The political participation of women in rural areas is less than in towns and cities, and the level of participation is even less in the mountains and the Tarai – especially in the far western and mid-western development regions.

Women's mobility is restricted so they have fewer opportunities to mix with those in power; they have the sole responsibility for household maintenance and child care activities; and they face political nepotism that favours men. To empower women, by enabling them to get access to Nepalese politics and to protect them against all forms of human rights violations, the following recommendations are suggested.

- The main focus should be to first empower women economically. Unless women are given economic opportunity by incorporating some mechanism for income generation, political participation will not be of primary concern to any rural woman.
- Women in rural areas spend most of their time engaged in household activities so they have little interest in politics. New technologies should be introduced to reduce drudgery so women can utilise their time in other productive activities. Looking after the household chores should be the concern of every member of the family, and should be borne collectively regardless of sex.
- The provision of gender and human rights training on the knowledge of rights and duties of the elected candidates is necessary.
- The government must be lobbied for free, mandatory, bilingual schooling up to high school for all, and affirmative action for higher education.
- Women should work collectively on common issues without joining political alliances and should be free from bias.
- Political training for women politicians, at both the local and central level, should be organised frequently to make women familiar with the laws and strategies applicable to the various political institutions of the country. This could include training on public speaking, and on understanding the mechanisms of political mobilisation.
- Greater participation, transparency, and availability of information should be fostered. Increasing women's voice in politics and public life can improve the impact of policies and programmes, reducing corruption, and strengthening good governance.
- Creating an environment of family support is very important if women are to be involved in politics or public life. Even if the community is not supportive of women involved in these fields, family support smoothes the way for their career.

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(Prativa is an intern in the CEGG Programme)



# Outreach and Networking

## The ICIMOD Library in its New Home

ICIMOD's library has been an important part of the Centre since 1984, when it was established in line with ICIMOD's function as a multidisciplinary documentation centre and its position as a Mountain Learning and Knowledge Centre committed to improving the sustainable livelihoods of mountain peoples in the HKH region. Other statutory functions are to act as a focal point for training and applied research activities, and to be a consultative hub for scientific and technical matters for the countries of the region. The primary focus of the library is to provide information on matters related to integrated mountain development for researchers, development practitioners, policy makers, students and other professionals, and for ICIMOD staff.

The library now holds over 28000 books and journals on social and natural sciences, including natural resources, agriculture, forestry, soil conservation, information management, mountain risk engineering, tourism, gender development, pasture and rangeland management, and many others. Almost half the documents are specifically related to the Hindu Kush-Himalayas, the remainder are on relevant topics from other mountain areas or on general topics relating to mountain areas. The library also has more than 200 videos, including 20 produced by ICIMOD.

The library acquires documents in various ways. It purchases books and journals on subjects relevant to ICIMOD programmes and also receives books and videos from organisations throughout the region as gifts. Many publications are provided under the Publications Exchange Programme (PEP), which has agreements with more than 100 organisations. Thus the library serves as an important knowledge repository for study and research.

### A New Home in 2004

For twenty years students from local universities and colleges, researchers and programme officers from various organisations, and many visitors from further afield came to the library in Jawalakhel, which began in a series of small rooms before moving to two floors of a newly-rented property. In 2004 it was time for the library to move to its own specially designed area in the new ICIMOD Headquarters building in Khumaltar. All the carefully packed documents and equipment were transported to the new site, in time for the opening ceremony on 5 December. The doors were opened to the public again on 1 February 2005, with the books, magazines, and videos displayed in their new surroundings. The various features that have been added to the library over the years can now be displayed to their full advantage.

- The library database is available online, so readers can search the ICIMOD library collection from any computer, anywhere at < <http://sagarmatha.mos.com.np/icimod/library/searchmain.asp> >, which uses ICIMOD's own interface, and < <http://library.icimod.org.np> > which uses WebAgris. The library itself has two computers available for visitors to search the catalogue.
- The 25 000 documents are displayed on open access shelves (apart from some archived older holdings), with separate areas for books (classified by topic) and journals. Recent journals are shelved at the library entrance.
- There is a separate section for the more than 400 publications produced by ICIMOD. Copies of these can be obtained (at cost) from the distribution unit on the ground floor.
- There is an in-house photocopying facility (at cost): visitors no longer have to leave the premises to obtain photocopies.
- Visitors can read and study in peace sitting at the desks provided in various corners of the large room for this purpose.
- The library has a dedicated audio-visual area. More than 200 video documentaries can be viewed on request.

The Centre gratefully acknowledges the enthusiastic support from the Government of Pakistan for US\$ 100000 towards the ICIMOD library.

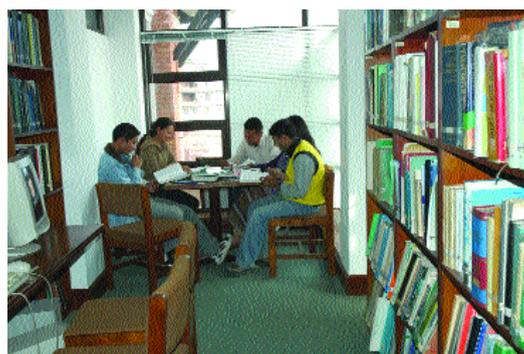
### Into the Future

The library is integrated into ICIMOD's new Information and Knowledge Management Programme. This opens up prospects for future development.

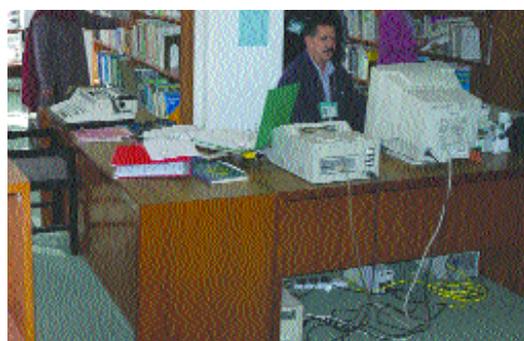
The library hopes to be able to link more directly with other specialist libraries in Kathmandu as well as with the libraries of its leading partner organisations and offer services to a broader range of users. This would require developing a common archiving system as a basis for merging



His Majesty King Gyanendra Bir Bikram Shah Dev visiting the ICIMOD Library with H.E. Zamir Akram, Ambassador of Pakistan and Mr. Shoaib Sultan Khan, ICIMOD Board Member



Researching in the library



Using the library database

on-line cataloguing systems for these independent units, an inter-library loan or photocopy system, and a system for supplying distant users with scanned or photocopied texts.

The library is also expected to serve as one of the major components in the planned Mountain Knowledge Partnership initiative – a system of distributed metadatabases that will be used to record, organise, and provide access to information about available knowledge resources in the region and how they can be obtained.

#### New Challenges Ahead

For many people, libraries remain the most effective way of searching for information, and are major sources of information for research and development purposes. The ICIMOD library has been continually developed and extended, culminating in the provision of on-line access to the catalogue. However, physical access to the resources is limited to local users and visitors to Kathmandu. There are many libraries in Kathmandu and across the region with good resources, but there is little public information about the libraries themselves or their holdings, and actual access is, again, often highly restricted. The challenge in the coming years is to extend knowledge beyond this limited sphere by making such resources available to a wider audience. We hope that now, in its new home, the library can take a significant step in this direction.

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## The Mountain Forum Secretariat

The Mountain Forum (MF) is a global 'network of networks' for information exchange, mutual support, and advocacy for equitable and ecologically sustainable mountain development and conservation. The Mountain Forum Secretariat (MFS) is an autonomous organisation hosted by ICIMOD in Kathmandu, Nepal.

#### Recent Developments

##### Participation in Global Mountain Partnership meeting

As part of the Mountain Forum's continued collaboration with the Mountain Partnership, MFS representatives participated in a global meeting of the Mountain Partnership that took place in Cusco, Peru, on 28 and 29 October 2004. MF provided significant input to the development of the 'Cusco Framework for Action', which now steers the future action of the Mountain Partnership.

##### Finalisation of MF website and Online Library review

MFS information services, in collaboration with MF regional node managers, have been engaged in an extensive assessment and review of the MF website and the MF Online Library. This exercise recently came to a close and a retreat took place to assess the findings and plan for the execution of the tasks ahead. These changes will be made in constant communication with staff at the Mountain Partnership Secretariat in Rome to ensure that the final product is integrated well with the overall design of the services provided by the Mountain Partnership Secretariat.

##### Completion of Community Radio project

Over the last six months, MFS has provided support to the regional pilot initiative on community radio, spearheaded by the Asia Pacific Mountain Network (APMN) in collaboration with Radio Sagarmatha, the oldest community FM radio station in South Asia. The pilot project, which aimed to bring the voices of mountain and hill people residing in the Nepal Himalaya to the Mountain Forum and the world at large, has now come to a close. A retreat took place with the participation of APMN, Radio Sagarmatha, and MFS staff to assess the achievements and constraints of this pilot phase, in view of the possible implementation of a full-scale community radio project in the region. The pilot phase proved to be a success in bringing local problems from mountain communities to a larger audience and generating awareness of mountain issues at the local level.

##### Revival of MF bulletin

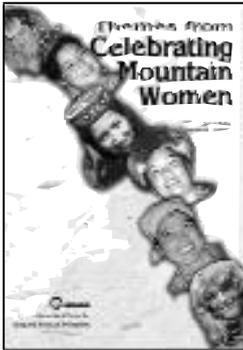
The Mountain Forum Secretariat has been working in close collaboration with the MF regional nodes on the revival of the Mountain Forum Bulletin that used to be published until 2001. The new Bulletin will have sections from the regional nodes and MFS. In addition, MF members will have the chance to post their information and opinions on the Bulletin. In line with the theme chosen for the past International Mountain Day, 'Peace: Key to Sustainable Mountain Development', the theme of the first issue of the MF Bulletin will be 'Conflict in Mountain Regions'. The first issue of the Bulletin will be published in Spring 2005.



Participants in the second global meeting of the Mountain Partnership during a field trip at the Parque de la Papa in Cusco, Peru, October 2004

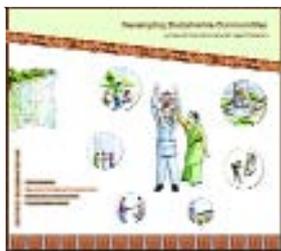
Celine Curi, celine@mtforum.org

Major documents published between October 2004 and March 2005 are shown below with abstracts. The three prices quoted for each publication are applicable to Developed Countries, Developing Countries, and ICIMOD's Regional Member Countries respectively and include p&p. They are available without p&p at the Centre itself. For institutions actively involved in sustainable development of the Hindu Kush-Himalayas, the relevant publications can be provided free of charge. Order on-line (see below) or from the Distribution Officer <distri@icimod.org.np>.



Kelkar, G.; Tshering, P. Themes from Celebrating Mountain Women. 240p. ISBN 92-9115-989-1  
US \$20, \$15, \$10

'Themes from Celebrating Mountain Women' contains extended abstracts of 39 papers given at a global gathering of mountain women that took place in Thimphu, Bhutan, from 1-4 October 2002 as part of the celebrations in the International Year of the Mountains. The 'Thimphu Declaration' – a call to action on the issues in the lives of mountain women formulated at the end of the conference – is included as an annex. The points raised by the participants are focused on the topics of gender roles and relations; natural resources and environment; health and well-being; entrepreneurship; and political, legal, and human rights. The publication will be of interest to all those engaged in mountain development in general and women's issues in particular, across the world.



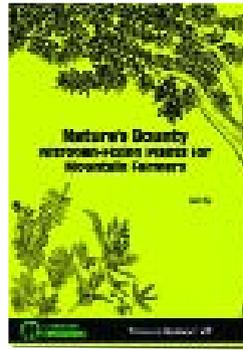
Netherlands Development Organisation (SNV)/ICIMOD. Developing Sustainable Communities: A Toolkit for Development Practitioners (Book + CD-Rom) 211p. ISBN 92-9115-880-1

Asia: p&p cost only. US \$3; Outside Asia: US \$5, Local sales: free, available on request.

'Developing Sustainable Communities' is a toolkit of participatory learning and action tools for development practitioners published by ICIMOD for SNV/Nepal. It has four sections covering Social Mobilisation in Action; Appreciative Participatory Planning and Action and People's Motivation; Market Analyses and Development and Entrepreneurship Development; and Enterprise Support Services and Sustainable Entrepreneurship; and a final section with detailed descriptions of thirty-four participatory learning and action (PLA) tools. It is designed for field practitioners, development workers, and facilitators involved in communities and can also serve as a resource book for planners, researchers, and managers of rural development projects.

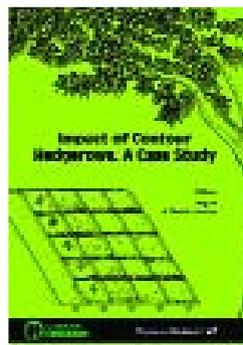
#### New Series: Focus on Godavari

The series 'Focus on Godavari' has been developed to provide a platform for wider dissemination of information on topics related to the activities at ICIMOD's Demonstration and Training Centre, Godavari, Lalitpur, including background information about technologies, species, and general approaches for integrated mountain development; results of trials and recommendations of appropriate species and technologies; and reports on outreach and training activities both on and off site. Three titles in this series appeared at the end of 2004.



Tang Ya. Nature's Bounty: Nitrogen-Fixing Plants for Mountain Farmers (Focus on Godavari #2) 27p. ISBN 92-9115-961-1  
Price: US \$10, \$7, \$5

Nitrogen deficiency is one of the major factors involved in declining soil fertility and land productivity in the HKH region. Use of chemical nitrogen fertiliser is often not possible, not desirable, or too expensive, but nitrogen-fixing plants can provide a simple solution. This book provides a brief description of the principles of biological nitrogen fixation, the different types of nitrogen-fixing plants, and the major potential uses of these plants to support agricultural development in the HKH region. Separate sections are devoted to various means of improving soil fertility, soil conservation, rehabilitation of degraded land, development of woody fodder, development of fuelwood crops, the use of terrace risers, and other uses of nitrogen-fixing plants.



Tang Ya; Murray, A.B. (eds.) Impact of Contour Hedgerows: A Case Study (Focus on Godavari #3) 64p. ISBN 92-9115-958-1 Price: US \$10, \$7, \$5

Sloping agricultural land technology (SALT) is an approach that combines the strengths of terracing with the strengths of natural vegetation to stabilise sloping land and make it available for farming. Dense hedgerows of fast-growing perennial woody tree or shrub species, usually nitrogen-fixing species, are planted along contour lines to create a living barrier that traps sediments and gradually transforms the sloping land to terraced land. This book describes the results of two experiments to investigate different aspects of SALT including soil erosion, soil fertility, and hedgerow/crop competition for moisture and nutrients. SALT can be effective in subtropical and temperate regions and can reduce soil erosion to a very low level and increase productivity. Some of the different factors affecting its success are discussed.



Tang Ya; Thapa, S.B. Performance and Selection of Nitrogen-Fixing Hedgerow Species (Focus on Godavari #4) 25p. ISBN 92-9115-927-1 Price: US \$10, \$7, \$5

The key factor for successful application of a contour hedgerow intercropping system is the

selection of appropriate nitrogen-fixing plant species to establish the hedgerows. This book describes the results of an experiment carried out at ICIMOD's Demonstration and Training Site at Godavari from 1993 to 2001 to test, select, and demonstrate various nitrogen-fixing trees and shrubs and select appropriate species for the middle hills of Nepal and similar areas of the HKH region. Of the twenty-one species tested, five (four local, one locally adapted) were finally recommended for use as hedgerow species.

## Documents in Regional Languages



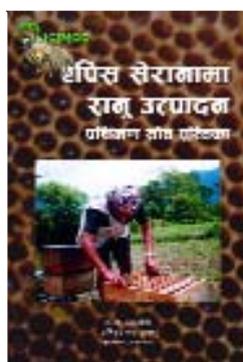
Nepal Central Bureau of Statistics/ ICIMOD.  
Mapping Nepal Census Indicators 2001 and Trends. 325p.  
Language: Nepali  
ISBN 92-9115-913-1  
Price: US \$40, \$30, \$20

This book was first published in English in 2003. The atlas is the outcome of a collaboration between ICIMOD and Nepal's Central Bureau of Statistics supported by SNV-Nepal. Different socioeconomic indicators were abstracted at district level from the data gathered under the National Population Census of Nepal held in 2001, supplemented by other relevant sources. The indicators are presented district-wise in the form of thematic maps. Trend analyses were also prepared for selected indicators based on the census data from four consecutive censuses and presented in maps to indicate the changes over a forty-year period.



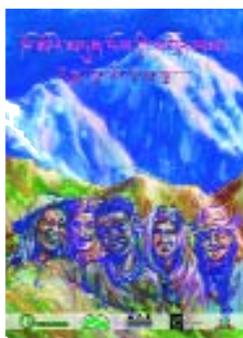
Nepal Central Bureau of Statistics/ICIMOD.  
Districts of Nepal: Indicators of Development 2001.  
111p. Language: Nepali  
ISBN 92-9115-894-1  
Price: US \$20, \$15, \$10

This book was first published in English in 2003. It presents the results of an assessment carried out by ICIMOD and Nepal's Central Bureau of Statistics supported by SNV-Nepal, using data from the tenth National Population Census held in 2001, supplemented by other relevant data, and is an update of a previous study made in 1997. The districts are classed as belonging to one of three levels of development in terms of each of a number of primary indicators, three major indices, and a single overall development index. The report provides a useful pointer to the comparative development status of Nepal's districts, as well as an indication of the changes that have taken place.



Joshi, S.R.; Sukla, A.N.; Upadhyaya, S.P. Queen Rearing of Apis Cerana. 62p. Language: Nepali, ISBN: 92-9115-014-2  
Price: US \$15, \$10, \$7.50

This manual was prepared in Nepali. It provides background information on Apis cerana management and the reasons for rearing queen bees, together with a detailed description of the method illustrated with large numbers of diagrams and photos. The rearing of queen bees enables farmers to improve the quality and productivity of domesticated colonies, and can be an income generation method in its own right.



Her Way Forward: A Resource Kit Based on Voices of Mountain Women 55p. Language: Tibetan  
Price: US \$10, \$7, \$5

The main text of this book was originally published by The Missing Link, India, for ICIMOD in 2002. It provides a summary of the discussions and presentations at 'Celebrating Mountain Women', a global gathering that took place in the International Year of Mountains in October 2002 in Thimphu, Bhutan. The issues are grouped into five thematic areas: natural resources and environment; health and well-being; entrepreneurship; political, legal, and human rights; and culture and indigenous knowledge. The Tibetan translation was prepared for use in a joint gender assessment and training project with The Mountain Institute and staff of the Qomolangma National Park in Tibet Autonomous Region, China.



Roy, R.D. Land and Forest Rights in the Chittagong Hill Tracts, Bangladesh. (TP 4/02B) 55p. Language: Bengali  
ISBN 92-9115-000-2  
Price: US \$10, \$7, \$5

This discussion paper was first published in English in 2002. It provides a focus on the competing claims on and differentiated interpretations of land and forest rights in the area, a historical perspective of the fallout of armed conflict on people and natural resources, the opportunities made available by the peace accord of 1997, and the implications for competing interests related to livelihood-based resources. The author concludes that a comprehensive policy related to land and natural resources in the area is imperative to ensure equitable and environmentally sound resource use practices.

## Attention Please !

### ICIMOD Mailing List Database Update

ICIMOD is updating its mailing list database. If you wish to continue receiving our newsletters and regular e-announcements on our publications and other news, please fill in the Mailing List Questionnaire sent with this newsletter and return it to us by the end of July 2005. You can also update and submit the same from our site [www.icimod.org/update.htm](http://www.icimod.org/update.htm). We will only keep the names of those who resubmit the forms in the database.

Seabuckthorn : Urdu

Plastic Film Technology : Urdu

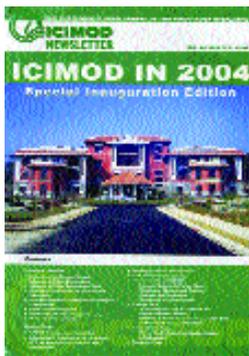
Sloping Agricultural Land Technology: Urdu

These three books were translated and published by the Aga Khan Rural Support Programme (AKRSP) for use as training manuals in the ICIMOD Alternative Media project, for which AKRSP is ICIMOD's partner in Chitral, Pakistan. Seabuckthorn (on the multifold uses of the nitrogen-fixing bush seabuckthorn) and Plastic Film Technology (a method which helps increase crop productivity through reduction of evaporation and suppression of weed growth) are both compilations of ICIMOD materials published in English. Sloping Agricultural Land Technology is a complete translation of a manual first published by ICIMOD in 1999.

Copies available from Ms. Nadira Khawaja, AKRSP-Chitral, while stocks last.

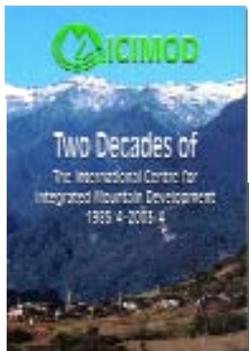
Contact: nadirakhawaja@yahoo.com

## General Publications



ICIMOD Newsletter 46 (Winter 2004): ICIMOD in 2004, Special Inauguration Edition  
ISSN 1013-7386

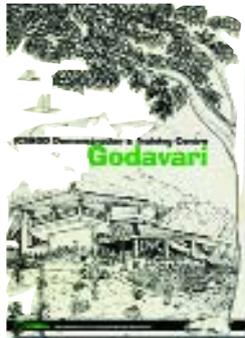
This issue coincides with the inauguration of ICIMOD's Headquarters and 21st Anniversary Symposium, and is a special inauguration edition that highlights some of ICIMOD's major achievements in 2004.



Two Decades of the International Centre for Integrated Mountain Development, 1983/4-2003/4 137p. ISBN 92-9115-992-1; with Twenty/20: Two Decades of Integrated Mountain Development (1983-2003) 21 min DVD, ISBN 92-9115-930-1 Directed by Kesang Tseten (available on request)

This booklet provides a brief summary of the developments that have taken place at ICIMOD in the years since its inception in 1983. It is not a comprehensive history of achievements but rather a celebration of an institution that has contributed to changing the nature of sustainable development in the mountains both regionally and globally. The booklet is accompanied by a VCD film, compiled from some 20-30 videos, which provides the interested lay person with a quick study of the Centre's first two decades of best practices in the Hindu Kush-Himalayas. The film highlights the Centre's integrated approach linking economic progress and environmental protection in a region where many live in extreme poverty in an environment that is rapidly deteriorating. It covers such topics as sloping agricultural land technology, community

forestry, migratory bee-keeping, risk engineering, GIS applications, cross-cutting gender issues, use of alternative media, and the relationship between culture and livelihood behaviour.



ICIMOD Demonstration and Training Centre, Godavari (12 information sheets)

ICIMOD set up its Demonstration and Training Centre on a 30 hectare site generously provided by HMG/N at Godavari, on the southern slopes of the Kathmandu Valley, to provide a place where different technologies and farming practices useful for sustainable development can be tested,

selected, and demonstrated; where farmers and those who work with them can be trained; and which can serve as a repository for plant germplasm resources and associated floral and faunal biodiversity. The activities at the Godavari Centre are linked within a holistic approach that covers a broad range of the possibilities for livelihood – and quality of life – improvement of mountain farmers. A loose-leaf folder is now available with a site map, background information, and summary sheets covering the different activities at the site.



ICIMOD Demonstration and Training Centre, Godavari, Brochure 2004



Catalogue of Publications January 2004 to January 2005 (with summaries from 2001 to 2003)

## Other Publications by ICIMOD Staff January - March 2005

Rudel, T.K.; Coomes, O.T.; Moran, E.; Achard, F.; Angelsen, A.; Xu Jianchu; Lambin, E. 'Forest Transitions: Towards a Global Understanding of Land Use Change'. Global Environmental Change Vol.15, No.1, 2005. pp.23-31

Joshi, S.R.; Ahmad, F.; Gurung, M.B. 'Status of Apis laboriosa populations in Kaski District, Western Nepal'. Journal of Apicultural Research. Vol. 43, No. 4, 2004. pp.176-180

Xu Jianchu; Rana, M.G. 2005. 'Living in the Mountains'. In: Jeggle, T. ed. Know Risk, UN Inter-agency Secretariat of the International Strategy for Disaster Reduction. pp.196-199.

Smakhtin, V.U.; Shilpakar, R.L. Planning for Environmental Water Allocations: An Example of Hydrology-based Assessment in the East Rapti River, Nepal. (IWMI research report, 89). Colombo, International Water Management Institute. 20p. ISSN: 1026-0862

ICIMOD publications on-line – order direct at  
<http://www.icimod.org/publications/pubmenu.htm>  
<http://www.panaseanemall.org/shop/icimod.htm>  
<http://www.earthprint.com/icimod>

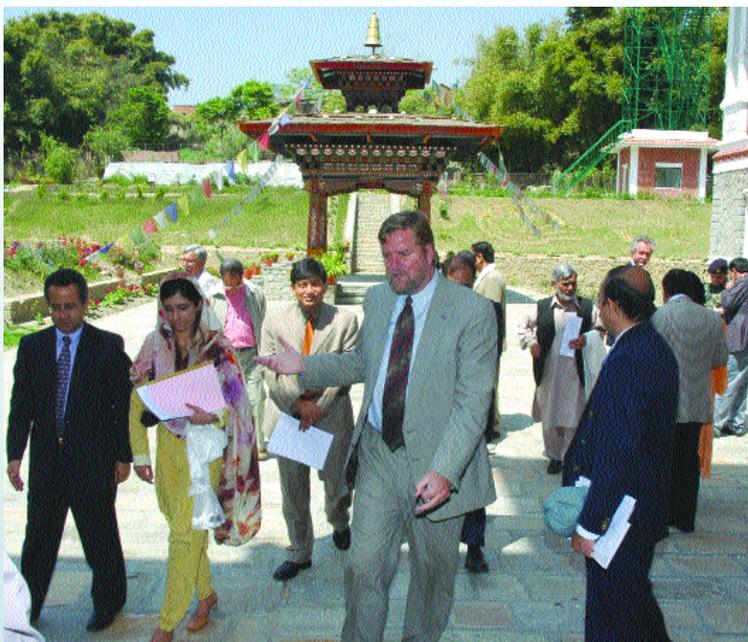
## Visitors to ICIMOD

### A High-level Visit from Pakistan

The Honourable Minister of State for Economic Affairs from Pakistan, Ms. Hina Rabbani Khar; accompanied by the Honourable Minister of Finance, HMG/Nepal, Dr. Madhukar SJB Rana; and His Excellency, Mr. Sohail Amin, Ambassador of Pakistan to Nepal, and a high-level delegation of officials from Pakistan and Nepal visited ICIMOD's Training and Demonstration Centre at Godavari and the Centre's Headquarters on 31 March 2005.

At the Demonstration and Training Centre the visitors were shown several income generating activities that have potential for mountain areas such as kiwi fruit growing, indigenous honeybee keeping and 'backyard' fish farming in small ponds. A range of renewable energy technologies including solar cookers, pico hydro sets, various water pumps, and bio-briquetting were demonstrated. The Minister showed interest in ICIMOD's work on pro-poor tourism and in ways of reducing women's workload, the including use of water harvesting and simple irrigation sets.

The Honourable Minister and the entourage then visited the ICIMOD's Headquarters complex at Khumaltar where they were given a warm reception. They reviewed the ICIMOD Library and MENRIS work stations, and were briefed on the Centre's activities in knowledge management, GIS, and with partners in Pakistan. The Government of Pakistan has committed US\$ 100 000 towards the ICIMOD library and the Headquarters building.



The Honourable Minister of State for Economic Affairs from Pakistan, Hina Rabbani Khar, visiting ICIMOD's Headquarters in Khumaltar

Roger White, rwhite@icimod.org.np

## Book Corner

\*Just Published\*

### Voices from the Mountain: Pakistan

#### Oral Testimonies from Shimshal, the Karakoram, Pakistan

"Traditionally...we don't have a concept of conservation but our concept of life is that we are a part of this nature ... we don't have a concept of self ...without this environment... all these hundreds of years we've been living side by side with this nature and these animals... [Now] things are changing because of tourism, because of migration..." Inayat, male, 27 years, Pakistan

This new booklet is packed with views and experience of change and development. Like other collections in the 'Voices from the Mountain' series, it contains a fascinating blend of anecdote, information, history, culture, knowledge, opinion, and experience with all the contradictions this may imply. These are the individual voices of the ordinary people on whose actions development depends. And they are at the heart of one of the key challenges of the next decade – how to meet national development needs without further marginalising mountain peoples. If you are interested in development issues, in whatever region, these absorbing accounts prove an excellent complement to other kinds of research and reporting, illustrating the complexities and realities of mountain living and bringing the issues to life.

Copies are available free to the media and to resource-poor organisations in the South. Otherwise, copies are available for £5.00 (pounds sterling) each plus postage and packaging. To order, please send an email with your requirements to [otp@panos.org.uk](mailto:otp@panos.org.uk) with your name, organisation, and full postal address. Alternatively, you can order online at [www.panos.org.uk/oraltestimony/books](http://www.panos.org.uk/oraltestimony/books). You can also access [www.mountainvoices.org](http://www.mountainvoices.org), Panos' on-line archive of in-depth interviews with mountain people around the world.

Oral Testimonies have already been published from three other countries in the HKH region – Nepal, India, and China – and from Peru, Ethiopia, Lesotho, Kenya, Poland, and Mexico.

### ICIMOD E-news

<http://www.icimod.org/enews/index.htm>

- Third Issue: December 2004/January 2005
- Fourth Issue: February/March 2005
- Fifth Issue: April/May 2005

## Madhav B. Karki, Deputy Director General – Programmes

Dr. Madhav B. Karki, a Nepalese national, was recently appointed by the ICIMOD Board of Governors as its Deputy Director General – Programmes. Dr. Karki holds a Ph.D. in Forestry from Michigan State University, and a Master's degree in Range Management from Colorado State University, USA.

Dr. Karki brings to ICIMOD over 28 years of professional experience in programme development, management, and regional networking. He has held various positions in different national and international organisations, including universities, and donor agencies. He has served as Campus Chief and Assistant Dean of the Institute of Forestry, Pokhara; and was Asia Programme Officer at Appropriate Technology International, USA.

Prior to joining ICIMOD, Dr. Karki worked as Regional Programme Coordinator of the Medicinal and Aromatic Plants Programme in Asia (MAPPA), a multi-donor network based at the International Development Research Centre (IDRC), Canada, and New Delhi. Dr. Karki has experience in the fields of natural resources management and network development in non-timber forest products (NTFPs) including medicinal and aromatic plants (MAPs) in South Asia as well as in policy and partnership development. His diverse academic qualifications and in-depth work experience will be useful for managing ICIMOD's integrated programmes. Dr. Karki has authored and edited over 80 professional papers/articles and books including an ICIMOD publication on Community Forestry.



## Joyce Mendez, Publications Editor

Ms. Joyce Mendez, a national of the Philippines, joined ICIMOD in February 2005 as Publications Editor. Ms. Mendez has worked for over two decades in a broad range of settings including the Government of the Philippines, international organisations and projects in the Asian region, and non-government organisations in advocacy efforts for the environment, population planning, participatory development approaches, and children's and women's rights.

Before joining ICIMOD, Ms. Mendez was Programme Specialist for Development Communications at the International Institute of Rural Reconstruction (IIRR), where she edited publications, participated and conducted writeshops (multi-stakeholder workshops that end in a publication), undertook case study mentoring for IIRR partners in the Mekong, and worked on participatory information, education and communication planning with the communities of IIRR's work. She was also a consultant editor for the Asian Development Bank (ADB), the United Nations Population Fund (UNFPA), and the United Nations Children's Fund (UNICEF) at various times, and was Public Information Manager of the US-Asia Environmental Partnership/USAID.

Ms. Mendez has an M.A. in Urban and Regional Planning, and M.A. (units) in Communication, both from the University of the Philippines, and has written and edited a number of books and publications.



## Ester Marjan van der Blonk, Associate Expert on Eco-Tourism

Drs. Ester Marjan van der Blonk has extensive practical experience in tourism and development, and has set up and participated in several international eco-tourism projects. She was Project Assistant/Consultant on Sustainable Tourism with the Philippines Rural Reconstruction Movement, an NGO, where she assessed the impact of and implemented a community-based sustainable tourism approach and participatory appraisal techniques for one of the poorer island provinces. She was also instrumental in initiating an eco-tourism project in Nunavut where she investigated the challenges and pitfalls of polar tourism for isolated Inuit communities in arctic Canada for which she received several research awards.

Drs. Van der Blonk is from The Netherlands and graduated from the National Institute of Tourism and Transport Studies, Breda, The Netherlands, where she specialised in International Tourism Management and Consultancy. This was followed by a Master's degree in Cultural Anthropology/Sociology of Non-Western Studies from the Free University, Amsterdam.



## Ana Maria Ponce, Executive Secretary, Mountain Forum Secretariat

Dr. Ana Maria Ponce has supported the Mountain Forum since its initial stages. Dr. Ponce has been manager of InfoAndina, the information arm of the Consortium for Sustainable Development in the Andean Region (CONDESAN), and manager of the Latin American Mountain Forum Node in Lima, Peru, since 1997. She has participated in several regional and global e-consultations, including those that led to the creation of the International Mountain Partnership, the Bishkek Global Mountain Summit (2002), the International Partnership for Sustainable Mountain Regions (2003), and most recently the coordination of the Cusco Action Plan E-Consultation (2004). Her background with ICT for Development Issues in Latin America and Global Networks has focused on the use of technology to enhance sustainable development in developing countries.

Dr. Ponce has an M.Sc. in Electronic Engineering and has completed a Ph.D. in Telematics and Communications from the Technological University, Budapest, Hungary.



## Joy Dasgupta, Assistant Coordinator, ABSBIO-EH

Mr. Joy Dasgupta is an anthropologist working on issues of law and policy, with a special focus on biodiversity conservation. He joined ICIMOD in March 2005 as Associate Coordinator of the Regional Programme for Strengthening Access and Benefit Sharing of Biodiversity Resources in the Eastern Himalayas (ABSBIO-EH).

Before joining ICIMOD, Mr. Dasgupta worked for the Ashoka Trust for Research in Ecology and the Environment (ATREE) in the Eastern Himalayan Programme, North East office of Guwahati. He has also worked for the National University of Judicial Sciences in Kolkata.

Mr. Dasgupta holds a Master's degree in Social Anthropology from the University of Hyderabad and was born in Kolkata, West Bengal, India.



## Contribution to Tsunami Relief

The recent earthquake-induced tsunami hit at least nine countries in South and Southeast Asia and claimed the lives of over 200 000 people from two dozen countries on all the major continents. The loss of life, homes, and livelihoods was staggering, beyond human imagination. Many nations, institutions, and individuals around the world came together to help the victims of one of the worst natural disasters to hit humanity in modern times.

As a gesture, ICIMOD staff raised NRs 200 010 (two hundred thousand and ten rupees) and channeled this modest contribution to charity work for the victims in Sri Lanka through CARE Nepal, in memory of its Country Director, Robin Needham, unfortunately among the tsunami victims.

## In Memory of Mohan Man Banepali



Mohan Man Banepali first began working at ICIMOD in April 1984. Over the years he held the posts of Kitchen Assistant, Office Peon, Gardener, and Messenger. He last worked in MENRIS division as Senior Messenger/Lab Technician. A sincere, honest, and cooperative individual, Mohan Banepali was well-liked by all his colleagues. Mohan Man Banepali and his son Surendra Man Banepali passed away on 19 March after a road accident. He will be missed by all at ICIMOD.

## Staff Departures

The ICIMOD family extends its best wishes to those staff members who have left the Centre since December 2004.

Pramod Aryal, Senior Cook, Staff Canteen  
15 March 1985 to 31 December 2004

Anupam Bhatia, Programme Manager/Common Property Resources Management Specialist, CEGG  
1 November 1993 to 31 December 2004

Sher Bahadur Gurung, Senior Security Guard  
4 June 1985 to 28 February 2005

Sheela (Kausheela) Lama, Housemaid, Guest House  
6 November 1986 to 31 December 2004

Hari Govinda Maharjan, Cleaner  
14 August 1984 to 31 December 2004

Layton Montgomery  
Executive Secretary, Mountain Forum Secretariat  
17 March 2003 to 31 December 2004

Prakash Nepal, Senior Cook, Staff Canteen  
15 October 1987 to 31 December 2004

Gujeswori B. Pradhan, Senior Cook, Staff Canteen  
1 July 1988 to 31 December 2004

Chanchal Rajak, Cook, Staff Canteen  
24 August 1988 to 31 December 2004

Greta Rana, Division Head/Senior Editor, IMCO, IKM  
16 November 1989 to 31 December 2004

Manoj Rajak, Senior Cook, Guest House  
22 March 2004 to 31 December 2004

Maria Armila Shakya, CEGG Programme Development Coordinator, CEGG  
1 April 2003 to 31 December 2004

Smita Kumari Shrestha,  
Research Associate/Social Science, PARDYP, NRM  
1 November 2000 to 31 December 2004

Sukra Tamang, Senior Cook, Staff Canteen  
1 September 1983 to 31 December 2004

Kumar Thapa, Senior Cook, Staff Canteen  
9 May 1988 to 31 December 2004

Suraj Bahadur Thapa, Farm Manager/Horticulturist, Godavari Training & Demonstration Centre, NRM  
1 January 1996 to 31 January 2005

## As of March 2005

### Directorate

Dr. J. Gabriel Campbell, Director General  
Dr. Madhav Bahadur Karki, Deputy Director General Programmes  
Mr. Milan Raj Tuladhar, Head, Administration & Finance  
Support Staff: Ms. Tika Laxmi Gurung, Ms. Anjali Shrestha,  
Ms. Prema Thapa

### Natural Resource Management (NRM)

Dr. Eklabya Sharma, Senior Agricultural Specialist/Programme Manager  
Ms. Elisabeth E. Kerkhoff, Agroforestry Specialist  
Dr. Nakul Chettri, Transboundary & Biodiversity Specialist  
Dr. Yan Zhaoli, Rangelands Specialist  
Mr. Roger John White, Regional Programme Coordinator, PARDYP  
Dr. Sanjeev Kumar Bhuchar, Assistant Programme  
Coordinator, PARDYP  
Mr. Bhubaneswar Shrestha, GIS Specialist, Country  
Coordinator, PARDYP  
Support Staff : Ms. Sami Joshi, Ms. Neetu Ghale, Mr. Pradeep Man  
Dangol, Mr. Madhav Prasad Dhakal, Mr. Bhawani Shankar Dangol,  
Ms. Ranju S. Acharya, Ms. Samma Shakya, Mr. Giri Bahadur Shrestha,  
Mr. Jiwan Tamang

### Agriculture and Rural Income Diversification (ARID)

Dr. Kamal Banskota, Senior Environment Resource  
Economist/Programme Manager  
Dr. Narpat Singh Jodha, Senior Associate Scientist/Policy Analyst  
Mr. Bikash Sharma, Energy Specialist  
Mr. Dyutiman Choudhary, Enterprise Development Specialist  
Dr. Ester Maija van der Blonk, Ecotourism Expert  
Dr. Kurt Luger, Visiting Scientist  
Dr. Farooq Ahmad, Project Coordinator, Beekeeping Project  
Dr. Uma Partap, Research Officer/Pollination Specialist, Beekeeping  
Dr. Surendra Raj Joshi, Action Research Officer, Beekeeping  
Mr. Min Bahadur Gurung, Institutional Development Officer, Beekeeping  
Support Staff: Mr. Anirudha Nath Shukla, Mr. Satananda Upadhaya,  
Mr. Rajendra Shah, Ms. Shova Bhandari

### Water, Hazards, & Environmental Management (WHEM)

Dr. Xu Jianchu, Ethno-ecologist/Programme Manager  
Mr. Pradeep K. Mool, Remote Sensing Analyst  
Ms. Mandira Shrestha, Water Resources Specialist  
Support Staff: Mr. Rajendra Lal Shilpakar, Ms. Sarita Joshi,  
Mr. Vijay Ratan Khadgi

### Culture, Equity, Gender and Governance (CEGG)

Dr. Nani Ram Subedi, Coordinator, Decentralised & Local Governance  
Ms. Radhika Gupta, Coordinator, Equity and Rights  
Mr. Joy Das Gupta, Assistant Coordinator, ABSBIO-EH  
Dr. Mark Turin, Visiting Scientist  
Support Staff: Mr. Govinda Shrestha

### Policy & Partnership Development (PPD)

Dr. Pema Gyamtsho, Agricultural Resources Policy Specialist/  
Division Head  
Ms. Srabani Roy, Programme & Project Development Specialist  
Mr. Prem Krishna Manandhar, Programme Officer  
Dr. Golam Rasul, Policy Development Specialist  
Mr. Farid Ahmad, Monitoring & Evaluation Officer  
Mr. C.N. Anil, Assistant Coordinator  
Support Staff: Ms. Samjhana Thapa, Ms. Mamata Shrestha

### Information and Knowledge Management (IKM)

Dr. Zbigniew Mikolajuk, Senior Knowledge Management Specialist/  
Programme Manager  
Mountain Environment and Natural Resources Information Systems  
(MENRIS)/IKM  
Mr. Basanta Shrestha, Division Head  
Mr. Cung Chin Thang, Associate Expert - GIS/RS  
Mr. Sushil Man Pradhan, GIS Analyst  
Mr. Sushil Raj Panday, Systems' Officer

Mr. Birendra Bajracharya, GIS Analyst  
Mr. Samjwal Ratna Bajracharya, Geomorphologist/GIS Analyst  
Ms. Bidya Pradhan Banmali, Environment/Air Pollution Officer  
Support Staff: Mr. Saisab Pradhan, Mr. Govinda Joshi, Ms. Monica  
Moktan, Ms. Mandakini Bhatta, Mr. Lokap Rajbhandari, Mr. Gauri  
Shankar Dongol, Mr. Kiran Shakya, Mr. Rajan Man Bajracharya  
Information Management, Communications and Outreach  
(IMCO)/IKM  
Dr. A. Beatrice Murray Shrestha, Editor/Senior Scientific Adviser  
Mr. Sanjay Madnani, Information & Communication Specialist  
Ms. Joyce Mendez, Publications Editor  
Ms. Nira Gurung, Communications Officer  
Support Staff: Mr. Bishwanath (Sudas) Sharma, Mr. Asha Kaji Thaku,  
Mr. Dharma Ratna Maharjan, Ms. Punam Pradhan, Mr. Deependra  
Tandukar, Ms. Shanti Prabha Bajracharya, Mr. Ram Sharan Thapa,  
Mr. Anil Jha, Mr. Shiva Hari Khatri  
Asia Pacific Mountain Network (APMN): Mr. Ujol Sherchan, Node  
Manager, APMN

### Global Mountain Forum Secretariat (Hosted by ICIMOD)

Dr. Ana Maria Ponce, Executive Secretary  
Mr. Prashant Sharma, Deputy Executive Secretary  
Mr. Celine Curi, Programme Development Officer  
Ms. Ana Agustina Barros, Information Services Programme Assistant  
Mr. Sani Malam Karami, Information Services Programme Assistant  
Support Staff: Ms. Anju Rana

### Administration and Finance

Budget & Finance Section  
Mr. Rajendra Prakash Mali, Budget & Finance Officer  
Mr. Kiran Man Shrestha, Ms. Prabha Raj Shrestha,  
Mr. Nabindra Raj Shrestha, Ms. Pramila Shrestha, Mr. Akil Nepal  
Store Unit: Ms. Jenny Vaidya, Mr. Rabindra Ranjit  
Personnel Section  
Mr. Chandra Bir Singh Kansakar, Personnel Officer  
Ms. Shree Mani Amatya, Ms. Nani Keshari Bajracharya  
Communications Unit  
Ms. Sharda Gurung, Ms. Geeta Pant, Mr. Pashupati Sadasankar  
Security and Maintenance Unit  
Mr. Prem Dhoj Malla, Mr. Krishna Tamang, Mr. Ram Bahadur K.C.,  
Mr. Ram Singh Rai, Mr. Birkha Jirel, Mr. Kishore Maharjan,  
Mr. Babukaji Thapa  
Procurement and Equipment Maintenance Support  
Mr. Nirajan Khanal, Procurement & Equipment Maintenance Officer  
Mr. Narendra Bajracharya, Electrical Overseer  
Photocopy Unit: Mr. Shyam Shrestha, Mr. Ganga Rana  
Travel & Hospitality Section  
Mr. Rajen Upreti, Travel Officer  
Mr. Rishi Ram K.C., Ms. Pratiba Chhetri  
Motorpool Unit  
Mr. Mohan Krishna Shrestha, Mr. Kishore Shrestha,  
Mr. Ram Lal Maharjan, Mr. Bishnu Magar, Mr. Krishna Maharjan,  
Mr. Pancha Narayan Maharjan Mr. Jai Bahadur Subedi,  
Mr. Sabak Singh, Mr. Dhurba K.C., Mr. Sudama K.C.  
Mr. Chinikaji Maharjan, Mr. Ram Maharjan

### Interns/Volunteers/Associates

- Mr. Anil Shrestha, PARDYP
- Mr. Arun Bhakta Shrestha, MENRIS, IKM
- Ms. Anupa Lamichhane, IMCO, KM
- Ms. Rupal Chowhan, NRM
- Mr. Sagar Ratna Bajracharya, MENRIS, IKM
- Mr. Chun K Lai, WHEM
- Ms. Suzy Conway, Mountain Forum
- Ms. Andrei Vasile, Mountain Forum
- Mr. Sudarshan Shrestha, Mountain Forum
- Ms. Bandana Shakya (Thapa), Mountain Forum

# ICIMOD Headquarters Inauguration and Staff



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