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## **ACM Retreat in Matopos National Park, Zimbabwe**

**Witness Kozanayi**, ACM-Zimbabwe

The Zimbabwe ACM team had a very fruitful retreat in the quiet environment of Amalinda Camp in Zimbabwe's Matopos National Park, December 14-20, 2004. Also participating was Mr. Antony Mamuse, a research fellow from the University of Zimbabwe's Institute of Environmental Studies (IES), which hosts CIFOR's ACM team.

The main objectives of the retreat were to reflect on the past year with the hope of identifying outstanding tasks (information gaps, processes to be facilitated, etc.), finalising scientific papers and donor reports, and pondering potentially useful proposals. The writing process also involved

exchanging papers for critical review and comment among participants.

The retreat came soon after the ACM team had attended a day-long course on scientific writing that was conducted by Prof. Peter Frost. We expect that as a result of the course and the retreat at least three of the five participants will have their papers published in reputable journals in the near future. A plan for the year 2005 was also mapped during this retreat.

"I was inspired by the peaceful environment and amazed by the level of team spirit exhibited by the ACM team throughout the period of the retreat", remarked one of the team at the end of the retreat. For more information regarding the retreat, you can contact Nonto Nemarundwe (ACM-Zimbabwe team leader) at [n.nemarundwe@cgiar.org](mailto:n.nemarundwe@cgiar.org) or [cifor-zw@cgiar.org](mailto:cifor-zw@cgiar.org)

## **Training Course on Adaptive Collaborative Management in Multi-stakeholder Forested Landscapes: Learning through Active Experience**

**Nontokozi Nemarundwe**, ACM-Zimbabwe

From December 6 to 15, 2004, ACM-Zimbabwe held the above training course at Harare and Lutope Forest Camp in Mafungautsi State Forest. After attending the course, one lecturer from the Zimbabwe College of Forestry said, "Aha, now I can see the difference between ACM and other participatory methods, I can teach my students ACM". The aims of the course were to strengthen the capabilities of participants to become adaptive managers and to hone technical skills necessary to act as catalysts of empowerment and improvement in forested landscapes. The participatory nature of the course ensured that participants learned through their own experiences—simulated and real—as well as through sharing the experiences of other participants. The course was designed to simulate the action-reflection-learning-improvement

loops that drive the success of the ACM approach. The theoretical part of the course included understanding concepts of ACM, integrated natural resource management (INRM) and participatory extension approaches. To go beyond theory, course participants were exposed to practical challenges through fieldwork in Batanai and Chemwiro-Masawi villages neighbouring Mafungautsi forest reserve. The fieldwork became the highlight of the course as most participants enjoyed the learning environment in the field. Learning accelerated as the course challenged participants' mental models. At the beginning of the course, many participants indicated that they did not see the difference between ACM and other participatory approaches. But they did after having gone through all the course's learning cycles.

The course was offered in partnership with the Zimbabwe Forestry Commission and the International Agricultural Centre (Wageningen, Netherlands). It was designed to help prepare natural resources practitioners for the complexity and uncertainty that pervades their work in community-based forest management. Participants in the course included natural resources managers, lecturers from the Zimbabwe College of Forestry (a college responsible for training forestry extension agents in Zimbabwe and the southern African region), the University of Zimbabwe, and extension agents with a professional focus on forests. In total there were 15 participants and 5 facilitators. The course provided opportunities for participants to learn about ACM through a unique mix of sharing their practical experiences, group-based activities, and formal training during the 10-day course held both in Harare and Lutope Camp. There were suggestions from participants that similar courses offered in the future should be held entirely in the field.

Given the success of this first course, the ACM-Zimbabwe team plans to run similar courses at the regional level in the near future. Informal requests have also been made by the Zimbabwe College of Forestry for the team to give guest lectures on ACM at the college. The ACM team will routinely interact with the participants from the course in order to get feedback on how they are applying ACM in their work. More details about the course can be obtained from [r.prabhu@cgiar.org](mailto:r.prabhu@cgiar.org) or [cifor-zw@cgiar.org](mailto:cifor-zw@cgiar.org).

"You can't stop the waves but you can learn to surf".

Joseph Goldstein

## ACM and Professional Soccer: Co-View as a Decision Support Tool for Football Management

Wavell Standa-Gunda, ACM-Zimbabwe

If you have a house but still live under a tree, can you convince me to take lodgings in your house? Big No! But having 'lived in the house', i.e. used the ACM tools we have been promoting, it was relatively easy for me to convince a Zimbabwean Premier Soccer League team to engage in a visioning exercise using Co-View.

As chairperson of the newly promoted Premier Soccer League Club Buymore FC (the Zimbabwean equivalent of the English Premier League), I have taken Co-View out of the forest and into the field—football field that is. Two seasons ago, Buymore FC was demoted from the premier league to the lower division, mainly due to poor planning. However, with its return to the top-flight league, the Club has sought the use of science-based tools to aid in focusing and developing a common purpose amongst the players, supporters, team management, executives and Club owners. In a meeting that included reporters of the national weekly paper, I conducted a visioning and strategy development exercise for the Club. The long-term vision was to develop a Club that would withstand the rigors of premier league football in the next five years. However, the immediate goal was to avoid demotion from the premier league this season. Using the framework of Co-View, each stakeholder was asked to identify one area in the model where they would be most influential and also to explain how they intended to exert their influence in attaining the broader goals of the Club. This information will be used to measure each stakeholder's progress over the season. Breaking down the Club into its constituent parts helped us to identify key areas that needed immediate attention (by whom and how). The action or lack of it by each stakeholder in the Club could easily be related to the attainment of the immediate and long-term vision. By defining each stakeholder's roles in the Club's vision, it is my hope as chairperson that fewer conflicts amongst the different interest groups will surface as each knows the future direction of the Club and their role in it.

So as the football season continues in our own soccer-crazy part of the world, a league table will be an unusual witness to the impact of an ACM tool.

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## The Position of Money in Forest Management Systems: An Analysis of What Has Happened

Joachim Nguiébouri, ACM-Cameroon

The last decade in Cameroon has focussed on sustainable forest management and human well-being. From 1994 to 2004, people from many different backgrounds became interested in forest management issues, including conservationists, development agencies, researchers, local entities for the local communities, decentralised groups and/or local councils and funding agencies.

A lot has been achieved in that time: a new forestry law; poverty reduction programs and

strategies; creation of conservation areas; funding opportunities, etc. But despite all this, poverty is increasing in local communities. If we examine the proposals funded to fight poverty in forestry, one can only conclude that development agencies have no real willingness to resolve poverty. Similarly, one has to ask of those who fund these proposals, what indicators or verifiers they are using to evaluate the work done by the agencies receiving the funds.

We reviewed the situation carefully and have identified management and access to money as sources of increasing poverty at the community level. As indicated in the below table, institutions or legal entities are managed by humans, and as there is a close link between humans and love of money, the problem remains the same or is

Stakeholders	Activities	Success	Problems
Forestry Ministry	<ul style="list-style-type: none"> <li>- Elaboration of law</li> <li>- Application of law</li> <li>- Control of forestry activities</li> <li>- Sanctions</li> </ul>	<ul style="list-style-type: none"> <li>- 1994 forestry law and its application: Decree of 1995</li> <li>- Community forests to be managed by local communities;</li> <li>- Communal forests to be managed by decentralised stakeholder groups)</li> <li>- Protected Areas created, etc.</li> </ul>	<ul style="list-style-type: none"> <li>- Implementation of the law (difficulties among local communities accepting these tools)</li> </ul>
National and International NGOs	<ul style="list-style-type: none"> <li>- Assist the Forestry Ministry in accomplishing what is specified in the forestry law.</li> <li>- Build stakeholders' capacity with the aim of good governance and biodiversity conservation</li> </ul>	<ul style="list-style-type: none"> <li>- 1994 forestry law and its application decree of 1995,</li> <li>- Community forest to be managed by local communities.</li> <li>- Communal forest to be managed by decentralised stakeholder groups.</li> <li>- Protected Areas created, etc.</li> </ul>	<ul style="list-style-type: none"> <li>- No transparency in the activities to be done.</li> <li>- No transparency in management and especially use of money to accomplish development activities</li> <li>- Lack of money for national NGOs</li> <li>- Conflicts of competence between national and international NGOs</li> </ul>
Local Entities	<ul style="list-style-type: none"> <li>- Supply the area for and manage community forests.</li> <li>- Lead and manage opportunities related to forests and poverty alleviation, etc.</li> </ul>	<ul style="list-style-type: none"> <li>- Some community forests have been created.</li> </ul>	<ul style="list-style-type: none"> <li>- Organizational and management capacity</li> <li>- Management of money from the community forest (no accountability)</li> <li>- Non respect of management plans,</li> <li>- poverty and lack of money, etc.</li> </ul>
Local Council	<ul style="list-style-type: none"> <li>- Management of revenue from logging taxes</li> <li>- Supply land for communal forest</li> </ul>		<ul style="list-style-type: none"> <li>- Money management, transparency and accountability</li> </ul>
Funding Agencies	<ul style="list-style-type: none"> <li>- Provide funds and management criteria and indicators to evaluate achievement of tasks by implementation agencies</li> </ul>	<ul style="list-style-type: none"> <li>- Funds provided</li> </ul>	<ul style="list-style-type: none"> <li>- Verifiable indicators in the field unclear, especially for poverty reduction</li> <li>- Some activities chosen are not responding to local needs.</li> <li>- No constancy in the pursuit of certain goals</li> </ul>

becoming more and more acute for local communities that don't have direct control over their source of livelihood. We need a change of mentality to support human well-being and biodiversity. Some managers use the need for conservation as a means to justify mismanagement of money they receive and to protect that money for their own needs. They are the ones who create participation conflicts in the field by putting other stakeholders, mainly at the local community level, out of the management frame. Everybody wants to protect forest resources. According to our data, local communities can protect the forest in and near which they live if they receive sufficient means to do it. This includes the reinforcement of organizational and management capacity and other skills for accountability. So what should be done? Will people continue to say the central government is a poor manager, when at the same time those in positions of authority in NGOs and local government who are supposed to provide a good example also misuse funds given to enhance livelihoods and sustainable management of biodiversity? These are complex questions we are struggling with; your input about them would be welcome.

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## Gender and Diversity: New Initiatives

**Carol J. Pierce Colfer**, *Governance/Bogor*

There has been a spate of activity in connection with gender and diversity issues, some of which reflects our own work and some of which may benefit our work. Specifically, there are three networks that may be of interest to the Governance team.

The first is led by Jeanette Gurung, and is called WOCAN, Women Organizing for Change in Agriculture and Natural Resource Management. This group of professionals (women and men who support WOCAN goals) works in agriculture and natural resource management. Those who would like to join can go to the WOCAN website, [www.wocan.org](http://www.wocan.org), or contact Jeannette D. Gurung, PhD, Director, WOCAN at [jeannettegurung@wocan.org](mailto:jeannettegurung@wocan.org); [jeannettegurung@yahoo.com](mailto:jeannettegurung@yahoo.com).

A second one, Indigenous Peoples, Gender and Natural Resource Management, is in the process of designing guidelines and tools to aid in including gender and indigenous peoples' perspectives in natural resource management. Their website is <http://www.cdr.dk/IGNARM/Default.htm>, and their leader is Elisabeth Kiorboe of WWF-Denmark ([e.kiorboe@wwf.dk](mailto:e.kiorboe@wwf.dk)).

The third is a Scandinavian group, with a European focus but global interests. They will be having their ninth international conference on "Women in Forestry" in Lithuania (May 22-28, 2005). The purpose of the conference is to strengthen collaboration among women forest owners, entrepreneurs, researchers, foresters, forestry officers and students, via mutual stimulation and problem solving, as well as exchange of experience. You can register, by contacting Jelena Aneièik (e-mail: [info@forest.it](mailto:info@forest.it); [conference@forest.it](mailto:conference@forest.it)) or Women in Global Science and Technology ([shuyer@wigsat.org](mailto:shuyer@wigsat.org)) on a first-come-first-served basis. Registration is binding and registrants will receive a detailed programme when applications are received.

Another group, IUFRO (International Union of Forestry Research Organizations) has a Research Group on Gender and Forestry (led by Merete Furuberg). A subcommittee (IUFRO section number 6.18.01) on Gender Research in Forestry (coordinated by Gun Lidestav), has put together a bibliography of gender and forestry materials. This bibliography can be downloaded from <http://www.bib.slu.se/bibliotek/skogs/genus/genderandfor.pdf>. This same group is organizing a pre-Congress meeting, called "Knock on Wood: Harvesting the Potential of Gender Balanced Forestry Management" at O'Reilly's Rainforest Retreat, in Lamington Park, Australia from August 4-7, 2005, prior to the general IUFRO meeting. For additional information on this gender meeting, contact Janet Chaseling ([j.chaseling@griffith.edu.au](mailto:j.chaseling@griffith.edu.au)). Meeting themes include:

- ? Current Situation of Gender and Equity Issues in the Forest Workplace
- ? Scientific Research into Gender and Equity Issues in the Forest Workplace
- ? Designing and Implementing Management Policy For Gender and Equity in the Forest Workplace

Merete and Siegfried Lewark (leaders of the subcommittee on Education, Gender and Forestry) would also like to put together a curriculum on gender and forestry and offer an advanced degree in the subject.

At CIFOR, Chiharu Hiyama has been conducting a study of the division of labour and the impacts of forest rehabilitation projects on women and men in Java. She has found that although women are rarely involved in meetings about rehabilitation, they are both involved in and fairly satisfied with the impacts and the division of labour related to the project, which strengthens people's land

tenure, contributes to environmental services, and provides additional income and new opportunities for social life for women.

Carol Colfer made a presentation at CIFOR in December on population, gender and health, which argued that CIFOR and other similar institutions should be paying more attention to population factors, both from the standpoint of the impacts of population on forest resources and from the standpoint of life, community and employment opportunities for individual women.

Finally, we're pleased at long last to announce and celebrate the publication of *The Equitable Forest: Diversity, Communities and Resource Management* documenting equity-related aspects of ACM. Many of our readers have chapters in the book—see News Flash section below for more details).

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Tyranny is the denial of complexity

From Grazia Borrini-Feyerabend,  
via Peter Brosius

### **IUCN and Its Commission on Environmental, Economic and Social Policy—Good Partners**

From materials supplied by **Grazia Borrini-Feyerabend and Jeffrey McNeely**

The IUCN Commission on Environmental, Economic and Social Policy (CEESP) is one of the six commissions of the World Conservation Union ([IUCN http://www.iucn.org/](http://www.iucn.org/)) and has a vision that will likely resound with many of our readers:

"A world where equity is at the root of a dynamic harmony between people and nature, and among peoples. A world of diversity, productivity and integrity of natural systems, interacting with cultural diversity to generate abundant livelihood opportunities. A world in which production and consumption patterns are sustainable".

CEESP is a network of expert volunteers with about 600 members, including conservation and sustainable development practitioners, social scientists, economists, and community experts (including community elders). The members of CEESP have groupings according to key concerns and work interests, of which the most significant for ACM are the theme group on Indigenous and

Local Communities, Equity and Protected Areas (TILCEPA) and the Collaborative Management Working Group (CMWG). Several CIFOR staff and partners are members of the latter, which is currently being transformed into a theme on Governance of Natural Resources, Equity and Rights. Other thematic groupings include Sustainable Livelihoods; Accountability of the Private Sector; Culture and Conservation; Environment and Security; and Environment, Trade and Investments. For those interested in learning more about CEESP's themes and initiatives, an excellent point of departure is the CEESP web site: <http://www.iucn.org/themes/ceesp/>

CEESP has published a number of documents of great interest to our network. Listed below is a sampling of some recent titles, which can be requested from the IUCN Bookstore in Cambridge ([elaine.shaughnessy@books.iucn.org](mailto:elaine.shaughnessy@books.iucn.org)) or downloaded from the CEESP site:

*Sharing Power: Learning by Doing in Co-management of Natural Resources throughout the World.* G. Borrini-Feyerabend, M. Pimbert, M. T. Farvar, A. Kothari and Y. Renard. 2004. IIED and IUCN/CEESP/CMWG, Cenesta, Teheran, 500 pages.

*Indigenous and Local Communities and Protected Areas: Towards Equity and Enhanced Conservation—Guidance on Policy and Practice for Co-managed Protected Areas and Community Conserved Areas.* G. Borrini-Feyerabend, A. Kothari and G. Oviedo. 2004. WCPA Best Practice Series no. 11, IUCN Cambridge, 108 pages.

Policy Matters no. 13 on History, Culture and Conservation. November 2004. Journal of CEESP, 308 pages,

Policy Matters no. 12 on Community Empowerment for Conservation. September 2003. Journal of CEESP, 352 pages.

Jeff McNeely, Chief Scientist at IUCN recently provided us with the following interesting and useful works:

*Can Protected Areas Contribute to Poverty Reduction? Opportunities and Limitations,* by Lea Scherl, Alison Wilson, Robert Wild, Jill Blockhus, Phil Franks, Jeffrey A. McNeely and Thomas O. McShane.

*Protected Areas in 2023: Scenarios for an Uncertain Future.* Edited by Jeffrey A. McNeely ([jam@iucn.org](mailto:jam@iucn.org)) and Freerik Schutyser.

The IUCN list of publications provides a huge source of materials of relevance for our work. Both Grazia ([gbf@cenesta.org](mailto:gbf@cenesta.org)) and Jeff ([jam@iucn.org](mailto:jam@iucn.org)) are excellent sources of additional information on IUCN's work.

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## PRODUCTS, PUBLICATIONS, AND PRESENTATIONS

### Publications

**Oyono, Phil Rene, Charlotte Kouna and William Mala.** 2005. Benefits of forests in Cameroon: Global structure, issues involving access and decision-making hiccoughs. *Forest Policy and Economics* 7 (3): 357-368.

**Purnomo, Herry, Guillermo A. Mendoza and Ravi Prabhu.** 2005. Analysis of local perspectives on sustainable forest management: An Indonesian case study. *Journal of Environmental Management* 74(2):111-126.

**Colfer, Carol J. Pierce.** 2005. The Equitable Forest: Diversity, Community and Resource Management. *Resources for the Future and CIFOR*: Washington, DC. Hot off the press!! Almost all of its authors are ACM team members.

Chapter 1: **Anau, N., Iwan, R., van Heist, M., Limberg, G., Sudana, M. and Wollenberg, E.** Negotiating More than Boundaries in Indonesia. pp. 19-41

Chapter 2: **Hakim, S.** Dealing with Overlapping Access Rights in Indonesia. pp. 42-53

Chapter 3: **Dangol, S.** Participation and Decisionmaking in Nepal. pp. 54-71

Chapter 4: **Diaw, M.C. and Kusumanto, T.** Scientists in Social Encounters: The Case for an Engaged Practice of Science. pp. 72-109

Chapter 5: **Oyono, R.** From Diversity to Exclusion for Forest Minorities in Cameroon. pp. 113-130

Chapter 6: **Tiani, A.M., Akwah, G., and Nguiébouri, J.** Women in Campo-Ma'an National Park: Uncertainties and Adaptations in Cameroon. pp. 131-149

Chapter 7: **Nemarundwe, N.** Women, Decisionmaking, and Resource Management in Zimbabwe. pp. 150-170

Chapter 8: **Sithole, B.** Becoming Men in Our Dresses! Women's Involvement in a Joint Forestry Management Project in Zimbabwe. pp. 171-185

Chapter 9: **Mutumukuru, T., Nyirenda, R., and Matose, F.** Learning Amongst Ourselves: Adaptive Forest Management through Social Learning in Zimbabwe. pp. 186-204

Chapter 10: **Campbell, C., Chicchón, Schmink, M., and Piland, R.** Intrahousehold Differences in Natural Resource Management in Peru and Brazil. pp. 207-228

Chapter 11: **Pokorny, B., Cayres, G., and Nunes, W.** Improving Collaboration between Outsiders and Communities in the Amazon. pp. 229-241

Chapter 12: **Porro, N.M., and Stone, S.** Diversity in Living Gender: Two Cases from the Brazilian Amazon. pp. 242-255

Chapter 13: **Cronkleton, P.** Gender, Participation, and the Strengthening of Indigenous Forest Management in Bolivia. pp. 256-273

Chapter 14: **Bolaños, O., and Schmink, M.** Women's Place Is Not in the Forest: Gender Issues in a Timber Management Project in Bolivia. pp. 274-295

### CIFOR Governance Briefs:

Why are forest areas relevant to reducing poverty in Indonesia? **Eva Wollenberg, Brian Belcher, Douglas Sheil, Sonya Dewi and Moira Moeliono** (December 2004, No. 4) – also available in Bahasa Indonesia

Sistem Pengawasan Terhadap Penyelenggaraan Pemerintah Daerah Kabupaten [Monitoring District Governmental Implementation], **Ade Cahyat** (November 2004, No. 3)

Bagaimana Kemiskinan Diukur? [How is Poverty Measured?], **Ade Cahyat** (November 2004, No. 2).

See references to our work in IUCN / WWF forest newsletter and the ITTO Tropical Forest Update

### Presentations

**Carol J. Pierce Colfer** presented a paper on traditional knowledge at an IUFRO Workshop to finalize the book, *Forests in the Global Balance—Changing Paradigms*, and prepare a policy brief on it. The meeting was held in Victoria, British Columbia (January 12-16, 2005). The chapter was written in collaboration with Marcus

Colchester, Laxman Joshi, Raj Puri, Ana Nygren, and Citlalli Lopez. Colfer also presented "From Scientific to Local C&I: CIFOR's Experience" at the conference on Biodiversity, Science and Governance, at UNESCO, in Paris, France (January 24-28, 2005). The latter was prepared in collaboration with **Ravi Prabhu, Herlina Hartanto, Anne Marie Tiani**, and Michael Spilsbury, and featured the ACM use of C&I in Cameroon, Malawi, Nepal, and the Philippines, as well as CIFOR's earlier work on "scientific C&I".

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## NEWS FLASH

One of our "fearless leaders," **Ravi Prabhu**, has won a prestigious prize. He has been named the 2005 recipient of the Queen's Award for Forestry given by the Commonwealth Forestry Association. This is a great honor for Ravi, who has generously acknowledged the involvement of the entire ACM team in making the award possible. Nonetheless, Ravi himself deserves kudos for this impressive accomplishment. We can happily bask in some reflected glory and give our hearty congratulations to Ravi! See <http://www.royal.gov.uk/output/Page3809.asp> for a picture of our leader with the Queen.

The award is given to an individual of a Commonwealth country who has made an outstanding contribution to Forestry. Ravi won the Award for his outstanding contributions to work on criteria and indicators of sustainable forest management; adaptive collaborative management and his firm commitment to transforming public sector forestry institutions into more dynamic, transparent and accountable learning organizations. Ravi's work in mentoring young developing country scientists and young leaders in Asia and Africa was highlighted in the Award announcement.

**Herlina Hartanto**, who has been with the ACM Group since the beginning, will be leaving us in May. Although it is difficult to imagine the Bogor-based team getting along without her, she is leaving for a good reason. She got a scholarship to attend Monash University in Australia later this year, and will be pursuing her PhD. Congratulations to Herlina!

A chapter in *The Equitable Forest: Diversity, Community and Resource Management* ("Women in Campo-Ma'an National Park: Uncertainties and Adaptations in Cameroon") by **Anne Marie Tiani**,

**George Akwah**, and **Joachim Nguiebouri**, has been highlighted by CIFOR's *Polex* (which goes out to thousands of opinion leaders around the world) and in the latest issue of *World Rainforest Movement's* newsletter (*WRM Bulletin 90*, January 2005), where it is the lead article. Congratulations to our Cameroonian colleagues!

**Godwin Kowero**, who has been with CIFOR for 10 years, left us in January. We want to acknowledge his many contributions, and the pleasure many of us have had working with him—whether in a neighbouring office or across the globe. We wish Godwin well in his future efforts and know he will continue to make a substantial contribution to improving the lives of people in Africa (and elsewhere).

Congratulations to **Ravi Prabhu**, who was selected to serve as the Acting Regional Coordinator until a replacement is found.

Congratulations to **Dede Wiliam**, previously with the Indonesian Decentralization Project, who married Alex de Vries on Monday, February 14 in Sumedang, West Java.

**Joachim Nguiebouri** from Cameroon completed a 14-week postgraduate online university course on action research and evaluation in late November. He was congratulated for his active participation in the associated discussion list.

**Linda Yuliani, Yayan Indriatmoko** and **Hasantoha Adnan** planned and implemented a national writing workshop in Bogor, February 7-11, in cooperation with our long-time partner, Inspirit (with Dani Wahyu Munggoro facilitating). The 14 participants, who had written two drafts of their papers before arriving, included people from government, NGOs and academia. Many were our ACM partners!

Please join me in welcoming **Ruben de Koning**, our new Research Fellow (Dutch Associate Expert) who joined CIFOR on October 11, 2004. He will be based in Yaoundé, Cameroon. Ruben will contribute to the scoping and development of CIFOR's forest-related conflict research in Africa. Prior to joining CIFOR, Ruben worked for the Dutch Centre for Indigenous Peoples and Pax Christi Netherlands. He received his Masters degree in development studies from Catholic University of Nijmegen, the Netherlands. Ruben is currently in Bogor, getting to know CIFOR. His email address is [r.dekoning@cgiar.org](mailto:r.dekoning@cgiar.org).

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**"The next ACM News will come with a new Title, reflecting our broadened mandate within CIFOR's Governance Program."**

ACM News online at <http://www.cifor.org/acm/pub/news.html>

**Editor: Carol J. Pierce Colfer; Technical Editor: Olivia Vent;  
Layout by Rahayu Koesnadi**

for the Next Issue:  
**Submission Deadline: 1 April 2005**  
[Our Motto: Short and Snappy, please]

