

Are Forestry Institutions Failing to Adapt?

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Yes, we are failing. Our institutions are:

- **Mainly Ignored** – at Leadership levels, Opinion makers, Private sector, Local authorities..
- **Largely Sidelined** – in National policy and planning and budgetary allocations..
- **Heavily Hijacked** – by BDC, CCC, DC, WEHAB....bamboo is gone outside the forest and trees are also going..

My failure. And of our institutions. Largely due to little understanding of national policies and strategies for poverty reduction, economic growth, social equity, environmental services, and energy & food security. Also for the recognition of rights and resource that our forest assets embody.

Sharply signals the dire need to change our institutions & secure support that the sector merits -given the millions of forest dependent poor people, and the untapped potential for MDGs, carbon credits, income and employment generation.



Trends in the APR forestry sector over the last three decades



Till Late 1970's

Late '70's – '90's

'80's - 2000

21st Century

Trends

Forestry for timber harvesting & hunting

Social Forestry
Forestry – Poverty Alleviation Concerns
Forestry for Commercial / Industrial Purposes / Hunting / Wildlife

Community / Joint Forest Management
Forestry – Livelihood Linkages
Tribal and indigenous people's rights over forest resources
Increased environmental concerns
Watershed Management
Commercial needs

Community / Participatory / Joint Forest Management
Forestry – Livelihood Linkages
Tribal and indigenous people's rights over forest resources
Increasing environmental concerns
Commercial needs
Climate Change
Desertification
Biodiversity, Land Degradation

Actors

Government
Industry

Multilateral / Donor Agencies
Government
Industry
Forest Dependent Communities
Research Institutions

Multilateral / Donor Agencies
Government
Non-government Organizations
Forest Dependent Communities
Civil Society Organizations
Research / Scientific Institutions
Industry

Non-government Organizations
Civil Society Organizations
Government
Forest Dependent Communities
Multilateral / Donor Agencies
Research / Scientific Institutions
Industry
Media
Citizens groups & others


Forest sector challenges in the APR and role of government-run forestry institutions



Forestry Institutional challenges in the APR

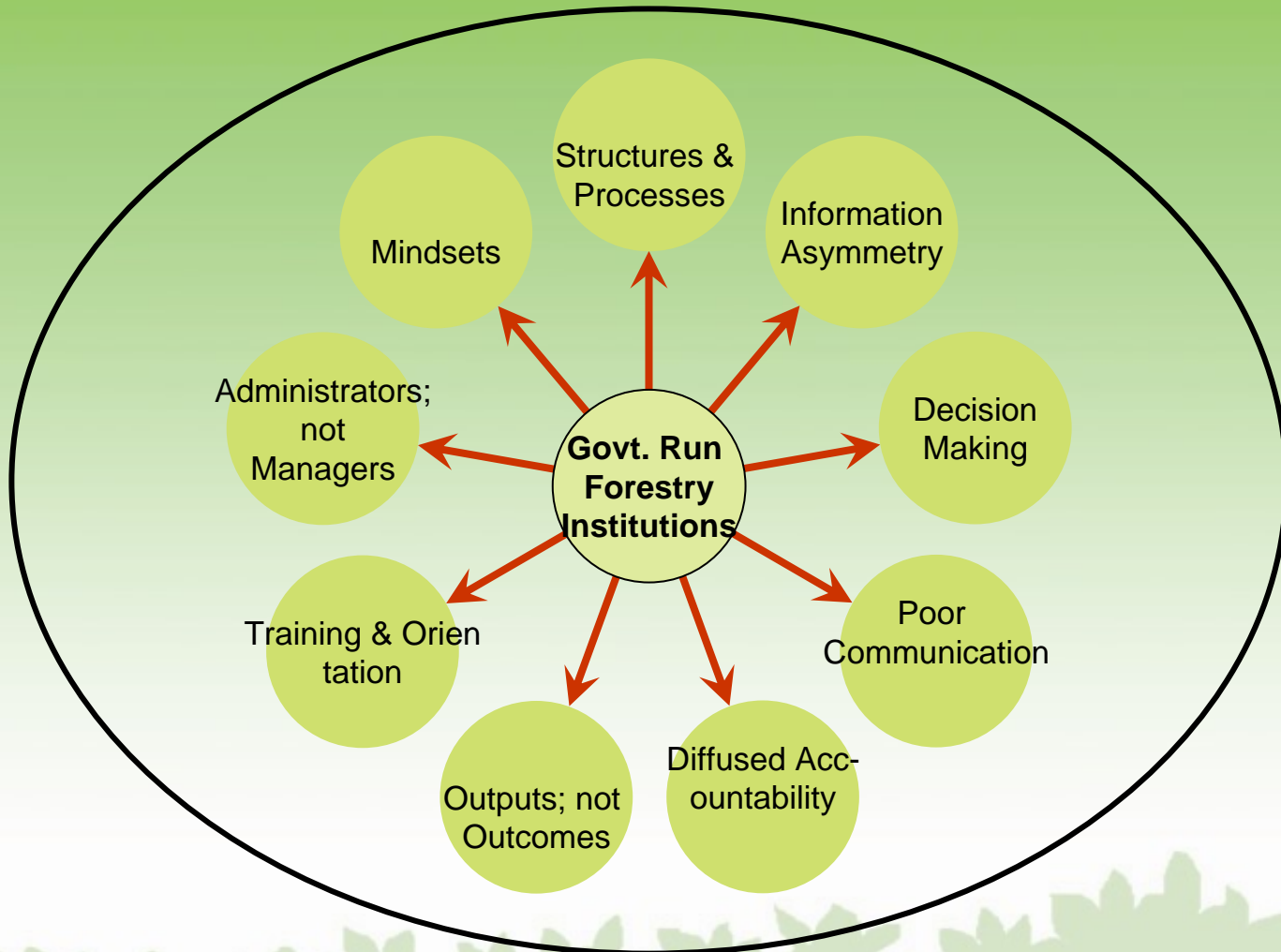
- ❖ Rapid economic growth, globalization, growing disparities, resource conflicts..
- ❖ Concerns about the environment & forest degradation
- ❖ Marginalization of public forestry entities
- ❖ Entry of new players in the sector
- ❖ Challenging scenario -very existence of public forestry institutions

Forestry Institutional challenges in the APR (*contd*).

- ❖ Forestry institutions largely limited in scope, inward looking and irrelevant in the face of changes in the external environment. Policy implementation is piecemeal and inadequate
 - ❖ 21st century challenges being often addressed through 19th / 20th century organizational structures and institutional mechanisms
 - ❖ Shift from traditional 'command and control' to 'coordinate and connect' mode mostly resisted
 - ❖ Need strong 'national anchor' to co-ordinate response to emerging challenges. Could be an opportunity?
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What ails government-run forestry institutions?

Organizational Issues



What ails government-run forestry institutions? *contd.*

Institutional Issues



Darwin's Evolution Versus Change

“It is not the strongest of species that survives, nor the most intelligent, but the one most adaptable to change”



Conclusion

Reform!!!

Otherwise, doom and gloom.





Thanks & let us do PPPP.

Power to People. Good Governance. Enabling Environment.


Become the Best Bridge between people, policy makers, private and public sectors and Cross-sectoral Centres of Excellence on core issues of SFM, MDGs, Climate, democracy and development.

How should government-run forestry institutions
adapt?




How should government-run forestry institutions adapt?

Organizational Reforms

- ❖ De-cluster / de-concentrate functions
 - ❖ Implement integrated forest sector strategies
 - ❖ Clean up the act – with best practices in human resource management and meritocracy culture
 - ❖ Rules apply to all, irrespective of power brokers. *Enforce* laws without fear or favor; especially the latter
 - ❖ Go back to school and fix it! - Revamp outdated training curricula, methodologies and practices
 - ❖ For our own sake, make and take policies seriously -and implement in a non-NATO style.
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How should government-run forestry institutions adapt? *contd.*

Institutional Reforms

- ❖ Cosmetic changes in the name of organizational reforms – *shifting the boxes* – will not work. Concomitant institutional reforms are critical for the change processes to attain desired outcomes
 - ❖ Undertake rigorous analyses for designing due change and undertaking reforms.
 - ❖ Stop being timid about change. Once committed, do not adopt a haphazard approach to change for *'quick wins'*. They could be big losses in the long run.
 - ❖ Appreciate concerns of different stakeholder groups and work *with them* to deliver effective strategies. Stakeholders are no longer *subjects*. They are *'partners'* and *'customers'*.
 - ❖ Legislations like RTI and the Indigenous Peoples & Tribal Rights have the power to make forest departments completely irrelevant. Drop the ostrich approach, leverage these legislations and be proactive in response.
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Key issues in the forestry sector and possible adaptation strategies



Key issues in the forestry sector and possible adaptation strategies

Key Issue / Trend

Possible Adaptation Strategy

Political emancipation and mobilization of local people

- Stop treating different stakeholders as 'threats' to forests and begin working with them as partners and customers

De-centralized governance – Authority and responsibilities changing from central line agencies to local communities and local informal and formal entities

- Become service providers to the local government – offering specialized technical and managerial services

Key issues in the forestry sector and possible adaptation strategies

Key Issue / Trend

Possible Adaptation Strategy

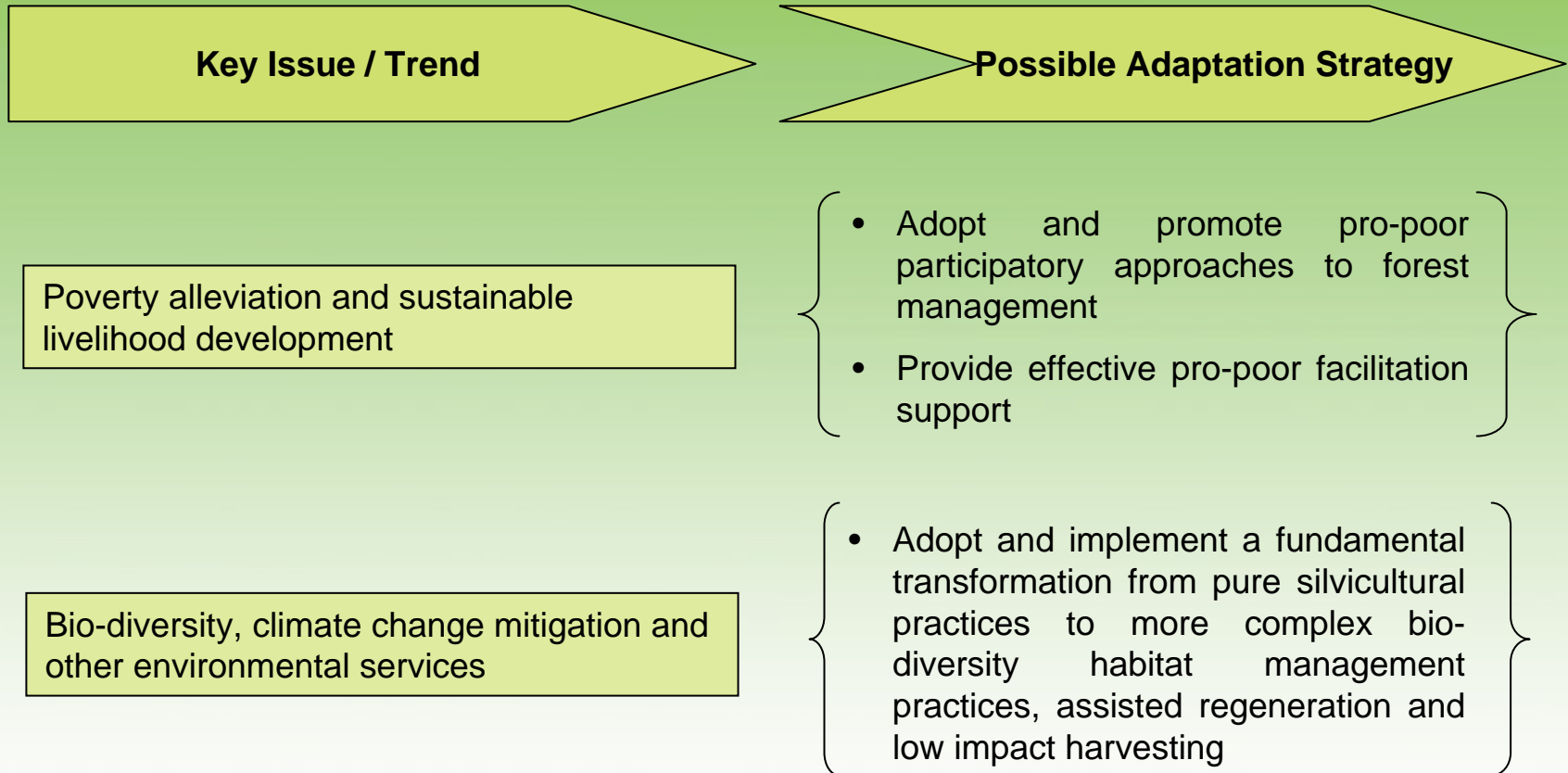
Challenge to legality or justice of exclusive forest estates

- Accept historic injustices and endeavour to genuinely help resolve issues
- Re-look at forests as a 'multiple land use area rather than exclusive high use forests' and adopt an enabling regime of management rather than being within the straitjackets of a purely regulatory forest framework

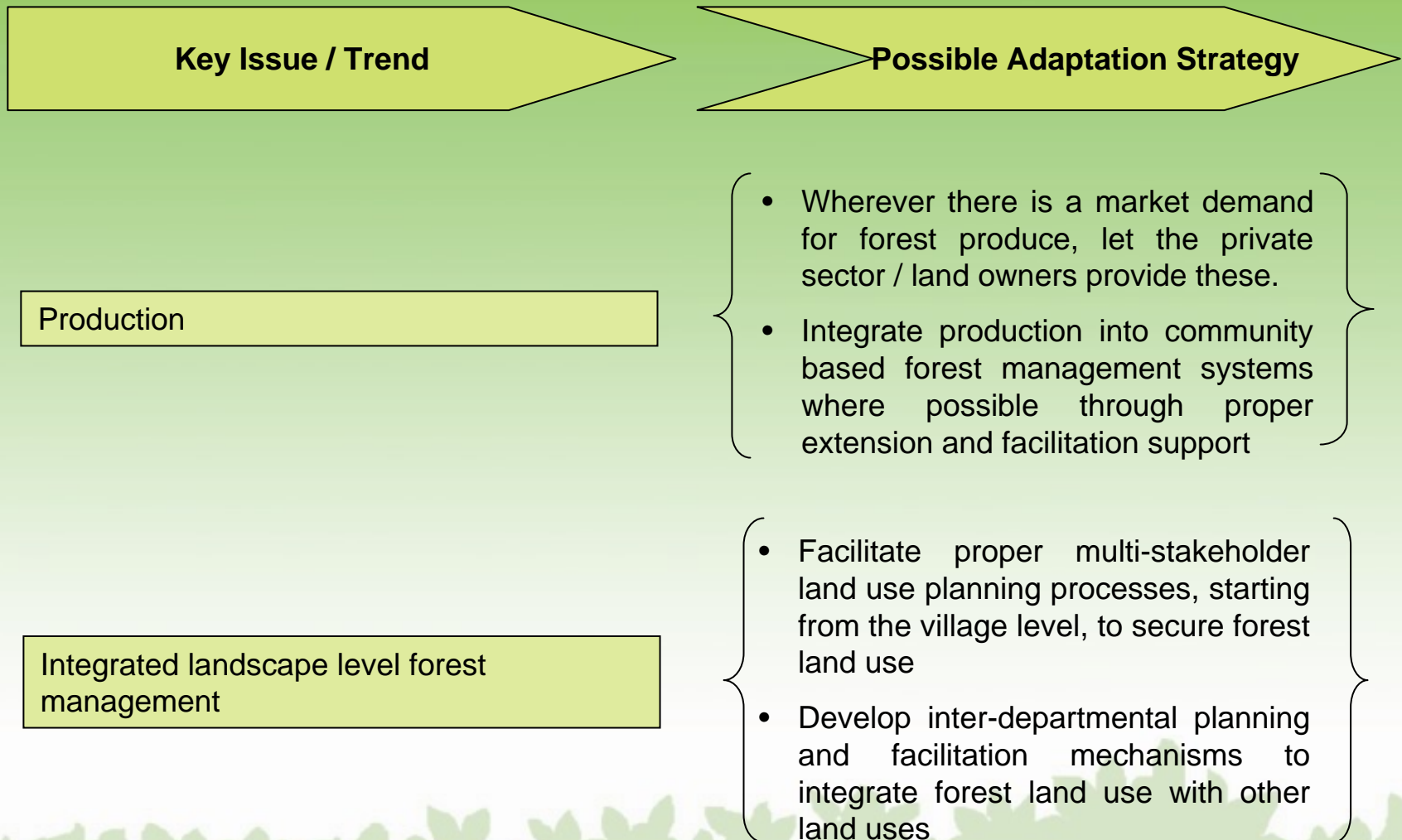
Changed forest management objectives – from timber revenue alone to livelihoods, environmental services, bio-diversity conservation, climate change and community ownership and empowerment.

- Expand and improve upon technical and managerial skills
- Learn to work in *partnership* with multiple stakeholders
- Drop the superiority complex

Key issues in the forestry sector and possible adaptation strategies



Key issues in the forestry sector and possible adaptation strategies



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