

# COLLABORATIVE GOVERNANCE

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# Background

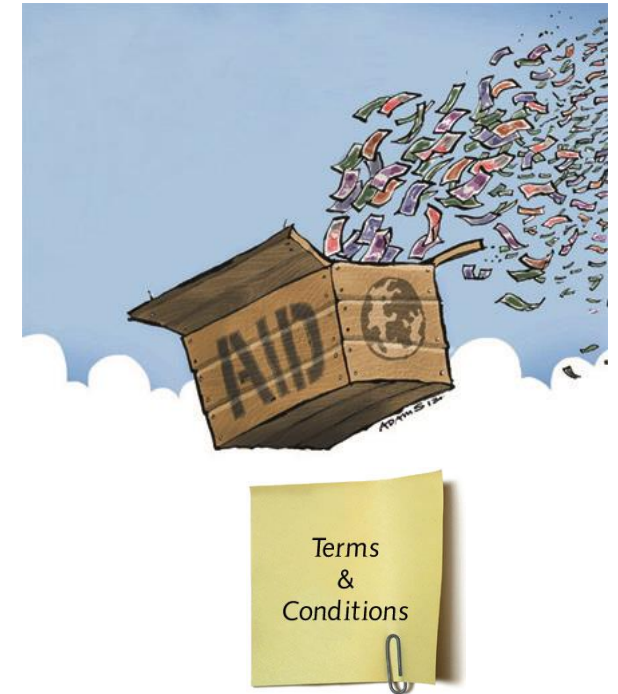
## Premise:

- Nepal – Foreign-Aid dependent country
- Donors have been advocating **good-governance** as a pre-condition for poverty reduction
- The emerging concept is – Collaborative Governance

- Collaborative Approach - *Buzzword*
- In the US – emergence of striking number of collaboratives

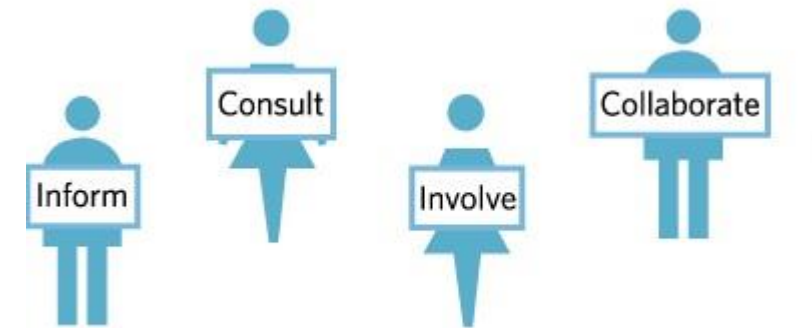
In Oregon:

- 1992 # 1
- 2015 # 25



# Collaborative Governance?

- A governance mechanism that brings public and private stakeholders together in collective forums with public agencies to engage in consensus-oriented decision making
- Has influenced Policy Shifts and created space for public engagement in decision-making
- U.S. Policy experiment – Collaborative Forest Landscape Restoration Program (CFLRP)



Shared responsibility between federal, state, private and civil society

# Types of Collaboratives in the US

- **Public Land Collaborative** : focuses only or primarily on federal forests or public lands

E.g. Blue Mountains Forest Partnership, Lakeview Stewardship Group

- **All Land Collaborative**: mixed ownership landscapes wherein public and private land have equal importance

E.g. Alsea Stewardship Group, Mary's Peak Stewardship Group

This study focuses only on Public Land forest-collaboratives, including CFLRP

# Areas of enquiry

This rising popularity of collaborative-governance raises some important questions:

- Does collaborative-governance fulfill the tenets of good governance?
- What are its limitations; and areas for further enquiry?
- How relevant and applicable is it in Nepal's forestry?

- The purpose of this study is not to provide a complete alternative to the collaborative-governance approach but rather raise a note of caution about its limitations and warn against excessive reliance on this model as the ultimate strategy for natural resource management.

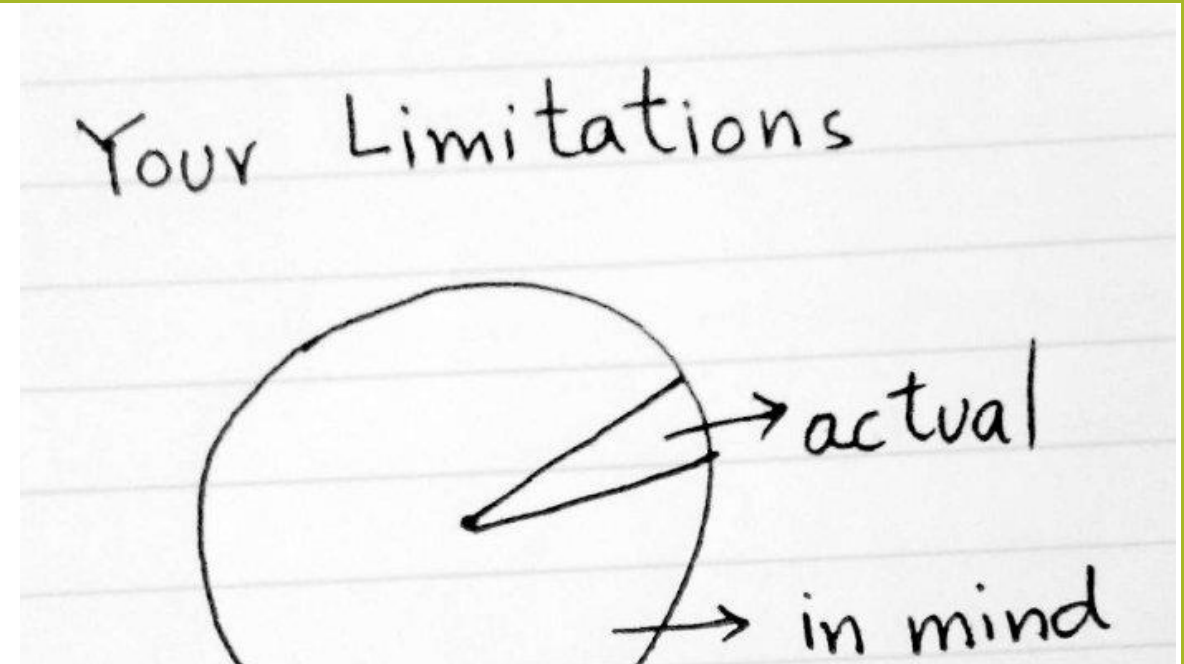
# Process of enquiry

- Review of published peer-reviewed academic journals – Google Scholar and OSU portal
- Suggested articles, project reports, project websites referred by key resource persons
- Interaction over email, phone and in person with resources who either manage collaborative projects or are involved as researchers and extension-specialists



# Limitations

- An exploratory exercise
- Need for deeper investigation
- Limited time and resources
- No primary data



# Framework

## *Criteria for good governance*

<p>Ownership</p> <ul style="list-style-type: none"><li>• Participation</li><li>• Influence</li></ul>	<p>Transparency</p> <ul style="list-style-type: none"><li>• Public information</li><li>• Clear rule of law</li></ul>
<p>Accountability</p> <ul style="list-style-type: none"><li>• Delegation</li><li>• Informal relations</li></ul>	<p>Clarity of Purpose</p> <ul style="list-style-type: none"><li>• Clear Objectives</li><li>• Expectations</li></ul>



# Testing against the criteria of good governance

- Ownership

**Assumption:** In CG, stakeholders become partners in forest management; therefore there is higher ownership and commitment to the activities.

- Reduction in number of litigations as there is buy-in from stakeholders.

**Findings:**

- Yes. More successes than failures noted when evaluated on indicators of ownership and participation.
- USFS reported reduction in litigation and appeals. E.g. Blues Mountains Report



# Testing against the criteria of good governance

- Ownership

Critical review:

- Who participates in decision-making?
- Power differences affect willingness to participate
- Political influence
- Consensus for decision-making leads to 'participation fatigue'



# Testing against the criteria of good governance

- Transparency

**Assumption:** In CG, there is public information (esp. about decision-making process) and clear rule of law

Findings:

- Yes.
- Also verified from the websites of 4 collaboratives reviewed.



# Testing against the criteria of good governance

- Transparency

Critical review:

- Agency unsure which 'Hat' to wear
- Overlapping legal mandates about agency's collaboration e.g. NEPA
- Agency at arms-length for procedural requirements due to FACA-Fear



# Testing against the criteria of good governance

- Accountability

**Assumption:** Enhances not just vertical accountability but strengthens horizontal too through representation, information and education.

Findings:

- Yes the process does help to develop trust although is time consuming
- Expanded accountability through informal and relational means



# Testing against the criteria of good governance

- Accountability

Critical review:

- Stakeholders heavily consulted in planning but have limited role in implementation esp. in government-led collaboratives
- Multi party monitoring a requirement for CFLRP but not yet practiced

## RECOMMENDATIONS



# Testing against the criteria of good governance

- Clarity of Purpose

**Assumption:** each Collaborative collectively set their mission, goals, objectives, and outcomes. They work collectively to achieve the goals.

Findings:

- Collaboratives have documented outputs and results
- Consensus based decision-making can be time consuming

CFLRP Five National Indicators:

- Fire costs
- Jobs
- Leveraged funds
- Collaboration
- Ecology and Restoration

# Testing against the criteria of good governance

- Clarity of Purpose

Critical review:

- Gap in linking process to outcomes
- Improving relationship is not an outcome
- In CFLRP, Ecological Monitoring Questions set, but much more work on Economic tools is required





# Lessons for Nepal

- A good mechanism to address the state's goal of improving forest health and community wellbeing.
- But should set realistic expectations

$$\text{DISAPPOINTMENT} = \frac{\text{EXPECTATION}}{\text{REALITY}}$$

# Lessons for Nepal

- Literature Gap
  - What about Capacity of stakeholders to participate?
  - Leverage probably a strong indicator for sustainable outcomes





Thank you!