



INSTITUTIONS AND MOUNTAIN DEVELOPMENT

Report of the

**International Workshop on the Role of Institutions in
Mountain Resource Management**



**Organised by ICIMOD in collaboration with
Aga Khan Rural Support Programme and
Pak-German Self-Help Project**

**Quetta, Baluchistan,
Pakistan**

1-4 May, 1990

ICIMOD Workshop Series

The International Centre for Integrated Mountain Development began professional activities in September 1984. The primary concern of the Centre is to search for more effective development responses to promote the sustained wellbeing of mountain people. One of the continuing activities of ICIMOD is to review development and environmental management experiences in the Hindu Kush-Himalayan Region. Accordingly, International Workshops are organized in major fields to review the state of knowledge and practical experiences, and also to provide opportunities for the exchange of professional expertise concerning integrated mountain development.

Workshops held included :

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- **International Workshop on Planned Urbanisation and Rural Urban Linkages in the Hindu Kush-Himalaya Region**
25-29 March, 1986, Kathmandu, Nepal
- **International Workshop on District Energy Planning and Management for Integrated Mountain Development**
3-5 May, 1986, Kathmandu, Nepal
- **International Workshop on Off-farm Employment Generation in the Hindu Kush-Himalaya**
17-19 May, 1986, Dehra Dun, India
- **International Workshop on Mountain Agriculture and Crop Genetic Resources**
16-19 February, 1987, Kathmandu, Nepal
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21-24 November, 1988, Kathmandu, Nepal
- **International Symposium on Mountain Environmental Management**
11-14 April, 1989, Kathmandu, Nepal
- **International Expert Meeting on Horticultural Development in the Hindu Kush-Himalayan Region**
19-21 June, 1989, Kathmandu, Nepal
- **International Expert Meeting on Apicultural Development in the Hindu Kush-Himalayas**
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- **Regional Workshop on Hydrology of Mountainous Areas**
11-15 December, 1989, Kathmandu, Nepal
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These Workshops were attended by experts from the countries of the Region, in addition to concerned professionals and representatives of international agencies. A large number of professional papers and research studies were presented and discussed in detail.

Workshop Reports are intended to represent the discussions and conclusions reached at the Workshop and do not necessarily reflect the views of ICIMOD or other participating institutions.

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INSTITUTIONS AND MOUNTAIN DEVELOPMENT

Effective resource management in the mountains needs to be supported by appropriate institutional mechanisms, particularly at the local level. To attain the goals of increased productivity, environmental soundness, and greater livelihoods in mountain communities must be assured that their concerns are reflected in the projects and programmes that are implemented in their areas.

even at the district level, are not organized to orient projects in this direction. Despite the recognition that local level institutions must be strengthened, many development programmes in the mountains are more prone to impose organizational structures, thereby alienating local communities from participating in the programmes. Past experiences in mountain development have provided evidence that initiatives that we have to strive to achieve the goal of institution-building, in ways that would boost the confidence and capacity of local communities to manage their own resources.

The International Workshop on "The Role of Institutions in Mountain Resource Management" held in Chitral, Pakistan 1-4 May 1990, brought together a wealth of experiences of those who had been involved in various capacities, to try out alternatives that might fit their specific contexts. This was a concluding activity in conjunction with ICIMOD's Programme on the Organisation and Management of Rural Development.

As a part of the Programme, ICIMOD, in collaboration with professionals from China, Nepal, and Pakistan, was involved in documenting case studies of projects and programmes where institutional innovations were pursued. These are now available as part of the Discussion Paper Series of the Mountain Population and Employment Division (MPE Series No. 6 - 11). These and also other papers prepared for the Workshop (e.g., those from Bangladesh, Bhutan, and Nepal) provided materials for discussion at the Workshop. The value of the interaction was enhanced further because the participants included a good mix of researchers, development practitioners, and policy-makers. This has contributed to a better understanding of different perspectives and reinforced the importance of the relationship between the State and local level institutions. The participants, furthermore, got brief but useful exposures to ongoing innovative activities in Baluchistan and Gilgit through field trips organized for the first day of the Workshop.

This Workshop Report contains the highlights of the discussions that took place in Chitral, observations from the field visits, and the principal issues and conclusions that emerged in the course of the deliberations. I am confident that all these will be of interest to a wider audience.

International Centre for Integrated Mountain Development

Kathmandu, Nepal

I would like to express my appreciation to the staff of ICIMOD who supported the workshop, the assistance provided by the Aga Khan Rural Support Programme and the Mountain Self-Help Project, the Nepal-Austria Partnership for Mountain Development Project, all of whom supported the programme in various capacities. A large number of research collaborators from China, Nepal, and Pakistan have also contributed significantly in documenting the cases. For Workshop coordination, my

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Digging the Foundation of a Dry Stone
Wall, Nigalepani , Dhading, Nepal
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by the Village Organisation, Hanuchal,
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In the preparation of this report, an attempt has been made to reflect the views and interpretations expressed by the participants at the workshop. These views and interpretations are not attributable to the International Centre for Integrated Mountain Development (ICIMOD), and do not imply the expression of an opinion concerning the legal status of any country, city, or area of its authorities, or concerning the delimitation of its frontiers or boundaries.

FOREWORD

Effective resource management in the mountains needs to be supported by appropriate institutional mechanisms, particularly at the local level. To attain the goals of increased productivity, environmental soundness, and greater equity, people in mountain communities must be assured that their concerns are reflected in the projects located in their area and that they have a say in designing and implementing those projects. The existing structures of governmental agencies, even at the district or sub-district level, are not organised to orient projects in this direction. Despite the recognition that local level institutions must be strengthened, many development programmes in the mountains are more prone to impose new organisational structures, thereby alienating local communities from participating in the programmes. Past experiences in mountain development provide a great deal of evidence that indicates that we have to strive for alternative approaches to institution-building, in ways that would boost the confidence of local people and engage them actively in managing their own resources -- physical as well as human. The International Workshop on "The Role of Institutions in Mountain Resource Management", held in Quetta, Pakistan 1-4 May 1990, brought together a wealth of experiences of those who had been involved in various capacities, to try out alternatives that might fit their specific contexts. This was a concluding activity in conjunction with ICIMOD's Programme on the Organisation and Management of Rural Development.

As a part of the Programme, ICIMOD, in collaboration with professionals from China, Nepal, and Pakistan, was involved in documenting case studies of projects and programmes where institutional innovations were pursued. These are now available as part of the Discussion Paper Series of the Mountain Population and Employment Division (MPE Series No. 6 - 11). These and also other papers prepared for the Workshop (e.g., those from Bangladesh, Bhutan, and Nepal) provided materials for discussion at the Workshop. The value of the interaction was enhanced further because the participants included a good mix of researchers, development practitioners, and policy-makers. This has contributed to mutual understanding of different perspectives and reinforced the need for a symbiotic relationship between the State and local level institutions. The participants, furthermore, got brief but useful exposures to ongoing innovative activities in Baluchistan and Gilgit through field trips organised for the last day of the Workshop.

This Workshop Report contains the highlights of the discussions that took place in Quetta, observations from the field visits, and the principal issues and main conclusions that emerged in the course of the deliberations. I am confident that all these will be of interest to a larger audience interested in mountain development.

I want to express my thanks to the Aga Khan Foundation which provided a grant that helped us in executing the programme. I would also like to acknowledge the assistance provided by the Aga Khan Rural Support Programme, the Pak-German Self-Help Project, the Nepal-Australia Forestry Project, and the Dhading Development Project, all of whom supported the programme in various capacities. A large number of research collaborators from China, Nepal, and Pakistan have also contributed significantly in documenting the cases. For Workshop coordination, my

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E.F. Tacke
Director

CONTENTS

	Page
FOREWORD	
CHAPTER 1: INTRODUCTION AND OBJECTIVES	1
Background	1
Objectives	2
Workshop Participants and the Programme	3
CHAPTER 2: WORKSHOP PROCEEDINGS	4
The Opening Session	4
Perspectives from the Pakistani Mountains	7
Perspectives from the Chinese Mountains	12
Perspectives from the Nepalese Mountains	16
Perspectives from Bangladesh	19
Perspectives from Bhutan	20
CHAPTER 3: FIELD OBSERVATIONS	22
The Field Trip to AKRSP, Gilgit	22
The Field Trip to Pak-German Self-Help Project, Baluchistan	24
CHAPTER 4: PRINCIPAL ISSUES AND MAIN CONCLUSIONS	26
Principal Issues	26
Main Conclusions	30

ANNEXES

- | | |
|-----------------------------------|-----------|
| 1. WORKSHOP PROGRAMME | 34 |
| 2. LIST OF PARTICIPANTS | 36 |
| 3. LIST OF WORKSHOP PAPERS | 39 |
| 4. SUMMARIES OF PAPERS | 40 |