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Conclusions

A process to reform the NWFP Forestry Department has been initiated in a consultative and collaborative manner. Efforts are under way to define the broad parameters and clarify the essential institutional arrangements for implementation. The process is complex, it will take a long time to complete and persistence and patience will be required. The reform process will need to be pursued in a phased manner. A too rapid attempt at change could

render the efforts futile, particularly if all issues are not addressed fully. Fragmented, incomplete, and half-hearted efforts will be counterproductive. It is a difficult process to reform a static institution that is more than a century old. Institutional resistance to change is only natural. All these factors necessitate long-term commitment and will at the highest level – and these will be essential for the success of the process.