



Abstract

Indigenous community forest management, crafted community forest management, and joint forest management vary in composition, institutional evolution and rules, functioning of managing committee, modes of resolving the conflicts, leadership pattern, and constituent's identification with organisational values. Two studies were conducted in two phases. In first phase, seventeen forest institutions in three eastern states of India were studied conducting 34 focus group discussions and corroborating records from secondary sources. Results revealed that freedom in institutional governance, pre-eminence of local rights, participatory leadership, and use of indigenous knowledge enhanced people's involvement in forest management. These aspects were upheld more satisfactorily in indigenous community forest management than crafted community forest management and joint forest management. Second study, being quantitative, tests whether composition, institutional governance, leadership and values influence people's participation. Three hundred ninety seven members from same seventeen forest institutions were interviewed. Leaders of each forest institution were also interviewed separately. Results showed that participation was significantly higher in ICFM than the other two forms of forest management. Scheduled tribes, agriculturists, single-village forest protection units, and homogenous communities had more participation than scheduled and general castes, non-agriculturists, multiple-village forest protection units, and heterogeneous communities respectively. Evaluation of institutional rules, managing committee's transparency and accountability, and satisfaction with and gain from conflict resolution was highest in community forest management followed by crafted community forest management and joint forest management. As the institutional rules, managing committee's transparency and accountability, and satisfaction with conflict resolution were

assessed more favourably, participation increased accordingly. Participatory and charismatic leaders, their character, and close interface between leader and member enhanced participation. Such leadership styles, character and closeness were found more prominently in indigenous community forest management followed by crafted community forest management and joint forest management. Congruence between the forest institution's and members' values, and centrality of forest to lives of members in the forest institution were also highest in indigenous forest management followed by crafted community forest management and joint forest management. The more the value congruence and centrality of forest to the lives of members in forest institutions, the more was the people's participation.

KEY WORDS: participation; forest management; institutional governance; leadership; values; conflict resolution.