Netaji Subhas Administrative Training Institute
Government of West Bengal

Training Needs Analysis Report 2024

for

Directorate of Forests

West Bengal Forest Department
Government of West Bengal

Foreword

It is with great pleasure that NSATI presents the Training Needs Analysis Report of the Forest Directorate of West Bengal. This comprehensive study, requested by the West Bengal Forest Directorate, delves into the intricate dynamics of one of the most vital sectors of our state, aimed at improving performance of the Directorate.

The preparation of this report involved a collaborative effort from officials of the Directorate of Forests, Government of West Bengal, Training Needs Analysts from the Netaji Subhas Administrative Training Institute (NSATI) and visiting expert in the field.

Field visits were conducted at the State Forest Training Institute in Hijli, Kharagpur and the West Bengal Forest School in Dowhill, Kurseong. Additionally, several stakeholders were interviewed, information and reports received from the West Bengal Forest Directorate were meticulously reviewed.

Thus the report encapsulates not only the current state of affairs but also charts a course for future interventions and act as manual for designing capacity-building initiatives of the Directorate of Forests.

The report underscores the urgency of equipping our forest personnel with the requisite skills, knowledge, and tools to navigate the evolving challenges of the 21st century.

I hope this TNA report will guide towards a more sustainable and resilient future for our forests and communities.

Anil Verma, IAS
Additional Chief Secretary and
Director General, Netaji Subhas Administrative Training Institute
Government of West Bengal

Acknowledgement

The Training Needs Analysis Report for the Directorate of Forests, Government of West Bengal, has finally been published, thanks to the collaborative efforts of many people and organizations.

We want to thank Shri Arun Kumar Mukhopadhyay, IFS, Conservator of Forests, Development Circle, Directorate of Forests, Government of West Bengal, for his strong commitment to improving the skills of the staff. He started the TNA exercise to find out the real issues affecting performance and to come up with solutions that make training more effective.

We express our gratitude towards Shri Kallol Dutt, Former Additional Labour Commissioner, Government of West Bengal, and Master Trainer in Training Needs Analysis (TNA), Department of Personnel & Training, Government of India. Shri Dutt visited Forest Training Institutes, attended meetings with NSATI and the Directorate of Forests, and shared his findings with NSATI. He talked to stakeholders of the Forest Department and studied the data they provided to create the basic report on Training Needs Analysis. This report is the product of his sincere efforts.

NSATI also acknowledges Shri Amitava Mazumdar, Course Associate, "Training for All (TFA) – Intensive Training Programme (ITP)", DoPT, GoI, NSATI, also a Recognised Trainer in eGovernance from the National Institute of Smart Government, Hyderabad. His hard work behind the scenes helped finalize the Training Needs Analysis Report.

Lastly, we want to thank all the stakeholders, including forest personnel, experts, and community members, who shared their insights and experiences during this study. Their input was crucial in figuring out the training needs and priorities of the Directorate of Forests.

Manick Lal Maitra
OSD & Ex-Officio Additional Director
Master Trainer in Design of Training

Contents

TERMS AND ABBREVIATIONS

TNA : Training Needs Analysis

CCF : Chief Conservator of Forest

SWOT : Strengths, Weaknesses, Opportunities and Threats

SPIO : Specific Problems, Issues and Opportunities

PEST : Political Climate, Economic Climate, Social Climate, Technologies

EMB : Environmental, Motivational and Behavioural

Chapter 1

Introduction

History of Forest management in West Bengal

The history of forestry in West Bengal spans over 150 years, marked by significant developments in both the pre-independence and post-independence eras. It all began in 1840 when the British colonial administration introduced the Crown Land (Encroachment) Ordinance, which aimed to assert control over forests in Britain's Asian colonies. This ordinance vested all forests, wastes, unoccupied, and uncultivated lands to the crown, laying the groundwork for centralized forest management.

The Imperial Forest Department was established in India in 1864, representing a pivotal moment in the history of forestry in the region. The British state's dominance over Indian forests was solidified with the enactment of the Indian Forest Act of 1865, which formally established the government's authority over forest resources. This legislation provided the legislative framework necessary to implement systematic forest management practices.

Sir Dietrich Brandis and Dr. Hugh Cleghorn played instrumental roles in shaping the early forestry regime in India. They were jointly appointed as the first Inspectors General of Forests in India in 1864. Sir Brandis, often regarded as the father of the Scientific Forestry Regime in India, made significant contributions to forestry administration, laying the foundation for modern forestry practices.

The Indian Forest Act of 1865 served as a crucial legislative instrument, providing legal support to the emerging forestry regime. Under this act, forest management principles were formalized, setting the stage for sustainable forest management and conservation efforts in West Bengal and across India.

The evolution of forest policy in India saw significant milestones throughout the 20th century, shaping the management and conservation of forest resources. The first national forest policy was announced in 1894, laying the groundwork for forest management practices. However, it was during the 1950s that a new Forest Policy was formulated in 1952, reflecting the changing national interests in defense and industries. This policy prioritized the allocation of one-third of total land for forest cover, emphasizing sustained yield and conservation management principles.

In 1953, the Estate Acquisition Act was enacted, leading to the vesting of forests in South West Bengal, previously under private ownership, to the government for management by the Forest Directorate. This marked a significant shift in forest governance and management practices in the region.

Around 1960, the government sought the expertise of Dr. J. von Monroy, a FAO expert in forest industries, to assess the country's raw material resources for industries. Dr. Monroy recommended the promotion of plantations of fast-growing species such as Eucalyptus, highlighting the focus on industrial forestry during this period.

In the 1970s, new laws and policies were introduced, with West Bengal establishing a strong foundation for the preservation of wildlife and its habitat since the 1940s. The designation of sanctuaries such as Senchal, Jaldapara, Gorumara, and Chapramari for wildlife preservation exemplified this commitment. The Wildlife (Protection) Act of 1972 further underscored the importance of conserving floral and faunal biodiversity, providing statutory support for wildlife preservation efforts during this decade. These developments reflect the ongoing evolution of forest policy in India, reflecting changing societal priorities and environmental conservation imperatives.

Forestry in India underwent a significant constitutional change in 1976 when it transitioned from being a State subject to a Concurrent subject. This shift occurred through an amendment to the Constitution of India, granting both the Union Parliament and State Legislatures the authority to regulate forests. The National Commission on Agriculture played a pivotal role during this period, submitting its report on Forestry in 1976, preceded by two interim reports focusing on social forestry and the establishment of man-made forests with commercial value.

To facilitate institutional finance and expedite forest conversion efforts, Forest Development Corporations were established in all states of India, including West Bengal. The inception of the West Bengal Forest Development Corporation in 1974 marked a significant milestone in the state's forestry sector. Operating on forest land in the Darjeeling hills leased out by the state Forest Department, the corporation began its operations, contributing to the sustainable management and development of forest resources in the region. This institutional framework aimed to enhance forestry practices, promote economic growth, and ensure the conservation of forest ecosystems for future generations.

The introduction of the West Bengal Panchayat Act, 1973 marked a significant milestone in the state's governance structure, ushering in a three-tier system of Panchayats. These grassroots-level governance bodies played a pivotal role in mobilizing and educating local communities on forestry activities. With their widespread presence and direct engagement with rural populations, Panchayat bodies became instrumental in the successful implementation of social forestry and Joint Forest Management (JFM) initiatives in the later decades.

Through their outreach efforts, Panchayat bodies fostered community participation and ownership in forestry activities, leading to enhanced forest conservation and sustainable management practices. By empowering local committees and fostering cooperation between forest authorities and communities, Panchayats facilitated the establishment of collaborative frameworks such as Joint Forest Management (JFM), where local stakeholders actively participated in forest protection and management efforts.

The contributions of Panchayat bodies in promoting forestry activities underscore the importance of decentralized governance structures in natural resource management. Their grassroots-level approach and community-centric initiatives have played a crucial role in promoting environmental conservation, enhancing livelihoods, and fostering sustainable development in rural areas of West Bengal.

The 1980s marked a period of significant developments in the forestry sector, particularly with the enactment of the Forest Conservation Act (FCA) in 1980, subsequently amended in 1981. This legislation imposed stringent regulations aimed at curbing deforestation and ensuring the

sustainable management of forest resources. One of its key provisions prohibited the clearance of naturally grown trees on forest land without prior approval from the central government. The FCA 1980 played a crucial role in mitigating deforestation driven by revenue generation or local development projects, often influenced by political pressures.

In West Bengal, the concept of social forestry gained momentum following the recommendations of the National Commission on Agriculture in the mid-1970s. However, it wasn't until 1981 that social forestry initiatives received a significant boost in the state. The West Bengal Social Forestry Project, supported by the International Development Association (IDA), introduced a novel approach to address the challenges of biotic interference on forest land. This approach involved encouraging villagers to cultivate trees on their own unproductive land, thereby promoting afforestation and improving land productivity. The Forest Directorate played a proactive role by distributing seedlings free of charge to farmers, facilitating widespread participation in tree planting efforts across the state. These initiatives not only contributed to forest conservation but also empowered local communities by involving them in sustainable forestry practices, laying the foundation for environmental stewardship and rural development in West Bengal.

The expansion of forestry training facilities in West Bengal during the 1980s marked a significant step towards enhancing the skills and knowledge of forest personnel across various levels. Established in 1907, the West Bengal Forest School at Dowhill initially focused on providing in-service training to foresters within the state. However, recognizing the need to extend forestry education to Forest Guards, a crucial frontline position, the Forest Department took initiative to establish a dedicated training center. Consequently, the Forest Guard Training Centre was inaugurated at Jhargram on July 24, 1984.

This strategic decision reflected the growing importance of equipping Forest Guards with the necessary skills and knowledge to effectively carry out their duties in forest management, protection, and conservation. By establishing a specialized training center for Forest Guards, the Forest Department aimed to enhance their capacity in various aspects of forestry, including wildlife conservation, fire management, patrolling techniques, and community engagement.

Overall, the expansion of forestry training facilities in West Bengal during the 1980s underscored the commitment of the Forest Department towards professional development and capacity building of its personnel, ensuring better management and conservation of forest resources in the state.

The formulation of the National Forest Policy in 1988 emerged as a significant milestone in India's forestry sector, including its impact on the state of West Bengal. This policy outlined a comprehensive strategy for the conservation and maintenance of natural environments, emphasizing crucial aspects such as afforestation, social forestry, management of state forests, and the rights and concessions of tribal communities. It introduced new provisions aimed at restricting the felling of natural forests, promoting the development and protection of forests, and addressing the needs of forest fringe dwellers.

As of 2015, the recorded forest area in West Bengal stands at 16,828 square kilometers, accounting for 18.96% of the state's geographical area. While this figure falls slightly below the national average

of 21.34%, it still represents a significant portion of the state's landmass dedicated to forest cover. Within this recorded forest area, reserved forests, protected forests, and unclassed forests constitute 59.4%, 31.8%, and 8.9%, respectively. These statistics underscore the importance of ongoing efforts to preserve and manage forest resources in West Bengal in alignment with the objectives outlined in the National Forest Policy of 1988.

Forests of West Bengal

Total recorded forest land in the state is 11,879 sq.km., of which 7,054 sq.km. is Reserved Forest, 3,772 sq.km. is Protected Forest and 1,053 sq.km. is Unclassed State Forest, thus constituting 13.38% of the geographical area of the state. The forest cover including the forests created outside the recorded forest area is 15.52% of the geographical area as assessed by the GIS Cell of the W.B. Forest Department in the year 2004 on the basis of Satellite Imagery procured from NRSA, Hyderabad in digital data format. While computing the forest cover of the State the protocol developed by RRSSC, Kharagpur under Dept. Of Space, GOI, NRSA, Hyderabad in earlier studies was followed. Estuarine water bodies like rivers & creeks in mangrove forest and river flowing through the recorded forest land in Jalpaiguri have been included while computing the forest cover. Similarly large portions of farm forestry plantation, raised outside forest land, having forest like micro ecosystem, have been enumerated as forest cover. The vegetation cover of the state is around 27% of the geographical area. The vegetation cover includes village orchreds / groves, tea garden and horticulture plantations.

Classification of Recorded Forest Land (Legal status):

The classification of recorded forest land in West Bengal is based on its legal status, which includes Reserved Forests, Protected Forests, and Unclassed Forests:

1. **Reserved Forest:**

   - Reserved Forests are areas that have been officially notified under the provisions of the Indian Forest Act or State Forest Acts.

   - These forests are afforded the highest degree of protection, and all activities within them are prohibited unless specifically permitted by forest authorities.

2. **Protected Forest:**

   - Protected Forests are areas also notified under the provisions of the Indian Forest Act or State Forest Acts.

   - Unlike Reserved Forests, Protected Forests have a limited degree of protection. All activities are generally permitted within them unless specifically prohibited by forest authorities.

3. **Unclassed Forest:**

   - Unclassed Forests are areas recorded as forest but not categorized as Reserved or Protected Forests.

- The ownership status of Unclassed Forests varies from state to state, and they may have different levels of legal protection and management regulations.

These classifications help delineate the legal status and management regime for different forest areas, guiding conservation efforts and sustainable forest management practices in West Bengal.
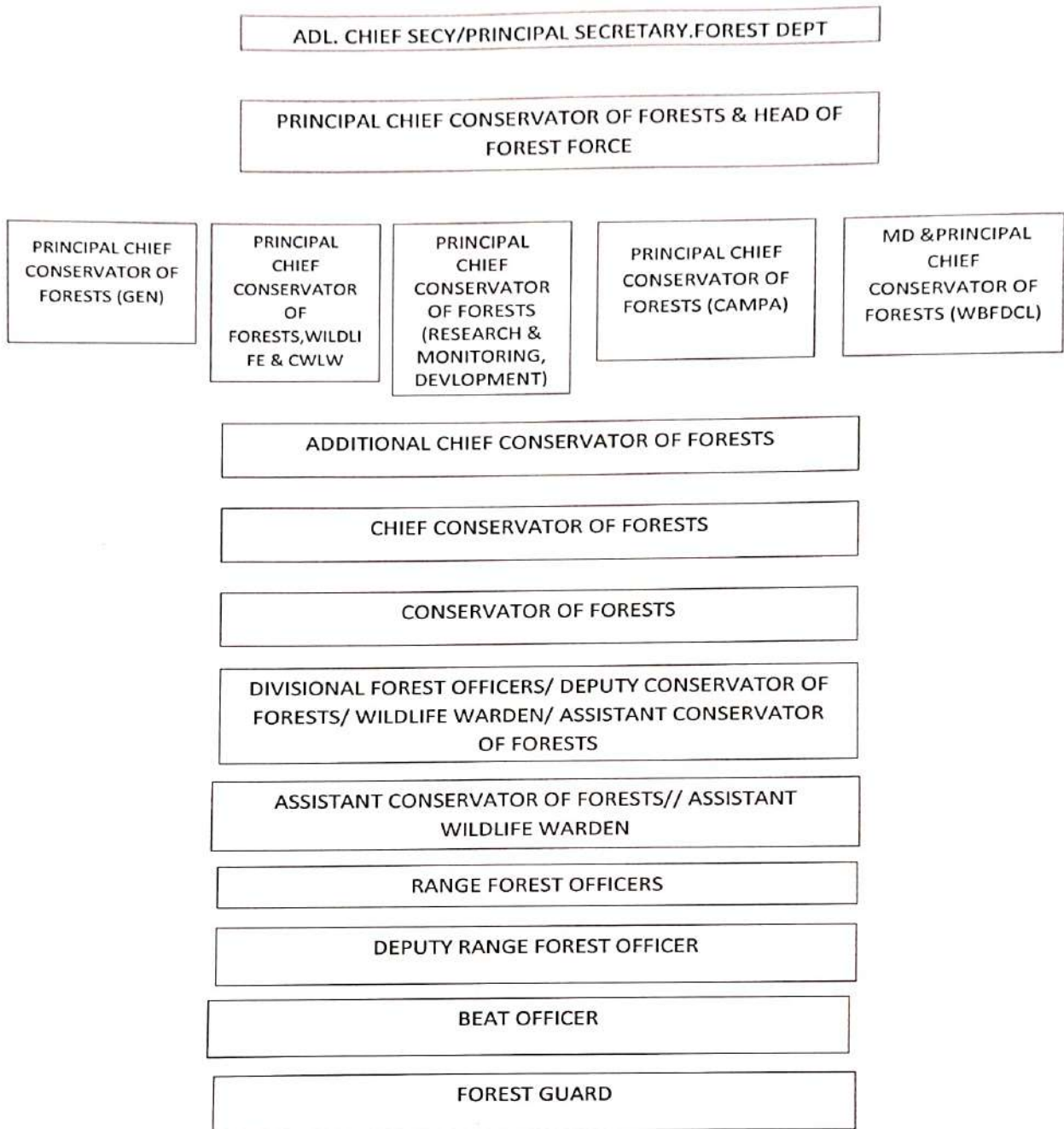
Forest Department, Government of West Bengal

The West Bengal Forest Department plays a crucial role in the conservation, management, and sustainable utilization of forest resources in the state. Some key functions of the Department are:

1. **Forest Biodiversity Conservation:** The department is responsible for conserving the rich biodiversity of West Bengal's forests. This includes protecting endangered species, preserving habitats, and maintaining ecological balance.

2. **Forest Management:** It oversees the sustainable management of forest resources to ensure their long-term viability. This involves planning, implementing, and monitoring forestry activities such as afforestation, regeneration, and timber harvesting.

3. **Wildlife Protection:** The department works to safeguard the state's diverse wildlife population. This includes protecting wildlife habitats, combating poaching and illegal wildlife trade, and promoting conservation awareness among communities.

4. **Eco-Tourism Development:** Recognizing the potential of forests as tourist attractions, the department promotes eco-tourism initiatives. This involves developing infrastructure, organizing nature trails, and facilitating responsible tourism practices to generate revenue and raise conservation awareness.

5. **Research and Education:** The department conducts research on various aspects of forestry, wildlife, and biodiversity conservation. It also provides educational programs and training to forest staff, local communities, and stakeholders to enhance their understanding of conservation issues and sustainable forest management practices.

6. **Community Engagement:** Engaging local communities in forest conservation and management activities is integral to the department's approach. It collaborates with forest-dependent communities, indigenous groups, and other stakeholders to involve them in decision-making processes and empower them to participate in conservation efforts.

7. **Fire Prevention and Control:** The department implements measures to prevent and control forest fires, which pose a significant threat to forest ecosystems and biodiversity. This includes fire risk assessment, firebreak construction, early detection systems, and firefighting operations.

8. **Policy Formulation and Implementation:** The department plays a key role in formulating forest policies and legislation at the state level. It also ensures the effective implementation of these policies through enforcement mechanisms and regulatory measures.

Overall, the West Bengal Forest Department is instrumental in conserving the state's natural heritage, promoting sustainable development, and improving the livelihoods of forest-dependent communities.

Organizational Chart

| ADL. CHIEF SECY/PRINCIPAL SECRETARY.FOREST DEPT |

| PRINCIPAL CHIEF CONSERVATOR OF FORESTS & HEAD OF FOREST FORCE |

| PRINCIPAL CHIEF CONSERVATOR OF FORESTS (GEN) | PRINCIPAL CHIEF CONSERVATOR OF FORESTS,WILDLIFE & CWLW | PRINCIPAL CHIEF CONSERVATOR OF FORESTS (RESEARCH & MONITORING, DEVLOPMENT) | PRINCIPAL CHIEF CONSERVATOR OF FORESTS (CAMPA) | MD &PRINCIPAL CHIEF CONSERVATOR OF FORESTS (WBFDCL) |

| ADDITIONAL CHIEF CONSERVATOR OF FORESTS |

| CHIEF CONSERVATOR OF FORESTS |

| CONSERVATOR OF FORESTS |

| DIVISIONAL FOREST OFFICERS/ DEPUTY CONSERVATOR OF FORESTS/ WILDLIFE WARDEN/ ASSISTANT CONSERVATOR OF FORESTS |

| ASSISTANT CONSERVATOR OF FORESTS// ASSISTANT WILDLIFE WARDEN |

| RANGE FOREST OFFICERS |

| DEPUTY RANGE FOREST OFFICER |

| BEAT OFFICER |

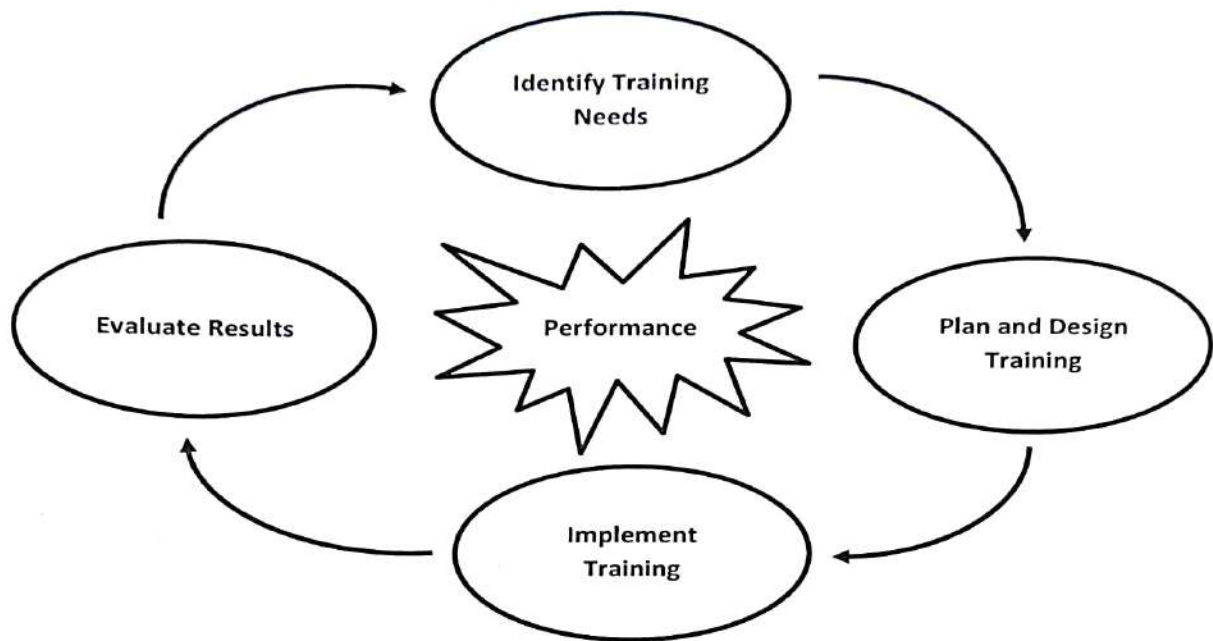| FOREST GUARD |

Systematic Approach to Training (SAT)

Effective training that helps to improve performance is far more complex than putting people in a classroom and teaching them. training activities should be based on a planned process called the systematic approach to training.

Systematic Approach to Training - SAT

Training has been defined in the Glossary of Training Terms as "a planned process to modify attitude, knowledge or skill behaviour through learning experience to achieve effective performance in an activity or range of activities. Its purpose in the work situation is to develop the abilities of the individual and to satisfy current and future manpower needs of the organization".

It clearly implies that the role of training is to improve the overall performance of the organization. The term 'performance' is, therefore, interwoven with training. Training is a planned process that directs learning towards achieving specific outcomes, leading to achieving performance objectives.

The Systematic Approach to Training infers that training is done in a planned, systematic way, and that it is directed towards improving job performance.

Organisation has to contend with many problems every day, and training is only one option they may choose to use to solve these problems. Other options could be to send for work study experts, or systems analysts, or investing in new plant and machinery, or hiring newly trained staff etc.

The training option and the four steps in the systematic approach to training must be closely associated with real and not imaginary performance. We can recall this concept through the following acronym: I - Identified N - Need D - Design I - Implement A – Assess.

Thus, Systematic Approach to Training (SAT) is a comprehensive and structured methodology used by instructional designers and trainers to develop effective training programs. It consists of a series of steps designed to analyze training needs, design training materials, deliver training, and evaluate its effectiveness. Here's a breakdown of the key components of the SAT:

1. Analysis Phase

- Identify Training Needs: Determine the knowledge, skills, and abilities (KSAs) required for a particular job or task.
- Task Analysis: Break down job tasks into specific components to understand what needs to be trained.
- Learner Analysis: Assess the characteristics of the target audience, including their existing knowledge, skills, experience, and learning preferences.

2. Design Phase

- Objectives: Clearly define the learning objectives that the training aims to achieve. These objectives should be specific, measurable, achievable, relevant, and time-bound (SMART).
- Content Development: Develop training content and materials based on the analysis phase. This may include presentations, handouts, exercises, simulations, and multimedia elements.
- Instructional Strategies: Select appropriate instructional methods and strategies to deliver the training content effectively. This could include lectures, demonstrations, discussions, case studies, role-playing, and hands-on activities.
- Create Training Materials: Develop and produce the training materials according to the design specifications. This may involve writing scripts, creating slides, recording videos, and designing activities.
- Pilot Testing: Conduct a pilot test of the training program with a small group of learners to identify any issues or areas for improvement.

3. Implementation Phase

- Deliver Training: Conduct the training sessions using the developed materials and instructional strategies. Trainers should engage participants, encourage active participation, and provide support and feedback as needed.
- Monitor Progress: Monitor the progress of learners during the training sessions to ensure that they are achieving the learning objectives.

4. Evaluation Phase

- Formative Evaluation: Gather feedback from participants and trainers during and after the training sessions to assess the effectiveness of the training program and identify areas for improvement.

- Summative Evaluation: Assess the extent to which the training objectives have been met and the impact of the training on job performance and organizational goals. This may involve tests, surveys, interviews, and performance evaluations.

By following the systematic approach to training, organizations can develop and deliver high-quality training programs that meet the needs of their employees and contribute to improved performance and productivity.

Training in the field of Forestry

The landscape of education and training, including in the field of forestry, is continuously evolving to meet the dynamic challenges of the modern world. It is imperative for individuals to remain updated and adaptable to the changing scenarios across all spheres of life. Education and training serve as invaluable resources to tackle present and future challenges effectively. This principle holds true for forestry education and training as well, encompassing both conventional forestry practices and emerging techniques in forestry and wildlife conservation.

Over the past decade, there has been a noticeable shift in forestry courses and training environments, with a growing emphasis on specialized qualifications tailored to the specific needs of the forestry sector. Training programs in forestry are designed to equip professionals with the necessary skills and knowledge to navigate complex forestry works and address contemporary challenges effectively.

The Development Circle, in particular, plays a crucial role in fostering human resource development within the forestry sector. With a forward-thinking training curriculum focused on forestry and wildlife conservation, the Development Circle aims to make significant contributions to the enhancement of skills and expertise among forestry professionals. By aligning training initiatives with the evolving needs of the forestry sector, the Development Circle strives to create a cadre of skilled individuals capable of driving sustainable forestry practices and wildlife conservation efforts forward into the future.

The Development Circle plays a pivotal role in organizing training programs aimed at capacity building for various categories of forest staff, with a focus on enhancing the management of forests and wildlife Protected Areas. Recognizing the need to address the unique challenges faced in the forestry sector and confronts emerging issues, the Development Circle designs training initiatives such as refresher courses and short courses on soft skill development. These programs are structured in alignment with the calendar of works published by the Government of West Bengal.

A key component of these training efforts includes organizing one-day workshops tailored to frontline field staff, aimed at upgrading their soft skills in management. These workshops serve as platforms to address day-to-day stress and managerial challenges encountered by forest personnel. The overarching objective is to revitalize forest staff, equipping them with the skills and knowledge necessary for effective management of forests and related activities.

The training programs cover a diverse range of topics, including afforestation, soil conservation, wildlife management, control of man-animal conflict, social forestry, and the protection of forests through Joint Forest Management (JFM). Additionally, emphasis is placed on integrating modern technology into forestry practices, ensuring that forest staffs are well-equipped to leverage

technological advancements for enhanced forest management and conservation efforts. Through these comprehensive training initiatives, the Development Circle endeavours to empower forest personnel with the requisite competencies to address contemporary challenges and contribute to sustainable forestry practices in West Bengal.

Training Needs Analysis

Forestry has experienced significant evolution worldwide, necessitating frontline personnel of State Forest Department to be adequately prepared to adapt to changing management practices.

With the emergence of new fields (digitization of forest, use of drone, climate change concerns etc) along with basic forestry practices such as nursery and plantation techniques, Non-Timber Forest Produce (NTFP), Joint Forest Management (JFM) methodologies, wildlife management, legal intricacies, and there is a pressing need to equip staff with relevant skills.

Training programs should aim to enhance professional knowledge, understanding, and skills, empowering individuals and the organization to effectively address emerging challenges.

Emphasizing practical application over theoretical knowledge, the design and content of training programs must align with the operational requirements and objectives of the Forest Department.

With this context, it has been felt that a good number of frontline staff members spanning various roles from Forest Rangers to Forest Guards across West Bengal, require to be adequately trained in key issues such as People's Participation in Forestry Development, Global Warming, Bio-diversity Conservation, Climate Change, Bio-piracy, and Sustainable Management of NTFPs.

Thus, conducting a Training Needs Analysis (TNA) for frontline staff becomes crucial to identify specific areas requiring both training and non-training interventions and also to pinpoint the people to be trained.

To effectively address these challenges, regular training initiatives for frontline staff are essential, preceded by a comprehensive Training Needs Analysis to ensure targeted and impactful learning interventions.

Chapter 3

TNA Methodology

The TNA Consultancy Process

The TNA process involves using a range of techniques to analyse how an organisation's employees can be helped to improve performance.

This can be done individually for particular employees, or for groups of workers, or for departments even for an organisation as a whole. It can also be used for all levels of staff.

TNA is usually consists of following five phases:

Phase 1: Entry And Contracting

The purpose of this phase is to prepare both the consultant and the organisation for the consultancy.

Initially, the phase provides an opportunity to find out about the organisation and the environment in which it operates. It also saves time and helps to establish rapport.

Of even more importance is to talk to people in the organisation at all levels to explain the reasons for carrying out a TNA consultancy and the process intended to be used.

It is vital that they see the consultancy not as a threat, but as an opportunity to contribute to the success of the organisation and to the security of their jobs.

In this phase the scope of TNA, stakeholders and the constraints are identified.

Phase 2: Data Collection

The amount and quality of data obtained about the organisation and its activities will determine the effectiveness of the consultancy.

It will be necessary to decide an overall strategy for collecting data, using a combination of interviews and observation.

Data obtained should be relevant to the organisation. The ability to collect what is likely to be a wide variety of data and information will depend upon the time available, and the strategy chosen.

An inappropriate use of time and a failure to adopt a suitable strategy may result in collecting insufficient or inadequate data, leading to a superficial or faulty identification of training needs.

The data potentially available is likely to consist of hard, objective facts and information about the organisation, its systems, working practices, and the environment in which it is operating.

Soft information, based on subjective opinions and suggestions will also emerge especially from interviews. Both are important and often complementary.

Building up a picture of the organisation is important, using information obtained from tools such as; SWOT, Environmental, Motivational and Behavioural Factors, and Functional Analysis.

This is to be linked with the hard data that highlights features of the organisation's performance.

The problem areas need to be selected where there is evidence of significant performance problems that can be attributed to a lack of knowledge and skill. Environmental and motivational factors need to be examined that may influence the success of any training that might be proposed.

Getting enmeshed in detail should be avoided, concentrating on collecting broad data about people and their performance. Interviews, either with individual employees, or working groups, will usually provide the best quality data.

Phase 3: Analysis and Diagnosis

Having collected information and data about the organisation and its employees, it need to be analysed taking into account the organisation's priorities.

The analysis should focus attention on performance related issues, either directly concerned with the training needs of employees or, alternatively, other issues indirectly influencing their performance.

The mixture of hard and soft data, and some personal impressions, need to be interpreted and valued in relation to the potential they offer towards helping people to improve performance.

The purpose of diagnosis will be to identify fundamental causes of performance problems, and to associate them with realistic proposals for training and non-training activities.

TNA tools used during earlier phases provide the basis for detailed analysis. Having analysed major performance problems, this leads into diagnosis, and to training and non-training implications.

Phase 4: Feedback

The purpose of the feedback phase is to present a draft report to the client, outlining findings and recommendations.

A main feature of this phase of the consultancy should be to highlight significant performance deficiencies, problems and opportunities for development both for individual employees and for the organisation as a whole.

Although we are mainly concerned with the identification of training needs, it is also important to include non-training recommendations which have a direct influence on performance. Following an exchange of views, the report is finalised.

Phase 5: Withdrawal

The primary purpose of a TNA consultancy is to help a client organisation identify its training needs, and to agree plans to meet those needs.

The withdrawal phase of the process is therefore concerned with closing down the consultancy, but leaving the client, stakeholders and employees committed to implementing the agreed plan.

Further assistance may be required to help the client plan and implement the training plan.

Tools Used

The following TNA tools were used in this exercise for analysing the training needs of the Forest Directorate of Government of West Bengal:

- SWOT Analysis
- EMB
- Performance Report

Project Schedule

The consultancy started o 31st January, 2024 and the report was submitted on 31st March, 2024.

Data Collection

Both primary and secondary data were used in the project.

Primary data were collected through unstructured personal interviews with the stakeholders, focused group discussion with the stakeholders and observations.

Stakeholders included JFMC members, Panchayat members, Police personnel, WBSEDCL personnel, District/Block Administration, College/school, Timber merchant association and Forest staff.

Secondary data were collected through official websites, Annual Reports of the Department and various official publications.

A Stakeholders' Meeting was held at the State Forest Training Institute, Hijli, Paschim Medinipur on 6th February, 2024 where the following stakeholders participated:

- JFMC Members
- Panchayet Members
- Police Personnel
- WBSEDCL Personnel
- District/Block Administration
- College/school
- Forest Staff

A separate focussed group discussion was also held with the Forest staff (Executive, Ministerial & support staff).

A similar exercise was also conducted at Sukna under the West Bengal Forest School, Dowhill, Kurseong on 12th February, 2024 in which Timber Merchant Association was also a stakeholder and they had given their inputs.

In the stakeholders meeting we deliberated on the following points:

- What is their relation with the Forest Department? What they actually do? What roles they play?
- How do they know their roles? Is there anything written?
- What are the difficulties they face while playing their roles?
- Any suggestion for improvement?

During the focussed group discussion with the departmental officials we discussed:

- Do they know what is expected of them? Do they know their roles and how it is related with the departmental goals?
- Are they able to perform their roles to their own satisfaction?
- Do they feel equipped to perform their functions?
- What are the difficulties they face while discharging their duties?
- Any suggestion for improvement

Information was also gleaned from different stakeholders and officials through personal and telephonic interview.

Stakeholders Meeting at West Bengal Forest School, Dowhill, Kurseong

Stakeholders Meeting at State Forest Training Institute, Hijli, Kharagpur

Chapter 4

Findings

The department has a published vision which is reproduced below:

VISION:

- Will be sustainable, support biological diversity, maintain ecological and evolutionary processes and be highly productive.
- Will be maintained and enhanced across the landscape, expanding through reforestation and restoration where ecologically, environmentally and culturally appropriate in order to meet the expanding needs of population
- Will sustainably provide a range of goods, service, experiences and values that contribute to community well-being, economic opportunity, social and personal satisfaction, spiritual and cultural fulfilment and recreational enjoyment
- Will be managed consistent with strategies and policies that foster forest integrity and maintain a broad range of ecological, economic and social values and benefits
- Will be enhanced by policies that encourage both public and private investment
- Will be managed with consideration for the global implication of land, stewardship - a stewardship ethic with respect, reverence and humility
- Will be held in a variety of public, private, community ownership by owners those rights are respected and who understand and accept their responsibility as stewards.

Areas of Concern

After interactions with the stakeholders' and the client four areas of concern were identified for training needs analysis exercise –

- Forest Protection,
- Man-Animal Conflict
- Joint Forest Management and
- Delay in Administrative Decision Making

Forest Protection

West Bengal faces unique challenges in forest conservation due to its status as one of the states with the lowest per capita forest area (0.01 ha.) and the highest population density around fragmented forest regions.

This juxtaposition places significant pressure on the state's forests, exacerbated by socio-economic factors such as poverty, underemployment, and unemployment in forest fringe areas. A major threat to forests arises from the illicit collection of firewood, fodder, and small timber by local villagers to support their livelihoods.

To address these challenges, the Department has implemented various measures, notably the formation of Joint Forest Management Committees and the consolidation of Joint Forest Management initiatives.

These efforts have been successful in mitigating forest exploitation over a significant portion of forested areas in the state.

To bolster protection efforts, vigilance has been heightened through the establishment of mobile squads and the deployment of a specially constituted battalion of State Armed Police comprising 200 personnel.

Additionally, measures have been implemented to curb illegal activities by wood-based industries operating in vulnerable regions prone to exploitation by criminal gangs.

Recognizing the need for effective collaboration between forest authorities and law enforcement agencies, a post of Inspector General of Police, Forest Protection, has been established within the Department of Forests.

This facilitates liaison with the Police Administration at the district and state levels to garner support in combating organized criminal activities related to timber theft, poaching, and encroachment.

Furthermore, an extensive wireless communication network has been established, linking Beats/Ranges with Divisional Headquarters to enable swift reinforcement during emergencies, particularly to counter organized plunder of timber and poaching of wildlife.

These concerted efforts underscore the state's commitment to safeguarding its forest resources and combating illicit activities threatening their sustainability.

During the financial year 2020-21, the Forest Department of West Bengal recorded a total of 10,748 offence cases, categorized as follows: 6,564 cases of Cutting of Trees Offences Registered (COR), 3,943 cases of Unauthorized Destruction of Trees Offences Registered (UDOR), and 241 cases of Possession of Offences Registered (POR). Additionally, during this period, 7,110 trees were reported as illicitly felled across various divisions.

Furthermore, the department undertook significant enforcement actions, including the seizure and confiscation of vehicles involved in illegal activities. A total of 1,826 vehicles, including Heavy Motor Vehicles (HMV), Light Motor Vehicles (LMV), boats, and hand-drawn vehicles, were seized. Among these, 853 vehicles were confiscated for carrying illegal forest produce.

The enforcement efforts also resulted in the seizure and confiscation of substantial volumes of timber and firewood. Approximately 576.6856 cubic meters of timber, valued at around ₹91,13,043.708, were seized from the vehicles, with an additional 279.654 cubic meters confiscated. Moreover, 46.6 cubic meters of firewood, valued at approximately ₹42,000.00, were seized, with 2.7 cubic meters confiscated.

These enforcement actions underscore the department's commitment to combatting illegal activities in forestry, ensuring the protection and conservation of the state's valuable forest resources.

As of April 1, 2020, there were a total of 4,236 cases pending at various courts.

Throughout the fiscal year 2020-21, 305 new cases were registered, while the courts disposed of 21 cases. By March 31, 2021, the balance of pending cases had increased to 4,520.

Among the pending cases, the majority—4,153 cases—are pending in the Courts of Chief Judicial Magistrate (CJM)/Additional Chief Judicial Magistrate (ACJM).

Additionally, 280 cases are pending in the Court of District/Sessions Judge, while 84 cases are awaiting resolution in the Honourable High Court. Furthermore, 3 cases are currently being tried before the Honourable Supreme Court.

During the fiscal year 2020-21, no new forest areas were reported as encroached upon, demonstrating successful enforcement and prevention efforts. Additionally, the authorities successfully evicted 471.295 hectares of encroached forest area during this period.

As of March 31, 2021, the total forest land encroached in West Bengal stands at 9,219.3466 hectares. This figure represents the ongoing challenge of forest land encroachment in the region, highlighting the need for continued vigilance and effective measures to protect and preserve forest resources.

Man- Animal Conflict

During 2021-22, 89 persons were killed and 271 persons were injured by wild animals. Further, there was hut damage, crop damage, killing of live-stock by wild animals.

Man-animal conflict in West Bengal, India, particularly involves encounters between humans and wildlife such as elephants, tigers, leopards, and other species.

The state's diverse landscape, including forests, tea gardens, and agricultural areas, often brings humans into close proximity with wildlife habitats, leading to conflicts. Here are some key aspects of the man-animal conflict in West Bengal:

1. **Elephant Conflict:** West Bengal has a significant population of wild elephants, particularly in the northern districts such as Jalpaiguri, Alipurduar and Darjeeling. Elephants frequently enter human settlements in search of food, leading to crop raids and property damage. Encounters between humans and elephants sometimes result in injuries or fatalities on both sides.

2. **Tiger and Leopard Conflict:** The Sundarbans, the world's largest mangrove forest, is home to a population of Bengal tigers and leopards. Conflict arises when these carnivores prey on livestock or occasionally attack humans who venture into their territory for fishing, honey collection, or other activities. Attacks by tigers, in particular, can be fatal.

3. **Habitat Fragmentation:** Rapid urbanization, agricultural expansion, and infrastructure development have led to the fragmentation of wildlife habitats in West Bengal. This encroachment reduces the available habitat for wildlife and forces animals to venture into human-dominated landscapes in search of food and shelter.

4. **Human-Wildlife Coexistence Initiatives:** The West Bengal Forest Department and various NGOs have implemented several initiatives to mitigate human-wildlife conflicts. These include the installation of solar-powered electric fences, construction of trenches and barriers to prevent elephant incursions, and the deployment of trained personnel to manage conflict situations.

5. **Community Participation**: Engaging local communities in conservation efforts is crucial for reducing man-animal conflicts. Initiatives such as community-based ecotourism, compensation schemes for crop and livestock losses, and awareness campaigns on wildlife conservation and conflict mitigation help foster positive attitudes towards coexisting with wildlife.

6. **Challenges**: Despite efforts to mitigate conflicts, challenges remain, including inadequate resources for wildlife management, lack of awareness among local communities, and the socio-economic vulnerabilities of people living in conflict-prone areas. Climate change and habitat degradation further exacerbate the situation by altering wildlife behaviour and habitat availability.

Joint Forest Management

The concept of Joint Forest Management (JFM) emerged from a socioeconomic movement that gained momentum in the 1980s.

The inception of JFM can be traced back to the issuance of the first Government Resolution, specifically addressing the Arabari socio-economic project, in 1987—over three decades ago.

Since then, JFM has not only proliferated but also evolved, developing its core characteristics over the years. What initially began as a nascent endeavor, akin to a struggling sapling in the forestry metaphor, during the 1980s and 90s, has now matured into a fully grown tree. Despite enduring political upheavals, the globalization of the economy, and the rise of an upwardly mobile society, JFM has remained relevant and resilient, demonstrating its capacity to adapt and thrive amidst changing circumstances.

During the 1990s, a series of Government Resolutions were enacted to institutionalize the emerging paradigm of forest management, delineate the roles of stakeholders involved, and outline the benefits associated with it.

The genesis of these resolutions can be traced back to the lateritic forest belt of Bengal, where Joint Forest Management (JFM) initially took root.

As the concept of JFM expanded geographically, subsequent resolutions were tailored to specific regions. Accordingly, separate resolutions were issued for the forests of north Bengal, hill forests, and the Sundarbans.

Furthermore, a distinct resolution was formulated in 1992 to address Protected Areas, specifically focusing on Eco-Development Committees.

These resolutions played a pivotal role in formalizing and standardizing the principles and practices of JFM across various forest ecosystems in West Bengal, thereby fostering sustainable forest management and community participation.

As the implementation of the various Government Resolutions progressed, it became evident that there were some inherent limitations and inconsistencies.

It became increasingly apparent that a more cohesive and comprehensive approach was necessary to effectively manage Joint Forest Management (JFM) initiatives across the entire state. Recognizing

this need for a unified framework, the forest department of the government of West Bengal embarked on a deliberative process to replace the existing resolutions with a new, overarching one.

This endeavor involved extensive consultations, seeking expert opinions, and thorough examination of ideas proposed by stakeholders.

A dedicated committee was tasked with synthesizing these inputs and incorporating them into the new resolution.

The culmination of these efforts resulted in the formulation of the new JFM resolution, officially designated as Forest Dept.'s No- 40-FOR, issued on 31.01.2017. This revised resolution aims to streamline and enhance the effectiveness of JFM initiatives by integrating Forest Protection Committees and Eco-Development Committees under a unified framework.

In West Bengal, there are a total of 4324 Joint Forest Management Committees (JFMCs), formerly known as Forest Protection Committees (FPCs), with a combined membership of 537,973 individuals. The approximate ratio of male to female membership in these committees is 8:1. These JFMCs cover a forest area of 570,234.93 hectares.

Additionally, there are 146 Eco-Development Committees (EDCs), which have now been re-designated as JFMCs following the latest resolution (no. 40-FOR dated 31.01.2017).

These committees have a total membership of 47,665 individuals, with an approximate ratio of male to female membership at 5:2. The forest area protected by these JFMCs within Protected Areas amounts to 85,797.31 hectares.

It is noteworthy that members from Scheduled Castes (SC) and Scheduled Tribes (ST) constitute a significant proportion of the membership in both JFMCs and EDCs, with SC & ST members comprising 55.57% of JFMCs and 58.23% of EDCs.

This underscores the inclusive nature of these community-based forest management initiatives in West Bengal.

In West Bengal, there are 1319 Joint Forest Management Committees (JFMCs) that are part of Forest Development Agencies (FDAs). These JFMCs have a total membership of 178,833 individuals, with an approximate ratio of male to female membership at 10:1.

Members from Scheduled Castes (SC) and Scheduled Tribes (ST) constitute a significant proportion of the membership in the FDAs, with SC & ST members comprising 51.94% of the total membership.

This reflects the inclusive nature of forest management initiatives within FDAs, highlighting their importance in engaging diverse communities in conservation efforts in West Bengal.

Identified Performance Problems

Following performance problems were identified within the areas of concern:

- Inability to dispose of court cases
- Inability to effectively handle and minimise man-animal conflict
- Inability to motivate other stakeholders/local people in JFM

- Inability to process files promptly

Strengths, Weaknesses, Opportunities and Threat (SWOT) Analysis

SWOT analysis is a powerful tool used to assess the internal strengths and weaknesses, as well as external opportunities and threats, faced by an organization.

Strengths

The forest department of West Bengal has many strengths.

First, there is experienced workforce in the department: The presence of experienced personnel can contribute to institutional knowledge and effective decision-making.

Secondly, it is a well-organized department with regimented staff. Organizational structure and disciplined staff can enhance operational efficiency and effectiveness in any organization.

Thirdly, it has a citizen-centered approach and there is a citizen charter. Focusing on citizen needs and having a citizen charter can improve transparency and accountability.

Fourthly, it has in-house training centers and facilities. Having internal training facilities demonstrates a commitment to employee development and skill enhancement.

Weaknesses:

However, like any other organization it too has some weaknesses.

It seems deficiency in leadership skills among the frontline staffs sometimes hinders the department's ability to navigate complex situations effectively.

Continuous awareness programme regarding forest conservation is required for implementing policy decisions.

Limited adoption of emerging technologies in data driven decision-making and efficient operations.

Moreover, the absence of regular updates to forest manuals and codes hampers the department's ability to adapt to evolving circumstances and best practices.

Critical aspects such as monitoring, legal knowledge, and coordination with stakeholders are also deficient, contributing to less effective management of conflicts.

Managing man-animal conflicts due to a lack of expertise and mitigation measures.

There is a notable dearth of awareness and education among stakeholders regarding forest conservation principles and the Joint Forest Management Committee (JFMC) philosophy.

Role clarity among stakeholders is lacking, further complicating collaborative efforts.

Balancing production forestry with protection forestry poses a significant challenge, requiring careful consideration and strategic planning.

Poor interpersonal skills, disproportionate job description, fails to promote performance enhancement and excellence all contribute to a challenging work environment.

Opportunities:

The West Bengal Forest Department is presented with several promising opportunities to make significant contributions to biodiversity conservation, forest protection, and wildlife preservation.

By embracing innovative approaches and adopting best practices, the department can emerge as a pioneer in these fields, setting an example for others to follow.

Through strategic partnerships with local communities and stakeholders, there is potential to generate sustainable livelihood opportunities for neighbouring villagers, thereby fostering greater harmony between conservation efforts and socio-economic development.

Furthermore, the burgeoning interest in eco-tourism presents an exciting avenue for the department to explore. By leveraging the natural beauty and rich biodiversity of the region, the department can develop eco-friendly tourism initiatives that not only showcase the diverse ecosystems but also contribute to local economies and raise awareness about the importance of conservation.

By seizing these opportunities, the West Bengal Forest Department can play a pivotal role in promoting environmental sustainability, fostering community engagement, and enhancing the overall well-being of both people and ecosystems within the region.

Threats:

The West Bengal Forest Department faces a range of significant threats that jeopardize its conservation efforts and the well-being of ecosystems and wildlife within the region.

Among these threats is the loss of habitat and fragmentation, driven by urbanization, agricultural expansion, and infrastructure development.

This fragmentation not only disrupts ecological connectivity but also exacerbates conflicts between humans and wildlife as animals are forced into smaller and increasingly isolated areas.

Additionally, the decline in the natural prey base of wild animals exacerbates conflicts as predators turn to raiding crops and livestock, leading to heightened tensions with local communities.

Human encroachment in forest areas further compounds these conflicts, escalating confrontations and threatening both human and wildlife populations.

Climate change poses a pervasive and escalating threat, altering habitats, disrupting ecosystems, and exacerbating existing pressures on biodiversity.

Changing weather patterns, increased temperatures, and extreme events pose challenges to the survival of vulnerable species and the resilience of ecosystems.

Poaching and illegal wildlife trade persist as persistent threats, driven by demand for exotic pets, traditional medicines, and wildlife products.

Despite efforts to combat these activities, they continue to undermine conservation efforts and imperil endangered species.

Moreover, the adverse attitudes of people towards the forest department due to ongoing man-animal conflicts exacerbate challenges in managing these conflicts effectively.

Negative perceptions hinder cooperation and collaboration between authorities and local communities, impeding efforts to find sustainable solutions.

Addressing these threats requires a comprehensive and multi-faceted approach, including habitat conservation, community engagement, law enforcement, and climate resilience strategies.

By addressing these threats proactively and collaboratively, the West Bengal Forest Department can mitigate risks to biodiversity, promote coexistence between humans and wildlife, and safeguard the natural heritage of the region for future generations.

By conducting a SWOT analysis, the organization can identify areas of improvement, capitalize on strengths, mitigate weaknesses, seize opportunities, and prepare for potential threats.

This analysis can inform strategic decision-making and guide the organization towards achieving its goals and objectives effectively.

The SWOT analysis is summarised below:

STRENGTHS

- Experienced and committed workforce
- Well organized department with regimented staff
- Citizen centred approach and presence of a citizen charter
- In-house training centres and facilities

WEAKNESSES

- Lack of leadership skills amongst staffs
- Inability to withstand public and political pressure
- Inadequate availability and application of modern technologies
- Role conflicts among staff
- Lack of legal knowledge and court procedure
- Lack of coordination with the stakeholders
- Lack of planning, preparation and monitoring
- Lack of interpersonal skills to handle public

- Lack of knowledge and skill to manage man-animal conflict
- Inadequate mitigation measures like fencing, trenching, early warning system
- Lack of awareness and education among stakeholders regarding Forest conservation
- Lack of awareness and conviction regarding the philosophy behind JFMC
- Lack of role clarity among the stake holders
- Challenge of keeping balance between production forestry and protection forestry
- Disproportionate work allocation at different levels of staff
- Lack of people management and project management skills among staff
- Lack of knowledge on procedure and practical difficulties of prosecution among staff
- Lack of coordination and periodic communication between various stakeholders

OPPORTUNITIES

- Making pioneering contribution in maintaining bio-diversity, forest and wild life protection etc.
- Generating sustainable livelihood for neighbouring villagers
- Eco-tourism

THREAT

- Loss of habitat and fragmentation
- Decline in natural prey base of wild animal
- Crop raiding
- Human encroachment in forest areas
- Climate change
- Poaching and illegal wildlife trade
- Adverse attitude of people towards forest department due to man-animal conflict

Environmental, Motivational and Behavioural (EMB) Analysis

The Environmental, Motivational and Behavioural Factors (EMB) analysis is a valuable tool for assessing various influences on organizational performance, including those directly linked to training needs and other non-training factors. Let's break down the EMB factors for the department in question:

Environmental Factors:

The performance of the West Bengal Forest Department is significantly influenced by various environmental factors, both internal and external, that shape its operations and outcomes. These factors include:

- **Flow of funds:** The allocation and distribution of funds for implementing conservation and development schemes directly impact the department's capacity to carry out its objectives effectively. Uneven funding can lead to project delays, resource constraints, and hindered progress.
- **Adverse attitude of people towards the forest department:** Public perception influenced by conflicts between humans and wildlife can create challenges for the department in gaining community support and cooperation. Negative attitudes may impede collaboration and hinder efforts to address conservation issues.
- **Inadequate availability and application of modern technologies:** Limited access to and utilization of modern technologies can hinder the department's ability to enhance efficiency, data management, and decision-making processes.
- **Role conflicts among staff:** Conflicting roles and responsibilities among staff members can lead to internal tensions, communication breakdowns, and hindered collaboration, impacting overall performance.
- **Loss of habitat and fragmentation:** Environmental factors such as habitat loss and fragmentation due to human activities can threaten biodiversity, disrupt ecosystems, and exacerbate conflicts between humans and wildlife.
- **Decline in natural prey base:** Decreases in the natural prey base of wild animals can lead to increased human-wildlife conflicts as predators turn to raiding crops and livestock for sustenance.
- **Human encroachment in forest areas:** Encroachment by human populations into forested areas can lead to habitat destruction, resource depletion, and heightened conflicts between humans and wildlife.
- **Climate change:** The impacts of climate change, including shifts in weather patterns, temperature extremes, and habitat degradation, pose significant challenges to biodiversity conservation and ecosystem resilience.
- **Poaching and illegal wildlife trade:** Illegal activities such as poaching and wildlife trafficking pose serious threats to wildlife populations, biodiversity, and the integrity of protected areas.
- **Disproportionate work allocation:** Unequal distribution of workloads among staff members can lead to dissatisfaction, burnout, and reduced productivity, affecting overall departmental performance.
- **Lack of coordination and communication:** Poor coordination and communication among stakeholders, including government agencies, local communities, and non-governmental organizations, can hinder collaborative conservation efforts and compromise outcomes.

Addressing these environmental factors requires a comprehensive approach that involves strategic planning, stakeholder engagement, capacity building, and adaptive management strategies to enhance the resilience and effectiveness of the West Bengal Forest Department in conserving forests and wildlife.

Motivational Factors:

Motivational factors play a crucial role in shaping the morale, productivity, and overall performance of the West Bengal Forest Department. However, several challenges hinder motivation within the organization:

- **Disproportionate work allocation:** Uneven distribution of workloads can lead to feelings of unfairness and resentment among employees, undermining motivation and teamwork within the department.
- **Organizational culture:** A culture that fails to value and recognize employee contributions, and does not prioritize performance enhancement and excellence, can stifle motivation and hinder employee engagement.
- **Lack of motivation among staff:** Low morale and lack of motivation among employees can spread negativity throughout the organization, impacting productivity and overall performance.

Addressing these motivational challenges requires proactive measures to foster a supportive and empowering work environment.

Behavioural Factors:

Behavioural factors significantly impact the functioning and effectiveness of the West Bengal Forest Department. These factors include:

- **Lack of people management and project management skills among staff:** Insufficient skills in managing personnel and projects can lead to inefficiencies, missed deadlines, and suboptimal outcomes.

- **Lack of knowledge on procedure and practical difficulties of prosecution among senior officers:** Inadequate understanding of legal procedures and challenges in prosecution can impede the department's ability to effectively enforce conservation laws and address violations.

- **Lack of coordination and periodic communication between various stakeholders:** Poor coordination and communication among stakeholders can result in misunderstandings, conflicting priorities, and hindered collaboration on conservation initiatives.

- **Lack of leadership skills:** Weak leadership can undermine morale, teamwork, and overall organizational performance, resulting in reduced effectiveness in achieving departmental goals.

- **Lack of planning, preparation, and monitoring:** Inadequate planning and monitoring processes can lead to disorganized efforts, missed opportunities, and ineffective resource allocation.

- **Lack of skill to handle the public:** Insufficient skills in public relations and community engagement can lead to misunderstandings, mistrust, and conflicts with local communities.

- **Lack of knowledge and skill to manage man-animal conflict:** Inadequate expertise in managing conflicts between humans and wildlife can lead to ineffective mitigation measures and exacerbate tensions between communities and wildlife.

- **Lack of awareness and education among stakeholders regarding forest conservation:** Limited awareness among stakeholders about the importance of forest conservation can hinder support for conservation efforts and sustainable resource management practices.

- **Lack of awareness and conviction regarding the philosophy behind JFMC:** A lack of understanding and commitment to the Joint Forest Management Committee (JFMC) philosophy can undermine collaborative conservation efforts and community participation.

To address these behavioural factors, the West Bengal Forest Department should invest in training and capacity-building programs to enhance staff skills in people and project management, legal procedures, conflict resolution, and leadership. Additionally, fostering a culture of open communication, collaboration, and continuous learning can promote effective coordination, decision-making, and stakeholder engagement.

Regular performance monitoring and feedback mechanisms can also help identify and address areas for improvement, ensuring the department remains responsive, adaptive, and effective in its conservation efforts.

By identifying and addressing these EMB factors, the department can improve its overall performance, enhance employee motivation and engagement, and achieve its organizational goals more effectively.

This analysis can inform targeted interventions, including training programs, organizational changes, and communication strategies, to address the identified challenges and capitalize on opportunities for improvement.

The EMB Analysis is summarised below:

1. **Environmental**

   - Flow of funds for implementation of schemes

   - Adverse attitude of people towards forest department due to man-animal conflict

   - Inadequate availability and application of modern technologies

   - Role conflicts among staff

   - Staff shortage

- Shortage of funds
- Lack of coordination with the stakeholders
- Inadequate mitigation measures like fencing, trenching, early warning system
- Lack of role clarity among the stake holders
- Challenge of keeping balance between production forestry and protection forestry
- Lack of coordination and periodic communication between various stakeholders
- Loss of habitat and fragmentation
- Decline in natural prey base of wild animal
- Crop raiding
- Human encroachment in forest areas
- Climate change
- Poaching and illegal wildlife trade
- Adverse attitude of people towards forest department due to man-animal conflict

2. **Motivational**

- Disproportionate work allocation at different levels of staff

3. **Behavioural Factors**

- Lack of people management and project management skills among staff
- Lack of knowledge on procedure and practical difficulties of prosecution among senior officers
- Lack of coordination and periodic communication between various stakeholders
- Lack of leadership skills
- Lack of coordination with the stakeholders
- Lack of skill to handle public
- Lack of knowledge and skill to manage man-animal conflict
- Lack of awareness and education among stakeholders regarding Forest conservation
- Lack of awareness and conviction regarding the philosophy behind JFMC

- Lack of knowledge on procedure and practical difficulties of prosecution among senior officers

Functional Analysis

Within the multifaceted operations of the West Bengal Forest Department, distinct categories of functions require diverse skill sets and competencies to ensure efficient performance and successful outcomes. Frontline staff of Forest Department transacts its business broadly in 5 categories i.e. General Services, Social Services, Economic Services, Protection Services and Technical services:

1. **General Services:** Engaging in administrative duties forms the cornerstone of general services. This involves the meticulous task of compiling and submitting comprehensive reports to higher authorities, providing crucial insights into departmental activities. Attendance at various meetings across different levels of governance fosters collaboration and facilitates the exchange of vital information. Additionally, active participation in local administrative programs and election duties underscores the department's commitment to civic engagement and community involvement.

   The competencies essential for executing general services include adeptness in report writing to convey information accurately and effectively, proficiency in computer operations for streamlined data management, and basic interpersonal skills for fostering positive professional relationships.

2. **Social Services:** Social services initiatives encompass a broad spectrum of activities aimed at enhancing community well-being and promoting sustainable development. Collaborating with Forest Development Agencies, departmental efforts extend to the construction of vital infrastructure such as village roads, as well as advocacy campaigns promoting public health and energy conservation measures.

   Facilitation skills are crucial in orchestrating community-based initiatives, while proficiency in public speaking enables effective communication and dissemination of information. Persuasion and influencing skills play a pivotal role in garnering support and mobilizing stakeholders towards shared goals.

3. **Economic Services:** The economic domain of the department encompasses initiatives aimed at fostering economic sustainability and empowerment within forest communities. Through active involvement in Joint Forest Management Committees, emphasis is placed on leveraging forest resources for economic gain, including the sustainable harvesting of products like bamboo and Non-Timber Forest Products (NTFP), as well as the promotion of eco-tourism ventures.

   Competencies requisite for economic services include a sound understanding of economic principles and practices, along with effective facilitation skills to enable collaborative decision-making and resource management. Strong interpersonal skills are also vital for building partnerships and fostering trust within communities.

4. **Protection Services:** Protection services are integral to safeguarding forest resources and combating illicit activities. Through rigorous patrolling efforts, the department endeavors to

protect forests from encroachment, illegal logging, and wildlife poaching. Additionally, measures are implemented to mitigate threats such as forest fires and unsustainable agricultural practices.

Technical expertise is paramount in carrying out protection services, coupled with adept conflict management skills to navigate challenging situations. Effective communication and leadership abilities are essential for mobilizing teams and coordinating operations, ensuring swift and decisive action.

5. **Technical Services:** Technical services encompass a diverse array of responsibilities spanning forest management, infrastructure development, and legal matters. From overseeing nursery and plantation activities to formulating comprehensive working plans, the department is tasked with the intricate management of forest resources. Additionally, technical expertise is leveraged in surveying and demarcating forest areas, alongside the construction of essential infrastructure like roads and buildings.

Mastery of subject knowledge is fundamental in executing technical services, complemented by robust planning and decision-making capabilities. Proficiency in legal matters is indispensable for navigating complex regulatory frameworks, while effective management of human-wildlife conflict demands a nuanced understanding of ecological dynamics and mitigation strategies.

In essence, the West Bengal Forest Department operates within a dynamic framework that demands versatility, expertise, and a steadfast commitment to environmental conservation and community welfare.

Through the cultivation of diverse skill sets and competencies across its various functions, the department strives to uphold its mandate of preserving the rich biodiversity and ecological integrity of the region while promoting sustainable development and fostering harmonious coexistence between humans and nature.

The findings are summarised in the table below:

Table 1 : Functional Analysis

Types of Functions	Activities	Competence Needed
General Services	-Submitting regular reports to higher offices -Attending meeting at different level -Participation in local administrative programme -Election duties etc.	Report writing Computer Proficiency Basic Interpersonal Skills

Social Services	Activities under entry point in the works of Forest Development Agencies such as: -Construction of village roads, -Promoting health campaign, -Advocating energy saving devices etc.	Facilitation Skills Public Speaking Persuasion/Influencing skills
Economic Services	Involvement of local JFMC in -Harvesting of forestry productions like bamboo, NTFP -Ecotourism -Economic development of FDA for sustainability project.	Knowledge about the subject Facilitation Skills Interpersonal skills
Protection Services	Patrolling for: -Protection of forest, encroachment of forest land -Apprehending wildlife poachers and timber mafias, -Controlling jhum, forest fire etc.	Technical Knowledge Conflict Management skills Public speaking Mob-handling Leadership skills Planning, decision making & execution
Technical Services	-Management of forests - Nursery & Plantation -Silviculture -Preparation of Working Plan -Survey & demarcation of forest areas etc. -Construction of roads, buildings -Legal matters -Managing man-animal conflict -Tranquilization & rehabilitation of wildlife	Subject knowledge Planning, Decision Making & Execution Legal Knowledge & Court procedure

Existing Training Structure for Frontline Staffs:

Here's an analysis of the present training structure for frontline staff within the West Bengal Forest Department:

1. **Induction Training:**

   - General Purpose: To provide foundational training to all newly recruited or backlog frontline staff.

   - Subjects Covered: Primarily focuses on technical services relevant to frontline duties.

   - Participants: All newly recruited or backlog frontline staff.

   - Need Based: Yes, as it ensures that all new staff members are equipped with the necessary skills and knowledge to perform their duties effectively.

2. **Immediate Training:**

   - General Purpose: To offer short-term training for staff assigned special services such as election duties or wildlife census.

   - Subjects Covered: Varied, depending on the specific service to be performed.

   - Participants: Those who have been assigned special services.

   - Need Based: Yes, as it provides targeted training tailored to the specific tasks at hand.

3. **Scheme-based Training:**

   - General Purpose: To provide training based on the requirements of schemes being implemented at the division or circle level.

   - Subjects Covered: Guidelines, dos and don'ts of the scheme, etc.

   - Participants: Staff involved in the implementation of the scheme.

   - Need Based: Yes, as it addresses the specific needs and objectives of the schemes being implemented.

4. **Theme-based Training:**

   - General Purpose: To offer training on various thematic areas such as Joint Forest Management (JFM), Sustainable Rural Development, wildlife management etc.

- Subjects Covered: Issues related to the respective themes, including micro-planning, rural development, wildlife management, and computer applications.

- Participants: Selection determined by the state government, typically frontline staff working in relevant fields.

- Need Based: Yes, as it focuses on key thematic areas relevant to frontline responsibilities.

5. **Short-term Refresher Course:**

- General Purpose: Compulsory one-month training for promoted frontline staff to update their knowledge and skills in forest and wildlife management.

- Subjects Covered: Recent advancements in forest and wildlife management.

- Participants: Promoted officers (Forest Guards, Deputy Rangers/Foresters).

- Need Based: Yes, as it ensures that promoted staff members are adequately prepared for their new roles and responsibilities.

6. **General Refresher Course:**

- General Purpose: To provide refresher training on various technical subjects to frontline staff, imparting knowledge of the latest developments in forestry.

- Subjects Covered: All technical subjects relevant to frontline duties.

- Participants: Selection determined by the state government.

- Need Based: Yes, as it ensures frontline staff are updated on the latest developments in their field.

Overall, the training structure appears comprehensive and well-aligned with the diverse needs and responsibilities of frontline staff within the West Bengal Forest Department.

Each training program serves a specific purpose and is designed to address the unique requirements of staff members in different roles and contexts.

Moreover, the need-based approach ensures that training efforts are targeted and effective in enhancing staff capabilities and performance.

The findings are summarised in the table below:

Table 2: Analysis of present Training structure of Frontline Staff

Programme	General Purpose	Subjects covered	Participants	Is it need based
Induction Training	This is the training being imparted to all staff appointed	Technical services	All newly recruited or	Yes

			backlog fontline staff	
Immediate Training	This is the one-day/ two-day training offered to those who have been asked to perform special services, like conducting election and census as presiding officers, wildlife census, etc	Depends on the service to be performed	Those who have been asked to perform the services	Yes
Scheme-based Training	This is the training being offered at Division level or Circle level of frontline staff, as per conditions mentioned in the scheme being implemented in the concerned Circle or Divisions and special fund is earmarked in the scheme	Generally about guidelines of the scheme. Dos and Don'ts of the scheme, etc.	Those who are involved in implementation of the scheme	Yes
Theme-based Training	These are the training being offered by GoI, for frontline staffs on various themes like JFM, Sustainable Rural Development, FDAs, etc.	Issues involved in JFM, micro-plan, Rural Development, Wildlife Management, Computer applications etc.	Selection of participants depends upon the State Govt. and it is expected that those who are working in the field shall participate. As such GoI limits the participation from each state for equal representation.	Yes
Short term Refresher course	One month compulsory training for promotee Front line staff	Recent up gradation in Forest & wildlife management	Promotee Officers (FG, DR/Fr)	Yes
General	These are the training being offered by GoI, for frontline staffs as a refresher course to impart knowledge of latest happenings in the field of forestry	All technical subjects	Selection of participants depends upon the State Govt.	Yes

Chapter 5

Recommendations

Performance is the major factor, often the only factor, determining the success or otherwise of the organizations. Human beings in the organization perform; various wings of the organization perform; the organization as such performs. Whenever the performance is below the prescribed level, there is a performance problem.

A performance problem may be defined as the difference between what is and what ought to be. Mathematically we may put:

$$\text{Performance Problem} = \text{What should be - what is}$$
$$= \text{standard} - \text{actual}$$

Purpose of training is to achieve effective Performance. This is certainly required where the present level of performance is ineffective.

Alternatively, even when the present level of performance is up to the mark, organizations may like to improve performance.

Training can be a solution to a Performance Problem only when the problem has a behavioural (knowledge, skills and attitude) dimension-either independently or along with the other dimensions like non-training factors.

Therefore, training cannot be recommended as a cure-all for all the maladies in the organizations. Training can be a solution only to some of the problems of the organisation and that too along with some other solutions like non-training interventions.

When it is proposed to solve an existing problem (of inadequate performance) through training, it is known as reactive route to training.

When training is thought of as a means of enhancing the presently acceptable level of performance, it is known as pro-active route to training.

In the context of emerging technologies and growing awareness regarding the environment that may affect the activities of the West Bengal Forest Directorate, both the routes of training have been recommended.

Performance Problem 1: Inability to handle Court Cases

Addressing the performance problem of the West Bengal Forest Department's inability to handle court cases requires a multifaceted approach that combines training interventions with non-training implications:

Training Interventions:

1. **Training on Indian Forest Act (IFA), Forest Conservation Act (FCA), Indian Evidence Act, 1872 (Bharatiya Sakshya Adhiniyam), Wildlife Protection Act, 1972 (WLP Act) & Court Procedure:**

   - Provide comprehensive training to staff on the Forest Conservation Act (FCA), Indian Forest Act (IFA), Wildlife Protection Act, 1972 (WLP Act), Indian Evidence Act, 1872 (Bharatiya Sakshya Adhiniyam) and court procedures relevant to their roles.

   - Equip staff with the knowledge and skills necessary to navigate legal processes efficiently and effectively.

2. **Training on Interpersonal skills :**

   - Provide training focused on enhancing interpersonal skills such as

     o Managing conflict

     o Motivation

     o Negotiation

     o Conflict resolution

     o Emotional Intelligence and Social Intelligence

     o Stress Management

     o Time Management

   - Strengthen staff's ability to interact with stakeholders, legal professionals, and colleagues in a constructive and collaborative manner.

3. **Training on Leadership, Team Building & Supervisory Skills:**

   - Provide leadership training to supervisors and managers to improve their ability to motivate and manage teams effectively.

   - Foster a culture of teamwork, accountability, and shared responsibility among staff members.

Non-Training Implications:

1. **Recruitment of Appropriate Staff:**

   - Address staff shortages by recruiting qualified personnel with a background in legal studies or relevant experience in court procedures.

- Ensure that new hires are adequately trained and prepared to handle court cases competently.

2. **Written Job Description:**

- Develop clear and detailed job descriptions outlining the roles, responsibilities, and expectations of staff involved in handling court cases.
- Provide staff with a clear understanding of their duties and the importance of timely case disposal.

3. **Monthly Monitoring Meetings at Different Levels:**

- Implement regular monitoring meetings at various levels of the organization to review the progress of court cases.
- Identify bottlenecks, challenges, and areas for improvement, and develop action plans to address them promptly.

4. **Recognizing Good Work:**

- Establish mechanisms for recognizing and rewarding staff members who demonstrate exceptional performance in handling court cases.
- Encourage a culture of excellence and accountability by acknowledging and appreciating efforts to improve case disposal rates.

By combining targeted training interventions with non-training implications, the West Bengal Forest Directorate can address the root causes of the performance problem and improve its ability to handle court cases efficiently.

This holistic approach ensures that staff members are equipped with the necessary skills, resources, and support systems to effectively manage legal proceedings and contribute to the overall effectiveness of the department.

The recommendations are summarised below in the table:

Table 3: Performance Problem 1: Inability to handle Court Cases

Performance Problem 1: Inability to handle Court Cases
Symptoms of Problem: • Increasing number of pending cases • Very low disposal rate • Prolonged trial weaken the cases and the system become overburdened which in turn contribute in further delay • Deterrent effect of the cases decrease

Causes of Problem:

- Lack of motivation for existing staff due to knowledge and skill deficiency
- Role conflicts among staff
- Staff shortage
- Lack of legal knowledge and court procedure
- Lack of coordination with the Public Prosecutor (PP)

Training Interventions	Non-Training Implications
• Training on Indian Forest Act (IFA), Forest Conservation Act (FCA), Indian Evidence Act, 1872 (Bharatiya Sakshya Adhiniyam), Wildlife Protection Act, 1972 (WLP Act) & Court Procedure • Training on Interpersonal skills • Training on Leadership, Team Building & Supervisory Skills	• Recruitment of appropriate staff • Written job description • Monthly monitoring meetings at different levels • Recognizing good work

Performance Problem 2: Inability to resolve Man-Animal Conflict

To effectively tackle the performance problem of the West Bengal Forest Department's inability to resolve man-animal conflicts, a comprehensive approach integrating training interventions with non-training implications is essential.

This problem is characterized by several symptoms, including a low rate of eviction despite no new encroachments being recorded and a significant amount of forest land remaining encroached upon.

The causes of this problem are identified as staff shortages, lack of planning and monitoring, and insufficient knowledge about relevant laws among staff members.

To address this issue, both training and non-training interventions are proposed:

Training Interventions:

1. **Training on Leadership and Negotiation Skills:**

   - Provide specialized training to staff on leadership skills to effectively lead teams during conflict resolution efforts.

- Equip staff with negotiation skills to facilitate peaceful resolutions and manage conflicts with stakeholders.

2. **Training on Planning, Execution, and Decision Making:**

   - Offer training programs focused on enhancing staff's ability to plan and execute strategies for managing man-animal conflicts.

   - Provide staff with decision-making skills to assess risks, develop action plans, and adapt to evolving situations during conflict management operations.

3. **Training on Forest and Land Laws:**

   - Conduct training sessions to educate staff on relevant forest and land laws governing human-wildlife interactions and conflict resolution procedures.

   - Ensure staff are aware of legal frameworks and procedures to effectively address conflicts within the confines of the law.

Non-Training Implications:

1. **Recruitment of Appropriate Staff:**

   a. Address staff shortages by recruiting additional personnel with expertise in wildlife management and conflict resolution.

   b. Prioritize hiring individuals with a background in environmental science, wildlife biology, or related fields to strengthen the department's capacity to manage conflicts effectively.

2. **Preparation of Standard Operating Procedure (SOP):**

   a. Develop Standard Operating Procedures (SOPs) outlining protocols and guidelines for managing man-animal conflicts.

   b. Ensure that all staff members are trained on and familiar with the SOPs, and conduct regular drills and simulations to reinforce best practices.

3. **Regular Monitoring Meetings:**

   a. Implement regular monitoring meetings to review the status of man-animal conflicts, assess mitigation measures, and identify emerging challenges.

   b. Facilitate collaboration and information-sharing among staff to improve response times and effectiveness in managing conflicts.

4. **Emphasizing on Forest Protection:**

   a. Strengthen efforts to protect forest habitats and prevent encroachment by implementing robust conservation measures.

b. Emphasize the importance of maintaining healthy ecosystems and preserving natural prey bases to minimize human-wildlife conflicts.

By integrating training interventions with non-training measures, the West Bengal Forest Department can significantly enhance its capacity to manage man-animal conflicts effectively. This holistic approach addresses skill gaps and structural challenges contributing to performance issues, ensuring that staff are well-equipped and supported in mitigating conflicts and protecting both human and wildlife populations.

The recommendations are summarised below:

Table 4: Performance Problem 2: Inability to resolve Man-Animal Conflict

Performance Problem 2: Inability to resolve Man-Animal Conflict	
Symptoms of Problem: • There is increasing number of incidents of man-management conflict • Human casualty of man – management conflict is also increasing	
Causes of Problem: • Staff shortage • Lack of planning and monitoring • Lack of knowledge and skill to manage man-animal conflict • Loss of habitat and fragmentation • Decline in natural prey base • Crop raiding • Human encroachment in forest areas • Inadequate mitigation measures like fencing, trenching, early warning system • Poaching and illegal wildlife trade • Lack of awareness and education	
Training Interventions	**Non-Training Implications**
• Training on leadership and negotiation skills • Training on Planning, execution and decision making • Training on Forest and land laws	• Recruitment of appropriate staff • Preparation of SOP for such operations • Regular monitoring meetings • Emphasizing on forest protection

Performance Problem 3: Inability to facilitate effective working of Joint Forest Management (JFM) by motivating different stakeholders

The identified performance problem revolves around the inability to effectively motivate stakeholders and local communities in Joint Forest Management (JFM) initiatives.

This problem manifests through several symptoms, including non-functional Joint Forest Management Committees (JFMCs) and doubts about the effectiveness of JFMCs in forest protection.

The causes of this problem are multifaceted, including staff shortages, lack of motivation among forest staff, inadequate planning and monitoring, insufficient awareness and conviction regarding the philosophy behind JFMCs, and ambiguity in the roles of stakeholders.

To address the performance problem of the West Bengal Forest Department's inability to motivate stakeholders and local people in Joint Forest Management (JFM), a comprehensive strategy blending training interventions with non-training implications is necessary:

Training Interventions:

1. **Training on Leadership, Teambuilding, and Interpersonal Skills:**

   - Provide specialized training to staff on leadership skills to effectively lead JFMCs and motivate stakeholders.

   - Equip staff with teambuilding techniques to foster collaboration and collective action within JFMCs.

2. **Training on Planning and Execution:**

   - Offer training programs focused on effective planning and execution of JFM initiatives.

   - Provide staff with tools and techniques to develop action plans, set goals, and monitor progress effectively.

3. **Training on Facilitation Skills:**

   - Conduct training sessions to enhance staff's facilitation skills, enabling them to facilitate productive discussions and consensus-building within JFMCs.

4. **Training on Public Speaking and Conducting Meetings:**

   - Provide training on public speaking and meeting facilitation to enable staff to effectively engage with stakeholders and lead JFMC proceedings.

5. **Sensitization Workshops on Joint Forest Management:**

   - Organize workshops to sensitize forest officials and stakeholders about the philosophy, principles, and benefits of JFM.

- Foster a deeper understanding and conviction regarding the importance of JFM in sustainable forest management.

Non-Training Implications:

1. **Recruitment of Appropriate Staff:**
   - Address staff shortages by recruiting additional personnel with a passion for community engagement and experience in participatory forest management approaches.

2. **Preparation of Standard Operating Procedure (SOP) :**
   - Develop Standard Operating Procedures (SOPs) outlining roles, responsibilities, and processes for effective implementation of JFM initiatives.
   - Ensure clarity and consistency in JFMC operations and decision-making processes.

3. **Monthly Monitoring and Coordinating Meetings:**
   - Conduct regular monitoring and coordinating meetings at different levels to review the progress of JFM initiatives, address challenges, and provide support where needed.

4. **Involvement of Senior Officers in JFMC Proceedings:**
   - Encourage active involvement of senior officers in JFMC proceedings to demonstrate organizational commitment and provide guidance and support to local stakeholders.

5. **Rewarding/Recognizing Best Functioning JFMCs:**
   - Establish mechanisms for rewarding and recognizing JFMCs that demonstrate exceptional performance and contribute significantly to forest conservation and community development.

6. **Publication of Best Practices Followed by Different JFMCs:**
   - Share success stories and best practices followed by different JFMCs through publications and workshops to inspire and motivate others.

7. **Regular Re-constitution of JFMCs:**
   - Ensure the regular re-constitution of JFMCs to foster inclusivity, participation, and representation of diverse stakeholders in decision-making processes.

By implementing both training interventions and non-training implications, the West Bengal Forest Department can enhance its capacity to motivate stakeholders and local communities in Joint Forest Management initiatives, fostering greater participation, ownership, and sustainability in forest conservation efforts.

The recommendations are summarised below in a tabular form:

Table 5: Performance Problem 3: Inability to facilitate effective working of Joint Forest Management (JFM) by motivating different stakeholders

Performance Problem 3: Inability to facilitate effective working of Joint Forest Management (JFM) by motivating different stakeholders	
Symptoms of Problem: • Many JFMCs are non-functional • The role of JFMCs in forest protection is doubtful	
Causes of Problem: • Staff shortage • Lack of motivation among the forest staffs • Lack of planning and monitoring • Lack of awareness and conviction regarding the philosophy behind JFMC • Lack of role clarity among the stake holders	
Training Interventions	**Non-Training Implications**
• Training on leadership, teambuilding and influencing skills • Training on Planning and execution • Training on facilitation skills • Training on public speaking and conducting meetings • Sensitization workshops on Joint Forest Management for forest officials as well as other stakeholders	• Recruitment of appropriate staff • Preparation of SOP/Manual • Monthly monitoring and coordinating meetings at different levels • Involvement of senior officers in JFMC proceedings • Rewarding/recognizing best functioning JFMCs • Publication of best practices followed by different JFMCs • Regular re-constitution of JFMCs

Performance Problem 4: Inability to dispose of Files

This issue is crucial as timely file processing and disposal are essential for the smooth functioning of administrative operations.

The issue has been analysed in details including the symptoms of the problem, its underlying causes, and proposed interventions, both in terms of training initiatives and non-training implications.

The symptom of the problem is delay in administrative decision-making. This symptom underscores the broader challenge of inefficiency in file processing, which can lead to delays in critical decision-making processes. Such delays can have cascading effects, impacting organizational effectiveness and responsiveness.

The causes contributing to the problem encompass various factors, including staff shortage, lack of relevant knowledge and skills among office staff, inadequate planning and monitoring, insufficient knowledge about essential office tools and procedures such as e-office, HRMS, WBHS, and WBSR, as well as a lack of role clarity. These causes collectively highlight systemic issues within the organization that hinder efficient file processing and administrative decision-making.

To address these underlying causes, a set of training interventions is proposed aimed at building capacity and enhancing skills among office staff.

These interventions include training on office procedures which include e-office, Human Resource Management System (HRMS), West Bengal Health Scheme (WBHS), West Bengal Financial Rules (WBFR), Tender Procedure and West Bengal Service Rules (WBSR).

In addition to training interventions, several non-training implications are also suggested to address the identified problem.

These include the recruitment of appropriate staff to alleviate shortages, the preparation of Standard Operating Procedures (SOP) to provide guidance for file processing and administrative procedures, and the implementation of monthly monitoring and coordinating meetings at different levels to ensure accountability and progress.

These non-training implications complement the training interventions by providing structural support and organizational frameworks to facilitate more efficient file processing and administrative decision-making.

A comprehensive overview of the performance problem related to the inability to process files promptly is provided in the table below.

Table 6: Performance Problem 4: Inability to dispose of Files

Performance Problem 4: Inability to dispose of Files	
Symptoms of Problem: • Delay in administrative decision making	
Causes of Problem: • Staff shortage • Lack of motivation among the office staffs • Lack of planning and monitoring • Lack of knowledge about e-office, HRMS, WBHS, WBSR, office procedure etc. • Lack of role clarity	
Training Interventions	**Non-Training Implications**
• Training on leadership and supervisory skills • Training on e-office, HRMS, WBHS, WBSR, office procedure etc.	• Recruitment of appropriate staff • Preparation of SOP/Manual • Monthly monitoring and coordinating meetings at different levels

Training on Emerging Areas

The training of newly developed areas regarding forest management encompasses a diverse range of topics aimed at equipping individuals with the knowledge and skills necessary to effectively manage forest resources in these specific contexts. These areas may include operation of online sawmill portal, check post operations, working plan code implementation, and techniques such as grafting of forest species.

Check Post Operations: Training in check post operations involves educating individuals on the establishment and management of checkpoints within forest areas. Participants learn about the importance of check posts in controlling illegal activities such as poaching, logging, and smuggling. They also receive training in conducting inspections, documenting findings, and coordinating with law enforcement agencies to ensure compliance with forest regulations.

Working Plan Code Implementation: Working plan codes serve as guidelines for sustainable forest management, outlining objectives, strategies, and practices for resource utilization and

conservation. Training in working plan code implementation involves familiarizing participants with the content and principles of working plans, interpreting and applying relevant codes and regulations, and monitoring compliance with established guidelines.

Grafting of Forest Species: Grafting is a horticultural technique used to propagate desired traits in forest species such as trees and shrubs. This training module covers the theory and practical aspects of grafting, including selection of appropriate rootstock and scion materials, grafting techniques, care and maintenance of grafted plants, and troubleshooting common issues.

Overall, the training of newly developed areas regarding forest management aims to empower participants with the knowledge, skills, and tools necessary to promote sustainable forest practices, enhance productivity, and mitigate environmental degradation. Through hands-on learning experiences, theoretical instruction, and practical demonstrations, participants are equipped to address the unique challenges and opportunities associated with managing forest resources in these specific contexts. Moreover, by fostering a deeper understanding of forest management principles and techniques, the training contributes to the conservation and preservation of forest ecosystems for present and future generations.

Training for Timber Merchant Association

Timber Merchant Association is an important stake holders in the effective forest management. Forest Department recently introduced online licensing system for wood based industries. The digital platform can be used for various purposes like renewal of license to operate a wood based industrial unit, relocation, ownership change etc. It has been felt that the members of Timber Merchant Association may be properly trained in using the digital platform.

Chapter 6

Conclusion

The Training Needs Analysis report highlights critical areas for improvement within the Directorate of Forests.

It addresses the evolving role of frontline staff, who now perform diverse functions beyond their traditional protection and silvicultural duties. The current training provided is inadequate and lacks proper assessment, necessitating a systematic analysis of requirements, steps taken so far, and constraints in implementation.

The report emphasizes the need for periodic detailed assessments to identify impactful training and non-training interventions. These have been listed alongside suggestions for rectification.

By integrating these non-training implications with the recommended training interventions, the West Bengal Forest Department can create a supportive and conducive environment for staff development, stakeholder engagement, and sustainable forest management practices.

The recommended training interventions aim to equip staff with essential skills and knowledge in areas such as legal procedures, conflict management, leadership, and stakeholder engagement. Complementary non-training implications emphasize structural changes, including the recruitment of appropriate staff, development of standard operating procedures, regular monitoring meetings, and recognition of exemplary performance.

Implementing these recommendations holistically will enhance the department's capacity for effective forest conservation, mitigate man-animal conflicts, and strengthen community involvement in sustainable forest management practices.

It is hoped that this Training Needs Analysis report, with its comprehensive approach, will significantly contribute to the designing of training courses and non-training interventions for preservation and protection of West Bengal's invaluable natural resources.

Government of West Bengal
Directorate of Forests
Office of the Conservator of Forests, Development Circle
AranyaBhawan, 2ⁿᵈ Floor, Room No. 208
Block: LA-10A, Salt Lake City, Sector – III, Kolkata:: 700 106
Phone - Fax:: (033) 2335 3261, e-mail : cfdc-wb@nic.in
Visit us at: www.westbengalforest.gov.in

No. 52/DC/2T-1/2020,   **Dated: 22/01/2024**

To   :   Sri Manick Lal Maitra,
          OSD & Ex-Officio Additional Director,
          Netaji Subhas Administrative Training Institute
          FC Block, Sector-II, Salt Lake,
          Kolkata -700 106

Sub   :   Proposal for collaboration work "Training Need Analysis" (TNA).

Ref   :   This office letter no. 1) 14/DC/2T-1/2020 dated. 05/01/2024 & 2)16/DC/2T-1/2020
          dt.5/01/2024
          3) Discussion with you in your chamber on 22/01/2024

****

Sir,

This Circle is fortunate that you have accepted our formal proposal for collaboration. A formal letter from you organization is appreciated from our end as office record.

4 (four) members of this organization recently undergone Training Need Analysis (TNA) training, funded by DOPT, GOI & organized under your leadership.

We are eager to initiate TNA in our Circle for more effective utilization for the above mentioned training under the consultancy of NSATI, Kolkata in this Financial Year. This will act as collaboration work, as agreed by you.

In this context, you are requested to take necessary action, so that it could be initiated in February, 2024 and work completed in this financial year, following WBFR.

You are kind co-operation is solicited from our end.

Regards.

                                              Yours faithfully,

                                              Conservator of Forests
                                              Development Circle, West Bengal.

                                                      Dated: 22/01/2024

No. 52/DC/2T-1/2020,
Copy, forwarded for kind information to:-
1)   The Addl. PCCF & Chief Conservator of Forests, R & D, West Bengal.
2)   Sri Amitava Mazumdar, Programme Asst. NSATI.

                                              Conservator of Forests
                                              Development Circle, West Bengal.

Memo No. 389/ ATI-13011(16)/1/2024-IT AND D SEC-ATI

Date: 31/01/2024

To
The Conservator of Forests
Developement Circle, West Bengal
Aranya Bhawan, 2nd Floor, Room No 208
Block LA – 10A, Salt Lake, Sector - III
Kol-700 106
Email: cfde-wb@nic.in

Sub: Proposal for collaboration work "Training Needs Analysis (TNA)"
Ref: Your letter No 52/DC/2T-1/2020 dated 22/01/2024

Sir,

I would like to express my sincere appreciation for your proposal regarding the collaboration on the "Training Needs Analysis" at your organisation and I am pleased to inform you that we are enthusiastic about the opportunity.

2. It is indeed an exciting prospect to collaborative work with your organisations in the matter of development of effective training design and implementation of the same on the basis of the Training Needs Analysis.

3. The Training Needs Analysis team from Netaji Subhas Administrative Training Institute, Govt. of West Bengal comprise the members as under:

   a. Shri Manick Lal Maitra, OSD & EO Additional Director, NSATI & Master Trainer (MT) Design of Training (DoT) and TNA certificate holder from DoPT, GoI: As coordinator for the TNA team

   b. Shri Kallol Dutt, Former Additional Labour Commissioner & Master Trainer Training Needs Analysis (TNA), Recognised Trainer Direct Trainer Skills (DTS) and Recognised Trainer, Facilitation(FLN) developed by DoPT, GoI as the Subject Matter Expert

   c. Shri Amitava Mazumdar, Programme Assistant (PA) & Recognised Trainer in eGovernance from National Institute of Smart Government (NISG), Hyderabad as Associate Member for backend process for the TNA

4. Terms of Reference (ToR) will be finalized in consultation with you at an earliest mutually convenient date.

5. The visit to several work stations relevant to the Training Needs Analysis which may include training centres, interviews, collection of datas etc. may require extensive visits by the Subject Matter Experts in particular and other members and the conveyance including accommodation, refreshments etc, will be borne by the O/o The Conservator of Forests, Development Circle, West Bengal and therefore kept excluded from the cost of expenditure which will be separately prepared and subject to your approval. Honorarium and documentation and printing of TNA report will be borne from the amount sanctioned by your Office.

6. To formalize the proposed collaboration for Training Needs Analysis, NSATI proposes the follow-up actions:

   a. Meeting with the client: It may be done at the earliest convenience preferably on 01/02/2024 to discuss the project timeline, objectives, and key milestones. This will also provide an opportunity for our teams to introduce themselves and establish clear lines of Term and References.

   b. Data and Information Sharing: To provide relevant documentation or information that will assist in better understanding the current training landscape at the Forest Department. This could include existing training materials, policies, and any specific challenges or areas of focus.

   c. Collaborative Planning Session: Following the meeting as in Sl No 6 (a), we can plan collaborative sessions to refine the scope of the Training Needs Analysis and establish specific goals and deliverables.

   d. Regular Progress Updates: It would be beneficial to establish a schedule for regular progress updates and check-ins to ensure that the project is on track and any potential issues are addressed promptly.

   e. It is proposed that the time line for the entire project would start from 01/02/2024 and TNA report will be submitted by 15/03/2024 for review. After the review the final TNA report will be submitted by 22/03/2024.

We are confident that this collaboration will lead to tangible improvements in our training programs and contribute to the overall development of NSATI and Forest Department.

Thank you once again for this valuable opportunity.

Yours faithfully,

Manick Lal Maitra
OSD & Ex-Officio Additional Director

Memo No. 389/1(1)/ATI-13011(16)/1/2024-IT AND D SEC-ATI   Date: 31/01/2024
   Copy forwarded to Shri Kallol Dutt, Former Additional Labour Commissioner, Kolkata for kind information and necessary action.

Manick Lal Maitra
OSD & Ex-Officio Additional Director

FC Block, Sector III, Salt Lake, Kolkata 700106
Phone: 033 2337 3847, Mobile: 9831473937, Fax: 033 23374015, 033 23373960
Email: jointdirectorati@gmail.com

55 | P a g e