CHANGE FACILITATION OF OGUN STATE MINISTRY OF FORESTRY AMONG STAKEHOLDERS IN FOREST RESERVES USING ADKAR MODEL ANALYSIS

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Abstract

The stakeholders in most forest reserves of Ogun State are involved in illegal exploitation and other sharp practices which have hampered the ecology of the reserves thereby degrading the ecosystem and resulting into loss of the environment. The necessary change in behavior among the stakeholders has to be engendered for the forest reserves to be protected from being further exploited for individual empowerment. Therefore, this research examined the change facilitation of Ogun State Ministry of Forestry among the stakeholders in the forest reserves of the State using ADKAR analysis. The research was carried out in the Ministry of Forestry, Ogun State. Simple random sampling was used for selection of five (5) staff of the ministry. An interview section was used for collection of information in the ministry. The ministry had responsibility of generating revenue for the State without any adequate consideration for sustainable management of the reserves. Poor funding of the ministry was also a bane to the sustainability of the forest reserves with attendant illegal exploitations and compromises among the officers of the ministry meant to enforce legislation. Furthermore, illegal practices had bedeviled the sustainability of the reserves and contributed to the battered state of the forest reserves in Ogun State due to poor logistics and inadequate field monitoring activities. The paper also revealed that majority of the reserves were being de-reserved and de-gazetted. Hence, the change agents must demonstrate knowledge and skills in conscientizing the stakeholders on due process in sustainable forest management, motivation on appropriate management practices, capacity building and integration of stakeholders to decision making process for sustainable management of the forest reserves in Ogun State.

Keywords: Forest reserves, Stakeholders, Change facilitation, ADKAR model.

Introduction

Change is one of the most important characteristic features of modern organizations anywhere in the world (Abbas and Asghar, 2010). Every organisation must develop adaptability to change lest it be swept away by forces of change. There are many forces which act on the organisation and make change not only desirable but also inevitable. These forces include technology, market forces and general socio-economic environment. These are external forces which necessitate change in internal organisational variables like institutional structural relationships, management policies and procedures, machinery, equipment and processes etc. Any factor in the internal environment that affects the way the organization carries out its activities is also a force of change. Management policies and practices, and individuals' attitudes and behavior are the most important forces which pressurize the organization for change (Satsangi *et al*., 2004).

Organisational change is the creation of imbalances in the existence of the existing pattern of situation (DDE, no date). When an institution or organisation operates and functions for a long time, an adjustment between its technical, human and structural set-up is established. It tends to approximate equilibrium in relation to its environment. In other words, organisation members evolve a tentative set of relations with the environment. They have an adjustment with their job, working conditions, friends and colleagues etc. Change requires individuals to make new adjustments and the fear of adjustments gives rise to problem of resistance to change (Yilmaz and Kilicoglu, 2013). It is however imperative to note that if the stakeholders in the organisation have homogeneous ideology; resistance to change will be stiff. For instance, if the stakeholders within the organization from the top management officials to the least persons are involved in sharp practices (corruption) and take it as a norm without any contrary stance to such behavior, change will be difficult. But if stakeholders have heterogeneous ideology, change will be easily diffused.

However, there could be resistance to change depending on the individual perceptions and physiological needs of the stakeholders. Although resistance to change can take many forms, it is difficult to identify the reasons for the resistance. The forces against change in work organizations include disregarding the needs and expectations of the organization members; providing insufficient information about the nature of change and not acknowledging the need for change. Therefore, people may exhibit fear and anxiety over such matters like business security, employment levels, loss of job satisfaction, different income rates, loss of individual control over work and changes to working conditions (Mullins, 2004). Despite the fact that change is implemented for positive reasons like adapting to volatile environment conditions and remaining competitive, organization members often react to change efforts negatively and resist change (Boohene and Williams, 2012). The main reason behind this negative reaction is due to pressure, stress and uncertainty coming with change (Straatmann *et al*., 2016).Some common reasons for resistance to change within organizations include interference with need fulfillment, selective perception, habit, inconvenience or loss of freedom, economic implications, security in the past, fear of the unknown, threats to power or influence, knowledge and skill obsolescence, organizational structure and limited resources (Stouten *et al*., 2018).

Theoretical framework

Developing a change management plan

Organizations need to develop a detailed strategy for moving from the current state to the desired state (USAID, 2015). The level of complexity and formality of the change management plan will depend on the nature of the change. To help inform the plan, an organization may conduct a change readiness assessment, which establishes the organization's current status and ability to change. Additionally, it may also perform a risk analysis to determine potential risks and key barriers to change, and establish a plan for mitigation. Ultimately, the plan will help guide the change process and ensure steps are not missed or efforts sidetracked. When developing the plan, the operating unit should consider whether to do a full implementation or roll the change out in phases. The operating unit should regularly revisit the plan to ensure they reflect the most current thinking and any changes that occurred during the process.

Engaging stakeholders

People are at the core of any successful change. Involving stakeholders early, often, and in a meaningful way helps reduce barriers to change by creating psychological ownership, promoting the dissemination of critical information, and encouraging employee feedback for fine-tuning the change during implementation. According to study of Abbas and Asghar (2010), governmental change efforts recorded higher percent of successful change when leaders utilized a collaborative approach for developing and implementing change as compared with lower success rate without change leaders. Operating units should use a stakeholder analysis to identify the individuals and groups that the change impacts and understand their positions regarding the change. A stakeholder analysis is particularly beneficial for USAID change efforts given the variety of staff and stakeholders associated with the Agency. Two categories of stakeholders are particularly important: change champions (also known as change agents) and resistors of change. Individuals in both categories may come from all levels of the organization. Change champions are invaluable in promoting and legitimizing an initiative and establishing a group of subject matter experts to supplement those on the development and implementing team. They can help drive the change from the bottom up. Conversely, those that resist change may do so for a variety of reasons, including being fearful of something new or protective of the status quo. Proactively and sincerely engaging resistors provides them with an opportunity to express concerns, which the organization can address, to the extent possible, during implementation. It is important to not ignore those that resist change because they can wield a great deal of influence among other stakeholders. In all cases, stakeholder participation should be widespread and pervasive during the different stages of the change effort. Engaging stakeholders can also include incentivizing them to produce the desired behavior by using annual evaluations, monetary and nonmonetary awards and recognition can assist in promoting desired actions.

Awareness, Desire, Knowledge, Ability, Reinforcement (ADKAR) Model

The ADKAR model was first introduced by Prosci (1991), a change management research firm. According to Prosci (1991), the ADKAR model is based on research from more than 300 companies that underwent significant change initiatives. The model is most often used by

managers to diagnose employee resistance to change, help employees transition through the change process, and create an action plan for professional development during change periods.

ADKAR Elements	Factors Influencing Success
Awareness of the need for change	• A person's view of the current state • How a person perceives problems • Credibility of the sender of awareness messages • Circulation of misinformation or rumors • Contestability of the reasons for change
Desire to support and participate in the change	• The nature of the change (what change is and how it will impact each person) • The organizational or environmental context for the change (his or her perception of the organization or environment that is subject for change) • Each individual person's situation • What motivates a person (those intrinsic motivators that are unique to an individual)
Knowledge of how to change	• The current knowledge base of an individual • The capability of this person to gain additional knowledge • Resources available for education and training • Access to or existence of the required knowledge
Ability to implement required skills and behavior	• Psychological blocks • Physical capabilities • Intellectual capability • The time available to develop the needed skills • The availability of resources to support the development of new abilities
Reinforcement to sustain the change	• The degree to which reinforcement is meaningful and specific to the person impacted by the change • The association of the reinforcement with actual demonstrated progress or accomplishment • The absence of negative consequences • An accountability system that creates an ongoing mechanism to reinforce the change

Figure 1: ADKAR Model

Source: USAID, 2015.

Methodology

The study area was the Ministry of Forestry, Abeokuta, Ogun State was purposively selected for the study. Five (5) officers from the Department of Regulation and Utilisation, Ogun State Ministry of Forestry, Abeokuta were selected randomly. An interview section was used to collect the information on the Department of Regulation and Utilisation, Ogun State Ministry of Forestry.

Discussion

**Organisational Status of the Ministry of Forestry and their Involvement in Stakeholders'
Management in the forest reserves of Ogun State**

In view of resistance to change by the stakeholders within their organisation, the situation
analysis of Ogun State Ministry of Forestry was examined as a case study for this research. Ogun
State forest reserves used to be the pride of forest management and sustainability in Nigeria as it
were. But at the moment it has become shadow of itself as most of the forest reserves about nine
(9) of them have lost their pride due to poor management and selfish gains from the stakeholders,
both government and private individuals. The ministry at the moment is saddled with the
responsibility of generating revenue for the State without giving any adequate consideration to
the sustainable management of the forest reserves in the State.

However, Ogun State forest laws may have passed first and second readings in the State House
of Assembly but the management of the forest reserves in the State has not been given adequate
attention as a result of vacuum created by absence of forest policy in the State. This is revealed
in the challenges encountered by the ministry which includes persistent encroachment into the
forest, illegal logging of the trees, making of charcoal, opening of the forest for high level of
farming activities and other unsustainable exploitation of the forest resources (Ahmed and
Oruonye, 2017). Furthermore, the compromising top officers of the Ministry were not helping
matters by their involvement with the forest operators exploiting the forest reserves illegally.
There is no adequate funding in the area of regulation and utilization meant to manage the forest
reserves in the State sustainably. Agbogidi and Ofuoku (2009), confirm that poor financing has
been a long standing problem facing management of the forests in Ogun State. The ministry of
forestry in Ogun State has just two (2) functional vehicles, the first one for the Commissioner,
and the second vehicleis for the Permanent Secretary of the ministry. There is no functional
vehicle for the field monitoring of the forest reserves in the State presently. Therefore, illegal
practices, exploitation, extraction, and sharp practices are the order of the day. The ministry at
the moment could not control the ill activities that degrade her forest reserves. Some of these
activities of the forest stakeholders are illegal farming, illegal logging and felling, flitchers,
settlements within the reserves, and collusion of the officials of the ministry with these illegal
operators in collecting kick back. According to Olarewaju *et al*. (2017), the situation of
deforestation which is the total conversion to a permanent land use outside of forestry has
degraded the forest, and reduced the production capacity of the standing forest. Extraction of
forests for livelihood, potentially contributes to the degradation of the forest estates when there is
unsustainable harvest beyond its carrying capacity.

The Ogun state forestry department as of 1999estimated that 23% or 699.2 km2 of the forest
reserves had been encroached although a government committee estimated it at 69% (Adetula,
2001). The implication is that the forest reserve is disappearing rapidly since the operations of
the encroachers involved the conversion of the forest reserves into farmland through brushing,
felling, burning and packing of the vegetation before planting their crops which eventually turn
the area into a treeless land or in some cases into a barren land. In fact, encroachment into
protected areas can be linked to the killing of the goose that is laying the golden egg (Adetula,

2001). According to Adetula (2001) the rate at which the forest reserves is being destroyed by the encroachers is alarming; young and premature economic and economic trees are being destroyed on daily basis. If the rate is not curtailed, this will definitely lead to total destruction of the high forest in the state in the next five years (Adetula, 2001). Adeyoju (2001) pointed out that the resources inside and outside forest estates in Ogun state have been battered by de-reservation for tree crop plantations and large scale illegal farming operation all of which the state forestry authorities have been unable to curtail or manage.

In Ogun State presently, virtually all the forest reserves (J3, J4, J6, Omo, Ijebu-Igbo, Ilaro, Imeko, Oja odan and Aworo) have been de-reserved and de-gazetted due to illegal exploitation by forest operators. According to Oduntan *et al.* (2013), all the reserves in Ogun State have been severely threatened by logging and highly threatened by grazing except Ilaro while only Oja-Odan was severely threatened by conversion of land use. The gargantuan of staff collusion with the forest operators has led to perversion of the ministry's regulation of the forest reserves because they aid and abet illegal practices in the forest reserves by taking bribes. Moreover, the poor protection of the forest estates is an immense contribution to the decadence and degradation in the State. Ogun State has about 334 forest guards with no positive effect in regulating the activities in the forest reserves because they are not sufficient to protect only Omo forest reserve let alone other reserves in the State. They also receive kick back (bribe) from forest operators and NTFPs extractors for free entry into the estates. It is discovered recently that majority of these illegal operators possess genuine documents to operate in the forest estates. Thus some of the losses and degradation experienced within the forest reserves call for formulation of better forest management and policy decisions.

Based on these identified challenges in Ogun State forest reserves, certain statutory management measures were meted out to revamp these forest reserves. These measures were:

1. Private forest operators and exploiters were to pay annual fee of ten million naira;

2. The NTFPs extractors were to pay annual fees for their activities;

3. The police task force was introduced by the ministry to help the forest guards in averting illegal activities in the forest estates;

4. The officials of the ministry of forestry have been conscientized on the need to stop any form of sharp practices that could jeopardize the future of the forest resource in Ogun State and Nigeria as a whole.

Notwithstanding, these measures have not elicited positive response from the forest operators and the officials of the ministry in any way due to their resistance of these measures. This summary of Ogun State ministry of forestry and her forest reserves has vividly shown that change is a hard nut to crack among the forest resource users groups and officials of the ministry to ensure sustainable management of the reserves in the state.

Application of ADKAR Model of change management to change facilitation in forest reserves of Ogun State Ministry of Forestry

Based on the issues evolving from the forest reserves in Ogun State, there is need to establish a pragmatic paradigm of ADKAR model to facilitate change which is not spontaneous, neither an event but a process because for organisation to experience a successful change individuals in such organization must also go through a successful transition. The following issues culminate from the application of ADKAR to stakeholders' management.

1. The issues culminating from actions of stakeholders in the forest reserves in Ogun State affirm the fact that change facilitation will take time as change is a process and not an event, therefore it requires time, energy, and resources to support it as it unfolds, which implies that change is not spontaneous entity or mantra. It takes a period of time for a change facilitator with energy and investment of resources to enforce the needed change. From this viewpoint of the situation arising from the forest reserve in Ogun State, change will take a process of time because of the resistance to change by the stakeholders for a wide variety of reasons which are: belief that the change is temporary fad; that officials in the ministry are incompetent; lack of authority over the forest resource users and exploiters; lack of and ability in learning new skills; loss of status and their means of livelihood (Allan, 2015). Secondly for change to take place, it is germane to understand that change cannot be accomplished without individuals in any organisation. Before change can occur in an organisation, individuals must interact, cooperate, and collaborate. This is because individuals are the main driving force that will ensure the organisational goal is achieved. It is glaring from the outlook of the forest reserves in Ogun State that bureaucracy and operational bottlenecks will not foster change among the stakeholders. This has also influenced individuals in this forestry organisation to practice sycophancy and acrimony which bring about resistance to change. However, for change to be adopted by these stakeholders, awareness of need for change must be taken into consideration. It is important that the change facilitator create awareness to conscientize the stakeholders about the import of sustainable forest management. He needs to show and demonstrate the detailed information on sustainable practice through legal process by aid of mass media and professionals in the field of forestry to educate them about due process in forestry management to foster change among the stakeholders.

2. Based on the fact that change is dependent on highly personal experience and that individuals change at different rates and different ways. It can be established that stakeholders' experience, exposure, education, knowledge, and access to information will have a great impact on whether or not they will accept change early or lately in the forestry organisation in Ogun State. Furthermore, the ministry of forestry top-down bureaucratic process may cause sloppiness in the discharge of their statutory function and impair the acceptance of change among the stakeholders. Hence, the change facilitator will need to influence the stakeholders' desire to participate in and support the change in the forestry organisation in Ogun State. After the change facilitator must have created awareness through necessary information on the much needed change in the forestry organisation, individuals' desire to participate in the change must be aroused. This will lead to interest in individuals' mind to make decisions to be fully involved and to support the change. The desire can only be achieved by the change facilitator through provision of certain incentives to motivate them. He can organise a symposium and field trips for

these forest resource users' groups and the officials of the ministry to further expose them to appropriate forestry practices that will help sustain the nine forest reserves in the State.

3. Due to the fact that change entails growth in feelings and skills of individuals. Therefore, for stakeholders within the forestry organisation in Ogun State to embrace change, there must be education and adequate motivation to boost their morale and skills. From the point of view of the forestry organisation in Ogun State, we will see that change may be difficult because their operations never allowed positive feelings and skilful capacity to be developed. Notwithstanding, for change to be entrenched, knowledge on how to change will be necessary. Here the change facilitator must be forthright with judgment and knowledge of sustainable forest management.He must be vast in this field, possibly a subject matter specialist. This is an arduous task, and therefore he must be an arbiter of knowledge to bring about change and how to change the stakeholders through trainings and coaching to build their capacity on proper management, exploitation, regulations and utilization of the reserves. When the stakeholders have understood the forestry operations and how it functions, they will be able to follow due process of forest reserves' regulations in the State.

4. For change to be established there must be adequate design of intervention to support individuals' acceptance and implementation of new practice. Without adequacy of intervention by the change facilitator, it becomes difficult for the stakeholders' feelings and skills from being influenced towards supporting the change process. Therefore the change facilitator must endeavour to carry out advocacy to enforce that needed change. This is important from the perspective of the forestry organization discussed above to break the vicious cycle of apathy that might resist change among stakeholders in the organisation. Moreover, the change facilitation must evolve with needs of the individuals in the organisation. The change facilitator must painstakingly identify the differing needs and the changing needs of the stakeholders over time. These needs can be identified through observations and interpersonal relationships with the people in the forestry organisation by asking probing questions which will evolve the needs the facilitator must adapt to. Therefore the change facilitator must try to inculcate in stakeholders in the forestry organisation under study the ability to implement required skills and behavior. This he must do by encouraging individuals' involvement in development, policy formation and design of innovation to the forest reserves in the State as a form decentralizing the forestry organisation. After the change facilitator has transferred adequate innovation to them, he must support them through thorough follow up to embrace actual performance by practice. This is due to fact that change takes time to be entrenched, and practice is the best way to foster it. Also feedback must be encouraged from the stakeholders in the forestry organization to help them build capacity to practice proper forest exploitation based on regulations and sanctions meted out by them and the ministry to punish defaulters and deviants in the organisation.

5. Finally in order for change facilitation to bring about successful change in the forestry organisation, the change facilitator must deal with the stakeholders as important part of the whole. This he must ensure by making the interventions accessible to the organization with the individuals being the target beneficiaries. From the view point of the Ogun forestry organization, the change facilitator needs to focus and concentrate on full utilisation of intervention of innovative policy and regulation that will sustain both the individuals and the organisation. This

is achievable through the reinforcement to sustain the change. The change facilitator must encourage involvement of the stakeholders in policy formation and design of the innovation for sustainable forest management to evolve their ownership of the forest estates. The change facilitator must do this by introducing the decentralisation forest management where the private investors and individuals and the ministry will work together in a public private partnership paradigm to make the reserves in Ogun sustainable. This is all about integration of participatory approach as an important component among the stakeholders to evolve a livelihood-oriented forest management. Therefore, reinforcement will then enforce the sustainability of the reserves in the State. The reinforcement will also help the stakeholders in Ogun forestry organisation to become immersed in the new practice to ensuring that the forest reserves are now seeing as their own. The protection of the forestry organisation hence becomes their major responsibility without reverting to the old and backward practice.

Conclusion

Resistance to change among the stakeholders was mirrored in the situation analysis of Ogun State Ministry of Forestry as a case study for this paper. The ministry had responsibility of generating revenue for the State without giving consideration to sustainable management of the reserves. However, poor funding of the ministry was also a bane to the sustainability of the forest reserves with attendant illegal exploitations and compromises among the officers of the ministry meant to enforce legislation. Furthermore, illegal practices had bedeviled the sustainability of the reserves and contributed to the battered state of the forest reserves in Ogun State due to poor logistics and inadequate field monitoring activities. This was revealed in the sense that majority of the reserves were already being de-reserved and de-gazetted. The study further examined the application of ADKAR model which was used to consolidate the change facilitation among the stakeholders in the forest reserves of Ogun State. Therefore, the change facilitators or agents must demonstrate robust knowledge and skills with right and adequate information to convince the stakeholders on due process in sustainable management of the forest, motivation of the stakeholders on appropriate management practices must be given, building of stakeholders' capacity, and integration of the stakeholders into decision making process must be adopted to sustain the forest reserves in Ogun State.

Recommendations

It is recommended that adequate funding should be provided for the ministry to manage the forest estates in the State. There must be adequate field monitoring of the forest from time to time. Group dynamics for management of the stakeholders should be introduced with training and retraining to ensure sustainable management of the forest reserves in the State.

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