

Stakeholder Analysis and Engagement Plan for Sundarban Joint Management Platform



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List of Acronyms: Bangladesh Stakeholders

Action Aid	Action Aid-Bangladesh
BCAS	Bangladesh Center for Advanced Studies
BCG	Bangladesh Coast Guard
BFD	Bangladesh Forest Department
BFRI	Bangladesh Forest Research Institute
BGB	Border Guard Bangladesh
BIDS	Bangladesh Institute of Development Studies
BIISS	Bangladesh Institute of International Strategic Studies
BIWTA	Bangladesh Inland Water Transport Authority
BIWTC	Bangladesh Inland Water Transport Corporation
BP	Bangladesh Police
BRDB	Bangladesh Rural Development Board
BTB	Bangladesh Tourism Board
BWDB	Bangladesh Water Development Board
CEGIS	Center for Environmental and Geographic Services
CW	Concern Worldwide
DANIDA	Danish International Development Agency
DOA	District/Zilla Office Administration
DoE	Department of Environment
DoF	Department of Fisheries
Donor	International and Inter-governmental Donor Agency
EU	European Union
GIZ	Deutsche Gesellschaft für Internationale
Int. NGOs	International NGOs
IUCN	International Union for Conservation of Nature
IWFM	Institute of Water and Flood Management
IWM	Institute of Water Modeling
JICA	Japan International Cooperation Agency
JRC	Joint River Commission
KU	Khulna University-Centre for Integrated Studies on the Sundarbans
LGED	Local Government Engineering Department
Local NGOs	Local and National NGOs
MoEF	Ministry of Environment and Forest
MoFA	Ministry of Foreign Affairs
MoHA	Ministry of Home Affairs
MOS	Ministry of Shipping
MoWR	Ministry of Water Resources

MPA	Mongla Port Authority
MP-local	Member of Parliament- Local
PC	Planning Commission
PMO	Prime Minister's Office
POJF	Prokriti O Jibon Foundation
PTO	Private Tour Operator
R.O.	Research Organization
RRI	River Research Institute
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UoA	Upazilla Office Administration
UP	Union Parishad
USAID	United States Agency for International Development
VoS	Voice of South
WARPO	Water Resource Planning Organization
WB	World Bank
WCS	Wildlife Conservation Society
WF	World Fish, Bangladesh
WI	WINROCK International
WMNCD	Wildlife Management and Nature Conservation Department, Forest

List of Acronyms: Indian Stakeholders

AWB	Animal Welfare Board of India
BSF	Border Security Force
CIFRI	Central Inland Fisheries Research Institute
CMO	Chief Minister's Office
CPR	Centre for Policy Research
CSE	Centre for Science and Environment
CU	Calcutta University
DHFW	Department of Health and Family Welfare
Donor	International and Inter-governmental Donor Agency
DPRD	Department of Panchayat and Rural Development
DSTI	Department of Science and Technology, India
EU	European Union
FAO	Food and Agriculture Organization
FD	Department of Forest
GIZ	Deutsche Gesellschaft für Internationale
ICG	Indian Coast Guard
ICZM	Integrated Coastal Zone Management (a World Bank project)

IMD	India Meteorological Department
Intl. NGOs	International NGOs
IUCN	International Union for Conservation of Nature
IWAI	Inland Waterways Authority of India
JFMC	Joint Forest Management Committees
JUSOS	Jadavpur University School of Oceanographic Studies
KPT	Kolkata Port Trust
Local NGOs	Local and National NGOs
MAFW	Ministry of Agriculture and Farmers welfare
MEA	Ministry of External Affairs
MERI	Marine Engineering and Research Institute, Calcutta
MLA	Member of Legislative Agency (West Bengal)
MoEFCC	Ministry of Environment, Forests and Climate Change
MSRT	Ministry of Shipping, Road and Transport
MWRID	Ministry of Water Resources Investigation & Development
MWRRDGR	Ministry of Water Resource, River Development and Ganga Rejuvenation
NBA	National Biodiversity Authority
NBARD	National Bank for Agriculture and Rural Development
NDMA	National Disaster Management Authority
NFDB	National Fisheries Development Board
NGRBA	National Ganga River Basin Authority
NRSA	National Remote Sensing Agency
NTCA	National Tiger Conservation Authority
PHED	Public Health Engineering Department
R.O.	Research Organization
RMA	Ramakrishna Mission Ashrama
SAD	Sundarban Affairs Department
SHG	Self Help Group
SS	Sabuj Sangha
TERI	The Energy and Resources Institute
TSRD	Tagore Society for Rural Development
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WBDOF	Department of Fisheries, West Bengal
WBDT	Department of Tourism, West Bengal
WBFD	West Bengal Forest Department
WBP	West Bengal Police
WBREDA	West Bengal Renewable Energy Development Agency
WBTDCCL	West Bengal Tourism Development Corporation Limited
WWF	World Wildlife Fund
ZP	Zilla Parishad (West Bengal)

Executive Summary

Introduction

Background

The entire Sundarban situated in the lower Gangetic floodplains, is arguably the largest block of continuous mangrove ecosystem remaining in the world. Geographically the undivided tract extends east-west along the Bay of Bengal from the western segment of the Meghna River estuary in Bangladesh to the Hugli River estuary in India. The shared Sundarban Region, comprising Sundarban Reserve Forests (SRF) and Sundarban Impact Zone (SIZ) in Bangladesh and Sundarban Biosphere Reserve (SBR) in India, presents a strong opportunity for strategic cooperation and joint actions between Bangladesh and India.

The Bangladesh-India Sundarban Region Cooperation Initiative (BISRCI) is a joint initiative of the International Water Association (IWA); the Observer Research Foundation (ORF), New Delhi; the Institute for Defence Studies & Analysis (IDSA), New Delhi; the Policy research Institute (PRI), Dhaka; EnGIO; and the Worldwide Fund for Nature, India (WWF) – supported by the World Bank under the South Asia Water Initiative (SAWI): Sundarban Focus Area. The objective of the BISRCI is to undertake evidence-based advocacy towards integrated management of the Sundarban Region through more focused bilateral cooperation between Bangladesh and India. BISRCI is working to create a unified platform with working groups from both countries including local communities, local governments, technical agencies, economic and private sectors at different levels to support the operationalization of the signed agreements and memorandum on the management of Sundarban. The process will be facilitated through dialogues, trust building, and stakeholder ownership at all possible levels. For this reason, IWA has conducted a comprehensive Stakeholder Analysis (SA) which identifies a wide range of organizations and individuals, their roles and influences and facilitate a participatory, consensus-building process for creating a joint platform for bilateral cooperation.

Objectives

This Analysis is aimed at increasing understanding of various stakeholders involved in governance of Sundarban in both countries and to develop constructive suggestions for effective stakeholder consultation and coordination to facilitate the creation of a joint platform for bilateral cooperation.

The specific objectives of this analysis are to: develop a comprehensive list of stakeholders (based on persons who are/will be affected by different the joint platform and activities; who develop, influence and implement policy in the Sundarban region; who influence joint mechanisms between the two countries; who can be active players in a joint platform); perform a critical analysis to understand the knowledge on Sundarban issues, position on bilateral cooperation, interest, alliances, presence on the ground, resources, power, and leadership; facilitate the design of a comprehensive stakeholder consultation programme to facilitate the creation of a platform.

Approach

Iterative approaches including review of existing information, preliminary identification of stakeholders, development of interview questionnaire and initial stakeholder analysis table/chart, interaction and consultation with stakeholders, finalization of stakeholder list and analysis table have been used for stakeholder identification and analysis

Overview of the Project

The Sundarban Region

The Sundarban, a mangrove landscape, is considered to be one of the seven most globally important wetlands of the world (WWF, 2015), and is recognized both as a Natural World Heritage Site and Ramsar listing as a Wetland of International Importance. The unique ecosystem also represents a hydrological interface between the freshwater flows of the tributaries and distributaries of Ganges-Brahmaputra riverine system and saline waters of the Bay of Bengal. Besides provisioning services of the mangrove ecosystem, ecological services are in the form of protecting the coast from fury of cyclones, floods, wave action and coastal erosion. While the Sundarban landscape is celebrated for its ecological attributes, it is also a region that accommodates nearly 0.2 percent of the global population, and the poorest in the region.

Before 1947, the Sundarban mangroves were a part of the Sundarban forest division, which had its headquarters in Khulna. In 1947, the Radcliff Commission awarded the western portion of Sundarban to West Bengal. Thus divided, the forest, the rivers and canals and the entire ecosystem of the Sundarban has often been seen as not one, but two separate ecosystems. With relevant policies, programmes and strategies in place, both countries have made significant steps towards the protection of the Sundarban within their national boundaries, yet so far there has been very little collaborative management at the regional level of this globally important mangroves wetland.

Bilateral Cooperation on the Sundarban Region

The spirit of the bilateral cooperation in the Sundarban Region that is reflected in several MoUs, agreements and joint statements issued at the highest level in Bangladesh and India. There are the 2011 MoUs on: management of the Sundarban Landscape, management of tigers, fisheries, and exchange and sharing of relevant information and programmes between the respective national governments.

During the June 2015 visit of the Indian Prime Minister to Bangladesh, the two countries renewed the Protocol on Inland Water Transit and Trade, and also linked two separate pacts on coastal shipping allowing the use of Bangladesh's Chittagong and Mongla ports by Indian merchant vessels (Ministry of External Affairs, 2015). A special focus is needed for facilitating joint, sustainable development of the shared Sundarban Region with stress on realizing economic growth and enhancing climate resilience. This includes helping build confidence, knowledge and capacity of national and local institutions to effectively implement, among other agreements, the 2011 Bangladesh-India MoU for joint sustainable management of the Sundarban Region. Although the civil society, media groups, research bodies, and community-based organizations in both the countries are interested and participating in a joint move for better management of Sundarban, the crucial need is now for the two national governments to take lead and ownership. It is felt that creating and sustaining a Joint Platform, comprising decision-makers representing government and non-government bodies in Bangladesh and India will be a very effective and sustainable way forward to ensure continuous and meaningful collaboration and joint actions.

Bangladesh – India Sundarban Region Cooperation Initiative (BISRCI)

Bangladesh-India Sundarban Region Cooperation Initiative (BISRCI) has begun implementing a “knowledge-based advocacy initiative” to facilitate and support increased and effective bilateral cooperation in the Sundarban Region. It aims to focus on evidence-based advocacy to key stakeholders in government, strategic and diplomatic community, media, and civil society in Bangladesh and India; help raise the global profile of Sundarban Region; help promote mutual community-oriented economic growth through creating evidence and advocacy on issues such as eco-tourism, sustainable fisheries and aquaculture management; and support and facilitate creation of a joint mechanism that spearheads bilateral cooperation in the Sundarban Region.

Stakeholder Analysis at a Glance

Stakeholder analysis is a process of systematically gathering and analysing qualitative information to determine whose interests should be taken into account when developing and/or implementing a policy or programme. It is about identifying all persons, groups, organizations and institutions who may have interests in a project and taking steps to manage their interests and expectations so that the project runs as smoothly as possible.

Approach and Methodology

In general the following steps are used to finalize stakeholder analysis,

- Identification of stakeholders
- Classification of stakeholder data according to influence, interest, relationship
- Stakeholder engagement analysis

a. Identification of stakeholders

During the first step, that is data collection and analysis for inventory and classification, different tools are used such as definitions of stakeholder analysis, literature review, interview questionnaire and protocol, interview with individuals or stakeholder consultations, stakeholder table or matrix or diagram and reference chart. Secondary information can be collected from policy papers, organization annual reports, staff size, and/or number of offices, media, institutional reports and publications.

b. Classification of stakeholder data according to influence, interest, relationship

A table or matrix or diagram is used to organize and classify the stakeholder data by mapping interest and influence on the vertical and horizontal axes. This matrix provides a shorthand categorization and analysis of which stakeholders will be influenced the most or the least from a proposed intervention and whether they can significantly impact the process. The most common presentation styles use a matrix to represent two dimensions which is usually influence/power and interest. Trans-boundary natural resources management like the case of Sundarban represents complex environment and multiple actors and players. To represent multiple dimensions, tools such as the rainbow diagram can be more effective and serve as decision-making instrument for how to deal with respective stakeholders, identify communication tools and identify participation levels.

c. Stakeholder Engagement

Stakeholder engagement is a process used by an organization or a project to engage relevant stakeholders for a purpose to achieve expected outcomes. It encompasses relationships built around communication, basic consultation, in-depth dialogue and working partnerships. It is essential to decide on the engagement approaches. One of the most popular methods to illustrate the relationship between stakeholder influence and stakeholder engagement is the pyramid diagram (Figure ES 1).



Figure ES 1: Stakeholder Engagement Approaches (Source: Shape, 2015)

Stakeholder Analysis for Joint Sundarban Platform

Given the importance of Sundarban in Bangladesh and India, many local, national, regional and international organizations are working on the development activities and natural resources management at the local, sub-national and trans-boundary levels. In India complexity increases as the dialogue and trust building process has to target organizations and individuals both at State and Central level. The stakeholder analysis described in this chapter takes this plurality of actors into account and looks at a broad and diverse set of stakeholders.

Identification of stakeholders

Over 300 recently published (after 2000) papers, meeting and consultation reports, and documents were referred to during the initial inventory of stakeholders. The preliminary lists were used during consultations with stakeholders at the local level in Khulna, Bagerhat and Satkhira in Bangladesh and 24 Parganas and Kolkata, West Bengal, India. Related agencies and individuals at the central level in Dhaka, Bangladesh and Delhi, India were also approached. A questionnaire based on literature review of Sundarban region was developed and used to complete semi-structured interviews with respondents. The following qualitative criteria have been set out to select organizations: capacity to handle bilateral agreements; on-the ground presence and influence; access to information and data; policy development and implementation; consultation – largely taken to mean towards the conclusion of a decision about a specific project; partnership in project design and implementation; watchdog – to oversee, monitor and evaluate.

The selected organizations are broadly classified into following categories: ministries, public/ government implementing agencies, public/ government policy institutes, parliamentary body/ legislators, planning agencies, research and academic institutions, national NGOs, international NGOs, inter-governmental and donor agencies, private organizations, think tanks and media.

In order to develop a well-coordinated joint platform, the analysis has identified key organizations from both countries working at the central and local level. The organization inventory contains a total of 104 national and international agencies which are working directly in the Sundarban Region and will influence the joint mechanism for cooperation and also have interest in joint conservation activities. In case of Bangladesh, 51 stakeholders are listed. In India, 53 types of stakeholders have been differentiated differently because of presence of organizations at the central and state level (West Bengal). Organizations working all over India have been considered as national. 13 ministries, 33 implementing agencies, 16 research institutes 11 donor agencies have been selected as the influential stakeholders from both sides.

Classification of stakeholder data according to influence, interest, relationship

The rainbow diagram and summary table has been used to represent the stakeholder mapping and analysis. The analysis has been done separately for both Bangladesh and India to avoid complexity.

- For this particular analysis, power and interest have been used as the dimensions to classify the stakeholders. Again, influence is equal to combination of power and knowledge.
- Stakeholders have been shown according to their type and category through denoting different colors. Colors have been set up as government, nongovernment, multilateral and others.
- The institutes have been further classified according to their interest in setting up the joint mechanism or platform. The organizations have first been assigned semicircles according to influence and then within the semi circles arranged according to interest. Two lines dissect each circle into high interest, medium interest and low interest.
- Government agencies working directly for conservation of Sundarban or related directly to the activities of the platform have been separately shown. For example, Bangladesh Inland Water Authority (BIWTA) or Inland Waterways Authority of India (IWAI) has been presented. But other

agencies have been placed under an umbrella Ministry, for example security agencies such as coast guard/ border guard fall under Home Ministries of both the countries.

- Influence and interest have been sorted as high, medium and low in the rainbow diagram which shows the importance of the stakeholder for the joint platform of this initiative.
- Semicircles have been used to organize different stakeholders in high, medium and low influence zones. The smallest and centermost semicircle denotes high influence organizations, the successive encompassing semicircles represent medium and low influence respectively.
- Knowledge and power have been combined to determine the influence of each of the identified organizations. Organizations with high power and high knowledge with respect to management of Sundarban or mechanisms for joint platform have resulted in high influence. On the other hand, organizations with low power but high knowledge, for example Khulna University (KU) has been placed in medium influence zone as they do not directly make decisions but due to high technical knowledge can influence decision making. Again, low power combined with low knowledge means the organizations have relative low influence on the platform. For example, local NGOs, which are involved in Sundarban Influence Zone in Bangladesh, are more likely to have low power but also low knowledge on bilateral issues, thus categorized as low influence.
- Within these semicircles, the organizations are placed based on their relative power, for example, Ministry of External Affairs (MEA)/ Ministry of Foreign Affairs (MoFA) are closest to the center of the semicircle denoting highest influence. On the other hand, related implementing agencies such as Department of Forests (FD) of both countries are in the medium influence semicircle, as they have relatively less influence in bilateral cooperation but placed closer to the center than agencies which deal with Tourism Boards or Inland Navigation. Thus relative proximity to the center denotes relative influence.
- Details of organizations placed in high influence zone have been further elaborated to identify key persons and understand mechanisms for engagement.

Stakeholder Analysis - Bangladesh

The rainbow diagram (Figure ES.2) represents the stakeholder analysis for the BISRCI platform with focus on Bangladesh and shows, Ministry of Foreign Affairs (MoFA), Ministry of Environment and Forest (MoEF), Ministry of Shipping (MoS), Prime Minister's Office (PMO) and Forest Department (FD) are the most important due to their influence and thus included in the high influence semicircle. Among these, MoFA and MoEF have the highest influence and are imperative for the joint platform. Most of the stakeholders remain in the medium influence semicircle considering their influence and interest level for the platform. Stakeholders placed in the low influence zone, have very small influence on bilateral processes but could provide necessary contribution in terms of knowledge, on the ground presence and community mobilization.

The scale of interest varies within the circle. For example, MoEF is highly interested in this platform, this is evident from the signing of the MoU, but MOFA's interest level is low. In case of district office administration, influence and interest are considered as medium considering these are local level organizations but will have administrative influence during implementation of activities. International agencies and donor agencies have relatively high influence within Bangladesh so are placed in the lowest part of the medium zone. They will also have low to medium interest, as the platform will lead to sustainable development of the Sundarban.

Local NGOs (e.g. Shushilan, Uttaran) and international NGOs like Practical action, Action AID, Concern Worldwide etc. have been included in the analysis. Both groups have been placed in the high interest triangle due to the research and implementation scope but have medium and low influence respectively. Similarly the autonomous research organizations have high interest due to the scope of research but have medium influence.

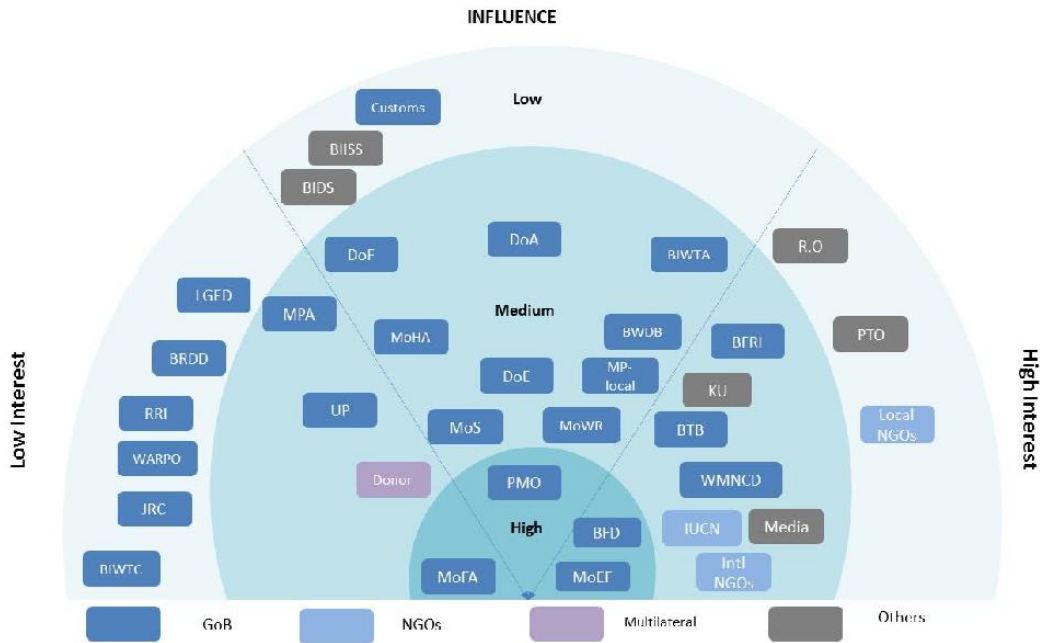


Figure ES.2: Stakeholder mapping of organizations in Bangladesh

Stakeholder Analysis - India

In case of India part, same methodology has been followed for the stakeholder analysis of the 53 stakeholders and shown in Figure ES.3.

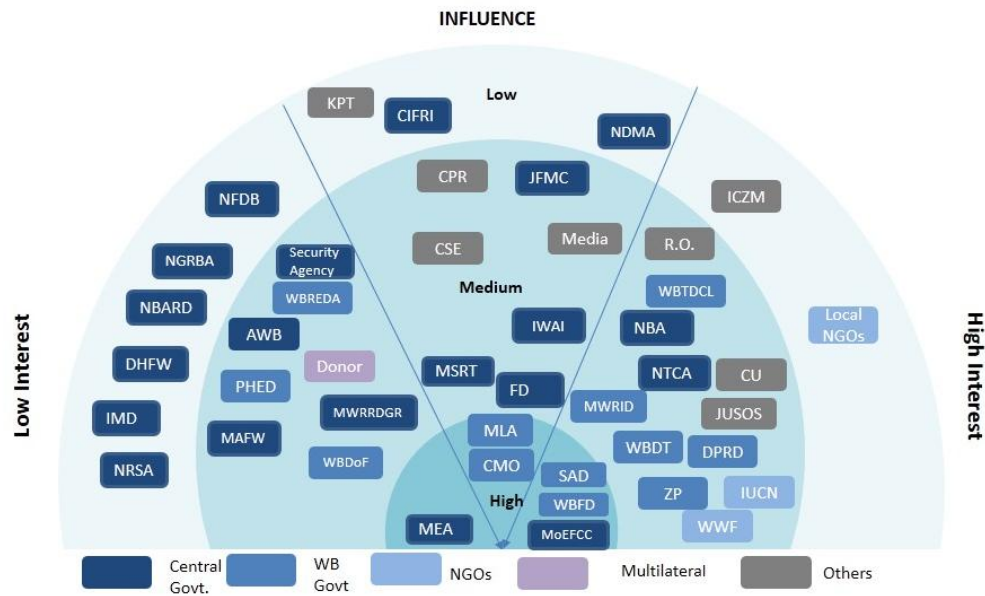


Figure ES.3: Stakeholder mapping of organizations in India

As mentioned earlier, the organizations in India can be central or state based. This increases the complexity of the analysis. For example, Forest Department (FD) and West Bengal Department of Forests (WBFD) are focused on forest conservation and have influence on Sundarban platform, yet, since one is at the central level while the other at state level, they have different degrees of influence and interest. Similar to Bangladesh, Ministry of Environment, Forest and Climate Change (MoEFCC), Ministry of External Affairs (MEA), Prime Minister's Office (PMO), Chief Minister's Office, West Bengal

(CMO) has been placed in the centre most semicircle denoting high influence. Again, within this semicircle, MoEFCC is highly interested in this platform, but MEA's interest level is low.

Most of the stakeholders, especially central level agencies, National Fisheries Development Board (NFDP) and National Biodiversity Authority (NBA) remain in the medium influence semicircle and some agencies like India Meteorological Department (IMD) and Department of Health and Family Welfare (DHFV) are placed in the low influence zone. National level organizations such as National Ganga River Basin Authority (NGBRA) or National Remote Sensing Agency have low level of interest and can exert low influence on bilateral cooperation on Sundarban. But remain in the list as knowledge partners or part of a greater integrated cooperation framework. International agencies and donor agencies are relatively with high influence within Bangladesh so are placed in the lowest part of the medium zone.

Engaging with Stakeholders

There are different effective ways to determine stakeholder communication and engagement plan. Some stakeholders are important because of their high influence and interests need to be engaged effectively to achieve an expected target. For example, the Sundarban Joint Platform is not possible if the Environment Ministries of both the countries are not effectively engaged. On the other hand, organizations like Local Government Engineering Department in Bangladesh and National Bank for Agriculture and Rural Development (NBARD) in India should just be updated on developments of the initiative. They are not in a position to directly influence the joint platform initiative but may provide important suggestions. Support from them might be required during the implementation of the initiative. The table ES.1 provides an example of common communications tools suggested in this analysis

Table ES.1: Stakeholder names and associated communications tools

Stakeholders	Key Interests	Importance to Platform	Influence on Platform	Engagement Approach	Information Tool
Officials of ministries of environment and foreign/external affairs	-Finalize all relevant legislation, regulations -Implementation of acceleration process	High	High	Partnership	Personal meetings, National/International Events, Policy briefs, Media, Diplomat influence
Departments like forestry, water, fisheries and research institutes, media, INGOs	Provide support in implementation of acceleration process	High	High	Participation	Joint research, Focused meetings, Media, Personal meetings, Web based approach, Events, Policy briefs
Research Institutes, Tourist Boards, Donor Agencies	Collaborate in implementation process	High	Low	Consultations	Personal meetings, Consultation workshops, Media
Specific research institutes, Local NGOs, Donor Agencies	Collaborate in implementation process	Low	Low	Push Communications (one way)	Dissemination of research findings/ briefs/ reports, Web video documentary, news bulletin, Blog Media, Public events
Local Communities	Inform on the initiative research & verification of research, Users Stories	Low	Low	Pull Communications	News articles, Blog (social media), Networking,

1. Introduction

1.1. Background

Situated in the lower Gangetic floodplains, the Sundarban in its entirety is arguably the largest block of mangrove ecosystem remaining in the world. Geographically the undivided tract extends east-west along the Bay of Bengal from the western segment of the Meghna River estuary in Bangladesh to the Hugli River estuary in India. The shared Sundarban Region, comprising Sundarban Reserve Forests (SRF) and Sundarban Impact Zone (SIZ) in Bangladesh and Sundarban Biosphere Reserve (SBR) in India, presents a strong opportunity for strategic cooperation and joint actions between Bangladesh and India.

The Bangladesh-India Sundarban Region Cooperation Initiative (BISRCI) is a joint initiative of the International Water Association (IWA); the Observer Research Foundation (ORF), New Delhi; the Institute for Defence Studies & Analysis (IDSA), New Delhi; the Policy research Institute (PRI), Dhaka; EnGIO; and the Worldwide Fund for Nature, India (WWF) – supported by the World Bank under the South Asia Water Initiative (SAWI): Sundarban Focus Area. The objective of the BISRCI is to undertake evidence-based advocacy towards integrated management of the Sundarban Region through more focused bilateral cooperation between Bangladesh and India.

Given this context, BISRCI is working to create a unified platform with working groups from both countries including local communities, local governments, technical agencies, economic and private sectors at different levels to support the operationalization of the signed agreements and memoranda on the management of Sundarban. The process will be facilitated through dialogues, trust building, and stakeholder ownership at all possible levels.

Ecosystems tend to cut across socio-economic, cultural and political boundaries and cater to multiple needs that range from the local to the global and this adds to the plurality of stakeholder interests. An understanding of the behavioral drivers behind ecosystem-related trends would be incomplete without a comprehensive identification of all the important stakeholders, their varied interests, and their influences over each other as well as the ecosystem itself. For this reason, IWA has conducted a Stakeholder Analysis (SA) which identifies a wide range of organizations and individuals, their roles and influences to facilitate a participatory, consensus-building process for creating a joint platform for bilateral cooperation.

1.2. Objectives

This Analysis is aimed at increasing understanding of the various stakeholders involved in governance of Sundarban in both countries and to develop constructive suggestions for effective stakeholder consultation and coordination to facilitate the creation of a joint platform for bilateral cooperation.

The specific objectives of this analysis are to:

- Develop a comprehensive list of stakeholders,
 - ◊ who are/will be affected by different the joint platform and activities;
 - ◊ who develop, influence and implement policy in the Sundarban region;
 - ◊ who influence joint mechanisms between the two countries;
 - ◊ who can be active players in a joint platform;

- Perform a critical analysis to understand the knowledge on Sundarban issues, position on bilateral cooperation, interest, alliances, presence on the ground, resources, power, and leadership;
- Facilitate the design of a comprehensive stakeholder consultation programme to facilitate the creation of a platform.

1.3. Approach

The following iterative approach (shown in Figure 1.1) has been used for stakeholder identification and analysis,

- Review existing information
- Preliminary identification of stakeholders
- Development of interview questionnaire and initial stakeholder analysis table/chart
- Interaction and consultation with stakeholders
- Finalization of stakeholder list and analysis table.

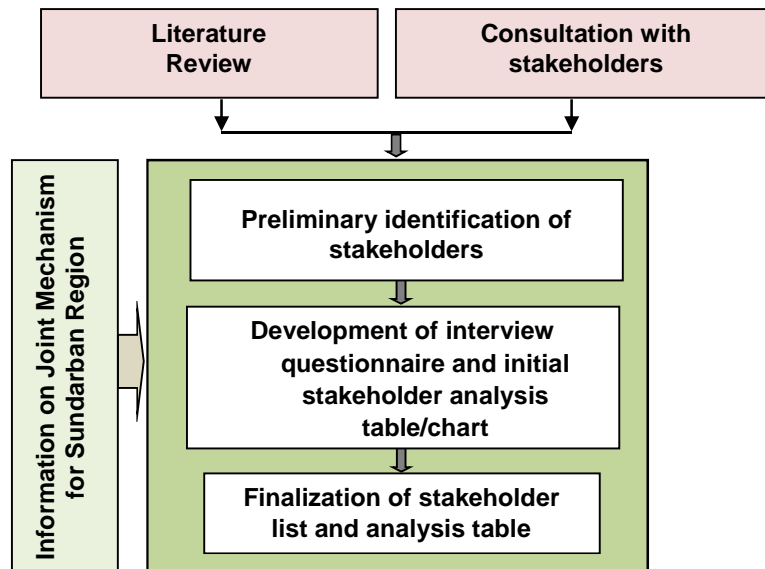


Figure 1.1: Approach of stakeholder analysis

1.4. Report Format

This Stakeholder Analysis Report has the following chapters:

- Chapter 1:* Project background, objectives, study methodology
- Chapter 2:* Description of the project and the proposed interventions and other salient information relevant
- Chapter 3:* Key definitions of stakeholder analysis and brief overview of related methodologies
- Chapter 4:* Description of methodology of the stakeholder analysis for the Sundarban platform and presentation of the analysis.

2. Overview of the Project

2.1. The Sundarban Region

The Sundarban, a mangrove landscape, is considered to be one of the seven most globally important wetlands of the world (WWF, 2015), and is recognized both as a Natural World Heritage Site and Ramsar listing as a Wetland of International Importance. The unique ecosystem also represents a hydrological interface between the freshwater flows of the tributaries and distributaries of Ganges-Brahmaputra riverine system and saline waters of the Bay of Bengal. The complex hydrological systems found in the Sundarban support diverse faunal assemblages and economically significant fisheries; over 315 bird species has been recorded from this region. Besides provisioning services of the mangrove ecosystem, ecological services are in the form of protecting the coast from fury of cyclones, floods, wave action and coastal erosion. While the Sundarban landscape is celebrated for its ecological attributes, it is also a region that accommodates nearly 0.2 percent of the global population, and the poorest in the region. It houses a total population of about 7.5 million (nearly 5 million in India, about 2.5 million in SIZ, Bangladesh). The average per capita income in Indian part is about USD 0.5 per day while the corresponding figure for the Bangladesh part is about USD 0.9 per day. Without a doubt, Sundarban represent one of the most complex ecological and socio-political landscapes of this region.

Before 1947, the Sundarban mangroves were a part of the Sundarban forest division, which had its headquarters at Khulna. In 1947 Radcliff Commission awarded the western portion of Sundarban to West Bengal. Since then the western portion was named as the 24 Parganas Forest Division with its headquarters at Alipore, Calcutta. The Indian Sundarban as a whole is declared as Sundarban Biosphere Reserve (9630 sq. km) in 1989, comprising a human habitat area of about 5367 sq. km and a Reserve Forest area of 4263 sq. km out of which 45% is water and nearly 2132 sq. km is forest. The core part of Bangladeshi Sundarban is declared as Sundarban Reserve Forest (SRF) during the British period in 1875, extends over an area of about 6,017 sq. km, comprising a land area of about 4,143 sq. km and a water area of 1,874 sq. km and is managed by the Forest Department. In 1999 the Ministry of Environment and Forest of Bangladesh had declared the 10-km wide buffer zone surrounding the northern and eastern boundaries of the SRF with an approximate area of 175,000 hectares as an Ecologically Critical Area (ECA). An area within 20 km from the boundary of the SRF (to its north and east) is termed as the Sundarban Impact Zone (SIZ).

Thus divided, the forest, the rivers and canals and the entire ecosystem of the Sundarban has often been seen as not one, but two separate ecosystems. With relevant policies, programmes and strategies in place, both countries have made significant steps towards the protection of the Sundarban within their national boundaries, yet so far there has been very little collaborative management at the regional level of this globally important mangroves wetland.

2.2. Bilateral Cooperation on the Sundarban Region

The spirit of the bilateral cooperation in the Sundarban Region that is reflected in several MoUs, agreements and joint statements issued at the highest level in Bangladesh and India. The focus of the 2011 MoU is on:

- (i) Management of the *Sundarban Landscape*,
- (ii) Management of tigers,
- (iii) Fisheries, and
- (iv) Exchange and sharing of relevant information and programmes between the respective national television.

During the June 2015 visit of the Indian Prime Minister to Bangladesh, the two countries renewed the Protocol on Inland Water Transit and Trade, and also inked two separate pacts on coastal shipping allowing the use of Bangladesh's Chittagong and Mongla ports by Indian merchant vessels (Ministry of External Affairs, 2015). A separate MoU on "blue economy and maritime cooperation in the Bay of Bengal and the Indian Ocean" is expected to support cooperation in regional waters between Bangladesh and India. Further, the "Neighborhood First" and "Act East" policies of the Government of India place strong emphasis and accord priority to development of stronger economic ties with neighboring countries and beyond, both bilaterally and regionally.

A special focus is needed for facilitating joint, sustainable development of the shared Sundarban Region with stress on realizing economic growth and enhancing climate resilience. This includes helping build the confidence, knowledge and capacity of national and local institutions to effectively implement, among other agreements, the 2011 Bangladesh-India MoU for joint sustainable management of the Sundarban Region. Although the civil society, media groups, research bodies, and community-based organizations in both the countries are interested and participating, the crucial need is for the two national governments to take lead and ownership.

It is felt that creating and sustaining a Joint Platform, comprising decision-makers representing government and non-government bodies in Bangladesh and India will be a very effective and sustainable way forward to ensure continuous and meaningful collaboration and joint actions. This Platform will plan and coordinate joint actions that help reduce poverty and vulnerability to high intensity weather events, promote prosperity in the shared Region, and lead to better management of the globally significant natural heritage.

2.3. Bangladesh – India Sundarban Region Cooperation Initiative (BISRCI)

Beginning 2015, the Bangladesh-India Sundarban Region Cooperation Initiative (BISRCI) has begun implementing a "knowledge-based advocacy initiative" to facilitate and support increased and effective bilateral cooperation in the Sundarban Region. Through this joint knowledge network, it aims to focus on (i) evidence-based advocacy to key stakeholders in government, strategic and diplomatic community, media, and civil society in Bangladesh and India; (ii) help raise the global profile of Sundarban Region as a key test for meeting climate change challenges; (iii) help promote mutual community-oriented economic growth through creating evidence and advocacy on issues such as eco-tourism, sustainable fisheries and aquaculture management; and (iv) support and facilitate creation of a joint mechanism that spearheads bilateral cooperation in the Sundarban Region.

A few key outputs will be:

- Report on Integration of Ecotourism and Inland Waterways, including a few stand-alone proposals for Joint Actions and Way Forward
- Making a case for jointly managing and governing the Sundarban ecosystem
- Report on the Economic Case for Bilateral Cooperation in the Sundarban Region
- Recommendations and details on at least five stand-alone Proposals for Joint Actions on the Sundarban Region to support poverty reduction and joint ecosystem management

The overall approach is to facilitate dialogue and multi-stakeholder discussions to create a unified platform with Indian and Bangladeshi working groups to support the operationalization of the signed agreements and memoranda. The process is facilitated through dialogue, trust building, and stakeholder ownership at all possible levels. As the first step towards including a wide spectrum of key partners from different relevant sectors and different levels, is a comprehensive stakeholder analysis.

3. Stakeholder Analysis at a Glance

The past few decades the emphasis has been on promoting dialogue and consensus-based decision-making and policy implementation and the development agenda has seen a shift towards engagement of multiple stakeholders (Reed et al, 2009; IUCN, 2001). According to literature, stakeholder analysis as an approach was adapted from the organisational and management literature since the 1970s in many countries around the world (Reed et al, 2009; Brugha and Varvasovsky 2000). This was mainly in response to the earlier concerns raised over equity, fairness; the unequal distribution of power and the role of interest groups in the decision making and policy process. Presently, stakeholder analysis is increasingly being seen as an integral tool in the realization of development-policy objectives and plays a central role in strategic approaches to ensuring social acceptance and cultural sensitivity towards inclusive good governance. The goal of stakeholder analysis is to develop cooperation between the stakeholders and the project team, ultimately, assuring successful outcomes for the project intervention.

3.1. Key Definitions

The following terms are used frequently in literature, approach and methodology related to stakeholder analysis and will be used throughout the text of this report,

Stakeholder: Freeman (1984) defines the term stakeholder as ‘any group or individual who can affect or be affected by the achievement of the organisation’s objectives’. **For this report the definition used is, ‘any group, organisation or individual that can influence or be influenced by the proposed interventions or project activities’** (after Reynold, 2014)’. Stakeholder can be used as an umbrella term to include the notion of ‘participant’ or ‘involved party’, as well as that of ‘recipient’ and ‘responsible party’. According to Zimmermann and Maennling (2007), the term ‘stakeholder’ has gradually replaced words such as ‘target group’, ‘partner’ and ‘intermediary in the context of development interventions. Based on priority given to policy or issue or action and ability to impact the implementation of policy or issue or action, stakeholders can usually be grouped into the following categories (World Bank, 2001):

- Primary: Those stakeholders who will be ultimately affected, either positively or negatively, by an organizations action;
- Secondary: The ‘intermediaries’, that is, persons or organizations who are indirectly affected by an organization’s actions;
- Key: Those stakeholders (who can also belong to the first two groups) who have significant influence upon the project or importance within an organization.

Based on the mapping techniques, stakeholders are then classified. While there are many definitions and terms used for this classification, the following classification (after World Bank, 2001) is often used

- Promoters: Stakeholders who attach a high priority and whose actions can have an impact. Example, in the case of Sundarban related policy, Ministry of Environment of both countries;
- Defenders: Stakeholders who attach a high priority but whose actions cannot have an impact. Example, media;
- Latents: Stakeholders whose actions can affect the implementation but who attach a low priority. Example, formation of joint platform for management of Sundarban, Foreign Ministry or Ministry of External Affairs;
- Apathetics: Stakeholders whose actions cannot affect the implementation and who attach a low priority to this policy. Example, NGOs working on health issues in the Sundarban region.

For more complex classifications, the stakeholder groups can be: Savior, Friend, Saboteur, Irritant, Sleeping Giant, Acquaintance, Time Bomb and Trip Wire (Murray-Webster and Simon, 2006).

Relationships with and between stakeholders evolve throughout the process and project. Initially general groups are considered, within these groups specific organizations and later individuals emerge as process leaders. The stakeholder analysis helps projects to develop close relationships with stakeholders and often relationships can become formal and contractual (Reed et al 2009; Reynolds, 2014).

Stakeholders can be of any form, size and capacity. For the BISRCI project the following categories of stakeholders are relevant,

- National (Ministries, line agencies, political leaders, legislators, governors)
- International/donors
- Local Government (chairpersons, district administration)
- NGOs and CBOs
- Media
- Communities living on the region

Stakeholder analysis: Stakeholder analysis is a process of systematically gathering and analysing qualitative information to determine whose interests should be taken into account when developing and/or implementing a policy or programme. It is about identifying all persons, groups, organizations and institutions who may have an interest in a project and taking steps to manage their interests and expectations so that the project runs as smoothly as possible. In carrying out the analysis, questions are asked about the position, interest, influence, interrelations, networks and other characteristics of stakeholders, with reference to their past, present positions and future potential. In some development literature it has also been called diversity analysis (Reed et al, 2009).

Influence: One of the commonly used dimensions in stakeholder mapping and represents the stimulus that stakeholders have on the project or activity or issue that is to control which decisions are made, facilitate their implementation, or affect the project negatively. Influence depends on hierarchy (command and control), leadership (formal and informal, charisma, degree of organization), control of strategic resources, possession of specialist knowledge (e.g. forestry staff), and negotiating position (strength in relation to other stakeholders).

Interest: One of the commonly used dimensions which characterizes stakeholders whose needs, constraints and problems are a priority in the strategy e.g. the communities living in Sundarban.

Attitude: The attitude of the stakeholders to the project or programme as measured by the extent to which they will “back” (support) or “block” (resist) change.

Relationships: Relationships between stakeholders portray the hierarchy, friendship, competition and professional links. Good or bad, relationships may determine which working group can be built and where the best alliances to push the project forward.

Stakeholder Engagement: Stakeholder engagement is a process used by an organization or a project to engage relevant stakeholders for a purpose to achieve expected outcomes. It encompasses relationships built around communication, basic consultation, in-depth dialogue and working partnerships. Each successive approach represents a greater commitment on both sides in terms of time and money, and risk and cooperation (Partridge et al, 2005).

3.2. Approach and Methodology

Stakeholder Analysis originated from the business sciences, but now is being incorporated in different sectors such as economics, political science, game and decision theory, and environmental sciences,

accordingly the approach and methodologies used has also evolved and undergone progressive adaptation. In general the following steps are used to finalize stakeholder analysis,

- Identification of stakeholders
- Classification of stakeholder data according to influence, interest, relationship
- Stakeholder engagement analysis

d. Identification of stakeholders

During the first step, that is data collection and analysis for inventory and classification, the following tools are used (after Kammi, 1999; Mayers, 2005; Reed et al 2009),

- Definitions of stakeholder analysis
- Literature review
- Interview questionnaire and protocol
- Interview with individuals or stakeholder consultations
- Stakeholder table or matrix or diagram
- Reference chart
- Snow-ball sampling
- Q methodology
- Timelines – history of links and impacts

Stakeholder identification and inventory shown in this report has been done using literature review, interview questionnaire, interview with individuals and stakeholder diagram.

Over 300 recently published (after 2000) papers, meeting and consultation reports, and documents were referred to during the initial inventory of stakeholders. Based on this list, stakeholders in Khulna, Bagerhat and Satkhira as well as Dhaka in Bangladesh and West Bengal and Delhi in India were consulted.

According to Kammi et al, during inventory or identification of stakeholders it is crucial to define the purpose of the analysis and identify policies related to the project. For example, in this report the MoU between the two countries and the operationalization of the MoU is the focus of the project and also the stakeholder analysis.

For interview questionnaire, pretest can be done to understand that interviewees will be comfortable with the questionnaire and questions are easy to understand. Reference charts are often used to ensure that all questions are covered in the questionnaire and also to transfer information for stakeholder mapping. Secondary information can be collected from policy papers, organization annual reports, staff size, and/or number of offices, newspaper, institutional reports and publications, political platforms, expenditure data and other studies and opinion polls

e. Classification of stakeholder data according to influence, interest, relationship

For the second step in stakeholder analysis, a table or matrix or diagram is used to organize and classify the stakeholder data by mapping interest and influence on the vertical and horizontal axes. This matrix provides a shorthand categorization and analysis of which stakeholders will be influenced the most or the least from a proposed intervention and whether they can significantly impact the process. Some of the models for stakeholder analysis include the following (after World Bank, 2001; Reed et al 2009; Bourne and Weaver, 2010). A few examples are shown in Figure 3.1

- Influence-interest grid (Imperial College London)
- Power-impact grid (Office of Government Commerce UK 2003)
- Mendelow's Power-interest grid (Aubrey L. Mendelow, Kent State University, Ohio 1991)
- Three-dimensional grouping of power, interest and attitude (Murray-Webster and Simon 2005)
- Network governance and Social network governance (Jones, Hesterly and Borgathi, 1997, Rowley, 1997)

- Three techniques used by the Australian (Department of Sustainable Environment, 2007) – Influence-importance grid, Venn diagrams, CLIP analysis (collaboration/conflict, legitimacy, influence and power)
- Stakeholder circle (Bourne 2007)
- Rainbow diagram (Chevalier and Buckles, 2008)

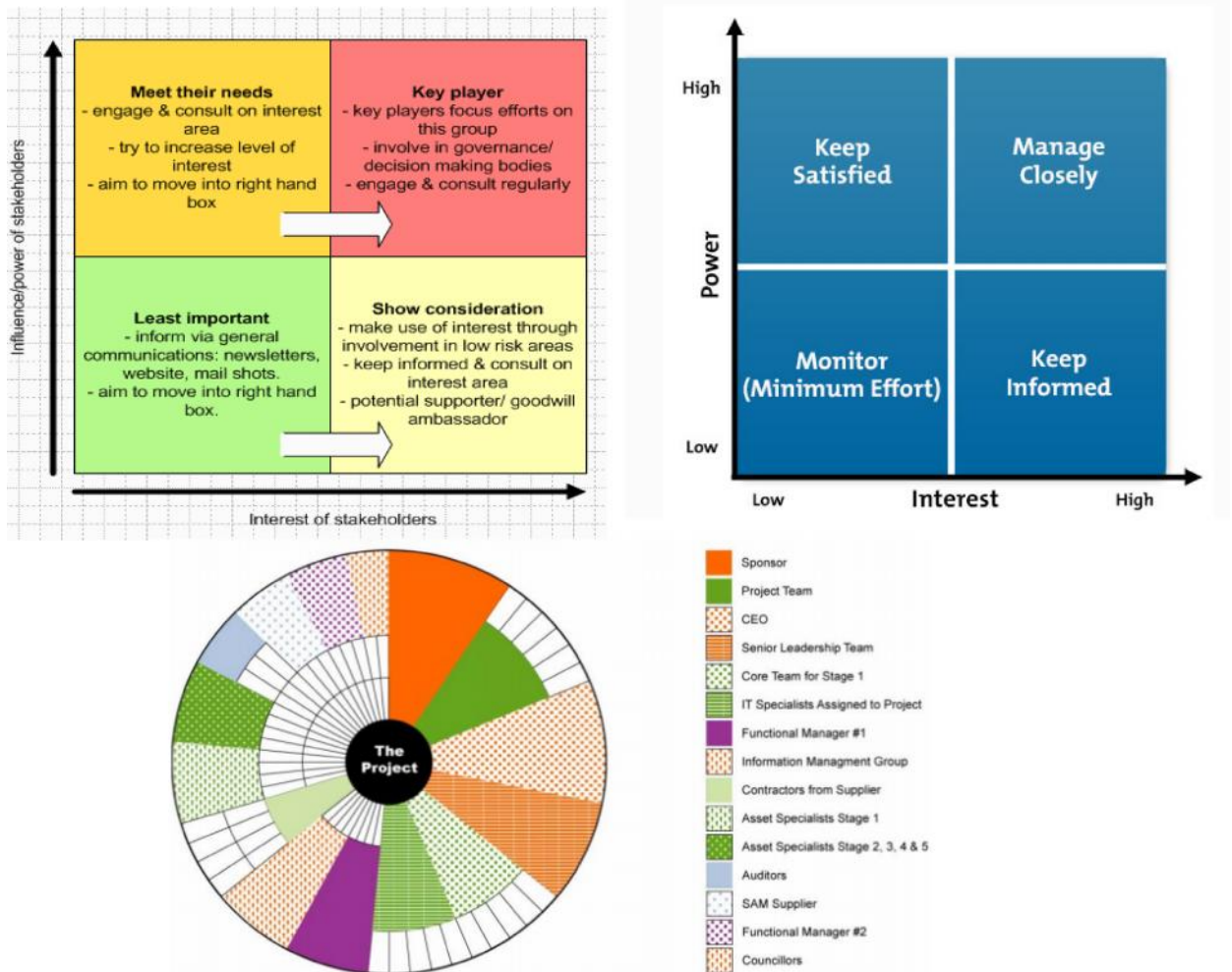


Figure 3.1: Mapping techniques for stakeholder analysis

Alternately, there are a few methods that have been developed to investigate the relationships between stakeholders (as individuals and groups). According to Reed et al (2009), there are basically three principal methods that have been used, these are,

- Actor-linkage matrices
- Social Network Analysis provides insights into patterns of communication, trust and influence between actors in social networks, and;
- Knowledge Mapping analyses the content of information between these actors.

Many analyses use rating systems to prioritise each of the dimensions. The ratings can range from numerical values on a scale of one to ten or one to three or use ratings of value and action, using the terms - high, medium, low. The aggregate of these ratings for each dimension helps project personal to map the identified stakeholders.

Since many of these stakeholder analysis models have evolved from the business sector, most are helpful in mapping power and interest, identify communications strategies and priorities for political engagement. But there are limitations, for example the influence-interest works best in highly structured organizations with clear lines of authority and is less suited for projects that cross multiple stakeholders (GISD, undated). Others such as the network governance, social network governance, Venn diagrams, CLIP analysis and the stakeholder circle are quite comprehensive but very complex and require a lot of data and time. Questionnaires can be quite tedious for respondents and there is need to involve separate specialist in some method. In natural resources management, especially where stakeholders with different levels of education and expertise are involved, research shows diagrams are more suitable to stimulate discussions and represent complex issues in a simple and easy to understand way (Reed et al 2009; Chevalier and Buckles, 2008; Mayers, 2005).

The Rainbow Diagram proposed by Chevalier and Buckles (2008) has been used for the BISRCI stakeholder analysis as it presents a holistic approach of identification and development of stakeholder knowledge base. Examples show that this method has been used quite effectively in natural resources management projects. Being a diagram, this method works well to stimulate discussions and the analysis and results are easy to understand.

The diagram can also analyze and represent complex issues and dynamics in a simple and easy to interpret manner.

The most common presentation styles uses a matrix to represent two dimensions which is usually influence/power and interest with frequently a third dimension shown by the colour or size of the symbol representing the each stakeholders. This is the case with influence-interest grid, Power-impact grid and Mendelow's Power-interest grid. On the other hand, more complex tools can look at up to eight or more dimensions (Bourne and Weaver, 2010; Chevalier and Buckles (2008). Transboundary natural resources management like the case of Sundarban represents complex environments and multiple actors and players. To represent multiple dimensions, tools such as the rainbow diagram can be more effective and serve as decision-making instrument for how to deal with respective stakeholders, identify communication tools and identify participation levels.

f. Stakeholder Engagement

Stakeholder engagement can help organizations meet tactical and strategic needs ranging from gathering information and spotting trends that may impact their activities, to improving transparency and building the trust of the individuals or groups whose support is critical to an organization's long-term success. (Partridge et al 2005)

In short, different stakeholders require different levels of engagement depending on the project type, stage, size, and many other factors. What is important is the quality and legitimacy of stakeholder engagement. Henceforth, it is essential to decide on the engagement approaches. One of the most popular methods to illustrate the relationship between stakeholder influence and stakeholder engagement is the Pyramid diagram, shown in Figure 3.2.



Figure 3.2: Stakeholder Engagement Approaches (Source: Shape, 2015)

Partnership is a two-way approach through joint learning, decision making and actions. This anchors stakeholder relationships around a common purpose and can increase learning.

Participation is also a two-way engagement within limits of responsibility. This should be practiced through delivering tasks or with responsibility for a particular area/activity.

Consultation is a limited two-way engagement. Under this category of approach the stakeholders are involved through different meetings to gather information. This section of stakeholders is not necessarily able to influence outside of the consultation boundaries.

Push communications is just a one-way engagement. Through this approach the particular stakeholders only get information via emails, factsheets webcasts, podcasts, videos or newspaper articles. The sharing information can influence the stakeholders, build trust and demonstrate a willingness to engage. Potential engagement tools could be news bulletins, letters, newsletters, reports, presentations, speeches, videos, reports, interviews training, performance mechanisms, town hall meetings etc.

3.3. Benefits of Stakeholder Analysis

Stakeholder analysis has emerged as a response to this need for effective dialogue and participatory engagement and is being used in many sectors including natural resources management (IUCN 2011; Ansell and Gash, 2008; Zimmermann and Maennling, 2007). At the project level, involving and communicating with stakeholders early and frequently, you can ensure that they fully understand the benefits of the project and can support actively and effectively and also improve the quality of the project. Stakeholder analysis contributes to the following (after Reymond, 2014; Zimmermann and Maennling, 2007;Mayers, 2005;Kammi, 1999)

- Ensuring wide and diverse participation
- Understanding and interpretation of the interests of stakeholders in relation to the problems, activities and outcomes of the project for effective engagement
- Design of effective communication strategy and tools
- Identification of conflicts of interest and potential conflict
- Identification of social acceptance, cultural sensitivities and indifferences to the interventions
- Study the overall situation
- Identification of relationships between different stakeholders - helps possible coalition; strengthening of relationships and networking to reach a wider population

- Identification of who to involve at which level of participation, at different stages of planning and implementation
- Identification of powerful stakeholders can help to achieve outcomes more straightforward and results are more sustainable, alternately – this makes it more likely that projects will be successful. Alternately, less powerful stakeholders can be encouraged to play a more valuable role.
- Stakeholder analysis can also play an important role in designing strategy and identify interventions needed and feed into the process of the project for ensuring successful outcomes (shown in Figure 3.2)

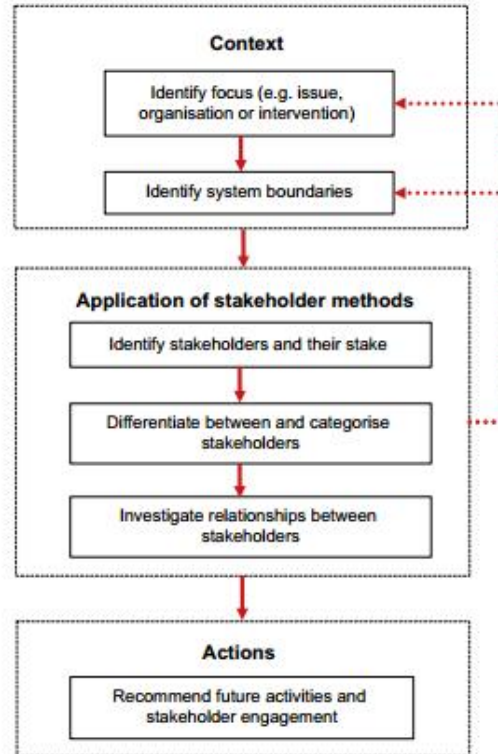


Figure 3.3: Schematic diagram showing stakeholder analysis can be effective in decision-making of a project (Source: Reed et al, 2009)

3.4. Challenges

In general stakeholder analysis has been seen to have a range of positive process-related impacts. But it should also be noted that stakeholder analysis has varied definitions and utilizes various methods and approaches that have been developed in different fields for different purposes, leading to confusion over the concept and practice (Reed et al, 2009; Mitchell et al, 1997). Some of the associated challenges are,

- Stakeholder analysis is a highly qualitative procedure. The analysis can be biased by preference and predisposition and this in turn creates variance in the results (Varvasovszky and Brugha, 2000). For example, biased sample in the first individual in the snow-ball sample will lead to errors in successive samples.
- Stakeholder analysis is often completed in a top-down manner by the team leading the stakeholder analysis and may reflect only their viewpoint, which might not reflect the interests of stakeholders (Varvasovszky and Brugha, 2000).
- There is often overlap in activities, status and interest areas of stakeholder groups overlap, and even within one group or organization, people take on multiple identities. For example the

multiple agencies work on climate change adaptation. This can lead to confusion. (Mayers, 2005).

- The range of stakeholders relevant to consider for analysis varies according to the complexity of the intervention and type of project. If the boundaries of the phenomenon itself are not clearly defined, then stakeholders can be omitted and as a consequence not all relevant stakeholders of the intervention will be identified (Clarkson, 1995).
- Stakeholders and their positions may change over the course of analyses and project activities. It is important that the analysis should remain an ongoing process allowing for adjustment whenever necessary. To reiterate, stakeholder mapping tools are of limited value if not followed up (Clarkson, 1995).
- The qualitative and provisional nature of the information obtained from stakeholder analysis and also the unseen shifts in political land scape limits the exactitude of such analyses and limiting the usefulness of the results (Varvasovszky and Brugha, 2000).
- In stakeholder literature definitions are often too broad which means virtually anyone who is even remotely affected by an intervention is considered a stakeholder. There needs to be a reliable distinction between stakeholder from non-stakeholder (Mitchell et al 1997).

4. Stakeholder Analysis for Joint Sundarban Platform

Given the importance of Sundarban in Bangladesh and India, many local, national, regional and international organizations are working on the development activities and natural resources management at the local, sub-national and transboundary levels. In India complexity increases as the dialogue and trust building process has to target organizations and individuals both at the State and Central level. The stakeholder analysis described in this chapter takes this plurality of actors into account and looks at a broad and diverse set of stakeholders. As mentioned in chapter two the objective of the analysis is,

- Develop a comprehensive list of stakeholders:
 - ◊ who are/will be affected by different the joint platform and activities
 - ◊ who develop, influence and implement policy in the Sundarban region
 - ◊ who influence joint mechanisms between the two countries
 - ◊ who can be active players in a joint platform
- Perform a critical analysis to understand the knowledge on Sundarban issues, position on bilateral cooperation, interest, alliances, presence on the ground, resources, power, and leadership
- Facilitate the design of a comprehensive stakeholder consultation programme to facilitate the creation of a platform.

4.1. Identification of stakeholders

Stakeholder identification and inventory has been done using literature review, interview questionnaire, interview with individuals and stakeholder diagram. Over 300 recently published (after 2000) papers, meeting and consultation reports, and documents were referred to during the initial inventory of stakeholders. Many of these reports also included stakeholder analysis or detailed stakeholder lists (example, background documents of Bangladesh Sundarban Delta Vision 2050, 2014 and Indian Sundarban Delta: A Vision, 2011). These lists have been used.

The preliminary lists were used during consultations with stakeholders at the local level in Khulna, Bagerhat and Satkhira in Bangladesh and 24 Parganas and Kolkata, West Bengal, India. Related agencies and individuals at the central level in Dhaka, Bangladesh and Delhi, India were also approached.



Figure 4.1: Consultation process (multi-stakeholder meetings and one-to-one meetings)

A questionnaire (attached in Annex I) based on literature review of Sundarban region was developed and used to complete semi-structured interviews with respondents. Most interviews were done at respondent's office but also at meetings and consultation workshops (details in Annex II). The following qualitative criteria have been set out to select organizations:

- Capacity to handle bilateral agreements
- On-the ground presence and influence
- Access to information and data;
- Policy development and implementation;
- Consultation – largely taken to mean towards the conclusion of a decision about a specific project;
- Partnership in project design and implementation;
- Watchdog – to oversee, monitor and evaluate.

As a result, the following type of organizations have been included in the stakeholder inventory,

- Ministries that are directly or indirectly involved in policy related to Sundarban region;
- Ministries that are directly involved in regional cooperation;
- Public and private agencies that are presently working or involved in the implementation of projects and activities;
- Public and private agencies, that are presently working or involved in the implementation of projects and activities;
- Important national and international NGOs and multinational agencies working in forestry, environment, water resources management, social development, navigation, and in the region;
- Major donor and inter-governmental agencies;
- Research, academic and media organizations that have focus on Sundarban.

The selected organizations are broadly classified into following categories:

- Ministries
- Public/ Government implementing agencies
- Public/ Government policy institutes
- Parliamentary body/ legislators
- Planning Agencies
- Research and academic institutions
- National NGOs
- International NGOs
- Inter-governmental and donor agencies
- Private organizations
- Think tanks
- Media

In order to develop a well-coordinated joint platform, the BISRCI project has identified key organizations from both countries working at the central and local level. The organization inventory contains a total of 104 national and international agencies which are working directly in the Sundarban Region and will influence the joint mechanism for cooperation and also have interest in joint conservation activities. Government ministries and implementing agencies have been included as they will play a pivotal role in the creation of a unified platform with Indian and Bangladeshi working groups to support the operationalization of the signed agreements and memoranda. Additionally, the NGOs, universities and knowledge institutes will play a key role in the dialogues and the supporting research as they have on-the-ground experience and can contribute to research and community mobilization. In case of Bangladesh, 51 stakeholders are listed for analysis and classified into

government, non-government considering both local and international, private organization and autonomous types. In India, 53 types of stakeholders have been differentiated differently because of presence of organizations at the central and state level (West Bengal). Organizations working all over India have been considered as national. Other types are international, national, private organization, autonomous etc.

The stakeholders have been categorized considering their mandate, activities and goals. Among these, ministries like the Ministry of Environment, Forest and Climate Change (MoEFCC)/Ministry of Environment and Forest (MoEF) are categorized as ministries and organizations like Water Resources Planning Organization (WARPO) have been shown as planning. Different government departments are categorized as implementing agency or regarded as administration and public trust. Research institutes or universities are considered as autonomous. Other categories include local or international NGOs, donor agency, think tank and media. Area of work has been listed based on mandates of the organizations and include, water resource management, agriculture, fisheries, forest, environmental conservation, wildlife, climate change, disaster management, coastal zone management, security, navigation, transportation, health, tourism, social, food security, rural development, renewable energy, finance, policy, legislation, finance, tourism etc.

Summary of the list is given in Table 4.1 and detailed inventory including name of agency, type of organizations, category and area of work is given in Annex III.

Table 4.1: Summary of inventory of organizations

Category of organizations	Bangladesh	India	Total
Ministries	06	07	13
Govt./Non-Govt. Policy	00	00	00
Implementing Agency	13	20	33
Parliamentary body/ legislators	02	02	04
Planning Agencies	03	03	06
Research Institutes	09	07	16
Donor Agency	06	05	11
National NGOs	03	04	07
International NGOs	05	01	06
Think Tanks	02	02	04
Media	01	01	02
Private Organizations	01	00	01
Others	00	01	01
Total	51	53	104

4.2. Classification of stakeholder data according to influence, interest, relationship

The rainbow diagram and summary table has been used to represent the stakeholder mapping and analysis. The analysis has been done separately for both Bangladesh and India. Otherwise, it would have been more complicated and cumbersome to develop the analysis. The following details have been considered during the construction of this diagram,

- For this particular analysis, power and interest have been used as the dimensions to classify the stakeholders. Again, influence has been considered as the combined contribution of power and knowledge. The summary table in Annex III shows the power, knowledge and interest categories of stakeholders;
- Stakeholders have been shown according to their type and category through denoting different colors. Stakeholder's colors have been set up as government, nongovernment,

multilateral and others. Abbreviation of the names of the organizations has been used due to space limitations, the full names are also shown in Annex III.

- Government agencies working directly for conservation of Sundarban or related to directly to the activities of the platform have been separately shown. For example, Bangladesh Inland Water Authority (BIWTA) or Inland Waterways Authority of India (IWAI) has been presented. But other agencies have been placed under an umbrella Ministry, for example security agencies such as coast guard/ border guard fall under Home Ministries of both the countries.
- Influence and interest have been sorted as high, medium and low in the rainbow diagram which shows the importance of the stakeholder for the joint platform of this initiative.
- Semicircles have been used to organize different stakeholders in high, medium and low influence zones. The smallest and centermost semicircle denotes high influence organizations, while the successive encompassing semicircles represent medium and low influence respectively.
- As mentioned before, knowledge and power have been combined to determine the influence (definitions given in section 3.1) of each of the identified organizations. Therefore, organizations with high power and high knowledge with respect to management of Sundarban or mechanisms for joint platform have resulted in high influence. On the other hand, organizations with low power but high knowledge, for example Khulna University (KU) has been placed in medium influence zone. Organizations like Khulna University in Bangladesh or Jadavpur University in West Bengal do not directly make decisions but due to high technical knowledge can influence decision making. Again, low power combined with low knowledge means the organizations have relative low influence on the platform. For example, local NGOs, which are involved in Sundarban Influence Zone in Bangladesh, are more likely to have low power but also low knowledge on bilateral issues, thus categorized as low influence.
- Within these semicircles the organizations are placed based on their relative power, for example, Ministry of External Affairs (MEA)/Ministry of Foreign Affairs (MoFA) are closest to the centre of the semicircle denoting highest influence. On the other hand, related implementing agencies such as Department of Forests (FD) of both countries are in the medium influence semicircle, as they have relatively less influence in bilateral cooperation but placed closer to the centre than agencies which deal with Tourism Boards or Inland Navigation. Thus relative proximity to the centre denotes relative influence.
- The institutes have been further classified according to their interest in setting up the joint mechanism or platform. The organizations have first been assigned semicircles according to influence and then within the semi circles arranged according to interest. Two lines dissect each circle into high interest, medium interest and low interest. So organizations towards the right of the diagram within their assigned semicircles are more interested in the joint platforms, while organizations towards the left denote lower interest.
- Details of organizations placed in high influence zone have been further elaborated to identify key persons and understand mechanisms for engagement.

The country wise analysis has been discussed in the following sections.

Stakeholder Analysis - Bangladesh

The rainbow diagram (Figure 4.2) represents the stakeholder analysis for the BISRCI platform with focus on Bangladesh and shows,

- Ministry of Foreign Affairs (MoFA), Ministry of Environment and Forest (MoEF), Ministry of Shipping (MoS), Prime Minister's Office (PMO) and Forest Department (FD) are the most

- Similarly the autonomous research organizations have high interest due to the scope of research but have medium influence.

Stakeholder Analysis - India

In case of India part, same methodology has been followed for the stakeholder analysis of the 53 stakeholders and shown in Figure 4.3.

- As mentioned earlier, the organizations in the India can be central or state based. This increases the complexity of the analysis. For example, Forest Department (FD) and West Bengal Department of Forests (WBFD) are focused on forest conservation and have influence on Sundarban platform, yet, since one is at the central level while the other at state level, they have different degrees of influence and interest.
- Similar to Bangladesh, Ministry of Environment, Forest and Climate Change (MoEFCC), Ministry of External Affairs (MEA), Prime Minister's Office (PMO), Chief Minister's Office, West Bengal (CMO) has been placed in the centre most semicircle denoting high influence. Again, within this semicircle, MoEFCC is highly interested in this platform, but MEA's interest level is low.

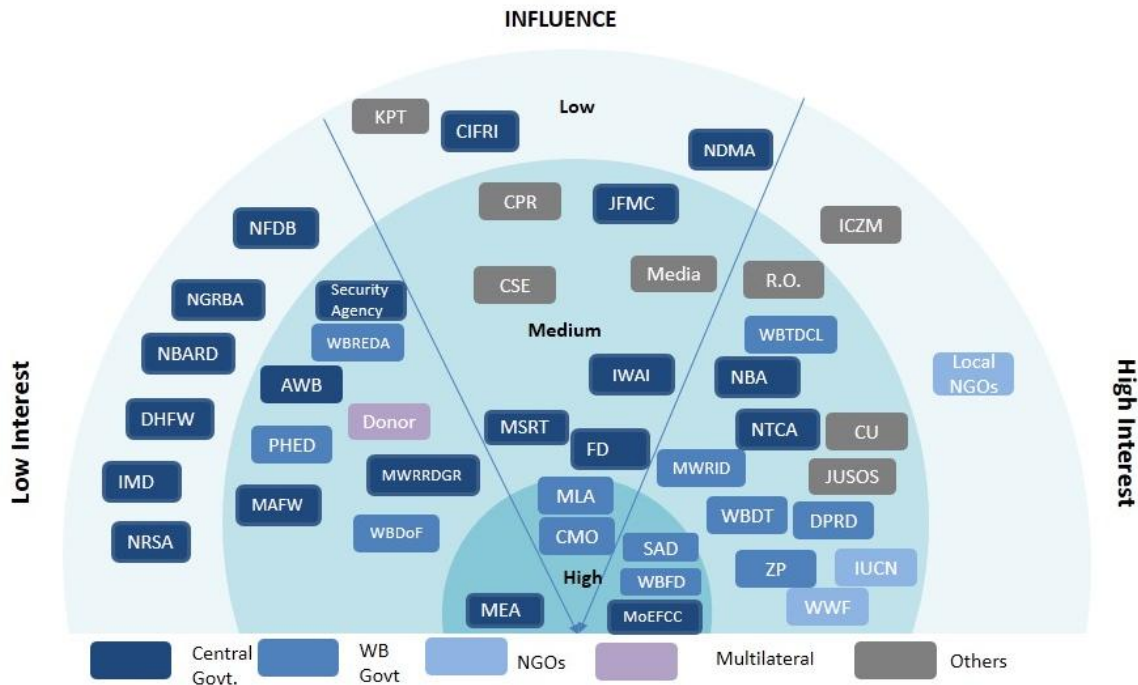


Figure 4.3: Stakeholder mapping for organizations in India

- Most of the stakeholders, especially central level agencies, National Fisheries Development Board(NFDP) and National Biodiversity Authority (NBA) remain in the medium influence semicircle and some agencies like Indian Meteorological Department (IMD) and Department of Health and Family Welfare (DHFV) are placed in the low influence zone.
- National level organizations such as National Ganga River Basin Authority (NGBRA) or National Remote Sensing Agency have low level of interest and can exert low influence on

bilateral cooperation on Sundarban. But remain in the list as knowledge partners or part of a greater integrated cooperation framework.

- International agencies and donor agencies are relatively with high influence within Bangladesh so are placed in the lowest part of the medium zone. They will also have low to medium interest, as the platform will lead sustainable development of the Sundarban.

4.3 Specific departments/wings to be engaged with

As we have identified the relevant and useful organizations/institute and other government agencies potential for the joint platform, it is now important to create the cohesive group picked up from these organizations/institutes/agencies that builds strong relationship and ownership and serve the purpose.

The selection of key stakeholders will depend on the purpose of the engagement and the wider policy and BISRCI objectives. This group of stakeholders falls in the category of high influence and high interest. So the potential engagement policy with them should be “partnership and participation” as described in the chapter 4.3 (Engaging with Stakeholders). Whilst every engagement process is unique, there are some general questions that assist in identifying appropriate stakeholders. These include:

Whilst every engagement process is unique, there are some general questions that assist in identifying appropriate stakeholders. These include:

1. Who is responsible for the wider project or policy?
2. What individuals/groups/institutes have a stake or an interest in the issue?
3. Who is influential in the policy arena?
4. Who makes the decisions?
5. Who can influence decisions?
6. Who is critical to delivery?
7. Who will potentially be impacted by the outcomes?
8. Who will contribute resources?
9. Who can slow or stop the project?
10. Who is excluded and may not have been considered?
11. What point in the process are stakeholders being engaged?

Considering this, the following key wings/institutes/divisions are identified as the Key stakeholders:

Bangladesh

- Ministry of Environment and Forest (MoEF)
 - Joint Secretary (Development)
 - Deputy Secretary (Forest)
- Department of Environment
 - Director (Climate Change & International Convention)
- Bangladesh Forest Department
 - DCCF – Forest Management Wing
 - DCF – Sundarban East
 - DCF – Sundarban West
- Ministry of Foreign Affairs (MoFA)
 - Secretary (Bilateral, Training and Consular)

- DG (South Asia)
- First Secretary, Bangladesh High Commission
- Representative, Deputy High Commission of Bangladesh, Kolkata
- Bangladesh Institute of International Strategic Studies (BIISS)
 - Chairman, Board of Governance
- Khulna University
 - Department of Forestry
- Media – BISRCI Media Platform
 - Khulna Press Club
- IUCN – Country Representative/MFF
- Ministry of Water Resources (MoWR)
 - Development Division
 - Planning Division
- IWFM: Representative
- PMO – SRCC
- MoHA – Joint Secretary (Law and Planning)
- BTB – Chairman, Bangladesh Parjatan Corporation
- BIWTA – Ports & Traffic Department
- Local MPs (Individual)
- JRC- Member

India

- Ministry of Environment, Forest and Climate Change
 - CMW : Conservation of Management of Wetland
 - IC : International Cooperation
 - NCZMA : National Coastal Zone Management Authority
 - W&RC : Wetland and Ramsar Convention
- Ministry of Water Resources
 - Representative, National Water Development Agency
- West Bengal Forest Department
 - PCCF, Wildlife & CWLW, WB
 - Field Director, Sundarban Tiger Reserve, Head Quarters, Canning
 - PCCF, General
 - Forest Officer, Sundarban Development Board
- SAD (Sundarban Affairs Division)
- CMO (Chief Minister's Office)
 - Representative, Information and Cultural Affairs
- MEA (Ministry of External Affairs)
 - Bangladesh, Myanmar Division (Under FS)
- MHA (Ministry of Home Affairs)
 - Department of Border Management, International Cooperation
- Calcutta University
 - Department of Environmental Science
- Jadavpur University: Environmental Science
- NTCA:
- MEDIA: BISRCI Media Platform and Calcutta Press Club
- WWF: BISRCI Team Member
- IUCN: Representative (MFF)
- CSE: Representative

4.4 Engaging with Stakeholders

There are different effective ways to determine stakeholder communication and engagement plan. Some stakeholders are important because of their high influence and interests need to be engaged effectively to achieve an expected target. For example, the Sundarban Joint Platform is not possible if the Environment Ministries of both the countries are not effectively engaged. As they have the highest influence and interest for the Sundarban, they in all respect must be engaged, informed and consulted. On the other hand, organizations like Local Government Engineering Department in Bangladesh and National Bank for Agriculture and Rural Development (NBARD) in India should just be updated on developments of the initiative. They are not in a position to directly influence the joint platform initiative but may provide important suggestions. Also support from them might be required during the implementation of the initiative.

In order to get the BISRCI stakeholders fully informed a communications strategy needs to be developed. The table 4.2 provides an example of common communications tools suggested in this analysis.

Table 4.2: Stakeholder names and associated communications tools for engagement

Stakeholder	Engagement Approach	Information Tool	Message/ Engagement	Remarks
Bangladesh: MoEF, BFD, PMO, MoFA India: MoEFCC, WBFD, SAD, CMO, MLA, MEA	Partnership	<u>Personal meetings</u> <u>Policy briefs</u> <u>Media</u> <u>Diplomat influence</u> <u>Public information officer</u> <u>Influence by private sector/ NGO</u> <u>Events</u> <u>Exposure to regional initiatives</u>	Both countries gain through coordinated Sundarban Region management	<i>They have the highest influence and highest interest. It is important to remain in communication with key stakeholders even when there is not a pressing need as this can pave the way for more effective problem solving when an issue does arise.</i>
Bangladesh: KU, BFRI, BFD, Media, INGOs, IUCN, MoFA, MoS, MoWR, MoHA, WMNCD, BTB, MoWR, MoS, MP-Local, BWDB, DoE, DoF, DoA India: WWF, IUCN, JUSOS, CU, NTCA, NBA, MEDIA, CSE, JFMC, CPR, MoEFCC, WBFD, SAD, CMO, MLA, MEA, MWRID, WBDT, ZP, DPRD, WBTD, CL, R.O., FD, MSRT, IWAI, PHED, SECURITY AGENCY	Participation	<u>Joint research</u> <u>Focused meetings</u> <u>Media</u> <u>Personal meetings</u> <u>Web based approach</u> <u>Events</u> <u>Policy briefs</u>	Use the initiative to influence policy decisions	<i>High Influence with high interest, Medium influence but both high and medium interest</i>
Bangladesh: INGOs, IUCN, WMNCD, BTB, KU, BFRI, Media, MoWR, MoS, MP-Local, BWDB, BIWTA, DoE, MoHA, DoF, DoA, MPA, UP, Donor, R.O., PTO, Local NGOs, BIDS, BISS, Customs, BIWTC, JRC, RRI, BRDB, LGED,	Consultations	<u>Personal meetings</u> <u>Consultation workshops</u> <u>Media</u> <u>Web based approach, online feedback</u> <u>Policy briefs</u> <u>Events (cross border)</u>	Influence policy makers and politicians	<i>Low influence but high interest</i>

<p>India: MWRID, WBDT, WWF, IUCN, ZP, D PRD, JUSOS, CU, NTCA, NBA, WB TDCL, R.O., FD, MSRT, IWWA, PHED, Security Agency, Media, JFMC, CPR, CSE, WBDof, MWRRDGR, Donor, WBREDA, AWB, MAFW, ICZM, Local NGOs, NDMA, KPT, CIFRI, NRSA, IMD, DHFW, NBARD, NGRB A, NFB</p>				
<p>Bangladesh: MPA, UP, Donor, R.O., PTO, Local NGOs, BIDS, BISS, Customs, BIWTC, JRC, RRI, BRDB, LGED</p>	<p>Push communications</p>	<p>Dissemination of research findings/ briefs/ reports</p> <hr/> <p>Web (cross dissemination)</p> <hr/> <p>video documentary, news bulletin</p> <hr/> <p>Blog (social media)</p> <hr/> <p>Media</p> <hr/> <p>Public events</p>	<p>Influence policy, Ensure sustainability of Common understanding</p>	<p><i>Low influence and low interest</i></p>
<p>India: WBDof, MWRRDGR, Donor, WBREDA, AWB, MAFW, ICZM, Local NGOs, NDMA, KPT, CIFRI, NRSA, IMD, DHFW, NBARD, NGRBA, NFB</p>				
<p>Pull Communications</p>				
<p>Local communities, Regional initiatives, Potential donors, students</p>	<p>Pull Communications</p>	<p>News articles</p> <hr/> <p>Blog (social media)</p> <hr/> <p>Networking</p> <hr/> <p>Use as reviewers</p> <hr/> <p>Interns</p> <hr/> <p>Linking to similar projects</p> <hr/> <p>Promote their work</p> <hr/> <p>Events</p>	<p>Inform on the initiative Use for action research & verification of research, Users Stories Media</p>	<p><i>They are not direct stakeholders but interested to know the latest updates</i></p>

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ANNEX I

Questionnaire for Stakeholder Analysis



*Consensus Building and Development of
Action Plans for Joint Bangladesh-India Sundarban Management*

Questionnaire

This questionnaire is being used for:

- Stakeholder analysis
- Access of information on past and ongoing initiatives in the region
- Understanding perception of stakeholders on Sundarban : Gap Analysis (Listing of Projects and What else need to be done on Sundarban)
- Understanding Sundarban planning/landscape boundary

<p>General Question (Audience/Target respondent/s: Community leaders, resource users, tourists, local inhabitants)</p> <ol style="list-style-type: none"> 1. Have you ever been to Sundarban? In which places?? 2. Where do you live, finding their location? 3. Do you work in/for Sundarban? If yes what kind of work, since how long? 4. What are your general impressions on changes in Sundarban? 5. Do you think Sundarban is under threat? (focus on perceived challenges) 6. Do you know both Bangladesh and India share the Sundarban? 7. Do you think India and Bangladesh can work for the management of Sundarban?
<p>Technical Question (Audience/Target respondent/s: Govt and Non-govt organization working in this region)</p> <p>Stakeholder Analysis</p> <ol style="list-style-type: none"> 8. Which agencies are working on Sundarban, on what issue/who could be contacted? 9. What are the organizations according to power and influence? 10. Do you know any other organizations working for Sundarban in the India Part? 11. Which organization has the most influence in the ECA areas and SIZ areas?
<p>Access of information on past and ongoing initiatives in the region & Gap Analysis (Listing of Projects and What else need to be done on Sundarban)</p> <ol style="list-style-type: none"> 12. What are the ongoing activities (of your organization) in the Sundarban? 13. How is the government encouraging community development workers for the management of Sundarban? 14. How frequent you see government agencies activities/actions towards development and management of Sundarban? 15. Do you think management of Sundarban in current form is enough? 16. What are the steps (necessary you think) that should be taken (as early as possible) on the basis of current situation for the management of Sundarban? 17. What steps have been taken so far to work collaboratively by Bangladesh and India? What will be the role government of both countries? 18. What are their platform of research? Do you have any communication with them? 19. Do you need any other information on the India side of Sundarban which might be helpful for your research or initiatives?



*Consensus Building and Development of
Action Plans for Joint Bangladesh-India Sundarban Management*

<p>20. Are you aware of MOU (Memorandum of Understanding) on joint management of Sundarban signed by Bangladesh and India?</p> <p>21. How can this MOU operationalized? Who should take the lead to operationalize the MOU?</p>
<p>Understanding Sundarban planning/landscape boundary</p> <p>22. What are the current issues? (Water pollution & sedimented navigation route, International water route way system, salinity, poaching wild animals, cutting trees, insecurity of local community, shrimp cultivation, aquatic mammals, Disasters like flood, cyclone etc.)</p> <p>23. Which areas are more vulnerable? What are the reasons? What type of initiatives can be taken?</p> <p>24. In managing Sundarban, what are the key elements according to you? (Forest/rivers/fish/creek/people living/dependent: this question is to understand interviewee's perception on the boundary for Sundarban)</p>
<p>Media</p> <p>25. What is the role of media in creating awareness and making opinion for the management of the Sundarban?</p> <p>26. Do you think social media can play a role in raising awareness among people?</p> <p>27. Have you ever written any story on Sundarban?</p>

Annex II

Field-level consultation and one-to-one meeting for Stakeholder Analysis

IWA conducted several field visits in Sundarban Region in Bangladesh and India. The field trips (consultations) were conducted to share the findings of the stakeholder analysis and collect feedback from the key stakeholders so that the report can be made finalized. During the field level consultation, IWA officials met key researchers, government officials, media, activists, NGO workers, local political leaders and other key stakeholders. IWA also attended several consultation workshops organized by BISRCI partners in India and Bangladesh. The dates of the one-to-one consultations and field visits are,

Date	Place and Purpose
24 - 31 August 2015	Khulna and Bagerhat (Meeting with Khulna University, BEDS, WINROCK, Wildteam, Sushilan, Uttaran etc)
27 September - 8 October 2015	Kolkata, West Bengal (Meeting Jadavpur University, Kolkata University, WWF – India etc)
5-6 October 2015	Consortium meeting for Bangladesh India Sundarban Regional Cooperation Initiative (BISRCI)
10 November 2015	Meeting with Dr. Istiak Sobhan , Consultant ,World Bank Bangladesh for document analysis
17-18 November 2015	Consortium meeting for Bangladesh India Sundarban Regional Cooperation Initiative (BISRCI)
7 December 2015	Consultation with Mr Md Yunus Ali, Chief Conservator of Forest, Bangladesh Forest Department
12 - 17 December 2015	Khulna, Mongla, Shoronkhola, Lawdob and different places inside the forest in Bangladesh Sundarban, meeting with local NGOs
05 – 12 January 2016	Kolkata, Chuchra, Shanti Niketon, Saltlake in West Bengal, India, Meeting with local representatives from NGOs, media and researchers
17 February 2016	Meeting with Country Representative of IUCN-Bangladesh for Stakeholder Analysis
26 March to 02 April 2016	Khulna, Mongla, Koromjol, Lawdub, Kotka, Kochikhali, Harbaria, Andharmanik. Meeting with local representatives, local NGOs media and researchers

Key recommendations

Some key recommendations for the joint management of Sundarban are listed below:

1. There is a need to establish a joint mechanism for conservation of Sundarban and develop a common understanding of the ecosystem. Bangladesh and India need to work together on this. But since this is an ambitious and complex task, the establishment of such a platform should be given adequate time, resources and effort;
2. The management of Sundarban requires a bottom-up approach. The management and conservation policies should address the voice of the people living and leaving the Sundarban region;
3. Given the complex governance systems in India, the BISRCI project should aim to establish a good relationship with the Government of West Bengal (GoW). In all possible activities and advocacy the GoW should be engaged so that there is no communications gap amongst the Government of India (GoI) and Government of BangladeshGoB;
4. In regards to ecotourism and inland navigation, a comprehensive study on the carrying capacity of Sundarban should be done;

5. Exposure visits should be organized for the policy makers and other relevant actors to understand the ground reality of the Sundarban region before formulating any policy regarding the Joint Management of Sundarban.

Stakeholders Consulted in India:

- Prof. Amalesh Choudhury, Former HOD. Dept. of Marine Science, Calcutta Univ.) & Secretary S.D. Marine Biological Research Institute Sagar Island, West Bengal
- Dr Kalyan Rudra, Chairman, West Bengal Pollution Control Board, Government of West Bengal
- Prof. Sugata Hazra, Director, Director Of School, School Of Oceanographic Studies, Jadavpur University, Kolkata, West Bengal
- Dr Pradeep Vyas, Principal Chief Conservator of Forest, WBFD, Government of India
- Mr S C Acharya, Joint Director, SAD, Government of West Bengal
- Mr Ratul Saha, Program Head, WWF – India, Sundarban Program
- Dr Shantadas Ghosh, Associate Professor, Department of Economics & Politics, Visva Bharati, West Bengal
- Mr Jyotirindra Narayan Lahiri, Editor, Shudhu Sundarban Charcha, Tribeni, West Bengal
- Dr Kasturi Sengupta, Program Officer, West Bengal Forest Department, Government of West Bengal
- Ms Srimanti Sarker, Research Fellow, MAKAIS, Ministry of Cultural Affairs, Government of India
- Ms Ajanta Dey, Program Director & Joint Secretary, Nature Environment and Wildlife Society (NEWS), Kolkata
- Mr N C Jana, President, Sundarban Tiger Widow Welfare Society, Kolkata
- Dr Pallab De, Manager Thematic (East), CARITAS India, Kolkata
- Mr Sayantan Sengupta, Program Officer, Cuts International, Kolkata

Stakeholders Consulted in Bangladesh:

- Mr Md Yunus Ali, Chief Conservator of Forest, Bangladesh Forest Department
- Mr Ishtiq Uddin Ahmad, Country Representative, IUCN Bangladesh
- Mr. Sheikh Md.Ziaul Huque, Regional Coordinator, WINROCK Intl (CREL)
- Mr. Nur Mohammad, Coordinator, NABOLOK
- Mr. Mowdudur Rahman, Founder Director, Centre for Coastal Environmental Conservation (CCEC)
- Mr. ATM Zakir Hossain, Executive Director, Jagrata Juba Shangha, Khulna
- Dr. M. Masudur Rahman, Divisional Head, Mangrove Silviculture Division-Bangladesh Forest Research Institute (BFRI)
- Dr. A.S.M. Helal Siddiqi, Senior Research Officer, Mangrove Silviculture Division-BFRI
- Dr. Sarder Safiqul Islam, Director, Centre for Integrated Studies on the Sundarban (CISS), Khulna University
- Mr. Sunuram Ray, Scientific Officer, CISS, Khulna University
- Mr. Mostafa Nuruzzaman, Chief Executive, Shushilan
- Mr. Sk. Amirul Islam, Adviser-ODU, Shushilan
- Mr. Lutfunnessa Hira, Adviser, Shushilan
- Mr. Shahidul Islam, Director, Uttaran
- Mr. A.K.M. Azharul Islam, Manager Admin, Uttaran
- Mr. Md. Iqbal Hossain, Project Manager, Uttaran
- Mr. Md. Zahidur Rahman, Director, Wildlife Management and Nature Conservation Division
- Ms. Rezvin Akter, Wild Team member, Wild Team, USAID

- Mr. Md. Mojibur Rahman, Executive Engineer, BWDB-South west zone
- Mr. Animesh Ghose Ayon, Project Assistant, Centre for Advanced Research in Natural Resources and Management (CARINAM)-Bangladesh
- Mr. Md. Jahidul Kabir DFO, Wildlife & Nature Conservation Division, Khulna
- Mr. Nirmal Kumar Paul, DFO, Management Plan Division, Boyra, Khulna
- Mr Gouranga Nandi, Bureau Chief, the Daily Kaler Kantha, Khulna
- Mr. Md S M Moshin, Upazila Chairman, Shyamnagar, Satkhira
- Ms Nurjahan Aktar, Vice Chairman, Shyamnagar, Satkhira
- Mr. Md. Maksudur Rahman, Chief Executive, Bangladesh Environment and Development Society (BEDS), Khulna

**Some pictures of the field-level consultation and one-to-one meetings
(In Bangladesh and India)**





ANNEX III

III A: Stakeholder Mapping (Types, Categories, Area of Work)

Stakeholder Mapping for Bangladesh

SI No	Name of Stakeholder	Type	Category	Area of Work	Remarks
01	Ministry of Environment and Forest(MoEF)	Government	Ministry	Environment	
02	Ministry of Foreign Affairs (MoFA)	Government	Ministry	Foreign Affairs	
03	Prime Minister's Office (PMO)	Government	Ministry	Oversight and National Policy Implementation	
04	Ministry of Water Resources(MoWR)	Government	Ministry	Water resource management	
05	Ministry of Shipping (MOS)	Government	Ministry	Navigation	
06	Ministry of Home Affairs (MoHA)	Government	Ministry	Law and Security, Immigration	Border Guard Bangladesh(BGB) Bangladesh Coast Guard (BCG) Bangladesh Police (BP)
07	Planning Commission (PC)	Government	Planning	Planning	
08	Customs	Government	Implementing agency	Commercial International Exchange	
09	Bangladesh Forest Department (BFD)	Government	Implementing agency	Forest	
10	Wildlife Management and Nature Conservation Division,Forest (WMNCD)	Government	Implementing agency	Forest	
11	Department of Environment(DoE)	Government	Implementing agency	Environment	

Stakeholder Analysis and Engagement Plan for Sundarban Joint Management Platform

SI No	Name of Stakeholder	Type	Category	Area of Work	Remarks
12	Bangladesh Water Development Board (BWDB)	Government	Implementing agency	Water resource management	
13	Department of Fisheries (DoF)	Government	Implementing agency	Fisheries	
14	Bangladesh Inland Water Transport Authority (BIWTA)	Government	Implementing agency	Navigation	
15	Bangladesh Inland Water Transport Corporation (BIWTC)	Government	Implementing agency	Navigation	
16	Bangladesh Rural Development board(BRDB)	Government	Implementing agency	Rural Development	
17	Mongla Port Authority (MPA)	Government	Implementing agency	Transportation and Business	
18	Member of Parliament (MP)-Local	Political Institute	Parliamentary body/ legislators	Legislation	
19	District/Zilla Office Administration (DOA)	Government	Implementing agency	Administration	Upazilla Office Administration (UoA)
20	Union Parishad	Political Institute	Parliamentary body/ legislators/Community representative	Rural Development	
21	Local Government Engineering Department (LGED)	Government	Implementing agency	Infrastructure Development	
22	Khulna University-Centre for Integrated Studies on the Sundarbans (CISS)	Autonomous	Research Institute	Forest and Environment	
23	Bangladesh Forest Research Institute(BFRI)	Government	Research	Forest	
24	Water Resource Planning Organization (WARPO)	Government	Planning	Water Resources Management	

Stakeholder Analysis and Engagement Plan for Sundarban Joint Management Platform

SI No	Name of Stakeholder	Type	Category	Area of Work	Remarks
25	River Research Institute(RRI)	Government	Research Institute	Water Resources Management	
26	Joint River Commission (JRC)	Government	Planning	Transboundary Water Management	
27	Bangladesh Tourism Board	Government	Implementing agency	Tourism	
28	International NGOs			Advocacy,Research	Action Aid-Bangladesh, Concern Worldwide (CW),World Fish, Bangladesh (WF),WINROCK International (WI),Danish International Development Agency(DANIDA),
29	Research Organization		Mixed	Wildlife conservation,Water,Water resource Management, Forest, Climate Change,Environment, Data Management,Modeling	Wildlife conservation Society (WCS), Bangladesh Center For Advance Studies (BCAS) Center for Environmental and Geographic Services (CEGIS) Institute of Water Modeling (IWM) Institute of Water and Flood Management(IWFM)
30	International Union for Conservation of Nature(IUCN), Bangladesh	International	Research and policy	Environmental Safety Measurement for both water and surrounding Eco-system	
31	Donor Agency	International and Inter-governmental		Climate change and Disaster Management,Social,Forest Conservation, Environment	European Union (EU),Japan International Cooperation Agency(JICA),United Nations Development Program(UNDP),United Nations Educational, Scientific and Cultural Organisation(UNESCO),United States Agency for International Development(USAID),Deutsche Gesellschaft für Internationale(GIZ)

Stakeholder Analysis and Engagement Plan for Sundarban Joint Management Platform

SI No	Name of Stakeholder	Type	Category	Area of Work	Remarks
32	Local and National NGOs			Forest ,water ,Biodiversity conservation, Finance	Shushilan,Uttaran,Prokriti O Jibon Foundation (POJF)
33	Bangladesh Institute of Development Studies (BIDS)	Autonomous	Think Tank	Finance, Social, Environment	
34	Bangladesh Institute of International Strategic Studies(BIISS)	Autonomous	Think Tank	Finance, Social, Environment	
35	Media	National	Media	Media	Press club khulna,Satkhira, Bagerhat,Voice of South(VoS)
36	Private Tour Operator	Private	Business organisation	Tourism	

Stakeholder Mapping for India

SI No	Name of Stakeholder	Type	Category	Area of Work	Remarks
01	Ministry of Environment, Forests and Climate Change	Central Government	Ministries	Policy	
02	Ministry of External Affairs	Central Government	Ministries	Policy	
03	Chief Ministers Office	State Govt. (West Bengal)	Ministries	Policy	
04	Ministry of Water Resource,River Development and Ganga Rejuvenation	Central Government	Ministries	Water resource management	
05	Ministry of Water Resources Investigation &	State Govt.	Ministries	Policy	

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SI No	Name of Stakeholder	Type	Category	Area of Work	Remarks
	Development	(West Bengal)			
06	Ministry of Agriculture and Farmers welfare	Central Government	Ministries	Agriculture,Fisheries	
07	Member of Legislative Agency (West Bengal)	State Govt. (West Bengal) Political Institute	Parliamentary body/ legislators	Legislation	
08	Ministry of Shipping, Road and Transport	Central Government	Ministries	Navigation, Transportation	
09	Department of Forest	Central Government	Implementing Agency	Forest Conservation	
10	West Bengal Forest Department	State Govt. (West Bengal)	Implementing Agency	Forest Conservation	
11	Department of Fisheries	State Govt. (West Bengal)	Implementing Agency	Fisheries, Social	
12	Public Health Engineering Department	State Govt. (West Bengal)	Implementing Agency	Water, Health	
13	Department of Health and Family Welfare	Central Government	Implementing Agency	Health	
14	Department of Tourism, West Bengal	State Govt. (West Bengal)	Implementing Agency	Tourism	
15	West Bengal Tourism Development Corporation Limited	State Govt. (West Bengal)	Implementing Agency	Tourism	
16	India Meteorological Department	Central Government	Implementing Agency	Climate change	
17	Security Agency	Central	Law and	Security	Indian Coast Guard (ICG),Border

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SI No	Name of Stakeholder	Type	Category	Area of Work	Remarks
		Government	Security(Implementing Agency)		Security Force, India(BSF),West Bengal Police(WBP)
18	National Fisheries Development Board	Central Government	Implementing Agency	Fisheries, Social	
19	Inland Waterways Authority of India	Central Government	Implementing Agency	Navigation	
20	Joint Forest Management Committees	Central Government	Planning Agencies	Forest	
21	National Biodiversity Authority	Central Government	Planning Agencies	Environmental Conservation	
22	National Bank for Agriculture and Rural Development	Central Government	Implementing Agency	Finance and agriculture	
23	National Disaster Management Authority	Central Government	Implementing Agency	Disaster Management	
24	National Ganga River Basin Authority	Central Government	Implementing Agency	Water	
25	National Remote Sensing Agency	Central Government	Implementing Agency	Environment	
26	National Tiger Conservation Authority	Central Government	Implementing Agency	Forest	
27	Sundarban Affairs Department	State Govt. (West Bengal)	Implementing Agency	Forest	
28	Kolkata Port Trust	Autonomous	Business	Navigation	
29	West Bengal Renewable Energy Development Agency	State Govt. (West Bengal)	Implementing Agency	Renewable Energy	

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SI No	Name of Stakeholder	Type	Category	Area of Work	Remarks
30	Animal Welfare Board of India	Central Government	Implementing Agency	Wildlife	
31	Zilla Porishad (West Bengal)	State Govt(West Bengal) Political Institute	Parliamentary body/ legislators	Policy	
32	Department of Panchayat and Rural Development	State Govt (West Bengal)	Implementing Agency	Rural Development	
33	Research Organization	Mixed		Environmental Conservation	Calcutta University(CU),Department of Science and Technology, India(DSTI),Jadavpur University, School of Oceanographic Studies(JUSOS),Marine Engineering and Research Institute,Calcutta(MERI),The Energy and Resources Institute,(TERI),Central Inland Fisheries Research Institute (CIFRI)
34	International Union for Conservation of Nature India	International	Research and policy	Research and Policy	
35	Integrated Coastal Zone Management (World Bank)	National, India	Project	Coastal Zone Management	
36	Local NGOs	National, India		Finance,Social,Rural Development, Agriculture	Self Help Group(SHG),Tagore Society for Rural Development(TSRD),Ramakrishna Mission Ashrama(RMA),Sabuj Sangha(SS)
37	Donor Agency	International and Inter-		Food Security, Environmental	Food and Agriculture Organisation (FAO), European Union(EU),United

SI No	Name of Stakeholder	Type	Category	Area of Work	Remarks
		governmental		Conservation, Water, Health, Social and Disaster Management	Nations Development Programme(UNDP),United States Agency for International Development (USAID),Deutsche Gesellschaft für Internationale(GIZ)
38	World Wildlife Fund, India	International	NGO	Environment Conservation	
39	Centre for Policy Research	National, India	Think Tank	Policy,Finance	
40	Centre for Science and Environment	National, India	Think Tank	Environment	
41	Media	State Govt. (West Bengal)	Media	Media	Press club KolKata

II B: Stakeholder Mapping (Power, Knowledge, Influence and Interest)

Stakeholder Mapping of Bangladesh

SI No	Name of Stakeholder	Power	Knowledge	Influence (Power+ Knowledge)	Interest
01	Ministry of Environment and Forest(MoEF)	High	High	High	High
02	Ministry of Foreign Affairs (MoFA)	High	High	High	medium
03	Prime Minister's Office (PMO)	High	Medium	High	High

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SI No	Name of Stakeholder	Power	Knowledge	Influence (Power+ Knowledge)	Interest
04	Ministry of Water Resources(MoWR)	Medium	High	medium	Medium
05	Ministry of Shipping (MOS)	Medium	Medium	Medium	Medium
06	Ministry of Home Affairs (MoHA)	Medium	Medium	Medium	Medium
07	Planning Commission (PC)	Medium	Medium	Medium	Medium
08	Customs	Medium	Low	Low	Low
09	Bangladesh Forest Department (BFD)	High	High	High	High
10	Wildlife Management and Nature Conservation Division, Forest (WMNCD)	Low	High	Medium	High
11	Department of Environment(DoE)	Medium	Medium	Medium	Medium
12	Bangladesh Water Development Board (BWDB)	Medium	High	Medium	Medium
13	Department of Fisheries (DoF)	Low	Medium	Medium	Medium
14	Bangladesh Inland Water Transport Authority (BIWTA)	Low	Medium	Medium	Medium
15	Bangladesh Inland Water Transport Corporation (BIWTC)	Low	Low	Low	Low
16	Bangladesh Rural Development board(BRDB)	Low	Medium	Medium	Low
17	Mongla Port Authority (MPA)	medium	High	Medium	Low
18	Member of Parliament (MP)-Local	High	Low	Medium	Medium
19	District/Zilla Office Administration (DOA)	Medium	Medium	Medium	Medium

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SI No	Name of Stakeholder	Power	Knowledge	Influence (Power+ Knowledge)	Interest
20	Union Parishad	Medium	Low	Medium	Low
21	Local Government Engineering Department (LGED)	Low	high	Medium	Medium
22	Khulna University-Centre for Integrated Studies on the Sundarbans (CISS)	Medium	High	Medium	High
23	Bangladesh Forest Research Institute(BFRI)	Medium	High	Medium	Medium
24	Water Resource Planning Organization (WARPO)	Low	Medium	Low	Medium
25	River Research Institute(RRI)	Low	High	Low	Low
26	Joint River Commission (JRC)	Medium	High	Medium	High
27	Bangladesh Tourism Board	Low	Low	Low	Medium
28	International NGOs	Low	Low	Low	Medium
29	Research Organization	Low	High	Low	High
30	International Union for Conservation of Nature(IUCN), Bangladesh	Medium	High	Medium	High
31	Donor Agency	Medium	Medium	Medium	Medium
32	Local and National NGOs	Medium	High	Medium	High
33	Bangladesh Institute of Development Studies (BIDS)	Medium	High	Medium	Medium
34	Bangladesh Institute of International Strategic Studies(BIISS)	Medium	High	Medium	High

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SI No	Name of Stakeholder	Power	Knowledge	Influence (Power+ Knowledge)	Interest
35	Media	Medium	Medium	Medium	Medium
36	Private Tour Operator	Low	Low	Low	High

Stakeholder Mapping for India

SI No	Name of Stakeholder	Power	Knowledge	Influence (Power+ Knowledge)	Interest
01	Ministry of Environment, Forests and Climate Change	High	High	High	High
02	Ministry of External Affairs	High	High	High	High
03	Chief Ministers Office	High	High	High	High
04	Ministry of Water Resource, River Development and Ganga Rejuvenation	Medium	Medium	Medium	Low
05	Ministry of Water Resources Investigation & Development	Medium	High	High	Low
06	Ministry of Agriculture and Farmers welfare	Low	Low	Low	Low
07	Member of Legislative Agency (West Bengal)	High	Medium	High	High
08	Ministry of Shipping, Road and Transport	Medium	Medium	Medium	Medium
09	Department of Forest	Medium	Medium	Medium	Medium
10	West Bengal Forest Department	High	High	High	High
11	Department of Fisheries	High	High	Medium	Medium
12	Public Health Engineering Department	Low	Low	Medium	Medium
13	Department of Health and Family Welfare	Low	Medium	Low	Low
14	Department of Tourism, West Bengal	Low	High	Medium	High
15	West Bengal Tourism Development Corporation Limited	Low	High	Medium	High

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SI No	Name of Stakeholder	Power	Knowledge	Influence (Power+ Knowledge)	Interest
16	India Meteorological Department	Low	Low	Low	Low
17	Security Agency	Low	Medium	Medium	Low
18	National Fisheries Development Board	Low	High	Medium	Medium
19	Inland Waterways Authority of India	Medium	High	Medium	Medium
20	Joint Forest Management Committees	Medium	High	Medium	Medium
21	National Biodiversity Authority	Medium	High	Medium	High
22	National Bank for Agriculture and Rural Development	Low	Low	Low	Low
23	National Disaster Management Authority	Medium	High	Medium	Low
24	National Ganga River Basin Authority	Low	Low	Low	Low
25	National Remote Sensing Agency	Low	Low	Low	Low
26	National Tiger Conservation Authority	Medium	High	Medium	High
27	Sundarban Affairs Department	High	High	High	High
28	Kolkata Port Trust	Medium	Medium	Medium	Low
29	West Bengal Renewable Energy Development Agency	High	Low	Medium	High
30	Animal Welfare Board of India	Low	High	Medium	Medium
31	Zilla Porishad (West Bengal)	High	Medium	Medium	Medium
32	Department of Panchayat and Rural Development	Medium	High	Medium	Medium

Stakeholder Analysis and Engagement Plan for Sundarban Joint Management Platform

SI No	Name of Stakeholder	Power	Knowledge	Influence (Power+ Knowledge)	Interest
33	Research Organization	Medium	High	Medium	High
34	International Union for Conservation of Nature India	Low	High	Medium	High
35	Integrated Coastal Zone Management (World Bank)	Medium	High	Medium	High
36	Local NGOs	Low	High	Low	High
37	Donor Agency	Low	High	Medium	Medium
38	World Wildlife Fund, India	Low	High	Medium	Medium
39	Centre for Policy Research	High	Low	Medium	Medium
40	Centre for Science and Environment	Medium	Medium	Medium	Medium
41	Media	Medium	Medium	Medium	Medium

