

July 2004

Inception Report

**Evaluating action planning for enhanced natural
resources management in peri-urban Kolkata**

**Institute of Aquaculture
University of Stirling
Stirling FK9 4LA
Scotland**



**UNIVERSITY OF
STIRLING**

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For further information please contact the project team leader:

Dr Stuart Bunting Institute of Aquaculture, University of Stirling, Stirling FK9 4LA, Scotland
Tel: +44 (0)1787 280458

or visit the project website at: <http://www.dfid.stir.ac.uk/dfid/nrsp/actionplanning.htm>

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DFID Natural Resources Systems Programme

Glossary

Acronyms and Bengali terms

ADB	Asian Development Bank
CEMPD	Centre for Environmental Management and Participatory Development
DFID	Department for International Development (UK Government)
DoF	Department of Fisheries, Aquaculture, Aquatic Resources and Fishing Harbours, GoWB
DoE	Department of Environment, GoWB
DoIW	Department of Irrigation and Waterways, GoWB
EKW	East Kolkata Wetlands
FAO	Food and Agriculture Organization (United Nations)
FPA	Fish Producers Association
GO	Government Organization
GoI	Government of India
GoWB	Government of West Bengal
IUCN	International Union for the Conservation of Nature
IWMED	Institute of Wetland Management and Ecological Design
KMC	Kolkata Metropolitan Corporation
MIC	Minister-in-Charge
NGO	Non-government Organisation
NRM	Natural Resources Management
NRSP	Natural Resources Systems Programme (DFID funded)
PAPD	Participatory Action Plan Development
PS	Production System
PU	Peri-Urban
PUI	Peri-Urban Interface
SWC	Save Wetlands Committee
WB	World Bank
WBSPCB	West Bengal State Pollution Control Board
WWF	World Wide Fund for nature

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1. Introduction

Progress with process monitoring, action planning and communication planning is presented in this report. In dealing with these three main aspects of the project, consideration is given to the role each will play in fulfilling the purpose of the project, which is to ‘Generate new knowledge of action planning to implement natural resources management strategies for the PUI of Kolkata, that benefit the poor, formulated through extended interaction with principal stakeholders.’

The purpose of process monitoring within the project is defined in Section 2, key process to monitor are identified and possible approaches to achieving this have been discussed in consultation with the project team. To facilitate the systematic and consistent documenting of key processes, pro-forma diaries and reports have been developed to record interactions during major meetings and workshops, furthermore a weekly activity report for researchers has been introduced to record meetings and other events. Progress with action planning is outlined in Section 3. Having reviewed constraints identified by participants in project R7872 it was decided that action plans will be developed to address problems concerning access to wastewater, which negatively affects poor people engaged in horticulture, paddy farming and fish culture in PU Kolkata. Analysis of an ongoing planning activity involving local stakeholders highlighted key difference between the proposed PAPD framework for negotiation and a locally instigated and facilitated process. Lessons from this analysis will be used to refine the action planning process within the current project. An external communication plan has been developed for the project (Section 4) taking account of the project purpose, communication stakeholder needs, appropriate media and pathways, main messages to convey and cost implications of different strategies. The internal communication plan for the project is based on the exchange of information originating from process monitoring activities, facilitated through regular email contact, and project team meetings convened to monitor progress and coordinate activities.

2. Process monitoring guidance

Defining the purpose of “process monitoring” within the project

Process monitoring is merely a systematic approach to recording project developments and change. It can help describe the stages that led to successful outcomes (consensus, agreement, and enhanced management) and *less* successful outcomes (conflict, failure to reach agreement or to improve management, for instance). Process monitoring is normally a part of project design but it has recently received greater attention (and been given a name!) because it is recognised that relationships between researchers and the various stakeholders play an important role in achieving successful and lasting outcomes¹.

In addition to describing events retrospectively as in final report writing, for instance, process monitoring can also allow the research team to respond to unexpected changes and positive or negative developments. In projects where negotiation, discussion and agreements are the objective, process monitoring can allow project managers to assess new opportunities for agreement (new avenues to explore) and help form a systematic way for field staff to communicate progress to the whole project team. In this way process monitoring allows the project team to review progress in “real time” and to change emphasis or direction in order to exploit new developments (a supportive and influential government stakeholder or a small, positive intervention that suits numerous stakeholders simultaneously, for instance).

¹ See Lewins R (2004) Process monitoring. Working Paper [unpublished report]

Key “processes” to monitor

The key theme and activity within this project is discussion or negotiation with a view to reaching agreement on the future management of the wetlands. Initial discussion within the project team led to the development of a draft calendar of research activities and commitments. Central to this was the way in which the various stakeholders were to be engaged prior to and after two large workshops. It was agreed that there were about seven or eight key stakeholder groups that must be engaged, consulted and involved in the discussion of future wetlands management. In turn, these stakeholders could be described as primary or secondary stakeholders².

Primary stakeholders:-

Have high importance but may view themselves as having low influence. They may have a direct stake and interest in the “resource” for their livelihoods (fish farm labourers etc.).

Secondary stakeholders:-

May be important and influential and so be a key to success. They can have a very influential position in the process (government officials, powerful NGOs etc.).

The relevant stakeholder group for the wetlands included fish producers associations, labour groups and various government and NGO agencies with a role and stake in water management etc. It was suggested that these groups should be engaged as soon as possible and the project purpose should be communicated to them in face-to-face discussions. Fact sheets or other materials on Ramsar etc. may also play an important early role in this respect.

With respect to recording the process of discussion and negotiation, there are two key aspects to consider:

1. the discussions held with the stakeholder group in isolation (for instance, the level of support and enthusiasm for planning expressed by the fish producers association to the project team), and...
2. the discussions and networking between the stakeholder groups themselves (the outcomes and discussion within multiple-stakeholder meetings and workshops).

Process monitoring within other DFID-funded NRM projects has been based on a combination of at least two reporting formats – diaries and meeting reports.

Structured diaries will help document processes *within* stakeholder groups and with the research team. Meeting reports can help document processes *between* the stakeholder groups.

Draft diaries and meeting reports

It has been found useful for projects to record their interaction with stakeholder groups in a systematic and consistent way, partly because this helps to compare feedback from different members of the team. In addition, a structured approach also makes the interpretation and analysis of processes easier during report writing by allowing responses to be tallied or tracked over the span of the project.

In the case of the project, relationship-building and decision-making are key because long-term partnerships and new ways to achieve improved management of the wetlands are the project’s ultimate objective. In order to achieve mutual support for new management or technical activities it will be

² Based on: Brown, K., Tompkins, T. and Adger, W.N. 2001. Trade-off Analysis for Participatory Coastal Zone Decision-Making. Overseas Development Group, University of East Anglia.

important to engender an environment for negotiation and trust between the stakeholders. In addition, the project proposal highlights the need to promote “co-operation”, “understanding” and “collective decision-making”.

Diary reporting formats incorporate spaces in which progress (or problems) in these areas can be filled in by the researcher.

It is particularly important to document change! For this reason, a special section is included in the draft (unusual outcomes and events).

Meeting Reports in other projects have attempted to distil the essential “dynamics” and outcomes of important meetings. For this reason a large space may be provided for the researcher to enter his or her interpretation of the effect of the meeting and its significance to achieving successful project outcomes or for producing potential problems in this regard.

Previously, it has been found convenient to report the “*discussion*”, “*decisions*”, and to provide a detailed “*researcher’s summary*”. This summary might contain four bullet-points as:

- Discussion quality – how open was discussion, who was loudest/quietest & how clear were the agreements and plans, for instance?
- Hopes – what good things came from the meeting, how will these things help?
- Fears – with your knowledge of “behind-the-scenes” issues, what might obstruct progress and wishes of the people?
- Recommendations – what should be done to help? Are there tasks for the project team or the participants that should be made clear?

Finally, it may be useful for each of the project team to compile a “Researcher Activity Report” on a weekly basis. This will help provide a timeline of important project activities over the lifespan of the project and help each member report back to the team leader. Draft formats (presented in Appendix 1a, 1b & 1c) have been completed with hypothetical responses and provide a basis for the discussion and design of workable and appropriate systems of reporting by the team.

3. Progress with action planning

During preliminary meetings the project team reflected upon the likely demands of action planning involving diverse stakeholder groups including urban and rural authorities and poor people. Approaches to action planning that might be suited to work with PU communities and stakeholders were discussed and the key elements of an ‘action plan’ reviewed. The potential role of process monitoring in evaluating action planning as an approach was also discussed. Initial meetings between the project team and key stakeholders and their representatives permitted awareness of the project and its objectives to be raised with likely participants in the action planning process.

Discussions during initial project team meetings also ensured the project will address a key issue identified in the previous project (R7872) as constituting a significant constraint to sustaining poor livelihoods in PU Kolkata i.e. wastewater supply to peri-urban farming systems. Acknowledging the need to consider the varying demands of the main primary stakeholder groups in a holistic approach to planning, it was decided to develop action plans that would address the main concerns and expectations of those groups dependent on aquaculture, horticulture and paddy farming. This approach, developing action plans to address the different demands of three primary stakeholder groups is slightly different to that proposed in the initial project proposal; the project logical framework has been amended to reflect this change (Appendix 4).

Analysis of an ongoing planning initiative in PU Kolkata by the project team has helped contextualise the rather abstract PAPD framework invoked in support of the project proposal. This exercise enabled

the project team to explore the process and timescale of a locally facilitated planning activity, knowledge of which has been used to refine the proposed sequence of action planning in the current project. Appendix 3 presents an outline of the forward workplan agreed for the main activities by the project team.

The sequence of meetings and key events in the proposed plan to install pumps on the main drainage canal to transfer wastewater to secondary feeder canals supplying one area of PU fish farms was discussed. During this discussion a schematic diagram, in the same style as the PAPD framework was developed. Reviewing the resulting process diagram (Appendix 2) it was clear that the series of discussions and negotiations was much more complex than the proposed PAPD sequence of meetings and activities, and that bilateral meetings and briefings involving state level government agencies, national government representatives and key stakeholders played an important role.

During the initial stages, meetings between the Save Wetlands Committee, Fish Producers Association and Department of Fisheries were sometimes held twice weekly to discuss and refine their plans. This is in contrast to the proposed PAPD approach where stakeholder groups are expected to work independently to discuss and refine their contribution to the action planning process, prior to discussing and negotiating their position at workshops attended by the other stakeholder groups.

The need for stakeholder representatives to seek broad based support from their peers and people they represent, consolidate their position and refine their proposals between workshops was identified in the PAPD framework. However, based on the case-study outlined in Appendix 2 it may be necessary to facilitate smaller meetings of stakeholder groups with shared or even competing objectives to better enable negotiation and collective decision making. During discussion of the case-study doubt was also raised as to whether large workshops bringing together all stakeholder groups would be the best approach to developing action plans, or indeed whether it was a practical approach given the geographical distribution of stakeholders, their differing experiences of participation in such meetings, and the likelihood that it would be impossible to arrange a mutually acceptable time for all groups to meet together.

Analysis of an ongoing planning initiative involving stakeholder groups in PU Kolkata that had been instigated and facilitated by local actors has helped inform the current project. However, it was also noted that the initiative to install pumps on the main canal only addresses the issues of wastewater supply in one area of the PUI used for farming, and specifically for fish culture in large ponds. The action plans being proposed by the current project will help develop strategies to help benefit people in other areas of PU Kolkata that suffer due to irregular and unpredictable wastewater supplies, including those involved in horticulture, paddy farming and fish culture.

4. Project communication plan

An outline communication plan for the project has been formulated by the project team and is summarised in Tables 3.1 and 3.2. A more detailed analysis of the communication needs of the project has been described by Pickstock (2004)³ based on the aims of the communication plan in relation to the project purpose, reviewing the sources of information currently used by stakeholders, the research products and likely outcomes of the project and meetings with media representatives. Key points from this review are summarised below.

- The wastewater-based aquaculture and horticulture systems of the East Kolkata (EK) wetlands provide many benefits to Kolkata, including production of fish, vegetables and rice, employment to several thousand people, and health and environmental benefits. Although this long-established system provides many benefits, and yet functions at little or no cost, its continued viability is

³ Pickstock M (2004) Communicating the results of DFID-NRSP supported project in peri-urban (PU) Kolkata to enhance natural resources management. Draft Working Paper.

currently threatened by lack of investment in infrastructure (replacement pumps, canal de-silting etc) and the legislation necessary to provide security of land tenure to farmers.

- A communication campaign is crucial to inform the general public, including policy makers, of the significance of the EK wetlands, their benefits, and the urgent need for funding and legislation to ensure their continued efficient functioning. It is also important that communication outreach be developed to the farmers and traders.
- To optimise any communication strategy, it is essential that very careful consideration is given by the project team and researchers to the messages to be conveyed to the different target groups at local, national and international levels. Such messages must be simple and clear. They must be free of non-essential detail that may confuse the target groups, and essentially they should provide only information that the target audience or readership needs to know.
- Selection of communication channels, including media, will depend on their availability to the different target groups, and the preferences of the target groups.
- Some communication channels will be more costly than others. Funds available for implementing the communication strategy will require that the project team prioritises the messages to be conveyed to the different groups to be targeted, and the communication channels to be utilised to obtain optimum impact with limited funds.
- Costs can be minimised by careful planning of a coordinated communication campaign, which allows for the messages designed for communication channels to be used as broadly as appropriate, thus avoiding the need and expense of “re-inventing the wheel” for different parts of the campaign.
- It may be possible to supplement the limited funds available for communication by seeking sponsorship from Indian or foreign companies and/or organisations.
- The communication strategy discussed and summarised in this report is multi-faceted and, to ensure its successful implementation, it is recommended that a competent member of CEMPD staff is given the responsibility for day-to-day coordination of the individual elements, under the overall supervision of Dr Nitai Kundu. This person would be the communications contact for the media, and would have the responsibility for initiating media contacts, keeping a record of meetings and action agreed, and generally ensuring that the campaign maintains momentum. He/she should discuss progress and forthcoming action with Dr Kundu *et al* on a regular basis.

While all the researchers and members of the project team agreed in broad terms about the communication needs of the project and the target groups, there were differences of opinion in the messages to be conveyed, the prioritisation of target groups and the action to be taken. There was also a recurring tendency to draw in detail, which individuals felt were important but which were not directly relevant to the messages required for target groups. For instance, there was a wish to include detailed statistics and dates, which only diluted or confused messages; and the mention that this is now a Ramsar Convention site was brought in, though Ramsar is not the main reason why the wetlands need protection. It was suggested that a logical framework approach would help everyone to contribute to, question and agree each stage of communication strategy development, providing a visual matrix to cross-check for omissions, repetitions and to determine a logical flow of communication requirements and actions (see Table 3.1 and 3.2).

Table 3.1: Draft communication plan, identifying broad groups of communication stakeholders, appropriate media to reach them and main messages to convey

Group	Composition	Why targeted	Priority & Start date	Media	Lang- uage	Main messages
Local stakeholders (within EK system)	Fish, vegetable & rice farmers. Employees & traders.	Make aware of Action Planning Process and any new practices.	1= Mid-July	Radio TV Street Theatre Print	Bengali	<ol style="list-style-type: none"> 1. Awareness benefits of working together with other groups & consequences of not working together. 2. How to go about bringing groups together harmoniously and productively. 3. Details and benefits of action plan developed by project
Local stakeholders (outside EK system)	Kolkata residents, including GoWB policymakers.	Make aware of importance of EK sewage-based system & apply pressure on local politicians.	1= Mid-July	TV Press Radio	Bengali Hindi English	<ol style="list-style-type: none"> 1. Explain self interest to Kolkata residents: what happens to their waste & benefits of current system 2. Consequences of system breaking down and what is likely to lead to systems breakdown 3. What needs to be done to keep the system functioning?
National	General public in India, including Gov of India Policy makers.	Make aware of EK system & its significance nationally, apply pressure on Gov India politicians..	2 1 Oct 04	TV Press Radio	Hindi English	<ol style="list-style-type: none"> 1. Point out even though other Indians don't live in Kolkata, Kolkata's approach to waste may also be of interest to them. 2. Kolkata system is old and in danger of breaking down: consequences to all of India if EK system breaks down 3. What is needed is political action from national and state level policymakers for legislation and funding for E Kolkata.
Regional	S & SE Asia Policymakers, Professionals & NGOs	To share lessons learned for replication elsewhere.	4 2005	TV Dev't & tech press. Internet	English	
Internat'l	Donors Consultants Int'l organizations- IUCN/WWF/FAO.	Create awareness To stimulate them to put pressure on policymakers & provide funds	3 1 Oct 04	.Internet. Dev't & Technical Press.	English	<ol style="list-style-type: none"> 1. Unique resource recovery system in Kolkata wetlands. 2. Why and how system is replicable elsewhere. 3. Need for international organizations and donors to pressure GoI and GoWB policymakers to fund and legislate to ensure sustained functioning of EK wetlands under Ramsar.

Table 3.2. Draft communication plan outlining appropriate media channels and formats, comparative cost and priority for actions to be taken

Group	Composition	Media channels & formats to be used for each target group.	Comparative Cost	Action to be taken & names of media contacts
Local stakeholders (within EK system)	Fish, vegetable & rice farmers. Employees, traders	Print: Press conference (incl GoWB) for Press coverage. Booklet on EK System for EK schools. Opinion Poll on EK System + press coverage Street drama: for E Kolkata rural stakeholders. Poster drama: for E Kolkata rural stakeholders. Procession & Festivals: activities for EK stakeholders. TV: Documentary Serial Interactive current affairs progs Current Affairs news report of topical events. Radio: Ask local celebrity to record 'sound-bite' message that reinforces message in TV & print	* ** * * * * ***** ***** ** * **	1. Identify radio & TV broadcasters and meet them and brief them and give fact sheet 2. Identify street theatre troupe, meet them, brief them and give fact sheet 3. Confirm their interest and assure them assistance
Local stakeholders (outside EK system)	Residents of Kolkata, including GoWB policymakers.	Print: Press conference (with GoWB) for Press coverage Opinion Poll on EK System + press coverage TV: Documentary Serial Interactive current affairs progs Current Affairs news report of topical events. Radio: Ask local celebrity to record 'sound-bite' message that reinforces message in TV & print Quiz programme in schools.	* * ***** ***** ** * ** **	1. Identify appropriate press, TV, radio broadcasters, meet & brief them, give fact sheet 2. Confirm their interest and assure them assistance 3. Decide who & how many stakeholders to invite to meetings 4. Hold meetings & record stakeholder reactions
Regional	S & SE Asia Policymakers & professionals, NGOs	Print: Press release and / or articles with pics for International development and technical press Internet: Articles for New Agriculturist online Develop project website	* * **	
Internat'nal	Donors Consultants Int'l organizations (IUCN/WWF/FAO)	Print: Press release and / or articles with pics for International development and technical press Internet: Articles for New Agriculturist online Develop project website	* * **	1. Target specialist print and internet titles / sites (e.g. <i>New Agriculturist</i> , <i>ITDG Appropriate Technology / Waterlines</i>) with good info / stories for them to use.

Selection, composition and prioritisation of target groups.

Initially, three target groups were identified: Local, National and International. On discussion it was agreed that two of these groups required dividing further:

The Local group initially covered those stakeholders directly and indirectly involved with the wastewater fish and vegetable production (farmers and trade-related people), and the general public of Kolkata including the policymakers of Kolkata and West Bengal. Since these two groups have different interests and communication with them demands different messages, the group was divided into Local stakeholder (within EK system) and Local stakeholder (outside EK system). These two groups were considered to be the highest priority for action in the communication strategy.

The International group was also seen to comprise two interests, a regional group in South and South-east Asia, interested to learn from and possibly apply some of the lessons from EK wetlands, and a truly international group of donors, consultants and NGOs which could potentially provide funds and influence policymakers in Government of India and Government of West Bengal. These two groups were subsequently identified as Regional and International respectively. The National group was considered the next highest priority after the two Local Stakeholder groups and the International group was a lower priority. The lowest priority was the Regional group, since they could offer no potential financial contribution, influence or leverage to benefit the situation in the EK wetlands.

Selection of media and language to address each group.

Initially, the Local stakeholders within EK system were considered best approached through Radio and Street theatre, since they cannot afford TV and are largely illiterate. However, this was revised when it was decided that access to TV/video is possible through group watching (informally at *chai* house or formally in organised groups), and that print could be used through the medium of simple booklets designed for use in the schools of East Kolkata. It was agreed that Bengali was the obvious language for all channels directed to this group.

The preferred media for the Local Stakeholders outside the EK system were TV and Press, with Radio being used to reinforce the messages introduced by TV and Press. Depending on circumstances prevailing and the media used, the languages used would be Bengali, and to some extent Hindi and English.

The preferred media for the National group were TV and Press, with Radio being used to reinforce the messages introduced by TV and Press. The languages used would be Hindi and English, depending on the TV channel and newspaper carrying the message.

After some discussion it was decided that the International group would be served most effectively through the Internet (e.g. *New Agriculturist* and the Stirling University website), and articles in technical publications such as *Appropriate Technology*, *Waterlines* etc, and those serving Public Health and Engineering. English would be the most appropriate language.

Media suggested for the Regional group were TV and articles in the regional press - Bangkok Post, Straits Times, etc. English would be the most appropriate language.

Main messages for each group.

Considerable discussion time was devoted to deciding and then refining three main messages for each of the first four priority groups, Local stakeholder within EK system, Local stakeholder outside EK system, National and International. These three messages will naturally be used in different media on many different occasions and their repetition should result in reinforcement of the messages and retention by audiences and readers. Time constraints resulted in no discussion about messages for the lowest priority Regional group, but there is ample time in the planned calendar of events to make good this omission.

Comparative costs for media and different formats within the media.

It is not possible to give even approximate costs for the different media formats itemised as appropriate for different groups. As a consequence, in the column for Comparative costs the indicators are for relative cost with ***** being most expensive and * least expensive.

The only exception was the TV documentary format where estimates were requested from an Independent Film maker, Anindya Datta, and from Anita Agnihotri of Roopkala Kendro. For a 20 minutes documentary Mr Datta estimated a cost of Rs40,000 and Ms Agnihotri estimated Rs1.8 lakhs. Mr Datta pointed out that broadcasting a 20 minutes documentary on commercial channels would incur an additional cost of Rs10,000-12,000, while Ms Agnihotri said that the days of free transmissions on Dhodarshan, the national broadcasting organisation are now past and that a charge (unspecified) would be exacted even for programmes on subjects of public interest.

Internal project communication and initial communication products

The internal project communication strategy depends largely on the effective documentation and exchange of information from the field workers and local partners regarding their interaction with various stakeholder groups to the rest of the project team. Pro-formas developed for this purpose (Appendix 1a, 1b and 1c) will ensure that this element of communication is well structured, consistent and undertaken in a timely fashion. Materials for the project website are being compiled and arrangements made for the pages to be hosted on the University of Stirling site; the discussion list for the project team will be linked to these pages. A 'Fact Sheet' for the project has been produced to provide participants with an overview of the project and its objectives. The fact sheet will be translated into Bengali and will be released to the media in India to raise local awareness of the project. Considering the regional and international communication stakeholders a paper entitled 'Wastewater aquaculture: perpetuating vulnerability or opportunity to enhance poor livelihoods?' has been accepted for publication in the journal Aquatic Resources, Culture and Development (CABI) and a further paper entitled 'Wastewater aquaculture and livelihoods in peri-urban Kolkata' published in Waterlines (ITDG). Recent research findings from work supported by NRSP in Kolkata will also contribute to a key sheet on peri-urban issues for the forthcoming CABI Aquaculture Compendium. The commissioning editor for Aquatic Resources, Culture and Development has also expressed an interest in a paper on livelihoods research in PU Kolkata and project team members have agreed to prepare an outline summary of the paper for review. An annotated bibliography of project records and materials produced and promoted has been established and will be updated regularly.

Appendix 1a. Draft researcher's discussion diary

Name: Roger Lewins

Place: Fish Producer's Office

Date: 1/6/04

“Co-operation”

(Cite new evidence of collaboration within the stakeholder group and/or with other stakeholder groups. Or cite evidence of lacking co-operation.)

Comments:

- (1) Fish Producer's Committee have agreed to meet project staff once a week – committee members will jointly allocate key spokesmen to project.
- (2) The Fish Producers have made their own arrangement to discuss project with the Save the Wetlands NGO.

Why?:

- (1) The group are enthusiastic about project are some members are too busy to meet with the project team.
- (2) The Fish Producers and the NGO have identified some areas of mutual interest before the project workshop and want to discuss in private.

“Understanding”

(Cite new evidence of understanding within the stakeholder group with respect to the project, management issues and Ramsar. Or cite evidence of lacking understanding)

Comments:

The Fish Producers understand the purpose of the project but not Ramsar.

Why?:

Ramsar has not been properly communicated to them yet (fact-sheet not finished and Ramsar meeting still to be held).

“Decision-making”

(Cite new evidence of decision-making within the stakeholder group with respect to the project. Or cite evidence of lacking understanding)

Comments:

The Fish Producers have decided to make sluice gate rehabilitation their priority objective in future meetings with other stakeholders.

Why?:

They believe sluice gate management will benefit others as well as themselves (prevent siltation etc.).

Unusual Events and Outcomes

Observations

There is great enthusiasm for tackling sluice gate management now but there was no interest last week. The group are much more supportive of project than last week.

Explanations

Discussion between the group and the project team have highlighted the opportunity and benefits from better sluice gate management. They were also visited by government representatives in this regard.

Significance

Shows greater support and understanding of project and opportunities. Also shows linkage with other secondary stakeholders (in this case, government representatives responsible for irrigation and canals).

Appendix 1b. Major meeting or workshop report

Name: Roger Lewins

Venue:

Date:

Agenda: Future sluice gate management

Participants: 12 Fish Producers / 6 Save the Wetlands reps. including Chairman

Chair: Professor Ghosh

Discussion

(e.g. main points discussed, who said what, suggested activities or plans etc.)

The project activities & progress were highlighted by project team.

Discussion centred on sluice gate management –especially future roles and responsibilities (government and beneficiaries).

Alternative management arrangements were suggested – including a new role for Department of Irrigation etc.

Decisions

(e.g. any agreements on suggestions made, summing-up etc.)

Agreed that the appropriate GOs must be involved in next stages of discussion (in this case Dept. of Irrigation, etc.).

It was agreed that operators should be responsible for day-to-day maintenance etc. but that government must provide greater support in training and resources/funding of gate operator.

Researcher's summary

Discussion quality:

Input from both groups was good and productive and Fish Producer and Save the Wetlands Chairmen were in agreement.

Hopes:

Agreement to involve GO stakeholders could release funds and support for improved sluice gate management.

Fears:

It will be difficult to build support from GOs and to encourage change in practice.

Recommendation:

Research team should act as brokers (intermediaries) on behalf of Fish Producers and Save the Wetlands.

This issue should be raised at next project meeting with the relevant GOs.

Appendix 1c. Researcher weekly activity report

Name: Roger Lewins

Date: 1/6/04

Meetings & other work undertaken:-

- Provisional meeting with Fish Producer's Organisation held at their office.
- Agreement reached with labour union and fish producers on site and date for Ramsar discussion.
- Workshop invitations sent to
- Private conversation with Fish Producer's Chairman regarding meals and costs at workshop.
- Presentation for workshop agreed with project team and finished.
-
-
-
-

Appendix 2. Negotiation process leading to the planned instillation of pumps

2003 Monsoon (July/Aug)
 Problem in sewerage supply
 FPA, SWC & DoF formulate memorandum

SWC, FPA & DoF meet with DoE & DoIW, whilst DoF representatives meet with KMC to discuss outline plans

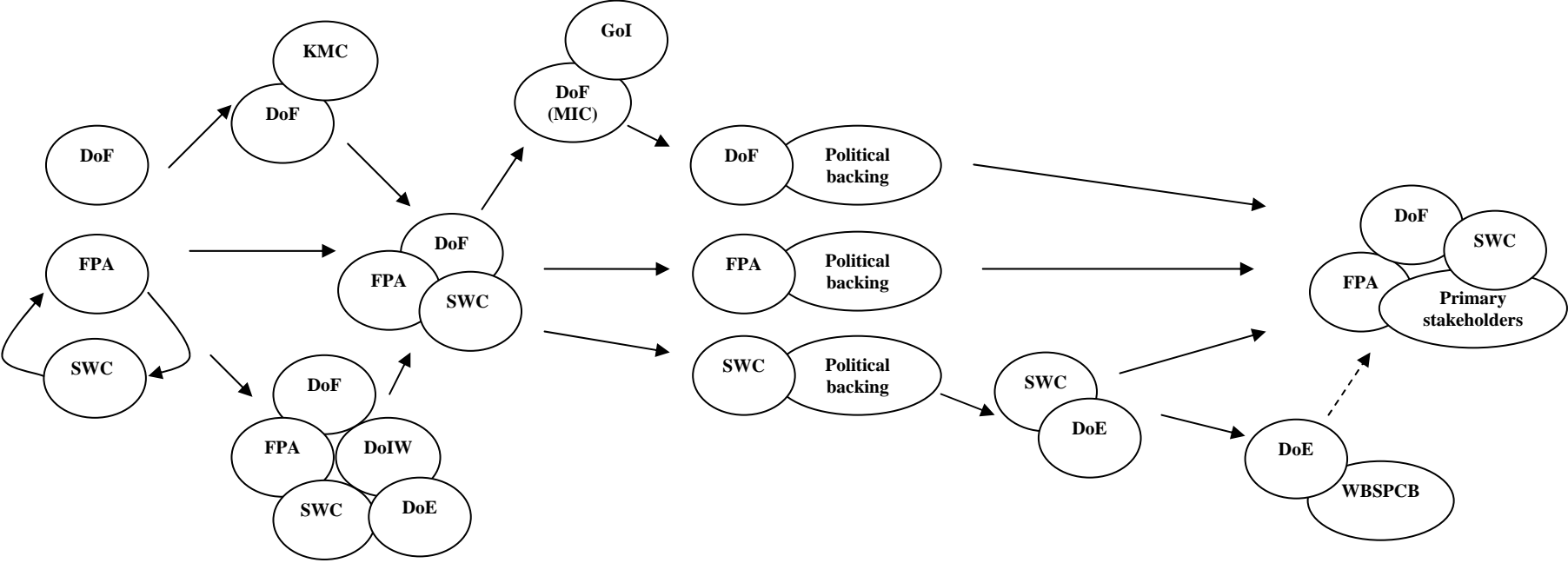
SWC, FPA & DoF meet as required to refine proposal, twice per week if needed

MIC DoF meets with GoI representatives to discuss proposal

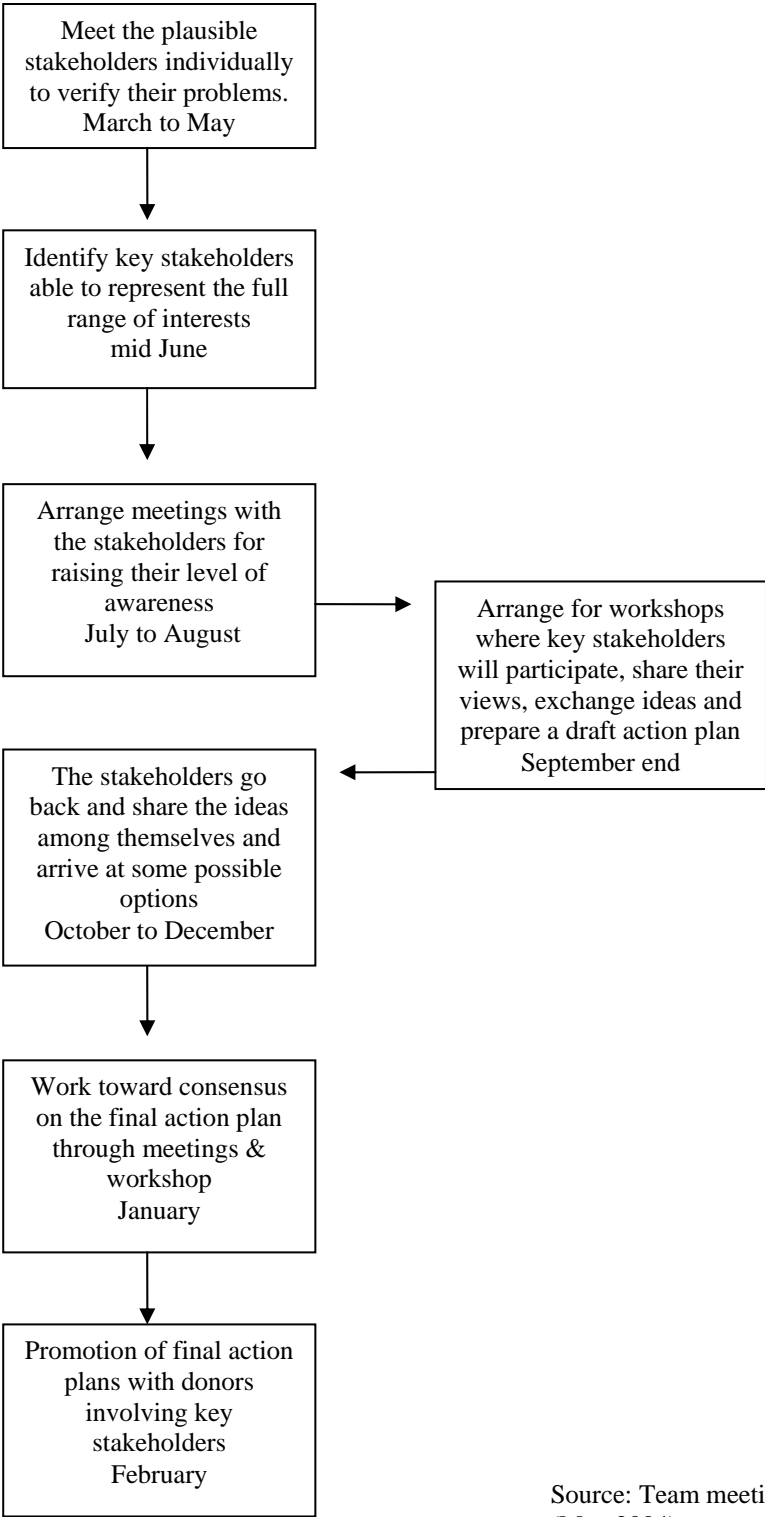
Officials meet with members of their organisations to present preliminary plans, elicit feedback and seek mandate to proceed

SWC meet with DoE representatives to discuss plans, and subsequently DoE discusses with WBPCB

June 2004 - SWC, FPA & DoF meet with 10+ groups of primary stakeholders (40-50 per meeting) to present detailed plan, including cost implications and ask for a show of hands concerning proposal



Appendix 3. Forward workplan agreed among the project team



Source: Team meeting, CEMPD Office, Salt Lake (May 2004)

Appendix 4. Revised project logical framework

	PUI
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Narrative summary	Objectively verifiable indicators	Means of verification	Important assumptions
Goal			
NRSP provides	NRSP provides	NRSP provides	NRSP provides
Purpose			
Generate new knowledge of action planning to implement natural resources management strategies for the PUI of Kolkata, that benefit the poor, formulated through extended interaction with principal stakeholders	Stakeholders utilise action planning as a decision tool in the future for other equivalent areas in West Bengal or elsewhere around the world (month 13+). Adaptation of action planning process by at least one development agency (month 13+). At least one action plan taken up by national government agency or internationally development agency when planning future of the PUI Kolkata and its communities (month 13). Greater livelihood opportunities and reduced vulnerability of poor people through involvement in the formulation and implementation of the action plan (month 13).	Feedback reports from participants. NRSP guidelines on action planning Concept notes of subsequent development programmes Pilot projects based on action plans supported by external development agency	Continued public acceptance of products from PS exploiting waste resources
Outputs			
1. Process enabling action planning for NRM in the complex social and administrative context of a PUI better understood. 2. Pro-poor action plans for three primary stakeholder groups dependent on NR management in the Kolkata PUI further developed. 3. Internal, local, national and international awareness of improved action planning process increased. 4. Action plans promoted for external support.	Process monitoring of action planning , demonstrating improved knowledge of participants and project staff (month 12) Principal stakeholders involved in the development of action plans concerned with an aspect of NR management with potential to enhance poor livelihoods for three stakeholder groups (months 11) At least two non-participating development oriented agencies aware of process monitoring and action planning for PUI. (month 10) At least one development agency agrees on schedule to facilitate implementation of at least one action plan (month 14)	Process monitoring reports Three Action Plans Project meeting reports Process monitoring reports Dissemination materials Donor meeting reports MoU between wetlands community and development agency	Participatory approaches to decision-making and action planning will be acceptable to target beneficiaries and principal stakeholders Development oriented agencies interested in supporting PU NR management to enhance poor livelihoods developed through participatory action planning

Activities	Budget and milestones	
<p>1.1 Research team finalised, MOUs signed and work plans agreed</p> <p>1.2 Training provided for inexperienced project partners in action planning and participatory decision-making methods, including facilitation, process monitoring and reporting</p> <p>1.3 Process monitoring reported regularly by all project staff and assessed by managers</p> <p>1.4 Lessons from process monitoring of participatory and collective action planning assessed & documented</p>	<p>MS 1.a Signed MOUs between UOS and partners, containing outline work plans (month 2)</p> <p>MS 1.b Training materials (month 2)</p> <p>MS 1.c Field staff diaries and monthly management assessments (from month 3 to month 12)</p> <p>MS 1.d Lessons learned with participatory and collective decision making approaches employed assessed and report (month 12)</p>	
<p>2.1 Initial discussions and agreement with stakeholders about the action planning process and topics. (what support materials required?)</p> <p>2.2 Action planning on three priority areas of concern relating to NR management and access in PU Kolkata initiated (see Annex 1).</p> <p>2.3 Action plans for 3 stakeholder groups finalised</p>	<p>MS 2.a Agreed list of topics (month 3) and support materials produced: Bengali leaflet, street play (month 3).</p> <p>MS 2.b Field staff diaries and monthly management assessments (from month 3 to month 12)</p> <p>MS 2.c Action plans 1, 2 & 3 (month 11)</p>	
<p>3.1. Define internal communication strategy (for staff and stakeholders)</p> <p>3.2. Formulate external communication strategy (with specialists, staff and stakeholders)</p> <p>3.3. Appropriate communication media produced to raise awareness of project objectives, approach, research findings (process) and products (action plans)</p> <p>3.4. Target groups benefit from new knowledge on participatory action planning with poor PU communities and rural and urban government agencies</p>	<p>MS 3.a Internal project communication strategy (month 2)</p> <p>MS 3.b Project website and electronic discussion list (month 2)</p> <p>MS 3.c External project communication strategy and workshop proceedings(month 4)</p> <p>MS 3.d Based on communication strategy developed in MS 3.a-c appropriate media produced (e.g. Bengali leaflet, newspaper article, radio & television broadcast) (month 5-13)</p> <p>MS 3.e Appropriate communication products for target groups engaged in action planning and PU NR or wetland management</p>	
<p>4.1. Building on contacts and dialogue established during R7872 development oriented agencies made aware of project activities and objectives and invited to participate</p> <p>4.2. Ensure development oriented agencies are informed at all steps of project and that research findings and products are communicated in a timely fashion</p> <p>4.3. Building on extended interaction with development agencies agree schedule to implement action plans</p>	<p>MS 4.a Promotional materials suitable for development agencies produced (month 3 to 14). Record of those who participate (month 5)</p> <p>MS 4.b Project records of materials produced and promoted (month 3 to 14)</p> <p>MS 4.c Report on participation of, and meetings with development agencies and outline agreement on schedule for implementation (month 13)</p> <p>Budget: £64,000</p>	
Pre-condition		

