



Stakeholder Consultation as a
Corporate Governance Mechanism:
Challenges and Opportunities in the
Lake Ecosystem of Jammu & Kashmir



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The National Foundation for Corporate Governance was established in 2003 by the Ministry of Corporate Affairs (MCA) in collaboration with the Confederation of Indian Industry, the Institute of Company Secretaries of India, and the Institute of Chartered Accountants of India using a special PPP model. The Indian Institute of Corporate Affairs, National Stock Exchange, and Institute of Cost Accountants of India later joined forces with the aim of promoting excellent corporate governance standards at the level of both individual corporations and the industry as a whole.

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Stakeholder Consultation as a Corporate Governance Mechanism: Challenges and Opportunities in the Lake Ecosystem of Jammu & Kashmir

Introduction:

Corporate governance is defined as “the system by which companies are directed and controlled” (1). Corporate governance helps companies improve policies, procedures and governance of organizations and has seen widespread popularity across the world including India (2). Traditionally, corporate governance has been understood according to the principles of agency theory (3). From an agency theory perspective, the purpose of corporate governance is to maximize profits for shareholders. However, an overemphasis on increasing shareholder prices has increasingly led to corporate scandals and governance crisis (4). Thus, practitioners and academicians have proposed

that instead of focusing only on shareholders, corporate governance must instead rely on a stakeholder perspective of business. According to researchers, with changing times corporate governance has increasingly shifted to go beyond auditing and regulating corporate boards and firms are increasingly being expected to provide value to a broader range of stakeholders such as employees, investors, customers, the government and the surrounding communities (5). More and more countries are including interventions like corporate social responsibility, ethical training and stakeholder engagement as novel means to improve corporate governance and achieve holistic development of all stakeholders (6). Furthermore, due to unique institutional and philosophical contexts particular to Indian businesses, the government of India has actively brought in legislations that only serve to maximize stakeholder orientation of all businesses irrespective whether private or government.

However, corporate governance in India has remained a top-to-down approach, both in research and practice (7). An increasing number of global organizations, global forums and developed countries are advocating for an approach which is bottom-up rather than top-down (8). In other words, an approach that includes stakeholders at the ground level in the internal decision making of organizations for strategic and long-term success (9).

Stakeholder engagement is an important component of all corporate governance models. However, recent research is advocating to go beyond engagement and switch to stakeholder participation and consultation in the internal decision-making processes of all organizations (10) The implications and importance of such an approach are more pronounced for organizations whose decision making have a direct bearing on the surrounding stakeholders and environment.

For example, the Jammu & Kashmir Lake Conservation and Management Authority (J & K LCMA) is tasked to conserve the wetlands and water bodies of Jammu and Kashmir while ensuring economic development of a variety of stakeholders: tourist operators, taxi drivers, houseboat owners, hotels, and fishermen etc. It's well known that lakes such as Dal Lake, Aanchar Lake and Wular Lake are a major tourist attraction for tourists worldwide. However, over the years the lakes have suffered excessive pollution and shrinkage due to man-made activities (11). These lakes provide thousands of jobs due to economic activities such as tourism, fish and fresh vegetables unique to the ecosystem of these lakes. The Jammu & Kashmir Lakes Conservation & Management Authority has initiated and executed multiple initiatives over the years to preserve the lakes and boost sustainable businesses around the lake.

However, the initiatives have not always been successful, and the boatmen community, hotels and tourist associations have not been on the same page for a variety of reasons. Our work uncovers the gamut of sustainability initiatives around these lakes and interviews multiple stakeholders of these lakes: The employees and directors of J & K LCMA, the fishermen, tourist association members and boatmen. The outcome of the current study will help in developing a joint consultative mechanism that can better help conserve and develop economic activity around the lakes. The development and application of a consultative and participative stakeholder consultation mechanism can help improve and extend corporate governance theory models, where such research is still rare and in infancy.

Moreover, academic research on stakeholder consultation and participation in internal decision making has not been pursued rigorously in developing countries. Moreover, there is a strong need for this study since the central and J & K government is strongly interested in conserving and reviving business activity around the wetlands

and lakes of J & K. Unsustainable and exploitative business practices around these lakes not only threatens thousands of jobs but may also lead to major floods across the Kashmir plains. The results and research methodology of our study can also be extended in the study of other wetlands of national importance. Stakeholder consultation and joint-governance mechanisms, as proposed and developed by our study, thus, can help corporate governance become a bottom-up approach instead of the present top-to-down approach.

2. Methodology used for the current study:

The present work is divided into two phases/reports: The current report conducts a through literature review to help understand the relationship of corporate governance and stakeholder consultation. Importantly, the literature review refines and underlines the research objectives that are to be pursued in the next stage of the research via workshops. The results of the literature review are shown in **Table 1**.

<i>Table 1. Literature review of studies evaluating the relational dynamics of Corporate Governance and Stakeholder Consultation</i>		
Authors	Country	Findings
Erin et al., 2021	US	A more autonomous board plays a significant impact in supporting sustainable performance, according to the examination of manually quantified sustainability performance data. In order to improve environmental sustainability, it reinforces the concept of role separation and prohibits the CEO from serving as chairperson of the governing board.
Nicollo et al., 2021	US	The findings show that while financial leverage has a negative relationship with the level of CSR disclosure, the size of the company, the board's commitment to CSR, and profitability have a positive relationship with it.

Doni et al., 2021	Multiple	According to the study, businesses that have a diverse board and separate roles for the chair and CEO do better in terms of sustainability. By proving that the board of directors' makeup affects the firm's sustainability performance, this study adds to the body of knowledge on corporate governance and business performance.
Ezeani et al., 2021	Not defined	The study demonstrates how boards might more faithfully carry out their ethical duties to dependent stakeholder groups and, in doing so, enable stakeholder involvement in corporate governance in ways that promote fairness in relationships between organisations and stakeholders.
Issa et al., 2021	Nigeria	The findings show that elements of the audit committee and board governance, including the size of the audit committee, expertise of the audit committee, and audit committee meeting, are significantly related to the quality of sustainability reporting.
Karwowski et al., 2021	Arabian Gulf countries	The analysis's results indicate a strong correlation between the diversity in the board and the amount of voluntary CSR disclosure. In particular, the authors find that diversity captured by board member gender is negatively associated with the level of voluntary CSR disclosure while diversity captured by education level, nationality, and the presence of members of the royal family is positively associated with the level of voluntary CSR disclosure.
Konadu et al., 2021	Europe	The results highlight the beneficial influence that women directors have on improving ESG disclosure, both generally and specifically (based on individual ESG scores).

Freudenreich, 2019	Not defined	According to the study, stakeholders are given a say in matters of operations, management, and strategy. The degree of authority given to stakeholders ranges from complete absence to joint decision-making. Most of the engagements are low power and low scope, which restricts them from aligning the opinions of the parties within the business borders with those outside it.
Gupta et al., 2019	Europe	In a typical post-socialist country in the Central and Eastern European region, the analysis reveals potential avenues for the creation of local governance tools, with a focus on the participation of stakeholders in local policy and long-term planning of territorial development.
Manning et al., 2019	Dutch	The study reveals that monitoring effectiveness has a short-term favourable impact on sustainability reporting quality (SRQ) and sustainable reporting requirements (SRC). Stakeholder engagement has a positive impact on SRQ and SRC in the short term and is positively correlated with SRQ via corporate sustainability performance (CSP) in the long term, indicating that engaged stakeholders may eventually encourage businesses to conduct themselves in a more sustainable manner.
Naciti, 2019	Multiple	The results imply that the conventional difference between corporate governance systems centered around the stakeholders vs shareholders holds significance for the CSR strategy. The study's findings demonstrate that addressing CSR concerns in the boardroom has a positive impact on interactions with stakeholders outside the company, including customers and staff (local communities, nongovernmental organizations, government, etc.).

Akremi et al., 2018	Turkey	The study offers a unique, effective, and credible CSR measure that captures the duties a company has to numerous stakeholders. The analysis' findings revealed a four-dimensional structure for CSR, including CSR for customers, employees, and government as well as CSR for social and non-social stakeholders.
Hussain et al., 2018	Europe	Stakeholder engagement is positively correlated with corporate social performance, according to research into a moderating effect. It can be viewed as a key internal driver that can influence corporate culture and is most likely to solve issues related to corporate social responsibility.
Reed et al., 2018	24 countries	The results show that the deployment of certain governance measures related to board composition, CEO duality, board size, board gender diversity, board committees, and openness in compensation, governance, and auditing processes collectively has a favourable impact on CSP.
Vitalisova et al., 2018	Spain	This study aims to analyze, while controlling for other factors, the impact of the power of the shareholder and a dispersed ownership structure on the corporate social responsibility (CSR) data disclosure decision in the Spanish environment. Results demonstrate that this study is compatible with the framework put out and evaluates a stakeholder theory approach to analyze corporate social disclosures, despite the fact that shareholders' influence is extremely restricted.

Lopatta et al., 2017	Japan, Germany, and France	The study shows that the board characteristics affect the adjustment speed for enterprises in a bank-based (stakeholder-oriented) system. Additionally, it is discovered that the capital structure of Japanese, French, and German enterprises is affected differently by board characteristics. The study comes to the conclusion that the corporate governance environment a corporation operates in is reflected in its capital structure.
Shahzad et al., 2016	Not Defined	In this study, the engagement and involvement methods for meeting stakeholder needs have been discussed and evaluated. It has also been discussed how the proposed Community Interest Company form, which is now the topic of government study, will institutionalise the participation form in law. Additionally, it increases the prospect of government regulation of interactions with stakeholders.
Ayuso et al., 2014	A textile corporation with global suppliers, especially those in emerging nations.	Based on the viewpoints of multiple stakeholders, the study helps a company identify the pertinent Critical Success Factors (CSFs) for the Sustainable Supplier Selection (SSS) process. It is clear from the CSFs priority results that if suppliers want a durable working relationship with the example company, they must provide more attention to the social and environmental components in addition to the economic focus.
Giannarakis et al., 2014	UK	According to the study, joint management stakeholder committees have a significant impact on corporate governance processes like monitoring and measuring as well as firm policy formation.

Giannarakis, 2014	US	The results also show that low stakeholder engagement negatively affects businesses' financial performance. The results hold up well against outliers, model requirements, statistical calculations, and alternative performance measures. Most importantly, the conclusions drawn from the moderating outcome point to stakeholder involvement as a tactical strategy for performance improvement.
Meintjes & Grobler, 2014	Nigeria	Findings point to the necessity for developing a stakeholder engagement framework in order to increase informed and balanced stakeholder participation and forward-thinking CSR initiatives. The engagement appears overly regulated and unauthentic, according to the findings.
Bogart, 2013	Not defined	Based on key elements of stakeholder theory, the paper presents a model for generating stakeholder value. It draws attention to interdependent stakeholder interactions in which participants engage in joint value creation processes as both value recipients and value (co-) producers. It is necessary to broaden the concept and study of value generation through business models in light of: <ul style="list-style-type: none"> i. the various value types created with and for diverse stakeholders and, ii. the resulting value portfolio, or the various value types traded between the company and its stakeholders.
Ihugba, 2012	UK	Sustainability disclosure and the corporate governance index are favourably correlated.
Walls et al., 2012	All over the world	The study reveals a statistically significant relationship between risk classification and CSR activities. It is confirmed by statistical analysis and content analysis of the reports that businesses recognise their ESG and reputational risks and take CSR measures to reduce them.

Spitzeck et al., 2011	US	<p>The results show that:</p> <ol style="list-style-type: none"> 1. The board becomes more aware of and supportive of CSR activities through active engagement in strategy. 2. Stakeholder involvement advances board influence of CSR. 3. The synchronisation of company commitments, CSR practise, and investment is supported through respectful board-management relationships. 4. The effectiveness of CSR on the board is increased by the use of integrated financial, operational, and sustainability KPIs and performance data.
Spitzeck & Hansen, 2010	Europe, French	<p>The authors create and validate a new measure of corporate stakeholder responsibility (CStR), which they define as an organization's context-specific actions and policies intended to improve the welfare of various stakeholder groups while taking into account the triple bottom line of economic, social, and environmental performance.</p>
Van Buren, 2010	multiple	<p>The findings indicate that, in contrast to other types of controlling ownership, state-controlled ownership has a positive relationship with the CSR performance of businesses. According to other findings, the evidence is more pronounced in nations with higher stakeholder engagement. When taken as a whole, this study emphasizes the significance of governmental ownership in determining how well businesses perform in terms of corporate social responsibility in a global setting.</p>

Prado-Lorenzo et al., 2009	US	The findings demonstrate that emission reduction efforts and greenhouse gas emissions have a beneficial impact on how much the ESG score matters. Additionally, there are a few minor variations in the factors that determine the various disclosure kinds. Additionally, it is demonstrated that the degree of the various types of disclosure appears to vary depending on a company's industrial profile.
Arussi et al., 2009	India	The results demonstrate that stakeholder-driven cooperation and coordination, combined with comprehensive information processing and sharing throughout the whole supply chain network, can successfully lay the groundwork for achieving the triple bottom line of economic, ecological, and social advantages..
Turker, 2009	South Africa	The study investigates whether public relations practitioners (PRPs) comprehend corporate governance principles sufficiently to advise and direct firms on the management of stakeholder interactions. Although they understood the significance of corporate governance, it was discovered that they had little knowledge of it.
Aras & Crowther, 2008	Not defined	To create a typology and a philosophy of stakeholder and public involvement, the study distinguishes between descriptive and explanatory aspects. The typology explains many forms of stakeholder and public involvement, and the theory is made up of four characteristics that account for a large portion of the diversity in results (for the environment or for participants) between forms of engagement.

<p>Low & Cowton, 2004</p>	<p>US</p>	<p>The findings show that environmental performance is influenced by all three facets of governance. For environmental strengths, ownership components of governance are typically particularly critical, whereas board aspects are significant for environmental problems. Additionally, interactions between the ownership and board are relevant for environmental issues, while those between the ownership, management, and board of directors are essential for environmental strengths.</p>
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From the above literature review, three important objectives can be identified for the next phase of the study:

1. To evaluate the sustainability initiatives and internal decision-making mechanisms of J & K Lake Conservation & Management Authority (JK LCMA).
2. To evaluate the challenges and opportunities associated with stakeholder participation in conservation, governance and sustainability initiatives of J & K LCMA.
3. To evaluate the economic potential of sustainable initiatives for the upliftment of people dependent on Dal Lake, Aanchar Lake and Wular Lake.

The objectives developed because of the review provides a holistic framework for the second stage of the present research which involves fieldwork and interview of stakeholders. In the second stage, the methodology employed was workshop-based consultation of multiple stakeholder’s dependent on the ecosystems of these lakes. Interviews of (110) stakeholders include: 20 employees of J & K LCMA: directors, managers and ground-level employees who execute its decisions; 10 people of the tourist association; 10 people who run vegetable and fish markets “on” the lakes; 10 people from local hotels; 10 people who actually live on ‘floating gardens’ on the lakes;

10 people who were shifted from the lakes due to overpopulation issues impacting the lakes, 10 people who shifted back to the lake after government initially shifted them to colonies in Srinagar, 20 people who run local taxis and small shikaras to ferry tourists around the lakes and 10 people from the houseboat community residing in houseboats on the lakes.

The following section provides an overview of the internal working of J & K LCMA. Suggestions to improve its functioning are also provided.

J & K LCMA: Overview and Suggestions

The J & K Lakes conservation and management authority (J & K LCMA) aims to conserve and manage lakes of for the present and future generations. This is because the importance of these lakes from an environmental, economic and social perspective to the UT of J &K is enormous. The authority regulates sustainable development through activities like:

1. Restricted licenses for construction purposes:

Government has vested powers to J&K LCMA under J&K Control of building operations Act, 1988 for regulation of building activities in the local jurisdictional area. The building permission granted is normally valid for a period of 3 years and renewal is possible only after obtaining the NOCs from J&K LCMA.

Suggestion: The authority should charge a nominal renewal fee annually to better manage the NOC process.

2. Treatment and collection of sewage:

The Authority through its elaborate network of sewer lines in the form of trunk sewers, lateral sewers and house connections spread over in seven zones around the lake collects millions of litres of raw domestic sewage on daily basis for treatment through STPs (Sewerage Treatment Plants) augmented by IPS's (Intermediate Pumping Stations) at various locations. The combined capacity of the treatment plants is to treat 36.7 million litres/day of raw sewage.

Suggestion: The STP plants should be upgraded in capacity to better manage the sewage problem around the lake.

3. Solid waste collection:

The Authority on a daily basis collects about 02 truck/loads of solid waste from the lake body which includes 58 hamlets, 1000 house boats and Shikara's and open water surface area.

Suggestion: The authorities should charge a nominal fee for solid waste collection and employ local to oversee the process.

4. Removal of weeds:

Regular dewatering and skimming operations particularly in spring and fall seasons are carried out by the Authority both by mechanical as well as manual means.

Suggestion: Local people should be involved to oversee the whole dewatering process and provided sustainable source of employment annually.

5. Catchment Management:

Under this scheme, augmentation strengthening of existing embankments free of cost is undertaken in the catchment area. Free of cost plants with subsidiary equipment is provided to the Orchardists for horticulture purposes.

Suggestion:

Training activities for farmers residing in the micro-watersheds should enhance their marketing and sales skills. Digital kiosks can enhance the earning potential of the farmers.

6. Lakeside enhancement:

In accordance with the plan, coastline beautification along the Northern Foreshore Road (NFR) from Kralsangri to Hazratbal has been carried out in order to offer the general people a relaxing stroll and driveway. Viewing platforms are dotted along the beach at regular intervals so that people can take in the tranquil beauty of the lake away from the unpleasant crowds.

Suggestions: The shoreline should be developed further for tourists. For example, Cycles could be provided to tourists and the revenue generated could be reinvested in maintaining the area.

7. Recreational facilities:

The Authority so far has developed two parks at very entertaining sites of Makai Point and Settling basin. The parks are open to general public at a nominal entry fee.

Suggestion: Sustainable alternatives to plastics and polythene should be provided.

8. Relocation and Restitution:

The Authority is acquiring the immovable property of the lake dwellers which may be in the form of land/structures. Adequate compensation as per standard norms and practices is provided to each bona fide owner.

9. Elimination of land masses:

The Authority subsequent to the acquisition of land /structures of the lake dwellers removes the land mass/structures, floating gardens etc to convert the same into watery surface which adds to the water expanse of the lake.

Observation: So far (04) sq.km area has been added to the lake water spread expanse and the process is on.

10. Elimination of intrusions:

The Authority closely monitors potential violations of building codes and encroachments in the jurisdictional area assigned to it through its enforcement wing. To deter people from engaging in illegal construction, additional precautions are taken in the green belt, and special demolition drives are conducted periodically in coordination with the police and District Magistracy.

Observation: To keep a watchful eye out for any violations, watchers have also been placed in the field.

11. Granting permits for the transport of construction materials:

Permits for carrying materials for construction are issued by the Authority through its designated officers in accordance with the Hon'ble High Court's directives. These permits allow members of the public and government and semi-government organisations to transport construction materials within the green belt. These authorizations are swiftly granted without any fees.

Suggestion: To improve accountability, convenience, and openness for all parties involved, the entire process should be digitalized.

12. Digitalization of grievance/feedback management:

The grievance/suggestion system should be digitalized. An app in this regard could be helpful..

Aside, from the above suggestions, based on stakeholder feedback, we also suggest further that: Currently J & K LCMA aims to support citizen activists:

1. J & K LCMA should execute its futuristic “Fund your lake” vision. The program will mean inclusion of local people to financially participate in the conservation process and thus take over its management. The participation can actively help and advocate in preventing encroachments and pollution of the waterbodies due to waste being thrown in the lake.
2. By adhering to conventional civic behaviour, civic engagement can assist prevent pollution of its input and outflow routes.
3. The inhabitants of lakes, who are significant stakeholders in the overall conservation and management effort, should principally gain from employment. To raise money, the authority should commercialise various cleanup, tourism, and waste collection efforts. Generate scientific impact assessment studies:

The Authority has an established hydrobiology lab where studies pertaining to the physiochemical and microbiological, zoo and phytoplankton studies are carried out regularly. A wealth of data pertaining to the freshwater chemical and biological studies has been generated so far. However, social and environmental impact assessment

reports by third-party researchers to help better manage the conservation and protect of the lakes in J & K.

The following section explains the issues and feedback received after consultation with the stakeholders.

Stakeholder Consultation Report-Dal Lake

Stakeholder consultation workshop were conducted in order to improve the conservation and economic development around Dal Lake. 50 people participated in 5 workshops. These mainly included, dal lake dwellers, vegetable vendors, houseboat owners, shikara drivers and local retail shops based in the vicinity of the lake. The inhabitants expressed concern over the health of the lake and wanted better conservation and less waste flow in the lake. The dwellers think more employment opportunities linked to conservation and cleaning of the lake will be a win-win for all. Also, digitalization of various government initiatives available to the stakeholders , feedback , grievance redressal should be made available perhaps with an app. Also, better funding and market access is required for the products the dwellers sell.

1. Consultation Workshop-1: How to facilitate market access to vegetables and other products based on produce from Dal & Nageen Lake?

The primary insights and messages from the group discussions and providing feedback, as well as the contributions made outside of the workshop, relevantly touch on the justification of particular scoring or scoring divergences when applicable (e.g., between different stakeholder groups, differences in scores from different areas/levels).

- a) What are Dal Lake's primary agricultural challenges?
- b) How may the major difficulties be overcome?
- c) What are the main concerns between the relevant parties and why?
- d) Any further noteworthy discussion points?

Table 1: List of participants-

Name	Organization	Position
Burhan Rashid Dar	Tourist Operator	Owner
Furkan Ashraf Dar	Vendor	Vendor
Mohsin Khajawal	Vegetable Vendor	Owner and Vendor
Safina Begum	Shikara owner	Shikara Owner and Seller
Daljeet	Taxi Driver	Driver
Idrees Bhat	Tourist Guide	Guide
Snober Nazir	Tourist Guide	Guide
Sana Shabir	Houseboat Owner	Businesswoman

Summary of discussion: The participants expressed satisfaction with JK LCMA and its efforts to improve their welfare. The participants however expressed concern regarding rising population and waste inflow around the lake. The vegetables produced have great demand however, participants expressed the need to better market the produce, augment existing training facilities to vegetable and floating market sellers. Also, the need to control the inflow of waste into Dal and Nigeen, since it negatively impacts the produce.

Workshop-2: How to better conserve Dal & Nageen?

- a) What are the main challenges to environmental conservation of Dal and Nageen ?
- b) How may the major difficulties be overcome?

- c) What are the main concerns between the relevant parties and why?
- d) Any further noteworthy discussion points?

Table-2: List of participants

Name	Organization	Position
Irfan	JK LCMA	Employee
Shabbir	JK LCMA	Employee
Basharat	JK LCMA	Employee
Sandeep	Tourist operator	Tourist operator
Basharat	Houseboat Owner	Owner and Guide
Sana Shabir	Houseboat Owner	Businesswoman
Ghulam Nabi	Shikara Driver	Shikara operator and tourist guide
Zahid	Localite	Local

Summary of discussion: The participants agreed on a sustained and result-driven management of Dal and Nigeen lakes. Although a lot of efforts are in vogue to preserve the lakes, however, the results of the efforts are not shared with the locals. The participants agreed that pollution could not be stopped without local awareness and civic efforts. JKLCMA was helpless if people misused the shikaras and other activities to pollute the lake. The participants agreed that locals could fund in initiatives such as dustbins and dewatering. Also, plastic should be completely banned around the lake.

Workshop-3: How to facilitate employment around Dal & Nigeen Lake?

Table 3: List of participants

- a) What are the greatest obstacles to a sustainable way of life around the lakes?
- b) How may the major difficulties be overcome?
- c) What are the main concerns between the relevant parties and why?
- d) Any further noteworthy discussion points?

Name	Organization	Position
Adfar	IUST, J & K	Student
Irsah	IUST, J & K	Student
Rahila	Boat owner	Businesswoman
Sana Shabir	Houseboat owner	Businesswoman
Sameer	JK LCMA	Contractual worker
Prince	Govt of J & K	Employee
Obaid bhat	J & K bank	Employee
Hajra Begum	Localite	Retailer

Summary of discussion: The participants agreed that the lake, its produce, and flora should be preserved because of economic, social, and environmental reasons. Activities such as cleaning the lake, dewatering etc. could be handed over to locals to some extent for better management and employment opportunities. Also, the locals lacked knowledge of marketing or digital practices to market their produce. The participants were of the view digital marketing could generate more opportunities for the locals.

Workshop-4: How to improve sustainable development around Wular Lake?

Table 4: List of participants

- a) What are the primary obstacles to sustaining a livelihood near the lakes?

- b) How may the major difficulties be overcome?
- c) What are the main concerns between the relevant parties and why?
- d) Any further noteworthy discussion points?

Name	Organization	Position
Sameer Shalla	Govt. of J & K	Employee
Samiullah	Local NGO	Member
Shahid Kar	Govt of J&K	Civil Engineer
Afrah Nazir	Kashmir University, Delina campus	Student
Ali Laway	Retired Govt. employee	Civil society member
Farhan Mugloo	Govt of J & K	Employee
Afrsiab Khan	J & K bank	Employee
Sabreen	Kashmir University, Delina campus	Student

Summary of discussion: The participants expressed sadness that the lake was being encroached, polluted, and neglected. No substantial economic or environmental initiatives have been undertaken to substantially protect it. The participants expressed the desire to carry out campaigns like JK LCMA executes for Dal Lake. Certain flora and fauna around the lake could help in the economic development of the area, however, all the economic initiatives were disorganized.

Workshop-5: How to improve sustainable development around Wular, Dal and Nageen Lake?

The final workshop conducted randomly invited people from varied sections and backgrounds to offer a final discussion and consultation on the issue of improving sustainable livelihood and

environmental conservation around the lakes. Following broad topics were covered:

- a) What are the primary problems facing Kashmir Valley's lakes?
- b) How can the problems be solved?
- c) What are the major points of disagreement among the stakeholders and why?
- d) Any further noteworthy discussions from the discussion?

Table 5: List of Participants

Sameer Shalla	Govt. of J & K	Employee
Samiullah	Local NGO	Member
Shahid Kar	Govt of J&K	Civil Engineer
Sana Shabir	Houseboat Owner	Businesswoman
Irsah	IUST, J & K	Student
Irfan	JK LCMA	Employee
Obaid Bhat	J & K bank	Employee
Sabreen	Kashmir University, Delina campus	Student

Summary of discussion: The participants broadly agreed on:

1. A sustainable and stakeholder focused policy to improve environmental conservation of the lakes
2. Encroachments and pollution are killing the lakes
3. Transparent and accountable grievance and suggestion mechanism involving all stakeholders should be executed
4. The need to have transparent mechanism for issuing any kind of licenses for construction or rehabilitation around the lake.
5. Protection and Insurance of Houseboats.

6. Promotion of Wular Lake as a tourist and economic hub
7. Protection of embankments and protection of flood channels to help conserve the lakes and the population.

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