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Role of Stakeholders in Heritage Management in Bangladesh: A Case Study of Mahasthangarh

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Abstract:

The notion of stakeholders is becoming increasingly significant in heritage management activities and planning. It is commonly argued that individuals, groups, organizations, environs, societies, institutions, and even the natural environment can be potential stakeholders. However, most of the case heritage sites are impacted and concerned by particular stakeholders such as the local community, regional government, and NGOs. Every project has stakeholders who can influence or be influenced by the project in a positive or negative manner.

Mahasthangarh and its environs are a potential heritage site of South Asia that helps understand the chronological history and cultural development of Bengal Civilization. Like many other heritage sites in Bangladesh, Mahasthangarh faces serious threats and challenges which are damaging and waning its outstanding universal value of tangible and intangible heritage. Since site managers involve potential key stakeholders to enhance the sustainable heritage management, planning, reduce the possibility of conflict, increase the stakeholders' ownership through regular communication, raising awareness, educational activities, and building campaigns, and to augment the community's trust in heritage management; without the effective role of stakeholders, the outcomes are precarious and can be catastrophic. The paper will demonstrate the possibilities of using the roles of stakeholders as potential tools for safeguarding and managing the heritage site by using Mahasthangarh and its environs as a case study.

1. Introduction

It is commonly thought that individuals, groups, organizations, environs, societies, institutions, and even the natural environment are regarded as genuine or potential stakeholders (Mitchell, Agle, & Woods, 1997). Albeit theoretically consider "all the peoples of the universe" are the stakeholders in World Heritage or prospective World Heritage but in practice, a confined number of stakeholders like conservation experts, local authorities, and governments were engaged in the heritage management activities (Millar, 2006, p. 38). In many nations at numerous World Heritage Sites across the world, local inhabitants and community groups, local businesses, visitors, and tourism operators were exceedingly left out of the exhortation and management activities (Millar, 2006, p. 38). Most heritage sites are impacted by and impact their concerned stakeholders especially the local community, regional government, and NGOs. Every project has stakeholders who can influence or be influenced by the project positively or negatively (PMI, 2017: 504). Positive stakeholders would usually benefit from the project outcome, while negative stakeholders view negative upshots from the attainment of the project (Hajialikhani, 2008). The fundamental phase in collaboration for heritage protection and management is identifying and legitimizing the stakeholders (Aas, Ladkin & Fletcher, 2005) that are related to the tourism development procedure (Bott, Grabowski, & Wearing, 2011). Several stakeholders may have potential impact or responsibility, and some may have confined capability on the expected outcomes or work of project or program (PMI, 2017: 504) which may alter during the operation of the program or project (Hajialikhani, 2008). The Project Management Institute (PMI, 2017), has developed a systematic procedure for project and program management and managing its stakeholders which can be accepted for cultural heritage site management.

In Bangladesh, almost all heritage sites are in rural areas and often coexists with disadvantaged groups. Many people of the local community, even the visitors in Bangladesh often don't know that they are living or working in or near a potential perspective World Heritage Site. Mahasthan and its environs are a potential heritage site and one of the prominent earliest fort city centers of South Asia that help to understand chronological history along with the cultural development of ancient civilizations of Bengal Delta. Heritage site Mahasthangarh has both cultural and natural heritage's Outstanding Universal Value including tangible and intangible heritage which was helped to inscribe on the UNESCO World Cultural and Natural Heritage tentative list in 1999 based on the criteria: (ii), (iii), (Ref. no. 1208). Currently, it faces serious threats and challenges which are damaging and waning its aesthetic and outstanding universal value of tangible and intangible heritage. Most of the archaeological landscape in Mahasthan even in

the citadel area is owned by the host communities and they are continuously demolishing the site through the expansion of farmland, looting, vandalism, new constructions, and so on. The Global Heritage Fund (GHF) published a report in 2010 entitled "Saving Our Vanishing Heritage" where has been recognized the Mahasthangarh heritage site as one of 12 global sites most "On the Verge" of irreversible damage and demolition, quoting "insufficient management" and "looting" as primary reasons (GHF, 2012). The present research noted that there is a deficiency of Stakeholders' communication, engagement, and management in the Mahasthangarh region. In the context of a developing country like Bangladesh, Stakeholders could play a valuable role in the protection and promote the cultural heritage of Mahasthan through education, national or regional functions, and raising awareness in the society about the value of cultural heritage and the importance of safeguarding for the sake of present and future generations.

One of the major objectives of this research is to identify the potential stakeholders and their possible role in the heritage management of Mahasthan. In the present case study, the stakeholders identified compass from regional, national, and international government agencies and NGOs to local management bodies and of course local communities. The research intends to develop a model for preservation and sustainable management of the Mahasthangarh heritage and tourism development as a local resource through stakeholder collaboration. Hopefully, on the other hand, this research also will be helpful for researchers who are working in the area of Heritage management in Bangladesh.

Figure-1: Map of present Study area which cover the three Upazila and almost seven Union boundaries of Bogura district.
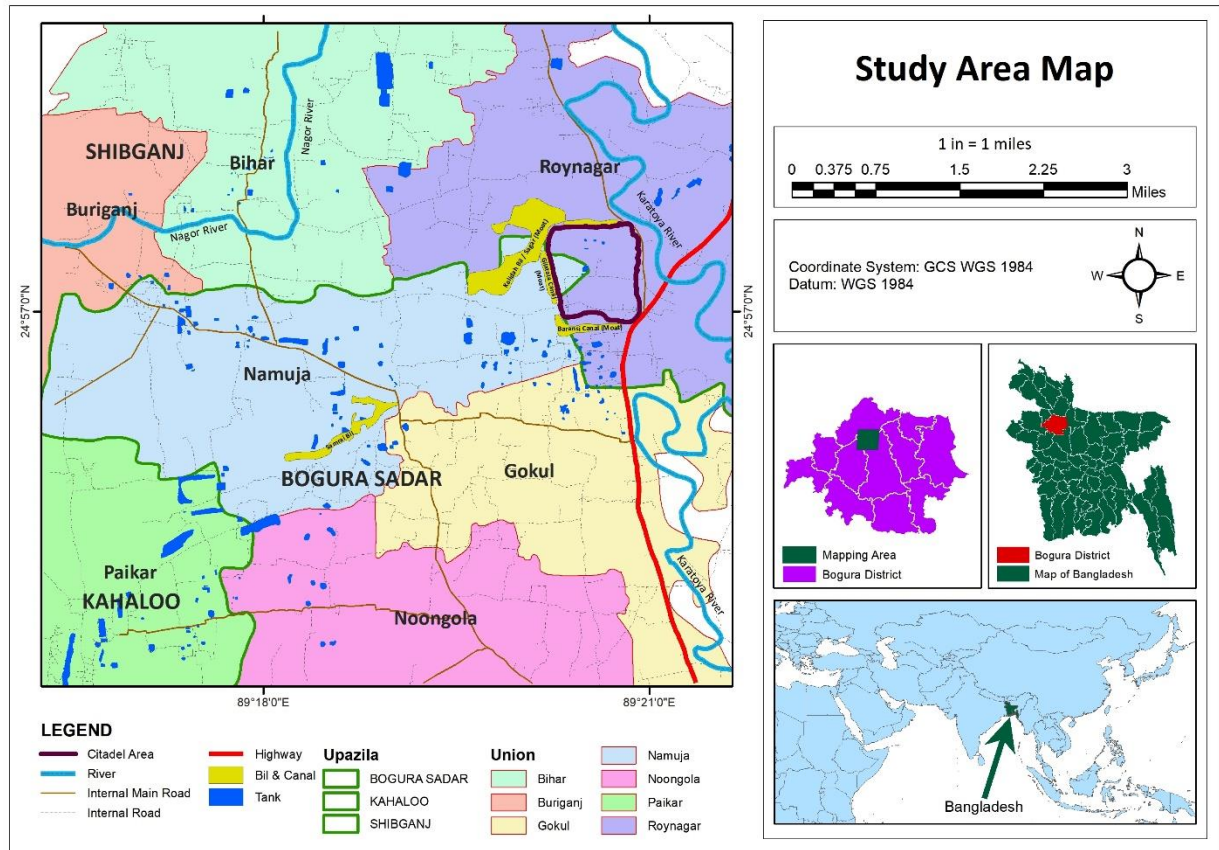
2. The Case Study of Mahasthangarh

The Mahasthangarh is situated at the Shibgonj thana of Bogura district, the northwestern part of Bangladesh. The Bengal Delta is the largest delta of the world (Siddiq & Habib, 2017: 1), which embraced most of Bangladesh and West Bengal, India, the easternmost harbor on the Indian subcontinent. During the ancient period, the deltaic Bengal was identified to the Greek and Roman world as Gangaridai (the people of the Ganges region) that was referred the Gangaridai was a mighty nation in the Indian subcontinent by the Greek and Latin writers (Majumdar, 1971), during the invasion of the Alexander the Great in 325 BCE. Archaeological research has unearthed several ancient cities in Bangladesh. Mahasthan is one of them, which is located in the heart of the Varendra region on the bank of the Karatoya River. The Varendra was an ancient geographical territory of the North Bengal, located in the barind tract, the old Pleistocene land formation. Mahasthan and its Environs was known in the pre-Muslim period as Pundranagara/Pundravardhana-Bhukti, the homeland of the Pundra, a group of people alluded to the Veda (Majumdar, 1971: 24) and in the Muslim period (13th cent.), the name changed to Mahasthan. The present name Mahasthan literally means 'Great Place' or Mahasnan 'a Great Bathing Place' (Ahmed, 1981: 2).

Ancient Sites of the greater Mahasthan territory are patterned in several ways. The first grade of sites (about 50 sites) is in nucleated fashion with Mahasthan citadel as the central place. The second grade of sites (about 55 sites) is linear settlements situated near the riverbanks and bils (large water bodies). The third category of sites, (about 30) are scattered settlements located away from the citadel in the level Barind tract. Inside the citadel, the settlements are located on the eastern part which is less affected by the flood. In the ancient time, local inhabitants chose their settlements in the Barind high terraces which is flood-free ecological niches and near the availability of water sources.

Alexander Cunningham was the first European scholars who brilliantly identified the ruins of Mahasthan as the capital city of Pundravardhana in 1879 (Cunnigham, 1882: 104-117; Hossain, 2006: 16-19). In the Mahasthangarh region, the Archaeological Survey of India (ASI) directed the first systematic excavation at the citadel in 1928-29. In late 1992, an agreement was contracted between the Bangladesh government and France, which ushered a new era in archaeological research at the Mahasthangarh. The Bangladesh-France joint venture team has unearthed eighteen cultural sequence levels, including two sub-levels with 22 layers dated from the late 4th century BCE to 18th century CE in their proper stratigraphic contexts at the eastern rampart of Mahasthangarh citadel (Salles & Alam, 2001: 74-218). A large number of significant movable and immovable artifacts have been discovered from the Mahasthangar. A large-scale of the citadel, few numbers of Black-&-Red Ware (BRW), Northern Black Polished Ware (NBPW), Rouletted Ware (RW), silver punch-marked coins, copper cast coins, bronze mirror and lamp, semi-precious stone beads, glass beads, ornaments of gold and silver, ring stone, various iron and metal objects, inscriptions, sculptures, a large number of terracotta plaques, Buddhist viharas, Brahmanical temples, and Sultani and Mughal mosque are highly mentionable (see details Rahman, 2000; Salles and Alam, 2001 & 2018). The major findings are Brahmi inscription dated c. 3rd century BCE (Bhandarkar, 1931, p. 83-91), Arabic inscription dated 13th century CE (Karim, 1992, p. 56-58; Siddiq, 2017, p. 188-190), Aurangzeb's Sanad (decree of Muslim ruler) and Parsi inscription dated 1718 CE, which indicate the rich history of Mahasthangarh. All these archaeological testimonies indicate the socio-cultural, economic, political, internal and external link, trade and commerce, and sacred features of Mahasthangarh for the last two thousand years. Archaeological findings bear the testimony that several dynasties (from the Mauryan to Sena dynasty and Sultanic and Mughal period) and rulers ruled here at various periods as their provincial capital. The site's existing ruins and archaeological findings (artifacts) elucidate the transformation of political, social, economic, religious, and artistic values from the early historic (4th century BCE) to the colonial

period (19th century CE). The site is still occupied sacred place parallel by the Hindus (for holy bath), the Muslims (for the tomb of Sufi saint and mosque), and the Buddha (for Buddhist monasteries) where thousands of pilgrims visit in the several occasions every year. The settlement of the greater Mahasthangarh region was selected in the flood-free Pleistocene ridges but near to the water sources like rivers, large tanks, and bils (marshland or lake) which exhibits the intelligence and experience of the ancient inhabitants of this region.

Figure-2: Map of Archaeological Sites of the greater Mahasthan area along with indicate the Mahasthangarh citadel.
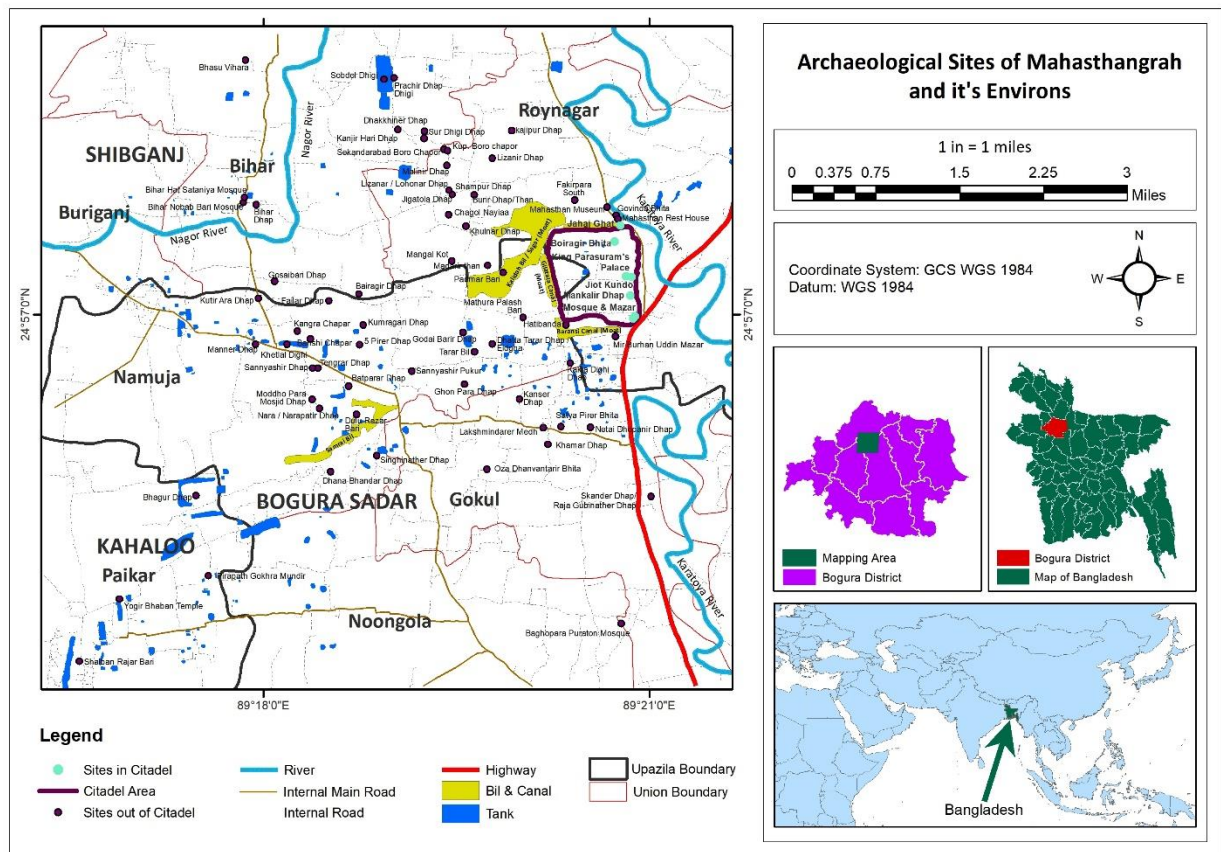
3. Stakeholders and Their Possible Roles

3.1. Regional Stakeholders

3.1.1. Local Government

In the context of Mahasthangarh, local government bodies are Bogura District, Shibganj Upozila, Rainagar Union. Union Parishads (Union Council) is the last local Government unit of Bangladesh which is the most important government body in site management of the Mahasthangarh area. Local Government bodies especially Union Porishod provide government services to the general people at the grass-root level that could play a vital role in heritage

conservation, management, and tourism development of Mahasthangarh. The Museum Authority (MA) or Site Manager (SA) should be collaborated with the local government during every development of infrastructure in the Mahasthangarh area also engage while decision making of site management policy. Deputy Commissioner (DC) of the Bogura district could provide assistance in the conservation and protection of the heritage of Mahasthangarh as well as promote the site as tourism development.

3.1.2. Local NGOs

In growing country Bangladesh, Non-Government Organizations (NGOs) are working with various socio-economic issues and providing fundamental support in the local community especially in rural areas. Local NGOs can serve or act as an intermediary between the stakeholders of the private sector and local interests (Pedersen, 2002, p.43). A good number of NGOs are working with several community issues in the Bogura-Mahasthan territory with their development goals.

If the Museum authority or site manager collaborates with the local NGOs through seminar-symposium, training, and logistic support they could play a vital role by encouraging the existing community to protect the heritage around the Mahasthangarh and developing the socio-economic condition in the potential rural areas of the greater Mahasthan regions. NGOs could be involved in the preservation as well as the promotion of the sites and developing the tourism sector which will be immensely beneficial for the site manager.

3.1.3. Local Community

The local/host Community or existing inhabitant around the heritage sites are a significant stakeholder in the management of the tangible and intangible heritage as well as an effective part of tourism development in the rural area of greater Mahasthangarh regions. If people of the host community are involved as key stakeholders along with encouraged to welcome visitors, the quality of the tourism will greatly improve (Millar, 2006, p. 51). The site manager has to convince the local community that the purpose of heritage management for their development as well as future generations, so they have to actively participate and get themselves involve in heritage safeguard and preservation matters. The general vision for engagement of local people of the community in the Mahasthangarh heritage sites is to ensure the benefit of local inhabitants from the safeguarding and development of the tourism of the heritage, so that they can associate socially, economically, and culturally with "their" heritage sites. Museum

authority or site manager should be treated the host community as a crucial stakeholder especially in the decision-making procedure that required collaboration and communication between the local inhabitants and the local government authority.

3.1.4. Livelihood Earning Group

Different types of the group from the existing community who are earning their livelihoods depending on site in the Mahasthangarh area. They engaged in commercial activities like food shops (Mahasthan Kotkuti & Bogurar Doi), local transportation labor, handicraft shops, etc. These stakeholders are an integral part to develop tourism as well as improve commercial zone. Effective site management promotes tourism which is a major income of source of the local community that assists in to prosper lifestyle of existing inhabitants as well as inspires local businessmen, artisans, potters, and weaver to enhance the Mahasthangarh market. Generally, visitors would like to introduce regional intangible heritage like special food and handicrafts that require collaboration with local craftsmen, potters, and businessmen. Almost every tourist will want a hotel, motel, hostels, well restaurants, shops, or supermarkets for their basic needs and safe local transport near the Mahasthangarh area. These needs require cultural heritage sites otherwise tourism and heritage will be inaccessible to all tourists. The site manager should collaborate with these kinds of local stakeholders in the greater Mahasthangarh territory.

3.1.5. Mazar Committee

In the Mahasthangarh area, one of the major tourist attractions is the tomb of popular Sufi saint Shah Sultan Mahisawar. Every day a good number of pilgrimages come to the Mazar for their religious visit. Apart from this, thousands of people have celebrated three days long religious festival in his Mazar (tomb) once in every year. A significant number of devotees (both Hindus and Muslims, farmers, and their family members) come to the Mazar (tomb) from the home and abroad with their bestowals. A big market is set up near the Mazar within the Mahasthan citadel where visitors roaming over the site at night during the festival. Personal injury, accidental damage, and some vandalism can be happened in the Mazar area. The festival, market, and pilgrimages as well as whole activities are controlled by the Mazar committee. So, it can be safely said, the Mazar committee is an important stakeholder of the Mahasthan site management and tourism development. The museum authority should enhance the relationship with the Mazar committee for sustainable management of sites of the Mazar area. It is the responsibility of the site Manager to take effective initiative for the management of the festival

to prevent accidental damage, possible vandalism of sites, visitor safety, and site cleaning after every festival.

3.1.6. Educational Institution and Religious Structure

There are many schools, colleges, and madrasha (Islamic school) in the Mahasthangarh region which could play a significant role in promoting the site and sustainable heritage management. The site Manager should raise awareness and the importance of cultural heritage both tangible and intangible in the regional education institution and religious structure through different activities. For example, encourage the educational institution of the Bogura-Mahasthangarh region and other parts of Bangladesh to visit the site with their students and guardians. If school children don't visit and enjoy their heritage sites, they may eliminate and will not introduce their own heritage for many years (Feilden and Jokilehto, 1992). Continue to workshop with teachers of schools, college, and madrasha on teaching history, archaeology, and the importance of preservation of ruins while using archaeological heritage as practical work. The objectives of educational activities are to set up long term educational activities at and about the site and make sure local educational institutions benefit from these functions.

3.1.7. Tourists

Upcoming visitors or tourists are an integral part of heritage management and tourism development. Every tourist naturally appreciates an amiable welcome and support with any accidental problems; security and safety; a tidy, garbage-litter free and nicely maintained site. Marketing and publicizing are one of the major functions of every potential heritage site to uphold the site nationally and globally and for tourism to earn revenue. Well visitor or tourist management will minimize the expenditure for advertising and promoting the heritage site, hence upcoming tourists or visitors will promote, publicize, and advertise the site (Feilden & Jokilehto, 1992). The site manager needs to attract visitors or tourists from home and abroad for both promoting the heritage site and tourism development along with requiring to take a strategy to engage the upcoming tourists through educational activities to understand and respect the local culture, way of life, customs, and belief. So, it can be said that upcoming tourists or visitors one of the important stakeholders for marketing and promoting the heritage site in the context of Bangladesh especially the Mahasthangarh heritage site.

3.2. National Stakeholders And Their Possible Roles

3.2.1. LGED

Local Government Engineering Department (LGED) is the major engineering dominion of the Bangladesh Government which strength rural and urban socio-economic condition through development and maintenance of rural, urban, and water sector infrastructures (transport, educational institution, and govt. institution) and betterment of rural markets as well as provide technical assistance to the rural and urban Local Government Institutions (LGIs). These activities play a significant role in the enhancement of lifestyle, transport network, and poverty-reducing of rural and urban areas. In a personal interview during the fieldwork, the Bogura branch of LGED agrees to assists museum authority with technical and logistic support. The site manager or custodian should collaborate and regular communication with LGED so that their activities will conduct according to Mahasthangarh site management policy.

3.2.2. BSCIC

Bangladesh Small and Cottage Industries Corporation (BSCIC) is the government agency that assists with different types of development matters, medium- and long-term loans to self-entrepreneur, small enterprises, and cottage industries sector in the countrywide. Mahasthan museum authority should be a link between BSCIC Bogura estate and local artisan, craftsmen, and self-enterprises in the greater Mahasthangarh region. If the BSCIC Bogura branch could provide skill development training with essential infrastructural facilities to local handicraftsmen, potter, weaver, and self-entrepreneur of the Mahasthangrah area through museum authority, intangible heritage or local cottage industries will be enhanced and protected by the local community. Generally, visitors would like to introduce regional intangible heritage like special food and handicrafts that require collaboration with local craftsmen, potters, and businessmen.

3.2.3. BWDB

Bangladesh Water Development Board (BWDB) is an official agency that is primarily working for both surface and groundwater management in the countrywide. The activities of BWDB are development and monitor of river and river basin, embankment, drainage, and irrigation system, flood and drought control, prevent river erosion, etc. (Khandakar, 2015). It is also working for re-digging rivers, canals, lakes, and other water bodies intending to progress the water flow and reserve the water especially rainwater for irrigation and drinking purpose. In a personal

interview during the fieldwork, the Bogura branch of BWDB eagerly consents to assist museum authority with technical and logistic support. BWDB also agrees to re-digging the Karotoya river that will be greatly helpful for the Hindu community during their Holy bath. The site manager or custodian should collaborate and regularly communicate with BWDB so that their activities will conduct according to Mahasthangarh site management policy. BWDB of Bogura unit would like to re-digging the Kalidah Sagar at the northwestern corner of Mahasthangarh rampart, Mathura bil at the western side of the rampart, and Banaroshi khal (canal) at the southwestern corner of the rampart for reserving the water to enhance the productivity of agriculture and fisheries that local community will be benefitted directly as well as site will regain its integrity and authenticity.

3.2.4. RRI

The River Research Institute (RRI) is a governmental autonomous institution that conducts research work in the field of river engineering, river hydraulics, river design, and management training, sediment control, water quality analysis, river erosion, and flood control as well as working in irrigation and drainage system in the countrywide under the Ministry of Water Resources (Faruque, 2014). RRI can regain the past glory of the historical Karotoya river (see Chapter 3) that visitors will enjoy its integrity and authenticity. Consequently, tourism will be developed, and the local community will be the first beneficiary in the field of agriculture and fisheries. The site Manager needs to collaborate with the River Research Institute.

3.2.5. BPC

Bangladesh Parjatan Corporation (BPC) is an official agency and National Tourism Organization (NTO) under the Ministry of Civil Aviation & Tourism of the country that responsible to promote and enhance tourism in countrywide through establish tourism infrastructure and provide all kinds of facilities related to tourism for both domestic and international tourists. BPC also provides training and instruction facilities of human resources related to the tourism industry. Museum authority should be collaborated with Bangladesh Parjoton Corporation to recognize Mahasthangarh as a potential tourism region with appropriate infrastructure and entertainment facilities, including village or rural tourism inside the Mahasthangarh citadel and riverine tourism in the historic Karotoya river with a large lake or moat surrounding the rampart. BPC could play a leading role in establishing at least three stare hotels, an ATM booth, standard restaurants, and other entertainment facilities at the Mazar area to promote sustainable tourism.

3.2.6. Bangladesh Tourism Board (BTB)

Bangladesh Tourism Board (BTB) is the government organization that working for formulating sustainable tourism plans and policies to enhance the tourism industry as well as glamor the overseas investment in the tourism sector. Huge potential ancient fort city Mahasthangarh will help to Bangladesh Tourism Board to establish a positive image of Bangladesh to the worldwide. BTB could play a key role in promoting and marketing Mahasthangarh as a potential tourism site both nationally and internationally. The site Manager needs to collaborate with BTB to develop tourism plans and policies for the greater Mahasthangarh territory.

Figur-3: Settlement map of Mahasthangarh and its Environs. The map showing the present habitation and water body of greater Mahasthan region.
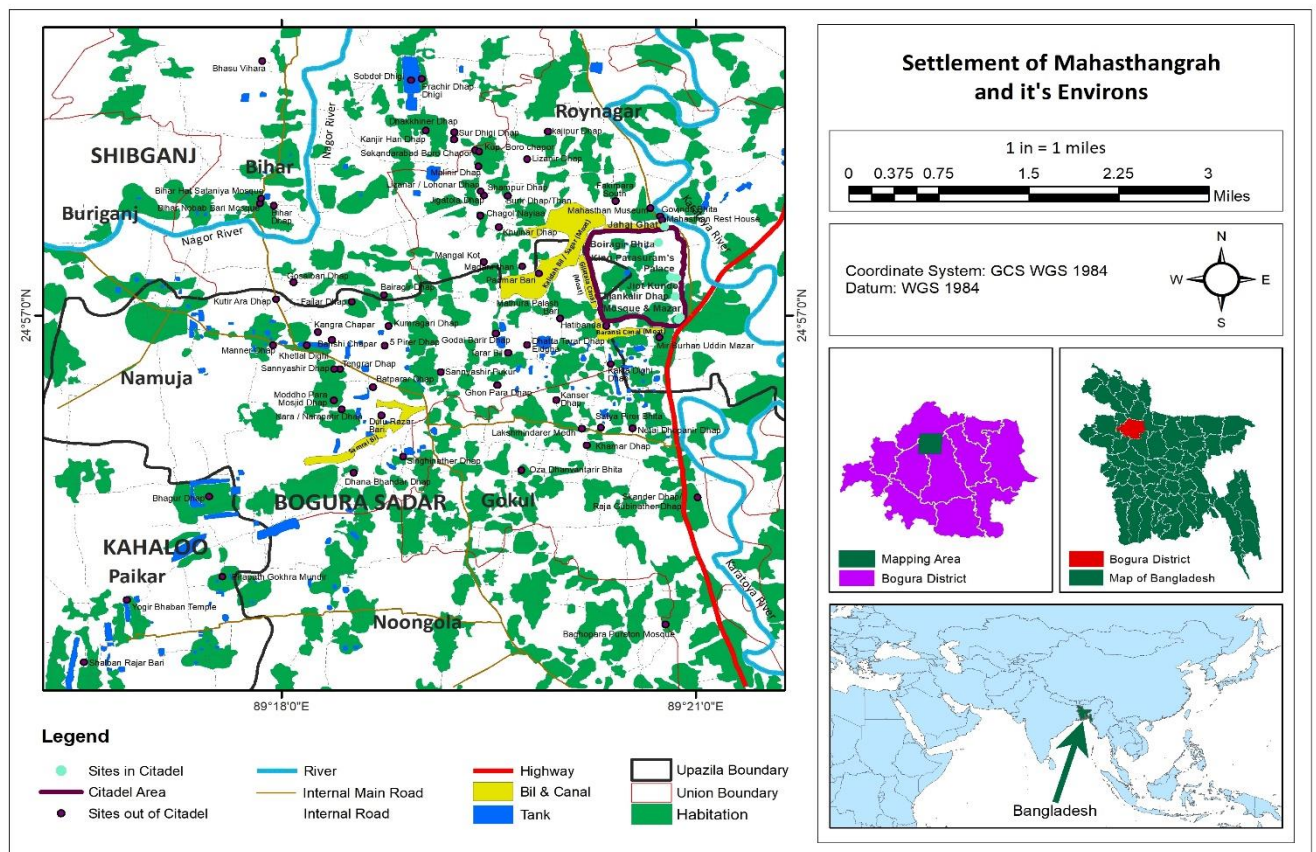
3.3. International Stakeholders and Their Possible Roles

There are many International potential stakeholders which could assist the Mahasthan Site Manager to manage the heritage in the proper way, discussed below. The United Nations

Educational, Scientific, and Cultural Organization (UNESCO) is established in 1945, based in Paris, a specialized agency of the United Nations (UN) aiming to promote world peace and security through global collaboration in education, sciences, and culture. The mission of UNESCO is to promote and build up a culture of peace through intercultural dialogue, global collaboration in education, sciences, culture communication, and information. The International Council of Museums (ICOM) is a non-governmental body and only international agency in the field of Museum that is founded in 1946, maintaining official relations with UNESCO. ICOM is the only tone of museum professionals in the international arena and raises awareness on safeguarding the cultural heritage during the natural or human-made disaster through global networks and collaboration programs. The International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM), is an intergovernmental body that is founded in 1956 by the UNESCO, center in Rome, Italy, committed to the safeguarding, preservation, conservation, and restoration of cultural heritage globally through collaboration, information, training activities, advocacy on conservation of cultural properties (Millar, 2006, P.15).

The International Council on Monuments and Sites (ICOMOS), a worldwide, non-governmental organization associated with UNESCO that was established in 1965, Paris, working for the preservation and protection of cultural heritage sites globally (Millar, 2006, P.15). It helps the World Heritage Committee on the nomination of cultural heritage sites to be included on the World Heritage List. The mission of the ICOMOS is to promote the protection, conservation, and enhancement of archaeological monuments, heritage complex, and sites. The International Scientific Committee on Archaeological Heritage Management (ICAHM) is an International Scientific Committee (ISC) of ICOMOS which was established in 1987. It advises ICOMOS and the World Heritage Committee on all aspects of the archaeological site and heritage management which include promulgating and formulating best practices for both archaeological heritage management and archaeological research (ICAHM website, icahm.icomos.org). Global Heritage Fund (GHF) was established in 2002 in California, aiming to "transform local communities by investing in global heritage. It is a nonprofit organization that is working worldwide, particularly in developing countries to safeguard, conserve, preserve, and sustain the most important jeopardized cultural heritage sites. The Blue Shield is a non-governmental and nonprofit international organization that was established in 1996 to protect the cultural heritage of the globe from the armed conflict and natural or human-made disaster. The mission of the Blue Shield is committed to safeguarding the cultural heritage

across the world and is concerned during the armed conflict and natural or man-made disaster (Blue Shield Statutes, 2016, article 2.1).

Department of Archaeology (DoA) of Bangladesh government and Mahasthan site manager require to collaborate and build up a communication network with above mentioned international stakeholders to get technical support to protect, conserve and well manage the heritage sites of Bangladesh in general, particular in Mahasthangarh from illicit trafficking, armed conflict, natural and human-made disaster, along with seeking a fund to develop the socio-economic condition of Mahasthangarh rural area and tourism development. Mahasthangarh faces some problems in the last twenty years like preparing well dossier and long term- short term management plan for being put into the UNESCO World Heritage list. The above-mentioned international organization can assist to develop a dossier and management plan and policy in rightful ways.

4. Stakeholders Engagement

In the heritage or any project, management planning needs to be involved a great number of stakeholders, except the discretion of the stakeholders, the results of planning are precarious and might be catastrophic (Bott, Grabowski, & Wearing, 2011). In the context of safeguarding the integrity and authenticity of heritage sites, the site manager should perceive his/her obligations regarding the stakeholders of the site relevant, holding appropriate and workable liaison with them (Hajialikhani, 2008), should be identified the satisfaction of stakeholders, and managed as a project purpose (PMI, 2017: 505). In the context of a developing country Bott, Grabowski, & Wearing, (2011) experiment the four attributes of stakeholders: power, legitimacy, urgency (Mitchell, Agle, & Woods, 1997) and proximity (Driscoll & Starik, 2004) where they found every stakeholder have a high legitimacy, sole the local community retains the all attributes at the high levels, along with they also found poorly relationship with other stakeholders due to deficiency of proper communication. The Washington Charter clarifies the participation and the involvement of the residents as an essential part of the success of the conservation initiative, which should be encouraged (ICOMOS, 1987). C. Tosun (2000) discusses that there are many limits like cultural, operational, and structural to public or community participation in the context of developing countries. As a growing nation, Bangladesh also faces many problems to engage the stakeholder in heritage management. The Burra Charter addressed that heritage conservation and management will become unsustainable without public participation or stakeholder engagement (Burra Charter, 1999, Article- 12). A.

Pedersen (2002, p. 41) describes stakeholders engagement techniques such as Participatory Rural Appraisals (PRAs) which can facilitate and allow the people of the local community to narrate their environment, along with exchange the knowledge and information between host people, NGOs, and local government authorities. The Stakeholders and Manager who discard their responsibility can look for a damaging impact on the objectives and outcome of the project (Hajialikhani, 2008). The process of identifying Stakeholders is to identify, analyze, and document regularly the relevant information about their demand, engagement, interests, interdependencies, and potential influence on project management prosperity. The major advantage of this process is that it makes capable the site manager or any project team to define the proper focus for the involvement of each stakeholder or group of stakeholders (PMI, 2017: 507). The Site Managers involve potential key stakeholders to enhance the sustainable heritage management, planning, reduce the possibility of conflict, increase the stakeholders' trust and ownership through regular communication, raising awareness, educational activities, and building campaigns, and to augment the community's trust in heritage management. Trust and ownership are the significant factors of sustainable stakeholders' engagement or public participation that improve the willingness of a group to involve (Pedersen, 2002, p. 41). Evans (2005) discusses his study that in the context of heritage management, required to collaboration between all potential stakeholders and without proper engagement of stakeholders, heritage site becomes null and void itself (cited in Bott, Grabowski, & Wearing, 2011).

There is an urgent need to engage all stakeholders in protecting and managing the cultural heritage of Mahasthangarh as well as tourism development. A stakeholders' organization or an advisory body could play a significant role in the success of heritage site management objectives (Pedersen, 2002, p. 43). In the context of the present situation of the Mahasthangarh, Public participation is more probable to be efficient and sustained through stakeholder groups or organizations than through individual participation.

5. Stakeholders Management

Managing Stakeholders is an important part of any project or site management team, and it will be pro-active. The Project Management Institute (PMI, 2017), has developed a systematic procedure for project and program management and managing its stakeholders which can be accepted for cultural heritage site management. In the management of stakeholders, a significant initial stage is identifying the key or potential stakeholders, and the second important step is identifying their satisfaction, then managed as project design and objective based on the

demands and expectations of stakeholders (see details PMI, 2017). Existing stakeholders around a heritage site like educated or illiterate people or community and highly expert institutions may have a positive or negative impact on the management of the site. The levels of influence, responsibility, and authority of the stakeholders might be altered during the project's activities. It is the art of the site management team to divert the probable negative impact on positive by appropriate analyzing, understanding, and planning for the different stakeholders. This stakeholder's management procedure will be feasible by a systematic long term and short-term planning. If unable to understand or identify the position or the demands of stakeholders, projects might be delayed or blocked. A. Pedersen (2002, p. 38) shows some examples that project was blocked due to inadequate efficient communication with stakeholders. Notwithstanding, stakeholder management is a significant part of sustainable heritage management, but Mahasthangarh in particular, and Bangladesh in general, can hardly practice.

6. Conclusive Discussion

Collaboration, cooperation, and engagement are major issues in the heritage management planning process. Currently, Mahasthan faces different types of threats and challenges in heritage management, in order to diminish these challenges and remit the conflict between the landowner and site manager, there is required for effective collaboration and dialogue among the several stakeholders. In the context of developing countries, it is quite impossible for sustainable heritage management without stakeholder collaboration and dynamic participation. Reed (1999) and Timothy (1999) addresses that in the growing nations stakeholders' engagement and collaboration are increasingly being applied in the development activities (cited in Aas, Ladkin & Fletcher, 2005).

In the context of developing nations with growing populations like Bangladesh, sustainable heritage conservation and management have relied heavily on the active role and engagement from the local communities and other relevant stakeholders in general. Every stakeholder's expectation requires to be carefully reassessed and enhanced communication between relevant various agencies. If people of the host community are involved as key stakeholders along with encouraged to warm welcome visitors, the quality of the tourism will greatly improve (Millar, 2006, p. 51).

It is observed during the personal interview with regional stakeholders, that most of the stakeholders both private and government agree to work with the Mahasthan museum or site manager. They stated to me that every year we are doing many development activities in the

greater Mahasthangarh region, we can assist if museum needs. It is likewise noted that there is a lack of communication between the site manager and stakeholders. DoA or museum custodian protected the sites without acquiring the land where local conflicts arising between DoA authority and landowner. The site manager needs to prepare a preliminary list of stakeholders and their concerns of heritage sites related then sort into several categories, for example, local government agencies, NGOs, local businesses, tourism industries, etc. Along with creating a list of benefits and obstacles relevant to the stakeholders' interests and heritage management planning to avoid unexpected conflicts. The present site manager of Mahasthan and the Department of Archaeology of Bangladesh government needs to incorporate with relevant potential stakeholders through cooperation, dialogue, involving during the decision-making, engaging in management activities, and respecting their demands.

It is required in the present context of Mahasthangarh, the site management team engage the local or host community and other potential stakeholders to enhance the quality of management planning and reduce the possible conflict or negative influence, along with increase the stakeholders' and community's ownership and trust in heritage management through raising awareness, education and creating the campaign; without the effective role of stakeholders, the outcomes are precarious and can be catastrophic. There is an urgent need for effective site management guidelines of Mahasthan and its Environs to protect, manage, and regular monitoring for the sake of safeguarding its integrity and authenticity along with promoting the site's outstanding universal value widely for inclusion into the UNESCO World Heritage list with the active role and collaboration of relevant stakeholders.

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