

# The making of an urban regeneration plan



## Stakeholder participation

# Management stakeholder participation

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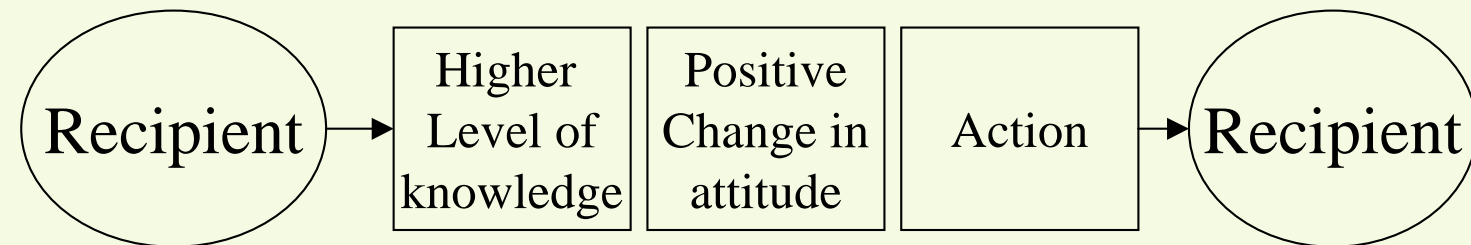
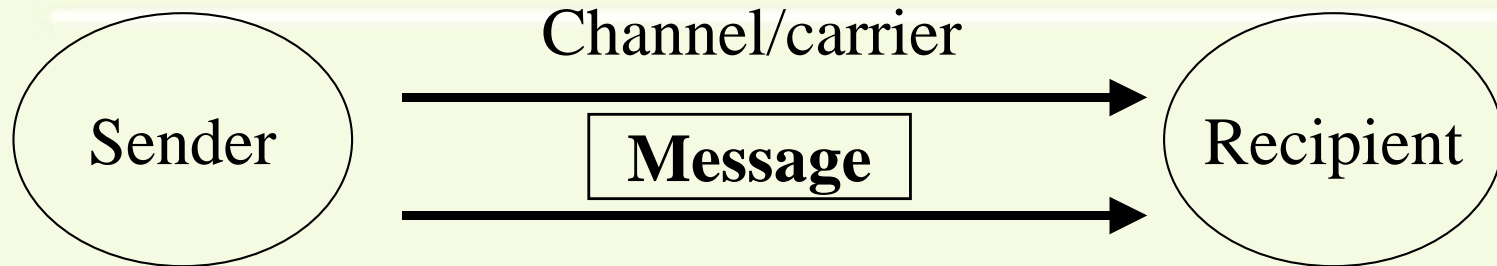
- Communication
- Participation
- Information-management
- Quality-management

# Communication

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# What is communication?



Situation A  
(unwanted)

Situation B  
(wanted)

# Communication

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- Why is communication important?
  - To inform involved party's
  - Essential to create a basis
  - To share knowledge and opinions about the neighbourhood
- How do you determine the desired level of communication?
  - Depends whether the actors have to be informed, think along or decide

# Defining communication strategy

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1. Refine the list of stakeholders
  2. Analyse relationships in more detail
  3. Identify key relationships
  4. Capacity and strengths of stakeholders
  5. Discuss this in working groups
  6. Set out your strategy
- In parallel: problem analysis

# successfactors

- TRUST TRUST TRUST
- Listen first and address wishes and concerns of residents
- No false expectations (disappointment later)
- First communication important
- Timing of communication in relation to remaining uncertainties in project
- Early results to show
- Be accessible and transparent
- Regular and constant communication
- Allow residents to have real influence
- Think about who will “send the message”

-> communication plan

# Different ways of communication

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- Newsletter
- Workshops
- Conferences
- Working groups
- General meetings
- Information and discussion gatherings
- Soundboard group



# Participation

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# How to organize participation?

- Involve a number of keyfigures when you draft the plan
- Frequently organize general meetings to inform residents and all other actors about the progress of the project
- Send newsletters to all residents
- Organize workshops with entrepreneurs, representation of residents and social and welfare workers
- Involvement in an the analysis of the neighbourhood (SWOT-analysis)
- Organise excursions to other neighbourhoods with similar problems
- Consult all actors when choosing priorities within the proposals
- Organize meetings for residents to comment proposals

# Information management

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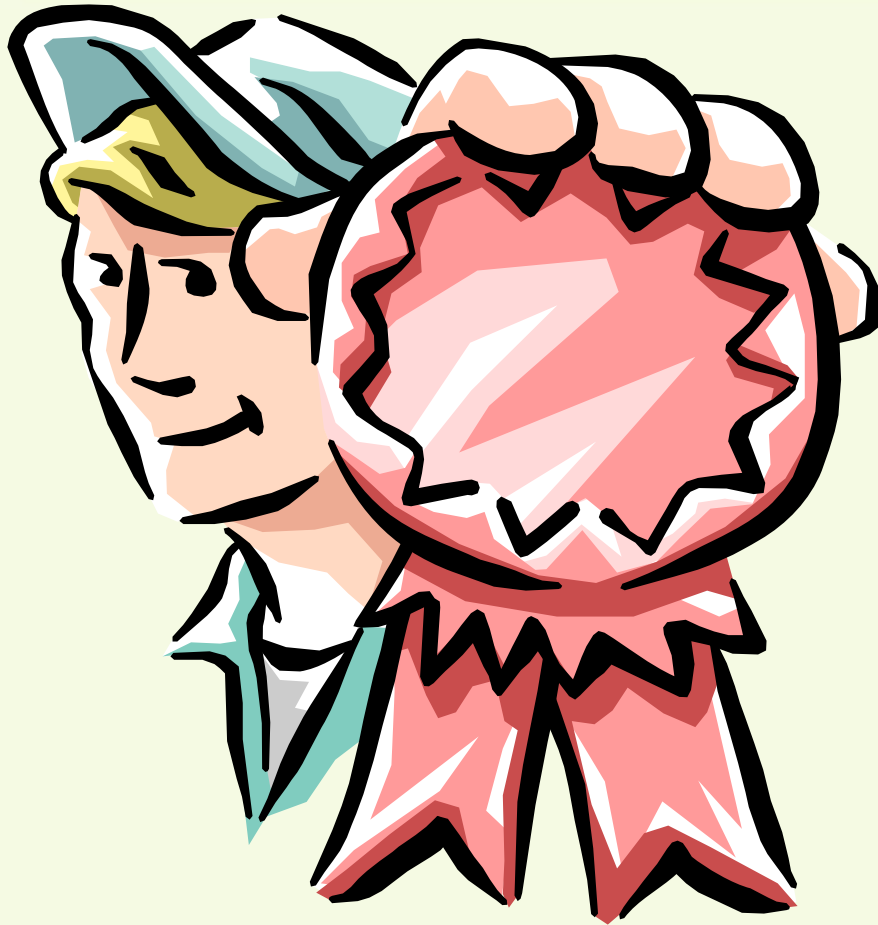


# Information management

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- Why information management?
  - To make sure that everybody is well informed
  - Written down in agreements after important decisions/process steps
  - The progress of the project can be followed by those who are not present at meetings
  - To make the decision-making clear and transparent

# Quality management



# Quality management

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- Demands to the process
  - Keep the process clear and transparent
  - Take notice of the interests of all actors
  - Be transparent and honest about how decisions are taken
- Demands preceding the result
  - Keep the chosen strategy clear and transparent
  - Investigate all possibilities and impossibilities
  - Collect all ingredients at a strategic level to make a well considered decision

# Levels of Participation

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- Which levels can you think of?
- What are conditions for each level?

# Participation ladder





# Participation

factors that influence the level of participation

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- Knowledge and experience
- available time
- motivation, ambition
- level of organisation
- interest at stake

# Organisation of SP

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Who are stakeholders

What are their interests

How are they organized

What organisation is most suited in O.

# Skills for SP

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Skills that come in handy:

- Leading a discussion

# Leading a discussion

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- respect opinions
- give everybody time to express their views
- encourage enquiry
- listen respectfully to each other
- speak from your own perspective
- call for a (strategic) break
- make a difference between opinions and facts
- suspend judgment
- stick to your schedule
- summarize the results

# Skills for SP

## Leading a discussion/meeting

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Role play:

- Getting people to participate in a discussion

# The making of an urban regeneration plan



2<sup>nd</sup> assignment, stakeholder participation

# Step 1 – Group discussion

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- Consider the likely strategies for Oborishte as an urban regeneration project
- Identify the key stakeholders in this urban regeneration project
- List main interest/concerns of the stakeholders
- Identify partnerships
- Draft a stakeholder network diagram

# Step 2 – stakeholder consultation

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1. Imagine you present a stakeholder group in the area of the case study
2. Draft a declaration/proposal to be presented to the steering committee:
  1. Your objectives
  2. Your concerns
  3. Your ideas on involvement in the process
3. Present orally in the group at an imaginary stakeholder meeting
4. Agree on consultation process (chairperson)



# Step 3 – organization

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1. Describe the different phases that the project from now on has to go through in order to realize the strategies.
2. Describe the most likely organizational structure of the project (project management and project partners) and give a motivation for this structure.
3. Describe how the participation of stake holders and stakeholder groups should have to be organized.