

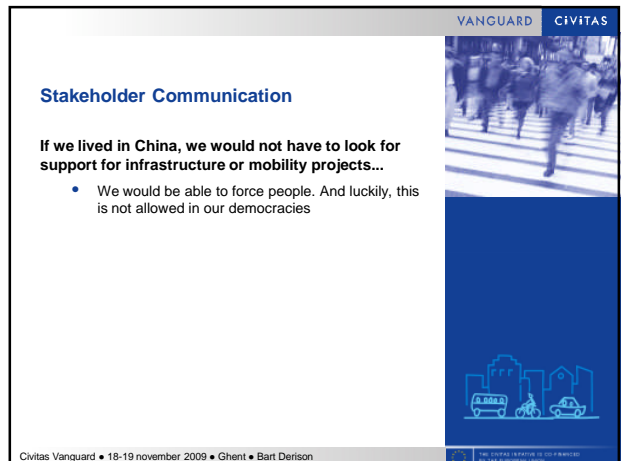
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Clever and better transport in cities

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Stakeholder Communication -
Step by step towards a strategy to identify stakeholders
18 and 19 november 2009
Ghent, Belgium
Bart Derison, Partner Connect

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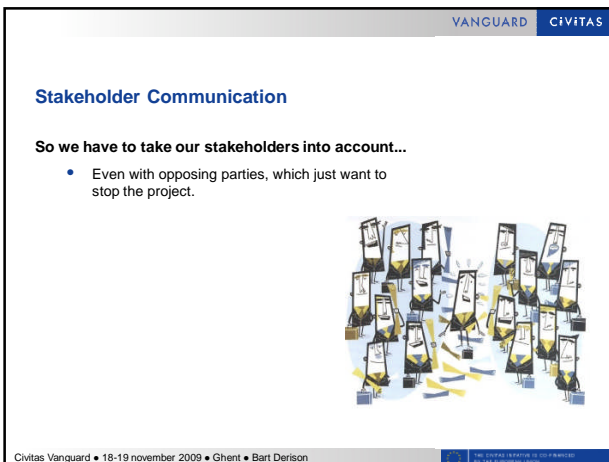


Stakeholder Communication

If we lived in China, we would not have to look for support for infrastructure or mobility projects...

- We would be able to force people. And luckily, this is not allowed in our democracies

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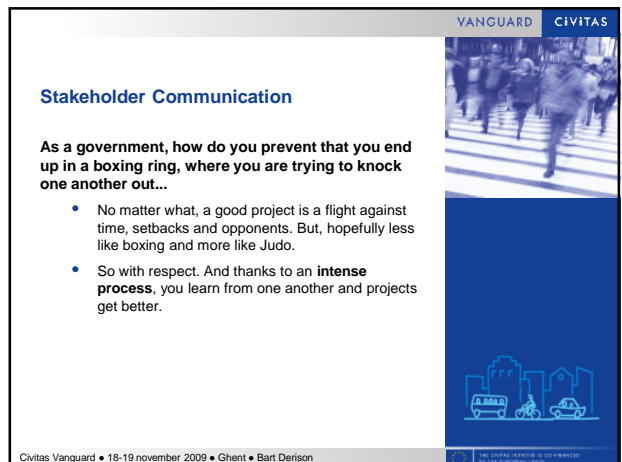


Stakeholder Communication

So we have to take our stakeholders into account...

- Even with opposing parties, which just want to stop the project.

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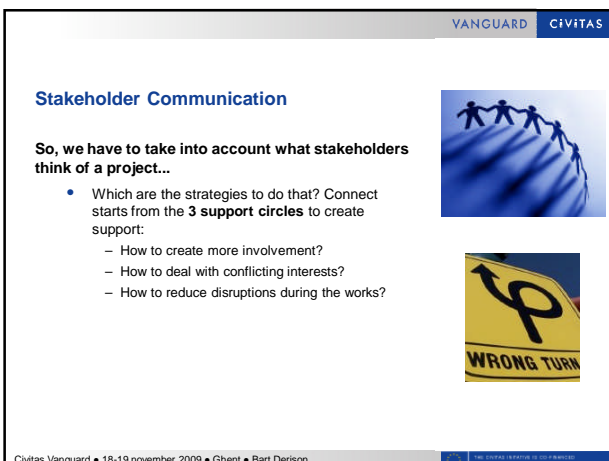


Stakeholder Communication

As a government, how do you prevent that you end up in a boxing ring, where you are trying to knock one another out...

- No matter what, a good project is a flight against time, setbacks and opponents. But, hopefully less like boxing and more like Judo.
- So with respect. And thanks to an **intense process**, you learn from one another and projects get better.

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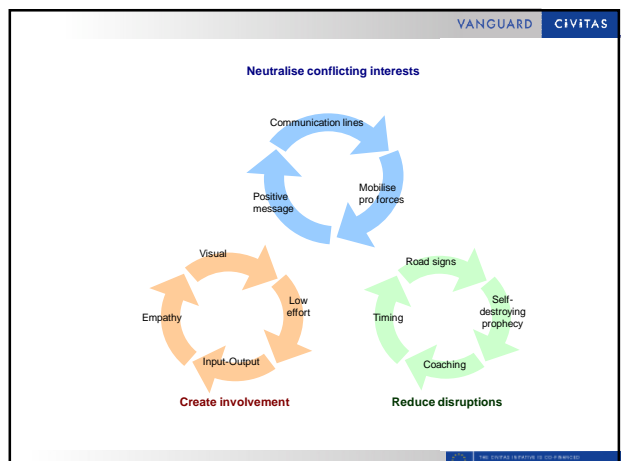


Stakeholder Communication

So, we have to take into account what stakeholders think of a project...

- Which are the strategies to do that? Connect starts from the **3 support circles** to create support:
 - How to create more involvement?
 - How to deal with conflicting interests?
 - How to reduce disruptions during the works?

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Neutralise conflicting interests

- Communication lines
- Positive message
- Mobilise pro forces

Create involvement

- Visual
- Empathy
- Low effort
- Input-Output

Reduce disruptions



- Road signs
- Timing
- Coaching
- Self-destroying prophecy

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Stakeholder Communication

How to create more involvement?

- A strong visualisation of the final image: can I see the result?
- An active approach to information: can I make remarks and do I get answers?
- A low content threshold: do they assure that I can understand it?
- A phased information structure: do I receive the information at the time when I need it?


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Stakeholder Communication

How to deal with conflicting interests?

- Open dialogues with opponents
- Communicate with people who will be expropriated
- Assure that participation doesn't lead to destruction





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Stakeholder Communication

Some concrete tools

- Sounding **board groups**
 - Get opponents and supporters involved
- Information exhibitions
 - Break through bitter hearings
- **Personal** conversations
 - Dare to go face-to-face
- Open-plan processes
 - When possible: the public as engineer within the playing field that you determine


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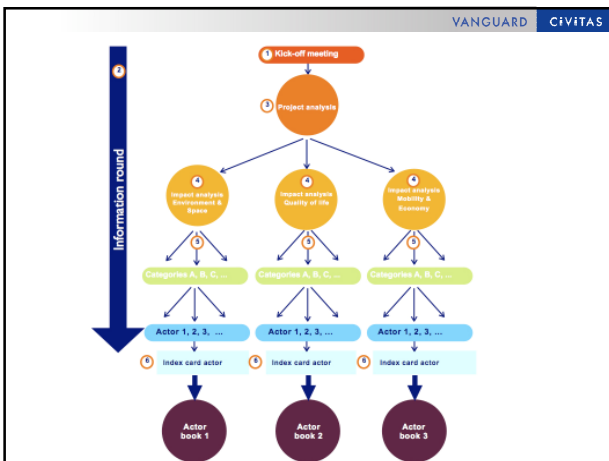
Stakeholder Communication

How do we handle a stakeholder analysis?

- This is how we did it for the redevelopment of the Antwerp Ring Road and the Eindhoven Ring Road
- Large projects with **many stakeholders**
- And with the risk that, if you work without a methodology, you forget important parties
- Therefore, step-by-step approach and especially a mix of 'broadening/deepening'



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Stakeholder Communication

Projects analysis: image that you can only write one page

- What is the goal of the project?
- Phasing? Decision-making?
- Which information is already public?
 - A project analysis is often too extensive, and only an engineer knows what is says. How can you then define the social impact...
 - After all, stakeholders are not engineers...



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Stakeholder Communication

Impact analysis: what are the effects of the project?

- Based on the project analysis, **define** the impact receptors
- Example:
 - Environment
 - Mobility
 - Quality of life
- Define the impact on the receptors, both before and after the works
- Input is collected during interviews, press analysis, internal documents and ... gut feeling
- Output:** impact analysis per receptor. Extensive and detailed. But no actor level yet.



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Categorisation: define actor categories

- Define actor categories per impact receptor
- E.g. Impact receptor environment --> actor categories:
 - Environmental associations
 - Authorised local governing bodies for environment
 - ...
- Be as **intensive as possible** in your categories. Better to delete later if you cannot find actors rather than to forget to screen actors...


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Stakeholder Communication

Actor index cards: completing the categories with actors

- Per category and based on the impact analysis, you complete the actor analysis
- Make an index per actor
- Overlap:** sometimes, actors are important on 2 receptors (environment and quality of life). Do include them in both impact analyses
- Make sure to save it **digitally** and to **update** it. But I preferred to have 3 books with me at all times





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Example of an actor index card: Eindhoven Ring Road

- Based in this methodology, we identified 480 actors that were involved in the Eindhoven Ring Road
- Mapping them does not mean the goal has been reached. It is a tool
- A tool to develop communication: who has to be in sounding board groups, who must receive e-letters, etc.

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Thank you

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