



STAKEHOLDER PARTICIPATION IN THE URBAN RENEWAL PROJECTS IN THE RIVIERENWIJK IN DEVENTER: UNDERSTANDING THE DECISION- MAKING PROCESS



Bachelor Thesis
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Summary

This thesis aims to get knowledge about the applied stakeholder management approach and the relationship with stakeholder satisfaction with the decision-making process in the urban renewal projects of the neighbourhood Rivierenwijk in Deventer. This thesis is focussed on the representation and empowerment of marginalized stakeholders, and the developed relationships between stakeholders in the urban renewal projects. This is important, because these factors (representation, influence and social cohesion) influences stakeholder satisfaction with the decision-making process, which is one way to measure project success. The main goal for institutions is to gain project success, so that is why a deeper understanding of the stakeholder management approach is valuable for institutions. Building on existing work about stakeholder management and stakeholder satisfaction, the following main research question is answered:

To what extent does stakeholder management in the decision-making process influences stakeholder satisfaction with the decision-making process of the urban renewal projects in the neighbourhood Rivierenwijk in Deventer?

The qualitative data from the semi-structured in-depth interviews are analysed in order to answer the main research question. These interviews are held with the municipality of Deventer and housing corporation Renteer, which are the powerful stakeholders, and with the members of the Kopgroep, which are the marginalized stakeholders. The analysis of the interview data showed that proper representation and empowerment of stakeholders, and the development of good relationships between stakeholders, positively influences stakeholder satisfaction with the decision-making process. It even countered some of the unsatisfying aspects of the decision-making process, like the delays in the implementation of the physical plans, the change of different project leaders throughout the process and the broken promises of the powerful stakeholders.

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Chapter 1. Introduction

1.1 Background

In an era of hyper-transparency, urban renewal projects implemented by institutions are under scrutiny (Enright et al., 2016). For this reason, institutions should be more thoughtful about urban renewal projects than ever before. One way to improve urban renewal projects is by involving different stakeholders. Stakeholders are institutions, companies and people who are affected and/or interested in any aspect of project development (Silvius & Schipper, 2019). The involvement of different stakeholders is called stakeholder participation. Stakeholder participation is important, because it increases the quality and trustworthiness of project outcomes (Lemke et al., 2015). Institutions need to be prepared when involving marginalized stakeholders, because breaking promises negatively affects stakeholder satisfaction with the decision-making process (Strong et al., 2001; Wilcox, 1994). Stakeholder participation is just one part of the responsibility of institutions, the other is to be sustainable (Silvius & Schipper, 2019). In a globalized world with a lot of environmental, social and economic issues, institutions are forced to perform in a sustainable way (Enright et al., 2016). According to Mayer et al. (2005), urban renewal projects offer opportunities for institutions to improve the performance of cities in both environmental and socio-economic respects. When stakeholder participation in urban renewal projects is implemented correctly, everyone will benefit. The result will be a win-win for institutions and society. Institutions should be willing to listen, discuss issues of interests to stakeholders, and consider to change their own original goals and operations, as a result of stakeholder participation (Silvius & Schipper, 2019). The reality teaches us that this is complex and difficult to achieve (Jeffery, 2009). It is therefore important to understand which stakeholder management approach works and in what context, because the chosen stakeholder management approach influences stakeholder satisfaction with the decision-making process, which influences project success, and gaining project success is one of the main goals for institutions. Therefore, this thesis shed light on the stakeholder management approach in the urban renewal projects in the neighbourhood Rivierenwijk. Stakeholder management is a very broad term, so the focus of this thesis is on three important variables of stakeholder management. These are: representation, influence and social cohesion. The powerful stakeholders are the municipality of Deventer and the housing corporation Rentree, and the marginalized stakeholders are the members of the Kopgroep. The Kopgroep represents the residents of the Rivierenwijk. Since the stakeholder management approach influences stakeholder satisfaction, a deeper understanding of the underlying causes and factors is necessary for institutions to successfully involve marginalized stakeholders into the decision-making process of urban renewal projects.

1.2 Relevance of the thesis

While much research has been done about stakeholder management in project development, the geographical context wherein research is done is always different. This means that there is no one-way approach to stakeholder participation, because every situation is unique (Brannan et al., 2007). This thesis aims to acquire knowledge about stakeholder satisfaction with the decision-making process in the urban renewal projects of the neighbourhood Rivierenwijk in Deventer, by focussing on the representation and empowerment of marginalized stakeholders, and the developed relationships between stakeholders. This case is relevant because of the uniqueness of the neighbourhood Rivierenwijk. The Rivierenwijk was labelled a 'Vogelaarswijk' in 2007, named after the former Dutch Minister Ella Vogelaar. This label meant that the neighbourhood was deprived and needed physical and social improvements. Therefore, the urban renewal plan for the Rivierenwijk was designed to improve the environmental, social and economic conditions of the neighbourhood. The focus of the urban renewal projects was to make the Rivierenwijk sustainable and future proof for their residents. Apart from the implemented social programs, the urban renewal projects realised the construction of new infrastructure, houses, parking spots, playgrounds, a school and green spaces, but also the renovation of a community centre, shopping mall, health centre and some houses which all greatly improved the neighbourhood. A key characteristic of the Rivierenwijk is that residents have close relationships with each

other. This is part of the identity of the neighbourhood. Figure 1 shows the location of the Rivierenwijk in Deventer.

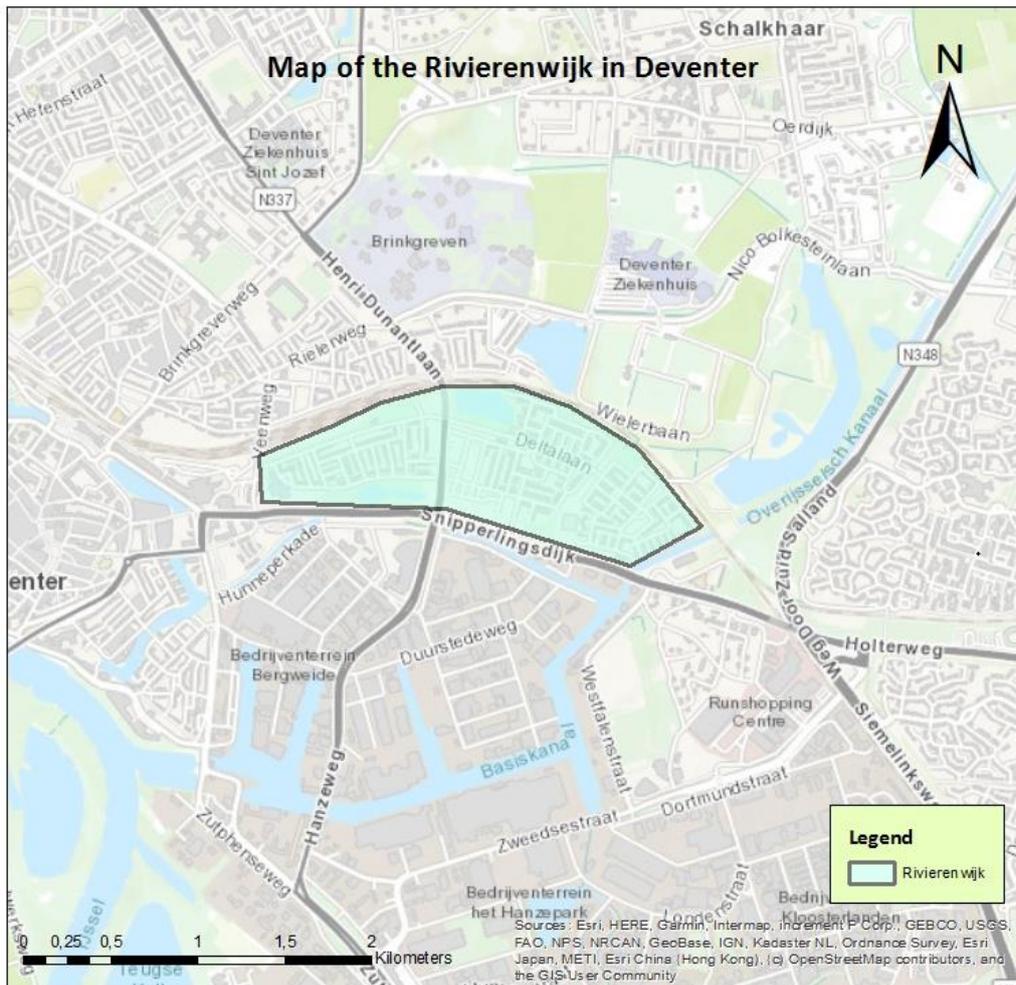


Figure 1. Map of the Rivierenwijk in Deventer.

This thesis shed light on the aspects of stakeholder management with regards to representation, influence and social cohesion in the urban renewal projects of the Rivierenwijk, and how this affects stakeholder satisfaction. This can be helpful for institutions when they involve marginalized stakeholders into the decision-making process of future urban renewal projects. Therefore, the results of this thesis can be used as recommendations for the municipality of Deventer and Renterie, but also for other institutions. The recommendations can be used to increase awareness and insight in stakeholder management in the decision-making process of urban renewal projects.

1.3 Research problem

This thesis is about stakeholder management in the decision-making process of the urban renewal projects in the Rivierenwijk in Deventer. On a basis of qualitative research, there is tried to get an insight in the relationship between stakeholder management and stakeholder satisfaction with the decision-making process.

Therefore, the main research question is as follows: *'To what extent does stakeholder management in the decision-making process influences stakeholder satisfaction with the decision-making process of the urban renewal projects in the neighbourhood Rivierenwijk in Deventer?'*

The following sub-questions are trying to answer the main research question:

- *'How are stakeholders represented in the decision-making process of the urban renewal projects?'*
- *'What influence did stakeholders have in the decision-making process of the urban renewal projects?'*
- *'What relationships were developed between stakeholders in the decision-making process of the urban renewal projects?'*

1.4 Structure of the thesis

The thesis is structured as follows: The theoretical framework will be explained in chapter 2. This chapter gives an overview of relevant theories and concepts. The conceptual model, which is based on the theories and concepts, is also shown in this chapter. Chapter 3 describes the methodology. This chapter explains which research method are used for collecting the qualitative data, and also discusses the ethical considerations and the quality of the data. Chapter 4 presents the results and chapter 5 the analysis of the qualitative interview data. Finally, chapter 6 will conclude the research findings and gives recommendations for future research.

Chapter 2. Theoretical Framework

2.1 Stakeholder participation

Most of the academic research acknowledges the value and complex nature of stakeholder participation. Before delving deeper into this, it is vital to understand the meaning of a stakeholder. In this thesis, the following definition of a stakeholder is being applied: "A stakeholder is a person, group or organization that has interests in, or can affect, be affected by, or perceive itself to be affected by, any aspect of the project." (Silvius & Schipper, 2019). This definition encompasses all the core elements of stakeholders. This includes everybody being connected and/or affected by a project. Stakeholder participation means that stakeholders are involved and represented in the decision-making process in project development.

2.2 Stakeholder management and satisfaction

There are two ways to measure the success of stakeholder participation. The first way is to measure the quality of the project. The second way is to measure stakeholder satisfaction with the project. According to Silvius and Schipper (2019), the satisfaction with the project and its benefits is a recognized aspect of project success. That is why stakeholder management is a core activity of project management to gain project success. Stakeholder satisfaction with the project can be divided between stakeholder satisfaction with the decision-making process and stakeholder satisfaction with the project outcomes (Li et al., 2013). So, one way to measure the success of stakeholder participation is to measure how satisfied stakeholders are with the decision-making process. Three key aspects of stakeholder management play a role in determining stakeholder satisfaction with the decision-making process. First, the right marginalized stakeholders should be selected and involved (representation). Second, marginalized stakeholders should be empowered (influence). Third, orderly relationships should be developed and maintained between stakeholders (social cohesion).

2.3 Representation

According to Wester et al. (2003), stakeholder representation means a sufficiently diverse stakeholder composition and the involvement of stakeholders into the decision-making process. Proper representation ensures consideration of all stakeholders needs, interests and values, and it creates more transparency in the decision-making process. It also gives rise to new ideas, because plans are viewed from more different perspectives (Li et al., 2013; Peric et al., 2014; Wester et al., 2003). By involving every stakeholder into the decision-making process, everyone is being heard. This is perceived as fairer (Silvius & Schipper, 2019; Strong et al., 2001). Involving marginalized stakeholders at the beginning of a project increases trust, understanding and support towards powerful stakeholders (Brannan et al., 2007). Powerful stakeholders need to be prepared when involving stakeholders, because they need to deliver on their promises (Strong et al., 2001; Wilcox, 1994). Breaking promises could negatively impact stakeholder satisfaction with the decision-making process. Another drawback of stakeholder participation is that stakeholders can slow and derail progress. Involving stakeholders also requires resources of powerful stakeholders, which can be costly. One of the key challenges in representing stakeholders is deciding how and when stakeholder input is incorporated (Brannan et al., 2007).

2.4 Influence

Powerful stakeholders are stakeholders who have information, expertise, and money (Wilcox, 1994). That is why powerful stakeholders have the most control and influence over the decision-making process. A key element of stakeholder participation is that powerful stakeholders empower marginalized stakeholders. Empowered marginalized stakeholders exert more influence in the decision-making process. The empowerment of stakeholders increases understanding of different stakeholder viewpoints (Anggraeni et al., 2019). Empowerment also develops a sense of solidarity within communities. It gives way to the feeling that someone is part of something bigger than just themselves. Empowered individuals take pride in their

achievements and are therefore more satisfied with the project outcomes, but it also results in quicker and more effective social empowerment of the community. Empowerment allows individuals to reflect on their needs and priorities, and gives them a voice (Church & Cole, 2007). A drawback of empowerment is that it makes reaching agreement more difficult, because the interests of marginalized stakeholders are carrying more weight, which can result in longer negotiations and decision-making (Anggraeni et al., 2019).

2.5 Social cohesion

Social cohesion is a broad and ambiguous term. The definition used for social cohesion in this thesis is the following: "Social cohesion concerns the orderly or conflictual relationships between actors in society" (Chan et al., 2006). Social cohesion entails variables such as gaining personal recognition and respect, developing collaborative relationships, trust, understanding, motivation, cooperation and support for powerful stakeholders, which are aspects of stakeholder management and stakeholder participation. These aspects have value and benefits for all stakeholders and are therefore important for stakeholder management (Anggraeni et al., 2019; Strong et al., 2001). By communicating in a timely, honest and empathetic manner, stakeholder satisfaction increases. Also, when information is communicated properly, mistakes made by being dishonest about the expectations doesn't always lead to dissatisfaction among stakeholders (Strong et al., 2001). But stakeholder participation can also create disharmony between community members, which can cause inequalities among community members (Church & Cole, 2007). Conflict, distress and distorted relationships in stakeholder participation could also negatively influence stakeholder satisfaction (Anggraeni et al., 2019).

2.6 Importance of stakeholder management

Stakeholder management is complex and often problematic, because every stakeholder has his own viewpoints on the same subject (Peric et al., 2014). This can be seen as a drawback, but involving stakeholders has also many benefits. For example, marginalized stakeholders who are involved, informed and educated could provide important knowledge and viewpoints on a subject. Furthermore, public values and opinions are being heard which increases the quality and legitimacy of the decisions being made, as well as the level of public trust towards institutions. Additionally, more ideas are generated, conflicts with the public decreases and processes could become more cost-effective (Anggraeni et al., 2019; Peric et al., 2014). Powerful stakeholders should always be oriented towards the well-being of marginalized stakeholders (Peric et al., 2014).

Successful stakeholder management could lead to easier project closures, a better representation and empowerment of marginalized stakeholders and better relationships between stakeholders. These factors influence stakeholder satisfaction with the decision-making process, which could impact project success (Silvius & Schipper, 2019).

2.7 Conceptual model

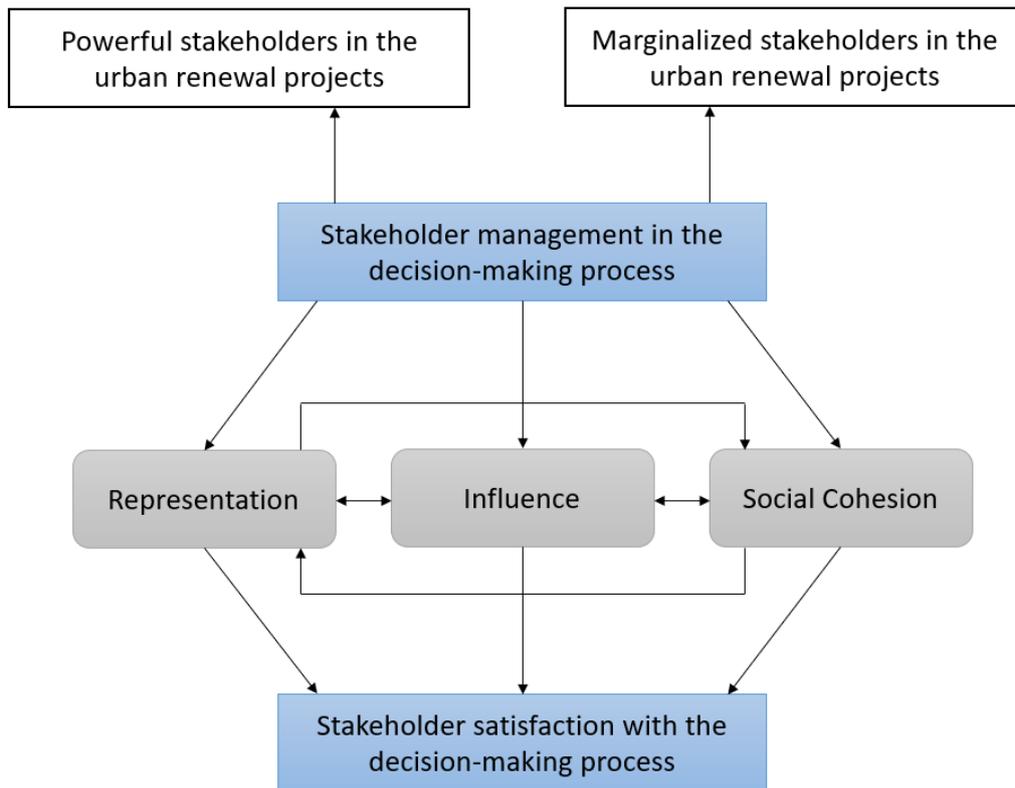


Figure 2. Conceptual model.

In figure 2 the conceptual model is shown. The model shows that stakeholder management in the decision-making process of the urban renewal projects influences stakeholder satisfaction with the decision-making process. The three main factors influencing stakeholder satisfaction are representation, influence and social cohesion. These factors could also interrelate. When stakeholders are not granted enough power in the decision-making process, it could negatively affect social cohesion. When stakeholders are not represented and/or initiated in important stages into the decision-making process, stakeholder empowerment will be affected. This could also be detrimental to the development of good relationships between powerful stakeholders.

2.8 Hypotheses

The hypotheses, based on the conceptual framework are as followed: If the municipality of Deventer and housing corporation Rentree choose the right residents to participate into the decision-making process of the urban renewal projects in the neighbourhood Rivierenwijk, and let them initiate early on into the decision-making process, inform and listen to them, giving them the opportunity to explore their ideas and be cooperative, it is to be expected that the marginalized stakeholders will be very satisfied with the decision-making process. When this is done partially, or not at all, the results would be different.

Chapter 3. Methodology

3.1 Qualitative data collection

“The collection of qualitative data is a way to understand the everyday life and experiences of people by means of personal information.” (Clifford et al., 2016). A better understanding of the experiences of stakeholders with the decision-making process is crucial for answering the research questions. Semi-structured in-depth interviews can obtain this data. Semi-structured interviews allow the interviewees to discuss their experiences and gives the interviewer the opportunity to ask questions about these experiences, without losing track of the most important questions and topics. It also provides data which can be compared to previous and future data about this topic. Semi-structured in-depth interviews are held with the stakeholders in the urban renewal projects of the Rivierenwijk in Deventer. The interviewees were contacted by mail and/or phone, but because of the corona-virus the interviews could not be conducted on location. Instead the phone is used for the collection of qualitative data. The app ‘TapeACall’ is used for recording the interviewees, which made transcribing possible. This helped the process of analysing the data. The following stakeholders are interviewed by phone:

- Municipality of Deventer: Their main goal is to improve the social, economic and environmental conditions of the neighbourhood Rivierenwijk by implementing an urban renewal plan.
- Housing corporation Rentree: This housing corporation cooperates with the municipality of Deventer. Their main goal is to carry out the construction and renovation of housing, facilities and infrastructure.
- The Kopgroep: This group was established by the residents of the Rivierenwijk in 2007. They represent the residents in the decision-making process of the urban renewal projects.

The most powerful stakeholders are the municipality of Deventer and housing corporation Rentree. The municipality and Rentree determine who, how and when stakeholders participate and initiate into the decision-making process, and is also providing financial resources, expertise and guidance. The residents of the Rivierenwijk are the marginalized stakeholders. The semi-structured in-depth interview data reveals the dynamics between these different stakeholders. The interviewees are listed in table 1.

Number of the interview	Interviewee	Gender	Stakeholder
1	Tinus Meijerink	M	Municipality of Deventer
2	Carolien Harkema	F	Municipality of Deventer
3	Ben Nijhuis	M	Housing corporation Rentree
4	Jacco Floor	M	Housing corporation Rentree
5	Sabine Vijge	F	Housing corporation Rentree
6	Majorie Stegeman	F	The Kopgroep
7	Piet de Noord	M	The Kopgroep
8	Margriet Kloezeman & Riet Klappe	F F	The Kopgroep The Kopgroep

Table 1. Stakeholders who participated in the interviews.

3.2 Ethical considerations

“Ethics are the study of what are good, right, or virtuous courses of action.” (Punch, 2014). In-depth interviews come with many ethical challenges. It is important to have awareness of the researcher’s positionality when doing in-depth interviews. I personally like the outcomes of the urban renewal plan, and I also like the concept of stakeholder participation. I think it is a great idea to involve different stakeholders into the decision-making process. I don’t like to publish negatively about the city of Deventer, because I really like the city. For these reasons, I might be biased to focus on getting positive results. In order to counter this, many critical questions

are incorporated in the semi-structured in-depth interviews, which shed light on the different aspects of the decision-making process. I try to approach this in a neutral and unbiased way.

Another problem could be that the municipality and Rentree avoid saying something that would hurt stakeholders, because of the negative impact this could have. This could influence the interview data. Before conducting the in-depth interviews, the interviewees get an explanation of what they could expect from the interview and research. The anonymity of interviewees will be guaranteed when this is demanded, and they can freely choose if they want to be recorded or not. The interviewees could freely give advice, commentary and opinions during the interview. Interviewees can stop the interview at any time.

3.3 Analysing the data

The in-depth interviews are analysed by using the computer program ATLAS.ti. This program enables coding for qualitative data. Coding is the process of labelling and organizing qualitative data to identify different themes and relationships between them. Putting in codes, labels and sublabels makes analysing the in-depth interview data possible. The used codes, labels and sublabels are based on the theoretical framework and the conceptual model. The coding scheme can be found in appendix B at the end of this thesis.

The data from the in-depth interviews is supported by secondary data. Secondary data is obtained with a literature research and elaborated in the theoretical framework. Both the primary and secondary data will be used and connected, in order to properly answer the research questions.

3.4 Quality of the data

Some knowledge about the process from the interviewees was faded away, because completion of the urban renewal projects took around fifteen years. It was therefore difficult for stakeholders to recall experiences from the distant past. But the reliability is still high, because many perspectives were highlighted by interviewing different stakeholders.

Chapter 4. Results

The urban renewal of the Rivierenwijk started in 2005. The municipality and Rentree decided to involve the residents of the Rivierenwijk into the decision-making process from the beginning of the urban renewal projects. The decision-making process gave the residents the opportunity to decide on the plans together with the municipality and Rentree. The process started with the organisation of information evenings for the residents by the municipality and Rentree. These information evenings took place every six months and approximately one-hundred to one-hundred fifty residents were present at these meetings. At the information evenings, the residents did discuss and chose one of the premade plans made by the municipality and Rentree. They also had the opportunity to write down their preferences on paper, based on some prewritten questions, but their influence on the decision-making process was limited.

The dynamic and complexity between different stakeholders changed in 2007, when the residents established the Kopgroep. The Kopgroep, which consisted of around ten members, represented the residents in the decision-making process of the urban renewal projects. The Kopgroep was established, because the residents wanted to have more control and influence over the decisions that were being made with regards to the urban renewal projects. The municipality and Rentree arranged consultation meetings with the Kopgroep approximately once a month, but the frequency of these meetings declined at the end of the process. This is where the decision-making process took place. All stakeholders decided together what and how the social and physical plans should be implemented at these consultation meetings. The Kopgroep was involved in every project planning. These projects were now discussed with the Kopgroep in a detailed way. This resulted in the combined implementation of more than sixty social and physical plans. For example, new infrastructure, improved housing, a new school, a renovated community and health centre, parking spots and green spaces, but also the implementation of social projects which improved the social conditions of the residents. This all greatly improved the livelihood of the residents in the Rivierenwijk, which was one of the main goals of the municipality and Rentree.

The following section will present the results of the stakeholder management approach in the decision-making process of the urban renewal projects. The goal is to provide an understanding of the stakeholders' experiences about the representation and empowerment of the Kopgroep, and the developed relationships between all stakeholders in the decision-making process.

4.1 Representation of the Kopgroep

In several interviews with the municipality and Rentree was mentioned that involving the residents, and later the Kopgroep, was the right thing to do. They mentioned they wanted to do it together, because the urban renewal is about the people. Also, their experience was important, because they know what is needed to improve the neighbourhood. There was also pressure from the social welfare organisation within the municipality and from the residents themselves to get involved in the urban renewal (Interview 2: Carolien Harkema, 15.06.2020, Deventer).

Tinus Meijerink: "It was nice to hear some of the people who lived in the neighbourhood and know more about it than we do."

The Kopgroep was established as a new form of resident participation in 2007. The residents established the Kopgroep, because they felt they needed to be better informed and have a stronger voice about the decisions made with regards to the urban renewal projects. This increased their influence on the project planning. Furthermore, their input was then incorporated into the decision-making process before the planning was made, instead of after (which was the case in the information evenings). The involvement also increased the understanding of the living environment, which was also an advantage of being closely involved into the

decision-making process (Interview 8: Kloezeman & Klappe, 15.06.2020, Deventer).

The expectations and promises, like the procedures, rules and the level of involvement of the Kopgroep in the decision-making process were stipulated in the so-called 'covenant'. All members of the Kopgroep expected that the municipality and Rentree should listen to them and followed the stipulated rules of the covenant. However, the municipality and Rentree were sometimes trying to make decisions without consulting the Kopgroep. All members of the Kopgroep had the feeling that the municipality and Rentree wanted to make decisions as soon as possible, especially in times of crisis (the period between 2008 and 2013) and at the end of the urban renewal project (after most projects were completed). Therefore, the Kopgroep needed to remind the municipality and Rentree several times to not forget the rules of the covenant, so they would be included into the decision-making process, which sometimes led to feelings of disappointment, anger and frustration.

Majorie Stegeman: "We needed to ring the bell quite often, so we could keep our finger on the pulse."

The urban renewal project took a long time before completion. This was partly due to the economic crisis in 2008 according to the municipality and Rentree. The consequences were that members of the Kopgroep became tired of the process. This resulted in a decline in member size within the Kopgroep when members left the group. The Kopgroep felt they were losing input, because the Kopgroep became one-sided. This was also acknowledged by Sabine Vijge of Rentree. Retaining and engaging residents was very difficult and complex when the process takes a long time before completion (Interview 5, Sabine Vijge, 18.06.2020, Deventer).

Another problem for the Kopgroep was the lack of facilitating techniques and the experience to consult. That is why they involved Piet de Noord into the Kopgroep, because he had managerial experience, so he could take the lead in the negotiations. According to the Kopgroep, they liked the learning process and eventually they learned the right negotiating skills. All Kopgroep members said they were very pleased to be part of the decision-making process of the urban renewal projects and they would love to participate in similar future projects (if their age allows them to).

4.2 Influence of the Kopgroep

The influence of the Kopgroep on the urban renewal projects went very far and everyone was being heard, according to the municipality and Rentree. However, according to the Kopgroep, their level of empowerment depended on the project leader at hand, so sometimes it was difficult to convince the municipality and Rentree to implement the Kopgroep's ideas about a project. This was seen as a downside and made reaching agreement more difficult (Interview 8: Kloezeman & Klappe, 15.06.2020, Deventer). Also, some important decisions had to be made by the municipality and Rentree without proper consultation with the Kopgroep, but at least they always explained to the Kopgroep why those decisions had to be made. This increased the Kopgroep's understanding and support towards these decisions. But it also led to feelings of disappointment when some of their ideas were not taken into consideration.

Because of the high level of influence, some members of the Kopgroep felt responsible for the project outcomes. They wanted to represent the residents the best they could, but this often felt stressful. Eventually, almost all implemented projects were influenced by the Kopgroep. The Kopgroep felt a sense of pride and fulfilment, because they contributed to the project outcomes, which were functional and aesthetically appealing according to all stakeholders. This made them feel good.

Riet Klappe: "It gave me a lot of fulfilment, otherwise I would not have lasted fifteen years."

Furthermore, the role and influence of the Kopgroep was taken seriously. The consultation meetings were professional and formal. At some point, the Kopgroep introduced a secretary and transcriber, which indicated a high level of professionalism. They felt they were part of something unique, which also made the members of the Kopgroep feel privileged.

The only power the Kopgroep was lacking, was the power to create plans from bottom-up. However, this was not seen as a problem. According to the Kopgroep, this seemed logical, because the municipality and Rentree possessed over the resources and expertise to create plans from bottom-up, and they were able to do this in the best possible way.

4.3 Relationships between the municipality, Rentree and the Kopgroep

Overall, most relationships between stakeholders were of good quality and everyone was approachable. Nonetheless, due to the long-lasting process, changes of personnel within the municipality and Rentree happened frequently (around every four years). This meant that the Kopgroep needed to develop new relationships with new project leaders. This was sometimes challenging, since every project leader was different, which could hamper effective communication. This negatively impacted the relationships between the Kopgroep and some project leaders.

Margriet Kloezeman: “Some project leaders were focussed on people and residents, and communicated clearly. (...) Then there are some who talk a lot, promises a lot, but you constantly need to go after them.”

The Kopgroep became increasingly sceptical when introduced to new project leaders. They developed a ‘first see, then believe’ attitude (Interview 4, Jacco Floor, 16.06.2020, Deventer). There were sometimes intensive discussions, because every opinion carried equal weight. However, the communication between stakeholders never led to any conflicts. All stakeholders were considered partners, treated equally and with respect. It was a process of give and take. The process took a long time before completion, partly due to the economic crisis in 2008. But because relationships were well developed with most project leaders, the Kopgroep could better understand why the municipality and Rentree sometimes had to break their promises. Although, it still led to feelings of frustration among the members of the Kopgroep. Eventually with hindsight, everyone was happy and pleased with how most decisions were made and how everyone was treated at the consultation meetings. Also, everyone liked the project outcomes. This was mentioned several times in the interviews.

Chapter 5. Discussion

5.1 Discussion of results

Involving the residents of the Rivierenwijk into the decision-making process was the right thing to do according to the municipality and Rentree. This is in line with Silviu & Schipper (2019) and Strong et al. (2001), who states that a decision-making process wherein everyone is being heard is perceived as fairer. Although the municipality and Rentree involved the Kopgroep from the beginning of the project, this did not increase trust, understanding and support towards powerful stakeholders. This is in contrast with Brannan et al. (2007). However, this effect was probably mitigated by the long-lasting process. Another reason to allow the involvement of the Kopgroep was for their knowledge and experience. Experience and knowledge from marginalized stakeholders are important, because this translates into a better representation of all needs and wants of all stakeholders in the decision-making process (Li et al., 2013; Peric et al., 2014; Wester et al., 2003). The experience and knowledge of the Kopgroep was used to implement planning which was more tailor-made to the needs and wants of the residents. Therefore, the Kopgroep was more satisfied with the decision-making process and the project outcomes, and felt they positively impacted the project outcomes. Also, because the Kopgroep was closely involved into the decision-making process, they were able to better understand their living environment, which increased their satisfaction with the decision-making process.

Sometimes the municipality and Rentree broke their promises to implement the physical plans within a reasonable time period, which led to frustration and dissatisfaction among the Kopgroep. In line with the literature (Strong et al., 2001; Wilcox, 1994) they emphasize the importance of keeping promises, because this affects stakeholder satisfaction. The major delays in the implementation of physical projects also caused a decline in the Kopgroep's member size. This meant that the members felt demotivated and left the group, which translated in a weakening of the representation of the residents in the process. Another consequence of the long-lasting process was that the composition of the Kopgroep became one-sided, thereby missing crucial experience and knowledge from different residents. According to Wester et al (2000), a one-sided composition of marginalized stakeholders is not a proper form of representation. This led to feelings of insecurity and dissatisfaction, because it made it difficult for the remaining members of Kopgroep to understand the wishes and needs of those residents.

The Kopgroep had an active attitude, so they always stayed involved in every project, even though the municipality and Rentree sometimes wanted to make decisions without involving them. This is in line with Anggraeni et al. (2019), who state that the involvement of marginalized stakeholders makes the progress slower for powerful stakeholders. This created feelings of disappointment, anger and frustration among the Kopgroep. The decision-making process also increased feelings of insecurity among members of the Kopgroep, because they were unexperienced. Therefore, they needed to learn and develop negotiating skills. This was partly countered by involving Piet de Noord into the Kopgroep, because he had managerial experience and was able to take the lead in the negotiations. Yet, this aspect did not influence their feelings of satisfaction with the process. Still, they loved to learn these new skills.

The Kopgroep felt empowered and every stakeholder said they were equal partners. The Kopgroep could always generate ideas, give advice and change plans to their liking, but they also had the capabilities to control and intervene in the decision-making process. They were really satisfied with their level of empowerment. However, the Kopgroep's empowerment gave them great responsibilities and a lot of stress. They felt they were doing this for the residents of the Rivierenwijk. This is in line with Church and Cole (2007), who states that members acknowledge that one is part of a larger system. The sense of fulfilment contributed to increased feelings of satisfaction, but the responsibilities led to worries and stress and had therefore the opposite effect. The Kopgroep had great influence, but still lacked power to create plans from bottom-up. Creating bottom-up planning was the responsibility of the municipality and Rentree, since they had the

resources to do so. This is in line with Wilcox (1994), who states that powerful stakeholders are stakeholders who have information, expertise, and money, and as a result of that have the most control over the decision-making process. However, this was not seen as a problem for the Kopgroep. They did not want to be responsible for creating bottom-up planning, so this did not influence their satisfaction with the decision-making process. The Kopgroep's high level of empowerment made negotiations more intensive, but the results were always agreed upon by every stakeholder. Some project leaders were more reluctant to the ideas of the Kopgroep, which made reaching agreement more challenging (Anggraeni et al., 2019). As a result of the empowerment, all stakeholders could better understand each other's viewpoints, which promoted a 'give and take' attitude among them. This is in line with Anggraeni et al. (2019) who state that empowerment increases understanding of different stakeholder viewpoints. This meant that the Kopgroep saw parts of their ideas implemented in the physical projects of the urban renewal, which gave them a sense of pride. They also felt privileged by being allowed to take part into the decision-making process in such a deep and involved way. These factors positively contributed to the increased feelings of satisfaction with the decision-making process among the members of the Kopgroep.

The Kopgroep and the municipality and Rentree developed strong relationships with each other. This was important, because this made the Kopgroep more willing to forgive the municipality and Rentree for making mistakes and breaking promises. So, it improved the understanding and acknowledgement of the external circumstances (e.g. the economic crisis) which impacted the decision-making process in a negative way (e.g. delays in implementation of the physical plans). Although, this did not lead to an increase in stakeholder satisfaction, it certainly countered stakeholders' feelings of dissatisfaction with the decision-making process. All stakeholders were approachable and considered equal partners, and were treated with respect and dignity. It was a process of give and take. There were fierce discussions and disagreements, but this never led to real conflicts between stakeholders. All stakeholders eventually reached agreement. This increased the Kopgroep's satisfaction with the decision-making process. Furthermore, these aspects added value to all stakeholders, as is stated by Anggraeni et al. (2019), but also contributed to increased stakeholder satisfaction with the decision-making process. One can speak of mutual understanding, respect, and recognition for each other's interests and demands (Anggraeni et al., 2019; Strong et al., 2001). The value of these relationships made the decision-making process more efficient, understandable and made the atmosphere more friendly, and also increased the willingness of stakeholders to cooperate in future endeavours. So, developing good stakeholder relationships also increases sustainability.

These results should be taken into account when institutions are considering to involve marginalized stakeholders into the decision-making process of urban renewal projects. It is important for institutions to understand what factors could influence successful stakeholder participation.

5.2 Limitations

Due to the long-lasting process, many stakeholders dropped out of the process. These stakeholders could not be interviewed, so some information was not accessible. Because of the corona-virus it was not possible to interview the respondents on location, so the interviews were more impersonal, and it made it also more difficult to 'read' the respondents emotions. Furthermore, only the residents who joined the Kopgroep were interviewed, so information from other residents was excluded. This research was also context specific, which makes it hard to generalize the results.

Chapter 6. Conclusion

6.1 Conclusion

The main research question of this thesis is: *'To what extent does stakeholder management in the decision-making process influences stakeholder satisfaction with the decision-making process of the urban renewal projects in the neighbourhood Rivierenwijk in Deventer?'*. Based on the qualitative analysis of the in-depth interview data, it can be concluded that proper representation and empowerment of stakeholders, and good relationships between stakeholders, positively influences stakeholder satisfaction with the decision-making process. Factors that played a negative role in decreasing the Kopgroep's satisfaction, for example the consequences of the economic crisis, the long-lasting decision-making process, the complexity of the process, the intensity of discussions and the broken promises, were countered by the Kopgroep's positive feelings about how they were represented and empowered, and how relationships were developed and maintained, but also by the functional and aesthetically appealing project outcomes. Therefore, it is apparent that through the right stakeholder management approach stakeholder satisfaction with the decision-making process will increase. According to the qualitative interview data, the following three results can be observed: first, the Kopgroep was very satisfied with the relationships between all stakeholders, because everyone was being cooperative and treated equally. Second, the Kopgroep's influence in the decision-making process was high, but it depended on the project leader and external circumstances (e.g. the economic crisis), so sometimes they had mixed feelings about their perceptions of empowerment. Third, the form of representation was very satisfying for the Kopgroep, but was not an accurate reflection of the 'average' resident of the Rivierenwijk. This was seen as a drawback by all stakeholders. Also, they needed to remind the municipality and Rentree about the covenant in order to properly get involved into the decision-making process. The circumstances and challenges made the process far from perfect. These research findings are in line with Jeffery (2009), who said that stakeholder management in stakeholder participation is really complex, and it is therefore challenging to achieve project success.

To answer the main research question, it can be observed that the stakeholder management approach in the decision-making process influences stakeholder satisfaction with the decision-making process to a large extent, according to the qualitative interview data. These research findings are in line with Silvius and Schipper (2019), who states that stakeholder management is a core activity of project management in order to gain project success. All members of the Kopgroep mentioned that they were willing to participate in similar future endeavours, which indicates their high levels of satisfaction with the urban renewal projects. All stakeholders were also satisfied with the project outcomes.

6.2 Future research

The municipality said they lacked knowledge about effective engagement strategies, therefore it was difficult for them to fully understand how to effectively engage more residents to participate into the decision-making process in order to make the Kopgroep more diverse. That is why the Kopgroep was mostly represented by senior women, who are factually not truly reflections of the 'average' residents in the Rivierenwijk. Therefore, effective engagement strategies for stakeholder participation in urban renewal should be investigated in future research. Another interesting research topic would be to focus on which human characteristics and qualities influences the likelihood someone wants to participate in urban renewal projects. This helps institutions in developing effective engagement strategies in urban renewal projects. Also, investigating the relationship between stakeholder satisfaction with the decision-making process and the project outcomes could be valuable, since these variables could correlate and therefore change the interpretation of these research findings.

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Appendices

Appendix A. Interview guide

Stakeholder interview guide

Allereerst wil ik u bedanken dat u de tijd neemt om met mij in gesprek te gaan. Mijn naam is Kay Sonnenberg en ik zou het graag met u willen hebben over het besluitvormingsproces van de wijkvernieuwingsplannen in de Rivierenwijk. Ik ben benieuwd naar uw ervaringen over de samenwerking tussen de verschillende partijen.

Het interview zal ongeveer een half uur in beslag nemen. Met uw toestemming neem ik het interview op zodat ik op een verantwoorde manier uw antwoorden kan verwerken in mijn thesis. De antwoorden worden gebruikt voor wetenschappelijke doeleinden. Quotes worden alleen met uw naam vermeld als u daar toestemming voor geeft. U mag altijd stoppen met het interview wanneer u dat wilt.

Zijn er nog vragen?

De volgende onderwerpen zijn besproken:

1. Introductie

Kunt u wat vertellen over wie u bent en wat u doet?

Hoe en wanneer bent u betrokken geraakt bij het besluitvormingsproces?

2. Verwachtingen

Wat waren uw verwachtingen van het besluitvormingsproces?

Zijn uw verwachtingen uitgekomen?

3. Representatie

Hoe zijn buurtbewoners gerepresenteerd in het besluitvormingsproces?

Op welke manier werden zij betrokken bij het proces?

Was u tevreden over de manier waarop buurtbewoners werden gerepresenteerd?

4. Invloed

Hoeveel invloed hadden de bewoners in het besluitvormingsproces?

Welke ideeën brachten zij in?

Kwamen deze ideeën ook terug in het wijkvernieuwingsplan van de Rivierenwijk?

Was u hier tevreden mee?

5. Sociale cohesie

Hoe werd er samengewerkt tussen de verschillende partijen?

Zijn er onenigheden ontstaan tussen de verschillende partijen?

Was er wederzijds begrip voor elkaars standpunten?

Hoe tevreden was u met de samenwerking?

6. Tevredenheid wijkvernieuwingsplan

Hoe tevreden was u met hoe het besluitvormingsproces is verlopen?

Wat waren de uitdagingen van het besluitvormingsproces?

Hoe tevreden bent u met het resultaat van de wijkvernieuwing in de Rivierenwijk?

Kunt u vertellen in hoeverre u stakeholder participatie een toevoeging vindt?

Dit was het interview. Ik wil u bedanken voor uw tijd. Wanneer de thesis is ingeleverd en beoordeeld, stuur ik u een pdf door van mijn thesis, zodat u kunt zien wat er met de antwoorden is gedaan en hoe alles is verwerkt.

Appendix B. Coding scheme

Factor	Code	Label	Sublabel
Stakeholder satisfaction	Representation	Kopgroep	Satisfied
			Mixed
			Not satisfied
	Influence	Kopgroep	Satisfied
			Mixed
			Not satisfied
	Social cohesion	Municipality	Satisfied
		Rentree	Mixed
		Kopgroep	Not satisfied