

SAMEN INVESTEREN IN DE OPEN RUIMTE

VLM 
VLAAMSE LANDMAATSCHAPPIJ

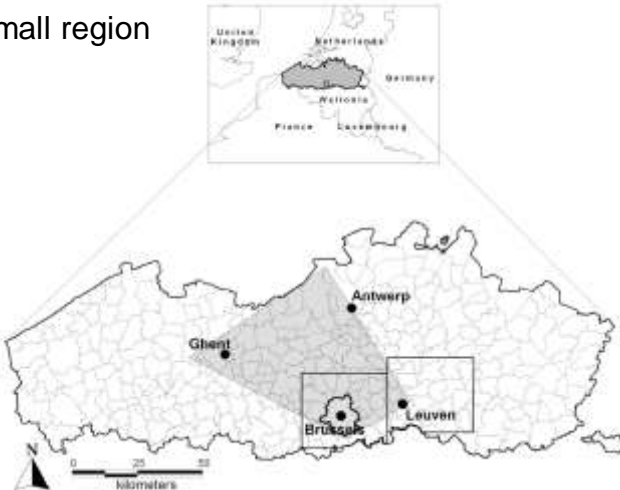
Stakeholder management with rural development projects in Flanders


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LANDNET 5th International Workshop
on Land Market Development and Land Consolidation, April 22-24 2013, Skopje

Flanders: characteristics

- Flanders: a small region

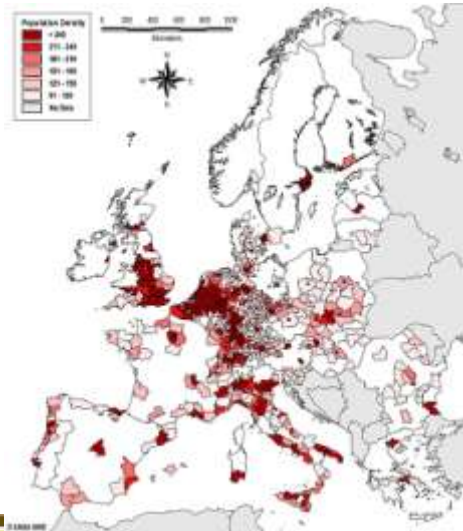


VLM 

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Flanders: characteristics

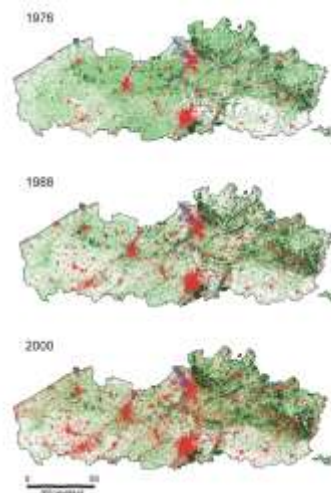
- Flanders: densely populated



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Flanders: characteristics

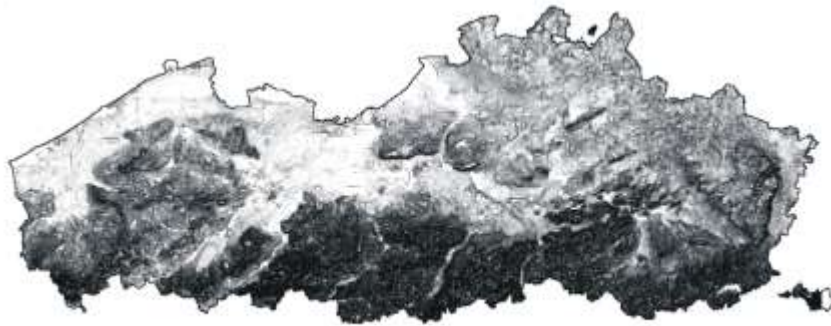
- Flanders: ongoing urbanisation



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Flanders: characteristics

- Flanders: a lowland region



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Flanders: characteristics

- Flanders: a downstream region



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Overview

- VLM mission(s)
- Principles of stakeholder management
 - SH identification
 - SH analysis
- Stakeholder involvement in VLM projects
 - case land consolidation procedure
 - case rural development project De Wijers
 - case land development project Eco²



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VLM and stakeholders

Mission statements:
change towards stakeholder involvement

- 1935: "Institute at the service of rural development"
- 1970: "Institute for rural development"
- 1988: "Care for open space in Flanders" **integrated LC, land development**
- 2006: "Your partner in open space" **nature development**
- 2008: "Investing together in open space" **cofinancing**



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Principles of stakeholder management

Stakeholder analysis

- Tools: mindmap, matrix,
- Relations between stakeholders
- Degree of importance on project/process, level of participation
- Key stakeholders/target groups

	Issue 1	Issue 2	Issue 3	Issue 4	Importance	Participation level
Stakeholder 1	Point of view Interest	Point of view Interest			High	(Co-)Decide, Co-design
Stakeholder 2		Point of view Interest		Point of view Interest	High	Co-Design, Advise
Stakeholder 3		Point of view Interest			Medium	Consult
Stakeholder 4			Point of view Interest		Low	Inform
Stakeholder 5				Point of view Interest	High	Co-Design, Advise

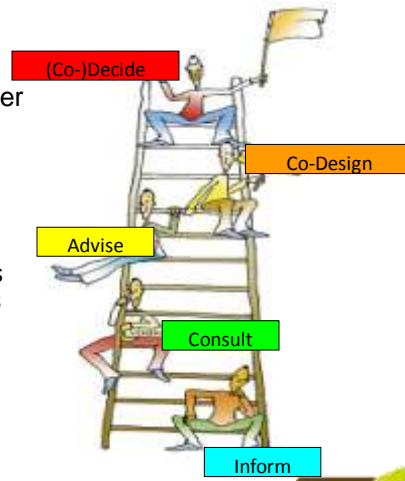
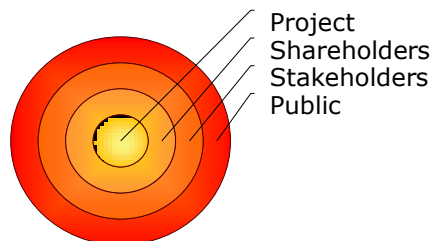


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Principles of stakeholder management

Participation level:

- Levels of involvement: participation ladder
- Shareholders, stakeholders, public



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SI 1: case Integrated Land Consolidation

Characteristics of LC projects:

- large area involved (2.000 ha)
- multifunctional approach, complex issues to be solved
- public participation: many stakeholders involved
- relatively long term (5-7 years, phasing)
- (most of) procedure has a legal basis



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SI 1: case Integrated Land Consolidation

Project phases

■ **Project request**

- local demand/ministerial decision **SI: advise (proposal by farmers)**
- general project scope: general project area, issues to be considered
SI: consult (government administrations)



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SI 1: case Integrated Land Consolidation

Project phases

■ Feasibility study

- surveying: actual land tenancy and ownership, soil types, waterways, nature and landscape types and values, heritage values **SI: consult** (local expertise, thematic working groups)
- refining project scope: detailed issues, possible solutions **SI: advise** (coordination commission)
- evaluating design of land consolidation plan **SI: co-design** (thematic working groups), **co-decide** (proposals on cofinancing, management)
- environmental impact analysis (EIA), Natura 2000 check, IWD check **SI: consult** (public inquiry on EIA), **co-design** (eventual adjustment of LC plan)
- project boundary **SI: advise** (formal inquiry with land users/owners)
- project feasibility **SI: advise** (coordination commission to minister)



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SI 1: case Integrated Land Consolidation

Project phases

■ Implementation

- design of reallocation plan, topographical measurements **SI: consult** (individual consulting sessions with main land users)
- technical design and licensing of implementation measures **SI:-**
- procurement and execution of measures on the field **SI: inform** (on work timing, temporary nuisances)
- formal change of public character of roads and waterways **SI: advise** (formal inquiry with local governments)
- formal deed of ownership and tenancy on new plots **SI: advise/inform** (formal inquiry with land tenants and owners)
- formal deed on cofinancing of land consolidation costs **SI: inform** (formal request for payment)



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SI 2: case rural development project De Wijers



SI 2: case RDP De Wijers



SI 2: case RDP De Wijers

Diversity of issues:

- Biodiversity
 - Natura2000 areas
- Diversity in landscapes
 - Ponds, forest, meadows, fens, mining waste relicts (terrils), dunes
- Touristic diversity
 - Bokrijk Domain, Hengelhoef, Kelchterhoef, F1-Circuit Zolder, Abbey of Herkenrode, Bovy Domain , Aero Kiewit, ...
- Cultural-historical
 - Neolithic site
 - Castles and religious monuments
 - Traditional fish farming
- Economical
 - Economical Network around Albert Canal



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SI 2: case RDP De Wijers

Stakeholders:

- Flemish government
 - Agency for Forest and Nature
 - Agency for Agriculture
 - Agency for Spatial Planning
 - Flemish Land Agency (coordination)
- Provincial government
- Local municipalities (7)
- Local non-profit organisations (landscape, nature, land owners...)



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SI 2: case RDP De Wijers



SI 2: case RDP De Wijers

“Ecosystem Services” (ESS) as conceptual framework:

- Focus on the possibilities, not the problems: positive thinking!
- Stimulate partners to expand their thinking
- Induces multisectoral approach
- Focus on characteristics of land and land-use: The Wijers = human-organised landscapes; strong human pressure on ecosystems by urbanisation, fragmentation
- Masterplan De Wijers: aims at multi-functional and resilient natural landscapes

SI 2: case RDP De Wijers

Workshop trajectory: 200 participants

- Project partners (= shareholders)
- Stakeholders: other government agencies, NGO's
- Workshop approach: open mind - simple language – personal involvement
- Questions for participants:
 - What do I currently find attractive in the project area?
 - What future image do I desire of the project area?
 - Which needs do I consider necessary to proceed?
 - In which way are these services dependent on ecosystems/landscapes within the project area?
 - What are the current and future economic and ecological opportunities within the project? area?
- Scenario development and evaluation by SWOT-analysis



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SI 2: case RDP De Wijers


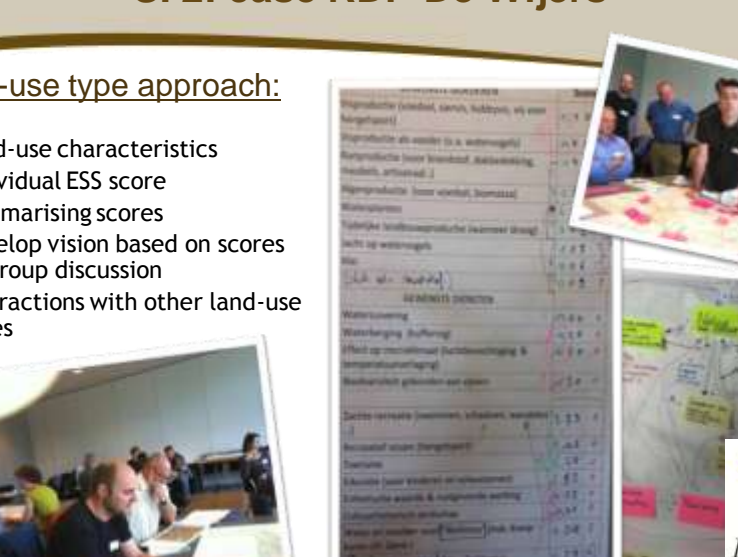


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SI 2: case RDP De Wijers

Land-use type approach:

1. Land-use characteristics
2. Individual ESS score
3. Summarising scores
4. Develop vision based on scores by group discussion
5. Interactions with other land-use types


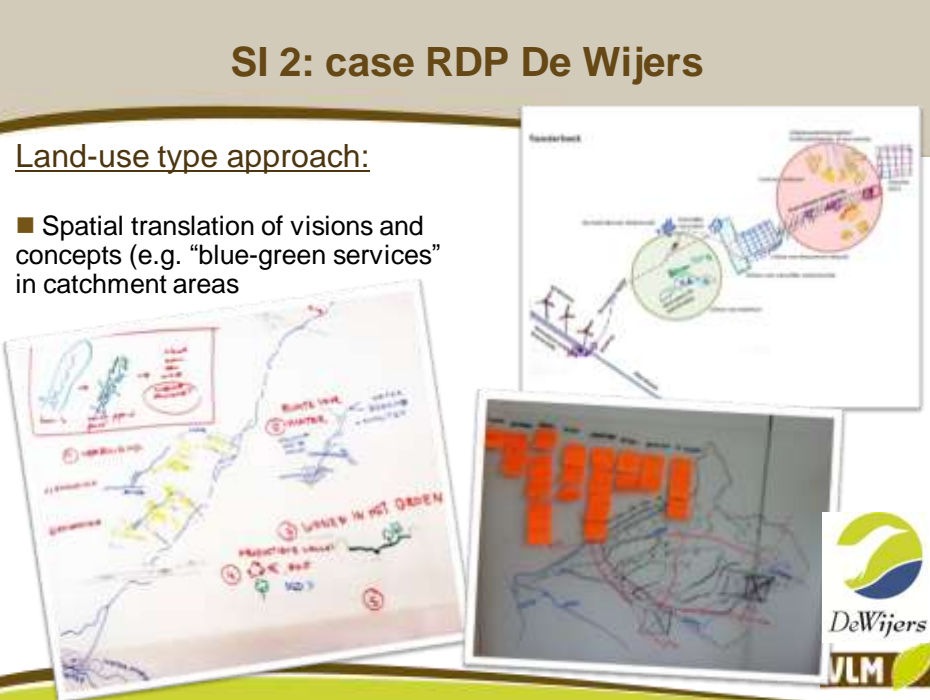


DeWijers

SI 2: case RDP De Wijers

Land-use type approach:

- Spatial translation of visions and concepts (e.g. “blue-green services” in catchment areas)



SI 2: case RDP De Wijers

Some reflections:

- ❑ + ESS approach offers extra dimension for “eco-friendly” partners
- ❑ + Enhanced ownership & awareness
- ❑ + Spatially translated visions and concepts
- ❑ + “Social learning”: integrated thinking vs. sectoral thinking

- ❑ - Ecosystem Services = too much “eco”

- ❑ +/- ESS-approach needs introduction
- ❑ +/- ESS is time consuming

- ❑ ? How to maintain ESS focus during long term project?
- ❑ ? How to attract economy and social sector?
- ❑ ? Masterplanning = back to sectoral thinking? (e.g. policy and legislation)



SI 3: case land development project Eco²

Stakeholders:

- EFRO-project Objective 2 (Knowledge Economy and Innovation)
- Cooperation between
 - Flemish Land Agency
 - Farmers Union
 - Agro|contractors
- 3 luiken:
 - Agro-management groups
 - Agro-contractors
 - Development of landscape buffers for housing areas in Genth Port Area



SI 3: case LDP Eco²

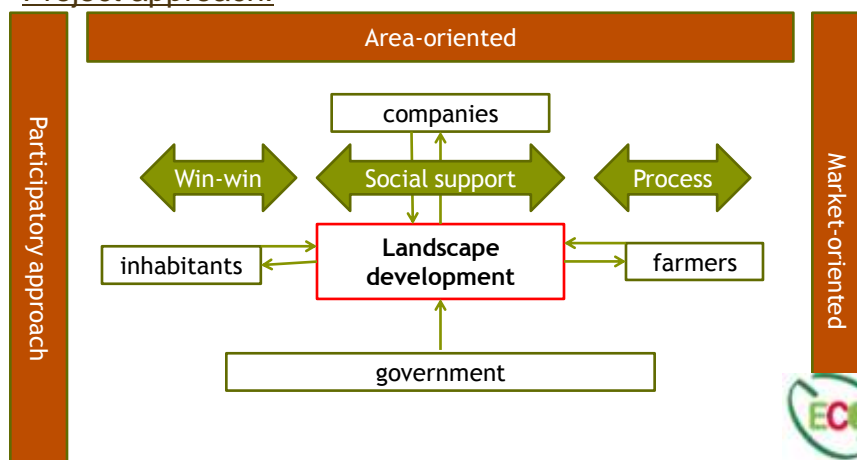
Project objective:



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SI 3: case LDP Eco²

Project approach:



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SI 3: case LDP Eco²

Financial engagement
by port companies



Co-designing workshops with farmers and inhabitants



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SI 3: case LDP Eco²

Implementation by
farmers



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SI 3: case LDP Eco²

Project results:

- 20 contributing companies: signing of ECO² cooperation agreement
- Landscape fund: € 85.000 by companies for payment of farmers
- 18 participating farmers: co-design of plant locations, signing of landscape management contracts
- Plant action by farmers and inhabitants: 7 km tree rows, wooded strips and hedgerows
- Social support for implementation and management!



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Conclusions

Stakeholder involvement in projects:

- No general formula for success
- Remain alert to (local) signals
- Have alternatives in mind
- Consensus?
- Invest time and capacity
- SI (often) pays



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