



Rijkswaterstaat
Ministerie van Infrastructuur en Milieu

Ministry of Infrastructure and Water
Management

Early Stakeholder Involvement (In the Tender phase)

A2Maastricht: Integrated Plan for
City and Motorway

Frans Hendrikx
Rijkswaterstaat (The Netherlands)

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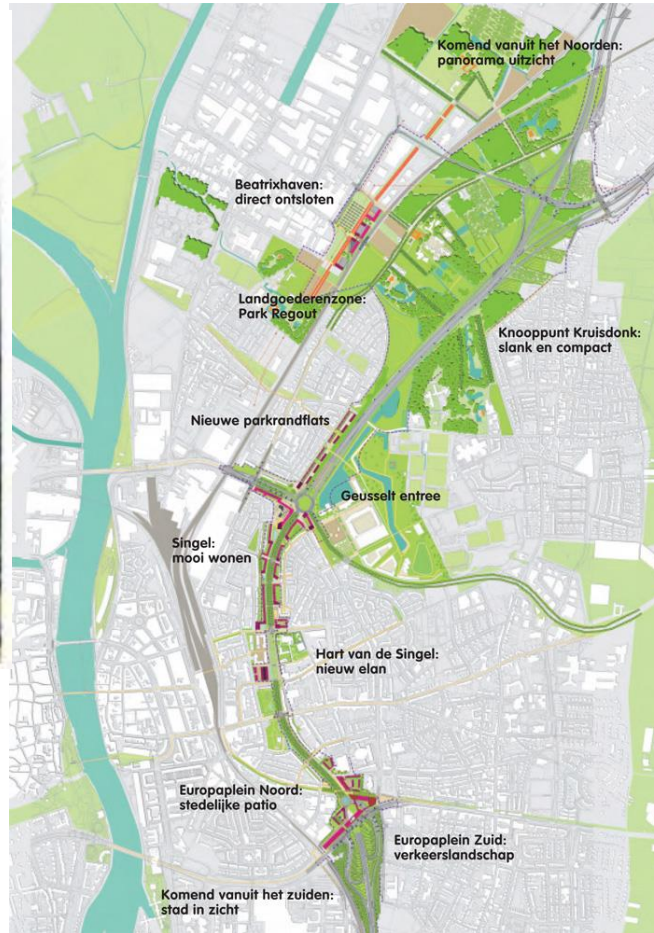




A2 Maastricht: Tunnel & The Green Carpet



2009



2016 / 2025





Facts

- 2003: design integrated plan for city and motorway
- 2006: start Tendering
- 2007-2009: Competitive dialogue
- 2009: contract close
- 2009-2011: preliminary works
- 2011: start construction infrastructure (tunnel + connections)
- 16/12/2016: tunnel open for traffic
- 2017-2026: real estate development

- Total costs : € 1.2 billion
- Finance:
 - Infrastructure : € 890 million
(€850 million by governments/€ 40 million by private parties)
 - Real estate : € 300 million (private investment)



Early Stakeholder Involvement

The approach of stakeholders depends on the perception of the project: controversial or support -> needs tailormade concept stakeholder involvement

The A2Maastricht approach in the tenderphase (2 years) contained four steps:

1. Focus at the start on content rather than process
2. Focus on the art of cooperation rather than compete
3. Send on participation rather than encapsulated public participation
4. Invest in communication rather than just sending information



In search of the common ambition

- Go for a common ambition for the A2 Maastricht project, based on achieving maximum synergy of mobility and quality of life;
- The sum is more than the sum of its parts;
- Integral thinking instead of sectoral thinking is a must. So lifting compartmentalization;
- Make everything subservient to the original equation.

What is needed than?

- Persuasion, growing enthusiasm, courage, guts and perseverance;
- In normal human language: everyone has to fall in love with the content of the plan and his ambition.

from Stakeholder to Shareholder !



In practice

- The draft of an Ambition;
- Consulting the public arena. The ambition becomes the ambition of all;
- Political decision of the ambition;
- The tenderers (5) translate the ambition in a project approach;
- Consulting the public arena (meetings led by the project team principal because of the level playing field. Did the tenderers understand the ambition (and what needs absolutely be part of the plans of the tenderers according to the participants));
- The ambition becomes mature and becomes a common ambition of stakeholders en tenderers;
- 2 tenderers did not make it to the next phase
- Development of the plan by the 3 tenderers with various meetings with all stakeholders. All confidential meetings because of the tender phase.



In Practice (2)

- Also check with stakeholders if they could get the necessary permits/licences for their plans. So the tenderers had an idea about the support of their plan. But also they could make a good estimate how the authorization process would look like before start construction phase;
- hardly public comments after the award. the winning plan was the plan of the winner, the clients and the whole public arena (stakeholders);
- During construction phase a lot of communication, participation in the project communication of stakeholders, interaction between client/constructor (as one team) and stakeholders.



What was needed ?

- Organize Alliance: public/public and public/private;
- Concern for equality of parties, respect for opinions;
- Learn to listen;
- Give participation of stakeholders an adult place;
- Be vulnerable: the client and the constructor;
- Know in advantage how stakeholders feel about the project -> develop a tailormade stakeholder process;
- Strong direction on the process of stakeholdermanagement;
- Who is the face of the project for the stakeholders;
- From stakeholder to shareholder

A project is as good as the quality of the cooperation !