



Civic dialogue and participation

Achieving legitimisation through communication

No major projects without civic participation

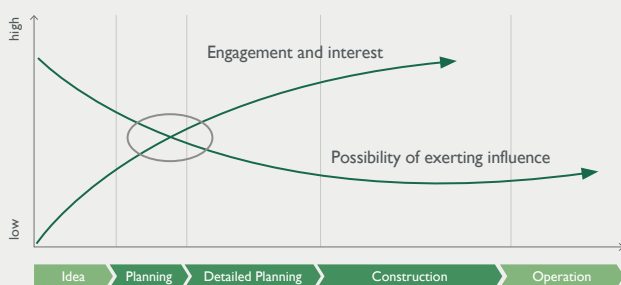
The energy turnaround needs it, traffic and transport projects rarely cope without it while even major industrial projects increasingly have to face it: intense civic dialogue and participation. What was formerly achieved with well organised neighbourhood communication is increasingly being replaced by a multilayered participative debate. Whether laid down formally through planning permission hearings or initiated informally – companies must include the strategic, chronological and budgetary aspects of civic participation in project planning. Because today a correctly performed licensing procedure for a major project is no longer a guarantee for the execution of the project without turmoil. The greater the extent to which a project makes inroads into citizens' living environment, the greater is the interest and commitment of those concerned. Even if for example a wind park is basically assessed positively, nobody wants it in their backyard.

Citizens want to be involved in decisions to a greater extent than previously. The same applies to representatives of local politics and authorities. Systematic dialogue with all the relevant interested parties as early as possible is thus decisive to the success of a project. The aim is to build understanding and create acceptance. Open dialogue can clear away conflicts and open up new scope for action.

navos structures and organises civic dialogue

The right attitude is everything: navos recommends addressing citizens sincerely and with coherent arguments and showing the necessary empathy for the worries of the population. navos approaches this with a comprehensive analysis to find the correct arguments and understand lines of conflict. Issue and stakeholder mapping ensures that all the relevant topic complexes are recognised, weighting proponents and opponents with their positions. A systematic communication process can then be established on this basis.

The paradox of participation



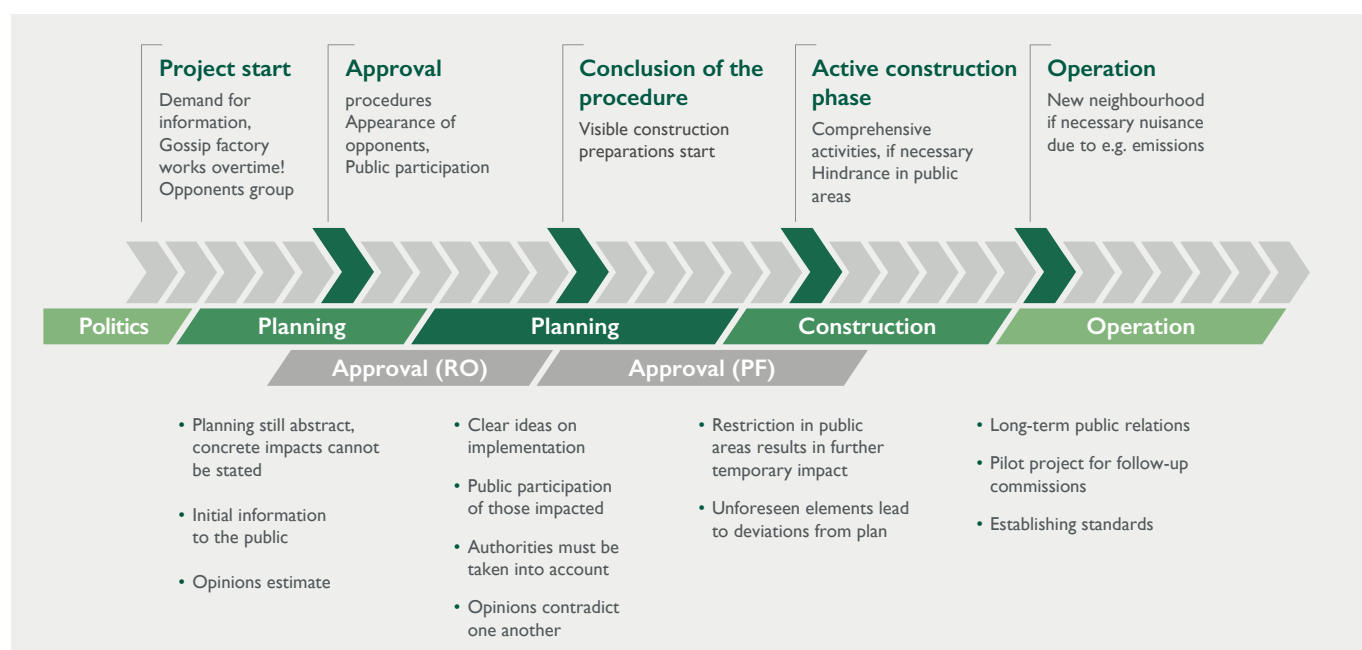
Phases of a major project

- Regular **information** to all the target groups via various channels – online and classical – is only the tip of the iceberg. This alone does not permit transparency for the often highly complex facts of a project. The art is to translate complicated connections into plain English. navos performs this translation and ensures that messages are adapted to the various channels particularly those provided today by digital media and the social web. A Website for the project should act as the central platform for information and knowledge.



- **Dialogue** accompanies the information. It creates trust and promotes the opinion-forming process. navos ensures that local references are made in the dialogue, responsible project members are involved specific to topic and that dialogue is conducted personally in discussion but also via hotlines or online forums. Individual dialogues should have good moderation with the outcome well documented at each step in the process. In addition, structured complaint and enquiry management, language regulation and Q&As are important components and the basis of successful dialogue.
- Perseverance is required in real **participation** when citizens can directly contribute to decision-making. In this case it is important to think in scenarios and open up scope for action.

navos supports this process by preparing planning documents in a generally understandable form and opening up channels for questions. In addition, an information process must be initiated in rapid succession which is to be observed particularly in the case of formal participation procedures. Politics and the media pay great attention to how the citizens' participation in major projects is shaped and implemented. However, communication and dialogue strategies vary from project to project. They are to be conceptualised individually, dependent on context and project and the corresponding measures are to be planned specifically. navos is a reliable and experienced partner who plans the communications for infrastructure projects with strategic farsightedness and implements the measures selected creatively and efficiently.



navos – Public Dialogue Consultants. Effective PR in dialogue for our clients.

Our communication habits and infrastructures are changing rapidly. What unites this development is that they encourage and demand dialogue. Each and every individual is becoming increasingly significant in communicative terms and thus also relevant for a company's reputation and economic success. For navos, sustainable, serious dialogue with all stakeholder groups therefore provides the basis of communication. We have mastered the art of conducting essential dialogue and are specialised in stakeholder dialogue, crisis communications and public affairs. navos stands for groundbreaking, contemporary and functional communication. With our 50 employees from our offices in Berlin, Düsseldorf and Hamburg, we particularly work on behalf of clients from the energy, environmental, telecommunications and financial sectors.

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