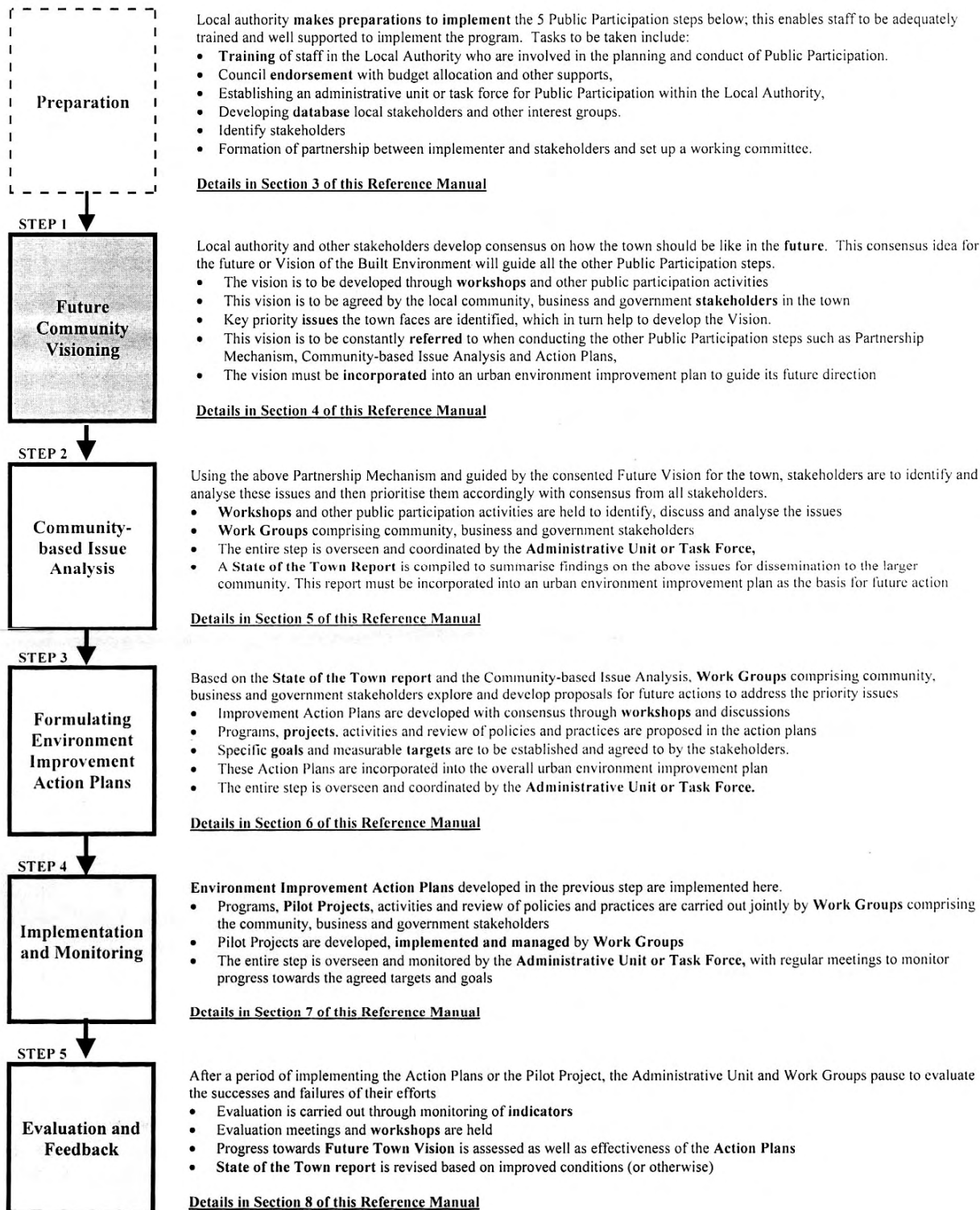


2.0 PROCEDURE IN PUBLIC PARTICIPATION

The flowchart below summarises the **5 step procedure** and expected outcomes of the **Public Participation Process**. Before the commencement of the Public Participation Steps, a preparatory step is necessary to carry out various preparation works, publicity and training.



3.0 PREPARATION

3.1 Initial Requirements

Adequate preparation work is always essential for the success of any program. This is especially so for urban multi-stakeholder participatory planning process which has to be implemented over a long period of time and requires human as well as material resource and specialized skills. The five key points that must be addressed in this Step are:

1. **Motivation and leadership** – The leadership of the local authority such as the *Yang Dipertua*, Municipal Secretary, Councillors and Heads of Department must support and champion this public participation initiative.
2. **Program management and reporting** – There must be a management structure established to monitor and document this initiative. The initiative should be included in the regular agenda of Management and Council meetings.
3. **Manpower** – There must be adequate staff to implement and support the initiative. These staff must be appropriately trained and have a natural inclination to work with the community. Above all, their commitment to the public participation process is very essential.
4. **Financial resources** – Sufficient funds must be allocated for the initiative so that all its activities can be implemented smoothly and without interruption and delay. The amount set aside is dependent on the local authority's capacity and resourcefulness.
5. **Logistics and physical support** – There must be sufficient physical support logistic such as resource rooms, communication equipment, meeting facilities to carry out the initiative and its activities. Where possible such physical facility must be neutral and accessible to all the participants without any inherent intent or suggestions.

3.2 Actions to be Taken

(1) Initial Internal Review

The initial internal review is to enable implementers to develop an **initial summary** of the town's current situation. This enables implementers to presents a clear and comprehensive conditions of the town's present built environment (or heritage situation) to the management and decision-makers to **convince** them to act.

The goals of the Local Authorities are to develop and improve their towns' living environment and the well being of its inhabitants. It is important that implementers understand and present Public Participation as a process that

addresses all aspects of urban environment and management and not just a limited aspect of beautifying streets or keeping old buildings. Urban environment improvement or heritage conservation should be viewed as an integral and vital part of a town's development in line with the Local Authority's goals and objectives. In carrying out the initial internal review, the Local Authority must carry out the following:

- Identify and elaborate on the unique **urban or heritage assets** of the town and the local authority's current position such as heritage structures, heritage lists, arts and crafts and conservation groups and efforts,
- Identify and elaborate priority **urban environment or heritage issues** that can be addressed in the Public Participation such as fire hazards, traffic safety, security, economic vibrancy, tourism, conservation efforts, illegal demolition, loss of cultural values and assets,
- Identify **ongoing efforts** that can be linked to Public Participation such as ongoing educational programs, policies, guidelines as well as conservation projects both by the public as well as the private sectors,
- Develop a preliminary **implementation plan** based on the above and on the processes recommended in this Reference Manual,
- Develop a **working paper** for Public Participation that incorporates proposals for implementation. This proposal should include recommendations for funding and staffing,
- Obtain formal Local Authority's **council endorsement** for Public Participation.

(2) Setting Up A Task Force for Public Participation

A task force must be set up with full support and endorsement of the local authorities full council¹. In the context of this Reference Manual, the task force functions as the unit responsible for continuous Public Participation Process within the Local Authority. This Task Force is to plan out the Public Participation Calendar Program, train suitable staff as facilitators for the Public Participation Workshops, which are to be organized and conducted with the participation of all stakeholders within the town or a planning area.

Officers in the task force should be **qualified professionals** such as Town Planners, Architects or Engineers. The task force team should recruit officers that are passionate about planning and working with local communities or heritage conservation and are keen to deal with and **lead the community** in this aspect.

¹ In the case of the Melaka Study, a Heritage Conservation Unit (HCU) was recommended with a Task Force to conduct continuous Public Participation. This administrative unit can be an existing unit that requires strengthening or entirely new unit set up to administer and manage the Public Participation for the Local Authority. In some Malaysian Local Authority where the Local Agenda 21 Pilot Projects had been conducted, the Authority may have an existing administrative unit already set up.

(3) Information database, Awareness and Publicity

The purpose of developing an information database and preparing awareness materials and programs on the town's living environment or heritage condition and on the Public Participation itself is to inform or raise the awareness of stakeholders about the issues facing their town and the steps the local authority will be taking to solve them.

It is vital to highlight the role of the community and stakeholders in the process and to aggressively solicit stakeholder involvement and contribution to the planning process. At this initial stage, information regarding local urban development and heritage issues should be wide enough to get the interests of as many stakeholders as possible. The material must be made widely available to the public and should be carried out in as many languages as practicable.

- Begin **detailed compilation** of information on local living environment or heritage issues, such as from newspaper cuttings, magazine articles, official reports, seminar and workshop proceedings, and technical papers,
- Compile and develop **publicity materials** on local living environment or heritage, and on the Public Participation process, such as brochures, maps, websites and posters and flyers and buntings. Stakeholders must be well informed about the Public Participation process, its goals and the timeframe,
- Develop and **implement a publicity program** for the Public Participation process such as exhibitions, road shows, public talks, seminars, local radio programs and media releases and deliver such a program to the stakeholders.

(4) Building Internal Capacity to Implement Public Participation

The purpose of building up internal capacity to implement Public Participation is to enable the Task Force and other key municipal staff and councillors to **implement** the process effectively and to creatively develop **unique local solutions** to the issues that will arise.

A unique and vital skill required for effective public participation is **group facilitation skills**. The implementers must be adept in handling large groups of people from diverse backgrounds, vested interests, oratory/language ability within the workshops, such that every stakeholder would feel free to express his or her views and ideas. On the other hand, the implementer must be able to control the group to focus on the topics of discussion, and not to deviate away too much from this focus. Lastly, the facilitators must be able to summarize and solicit consensus among the various stakeholders.

While this Reference Manual for Public Participation may touch on facilitation skills, the latter is a complete science in itself and should be dealt with separately. There are a wide range of management and training courses available currently that effectively develop group facilitation skills.

(5) Identifying Stakeholders for Public Participation

Stakeholders are individuals or organizations that affect or are affected by development or improvement in the town. Effective selection of relevant stakeholders for the public participation process is vital for its success and smooth conduct of the various activities such as Workshops, field studies or round table discussions. Generally stakeholders are from the following 4 categories:

• Community

Community individuals such as residents and notary figures as well as community based organizations must be included in the Public Participation process. These organizations may include temple committees, mosque committees, clan houses, *Rukun Tetangga* and Residents' Associations.

The local community can provide useful feedback to city managers and policy makers on the effectiveness of their programs and policies. Involving the community from the early stages of any initiative also helps ensure their support for any proposals that may be developed later.

• Business

Business and industry stakeholders that should participate in the Public Participation process include business committees, Chambers of Commerce and tourism industry associations as well as representatives from special businesses such as local trades persons and craftsmen that give a town its unique flavour.

Business stakeholders can contribute valuable input on the economic needs of the area and ideas on revitalising older parts of a town. Tourism related organizations such as the tour operator and guides can provide valuable input on tourist needs and can benefit from feedback from other stakeholders.

• Government

○ Local authority

The local authority is the prime mover that leads the Public Participation process. It hosts all public participation activities and events and its presence and commitment to the planning process and public participation lends credibility in the eyes of other stakeholders. The local authority President (YDP) must play an active and highly visible role to demonstrate the organisation's commitment to environment improvement and heritage conservation.

○ Museums Corporations

Museum Corporations are semi-government agencies that manage museums and historical monuments in a particular recognised heritage area. As the government agency that specializes in heritage conservation, Museum Corporations play an important role in the Public Participation process by providing valuable technical input. Museum Corporations can also play the role as a facilitator in the public participations workshop, reinforcing its role as a facilitator to local heritage conservation.

- **Other government agencies**

Many other government agencies are involved in urban management and development and contribute directly to a town's improvement. These include the **Fire and Rescue Department, Department of Environment, Police Department, Education Department, Public Works Department and tourism related agencies**. These agencies can contribute specific information and expertise in their related fields as well as information on ongoing efforts in urban improvement and challenges and issues that the community and other stakeholders may not be aware of.

Include in this category are the higher up government departments that implement development policies for the wider region or state. In Malaysia, these would be the state government departments such as state planning, state Economic Planning Unit..

- **Service providers**

Related to other government agencies are providers of urban services such as sewage services, solid waste management, water, electricity and public transportation. These stakeholders play a vital role in a town's development and management as well as the community's quality of life. Service providers should be a part of the Public Participation process and contribute ideas to develop more effective service delivery. At the same time they can benefit from feedback from community end-users.

- **Non Governmental Organizations**

Local heritage and cultural organization that champion local heritage and cultural issues play an important role in the development of a town's heritage. Some Non-Governmental Organizations (NGO) may even be able to support the local authority in the Public Participation process based on their interests, wide representation and co-operative approach. Apart from contributing technical input, NGO can also play an important role in facilitating public participation events as well as mobilising support. The involvement of an NGO in the organisation and facilitation of public participation events can lend openness to the program.

A matrix to facilitate identifying appropriate stakeholders for public participation from the above 4 categories of participants is given below.

Matrix for Identifying Stakeholders for Public Participation

The following matrix worksheet can be used to assist implementers identify a wide range of stakeholders that should be included in the Public Participation process:

Potential stakeholders	Components of urban environment improvement and heritage conservation		
	Community and social development <ul style="list-style-type: none"> • Culture • Religion • Education 	Economic development <ul style="list-style-type: none"> • Tourism • Businesses • Employment 	Physical / built environment <ul style="list-style-type: none"> • Building conservation • Pollution • Infrastructure
Community residents <ul style="list-style-type: none"> • Households • Community leaders • Residents' Associations 			
Community based organisations <ul style="list-style-type: none"> • Religious groups • Clan houses • Women and youth 			
Non Governmental <ul style="list-style-type: none"> • Heritage Trust • Other Non governmental organisations • Academia/media • Environmental Groups 			
Businesses <ul style="list-style-type: none"> • Small businesses • Chambers of commerce • Artists & craftsmen assoc 			
Local Authority <ul style="list-style-type: none"> • President/ Councillors, Secretaries • Heritage Conservation Unit • All Departments within the Local Authority • Other Staff 			
Other government agencies <ul style="list-style-type: none"> • State Planning • State EPU • Others 			

(6) Formation of Working Partnership between Stakeholders and Implementer

For successful implementation of the public participation process in the urban environment improvement planning, a strong partnership between the stakeholders and the implementer must be forged from the beginning. Both parties must work together to achieve the common goal or future vision developed for the town. They must also respect their respective roles and expected contributions.

For this partnership to work, a **Working Committee** must be formed which must comprised of :

- The implementer – The local authority, which can be represented by the **Task Force** (which in the case of the Melaka Study, is part of the proposed Heritage Conservation Unit),
- The **stakeholders** – Include all the 4 categories of the stakeholders listed and described above (the community, the business groups, the governments and the NGOs).

To facilitate effective work by this Committee, it should be ideally chaired by the Municipality President (or Yang Di Pertua). This partnership and Working Committee shall also further carried forward for continuous consultation and discussion between the two parties until project implementation and post project monitoring.

3.3 Summary checklist of actions in “Preparation” step

Tick box when action item is completed:

- ☐ Prepare working paper on Public Participation
- ☐ Present paper and secure endorsement of local authority council and management
- ☐ Establish a Task Force on public participation
- ☐ Develop detailed database on local heritage and urban development assets and issues
- ☐ Conduct internal training for Task force or Local Authority staff on public participation process, community issues and group facilitation skills
- ☐ Develop a Public Participation Program or Calendar
- ☐ Prepare awareness materials such as brochures, information sheets and booklets, banners, buntings, website, flyers and press kits and deliver them to stakeholders.
- ☐ Identify all categories of stakeholders and prepare the stakeholders list. Invite these stakeholders for the public participation process.
- ☐ Formation of Working Committee in forging strong partnership between implementer and stakeholders for public participation as well as project implementation.