

# Upgrading Ambedkar Nagar through the Street-Led Approach

*A negotiation exercise*

## General Instructions

## Objectives

The simulation has the objective to:

- Improve understanding of negotiation processes and the capacity to negotiate;
- Bring together the ideas of the training event in a practical context;
- Improve understanding of the complexities of upgrading and the different and sometimes even conflicting interests of inhabitants;
- Illustrate the tension between the public and the collective and the public and the private;
- To reach an agreement that is acceptable for everyone and where in the best scenario everyone benefits or at least does not lose.

## Inputs

Following inputs are needed:

- General instructions
- Team role descriptions
- Maps of the area: one map prepared by the government and one blank map for each group to be filled in by them, and one blank map to present the final proposal
- Color markers for all groups (red, yellow, blue, purple, brown, orange, grey pink, dark and light-green)
- Creativity of participants to play their role

## Timing

The workshop will take a full day. In the morning, participants will be simulating a negotiation process. In the afternoon, the outcome of the negotiations will be presented and commented on. This will be followed by a reflection session on the negotiation process.

Time	Activity
9:00 – 9:45	Introduction Street-led WS
09:45 – 10:00	Read roles + prepare negotiations

10:00	–	Discuss strategies
10:15		
<b>Time</b>		<b>Activity</b>
10:15	–	Ice Breaker
10:30		
10:30 - 11.30		First round of negotiation
11.30	–	Reflection & input
12:30		
12:30	–	<i>Lunch break</i>
13:30		
13:30	–	Continue negotiations
15:00		
15:00	–	Prepare & Present plan
15:40		
15:40	–	Reflection
17:00		

## Context

This exercise takes place in a fictitious city in Asia. The municipal government wants to implement a citywide upgrading programme through a street-led approach. The mayor and his team of experts have selected the slum neighbourhood Ambedkar Nagar for the implementation of a pilot project. Before starting, they took some weeks to carry out a mapping exercise in which they mapped the area. They mapped the houses and their inhabitants, access to basic infrastructure, location of businesses (including shops, potters, copper smiths and tanners), unoccupied spaces in the area, etc. They prepared a profile of the area which can be found in annex 1. Furthermore, a map (annex 2 - map 1) showing the current situation was prepared and handed out to all the stakeholders.

The municipal government then drafted a first proposal for upgrading the area. They have prioritized a few streets where the upgrading will start. The selected streets will be widened and paved, and will be making the connection with the neighbouring areas. In these streets, street lighting will be provided. Mixed use along the streets will be encouraged. It is proposed

to create some open spaces, which will need some houses to be demolished and their residents to be resettled. Waste collection points have been selected, leading to some further demolition and resettlement. There have been rumours that some new people have moved into the settlement in order to benefit from the upgrading project. Government resources are limited, but it is hoped that by upgrading the area, a substantial tax base will be created from which further improvements can be generated. The government proposal is presented on map 2 (annex 2).

The municipal government has now called for a meeting with different stakeholders to discuss this proposal. Since the mayor is a very busy man, he unfortunately cannot attend. He will be represented by the Deputy Head of the Municipal Secretary. Stakeholders have been invited to present their concerns and counterproposals. The government is willing to adjust their proposal, but only if an overall agreement is reached at the end of the meeting. If no proposal is agreed upon, the government will pull out and the project will not take place. It is therefore in the interest of stakeholders to reach an agreement.

**It is this negotiation meeting that participants will simulate.** Representing different stakeholders, they should try to come to an agreement that is beneficial for themselves yet agreeable to all.

## Players/stakeholders

Participants will be divided in groups. Each group represents a different stakeholder. In order to make the exercise as realistic as possible, it is important that participants identify themselves fully with their assigned role. In the simulation, there are the following stakeholders:

1. Local government (represented by the Deputy Head of the Municipal Secretary)
2. Community group and elders
3. Residents of Ambedkar Nagar
4. Private sector in Ambedkar Nagar
5. A women's group from Ambedkar Nagar
6. Environmental group from Ambedkar Nagar
7. Food for Empowerment group - youngster from Ambedkar Nagar
8. Journalists

You will be divided into groups of 3-4 people to form negotiating teams. There are 8 different teams. The roles are described in sealed envelopes. Each team has a separate role, but within the teams there might also be different roles. **Be aware that sharing details about your role might weaken your negotiation position**, so think strategically what you want others to know or not.

## Set-up

### Space

Each team will have their own table for internal discussions. However, these tables are not fixed and can be moved around at your convenience. Feel free to invite other stakeholders to your table, join discussions at their table (if they do not object) and/or join teams and efforts if deemed appropriate.

### Chairperson

The negotiation process will have a chairman in the person of the community leader who has to see to it that the stakeholders will come to an agreement within the allocated time.

### First meeting representatives

The municipal government has decided to open the first meeting for **one representative of each group** only. During the first negotiation meeting, the representative can ask the other team members for additional information, or to present a point - but the representative is the only one who is actively debating during the negotiation rounds. During the break the other team members can bring in new points.

## Proceedings

### Preparatory team discussions

Each team first meets separately for 15 minutes. In this meeting the team should:

- Study the proposal of the government

- Discuss where they agree or disagree with the proposal
- [If necessary:] Think of counterproposals and/or alternative ideas
- Discuss strategies of how to convince other stakeholders of their ideas
- Appoint a representative for the first negotiation meeting

### **First negotiation meeting**

Convened by the chairperson, the first meeting takes off with one representative from each of the 6 local stakeholder groups (residents, private sector, women's group, environmental group, food for empowerment group). In the meeting, the municipal government briefly presents their arguments for their proposal before opening the floor for feedback.

It is at the discretion of the chairperson and other negotiators to decide how long the first negotiation meeting will take and how the process will continue from there. When and with whom the next meeting will take place is up to the negotiators. In case there is disagreement, the chairperson will decide how to proceed.

During the meeting, participants not invited to the meeting are free to observe the meeting and pass on written notes to their representative or to continue working on their (counter)proposals and strategies to convince other stakeholders of their choices. However, they should take care not to disturb the meeting – they might choose to sit elsewhere (e.g. outside in the library).

### **Continuation of the negotiations**

Based on the judgement of the negotiators, it can be decided to interrupt the negotiations for team discussions, bilateral discussions, mediation between parties, or any other strategy that is deemed necessary to come to an agreement.

It is important that stakeholders try to negotiate towards a win-win outcome, as this is most likely to get approval from all stakeholders. However, in order to reach this outcome, it is possible (even likely) that not all of the team's interests will be met. Therefore, teams should figure out what their priorities are and should be prepared to compromise.

## **Presentation of the outcome and discussion**

At 15:00, the negotiated upgrading proposal will be presented in plenary session by the community leader. In the presentation, the following issues should be addressed:

- Which streets will be selected for upgrading and what are the related interventions (e.g. widening, paving, street lighting, etc.)?
- What other interventions are planned? E.g. waste collection bins, creation of open spaces, trees, parking spaces, public toilets, etc.
- Will residents be involved in the upgrading activities? If so, how will the selection of who can participate be done?
- How many families/businesses are changing location? What are the agreements for their compensation?
- How many houses will be demolished? What are the resettlement conditions for the affected people?
- How will the interventions proposed be financed? Who will maintain the infrastructure after it has been implemented? Who will finance the maintenance?
- Are there any specific pro-poor measures?

Participants will be invited to give their appreciation of the final outcome from the perspective of their role.

## **Vote**

After the presentation, there will be 2 votes:

- The first vote is for the community members: do they agree with the proposal or not? If the majority is in favour, the proposal will be submitted to the local government for their approval.
- The second vote is for the local government: do they agree to finance the proposal as it is presented? If the majority is in favour, the plan will be implemented.

Only if both community members and local government vote in favour, the negotiations are successful. If no proposal is agreed upon, the government will pull out and the project will not take place.

## Reflection on the process

In the end, participants and coordinators will jointly reflect on the exercise. They can discuss about the following questions:

### Outcome

- From an observer perspective, are you satisfied with the outcome of the negotiations? Why (not)?
- Who do you think was most successful in negotiating a good outcome for themselves? Why?
- Who did not get a good deal? Why?

### Process

- How do you evaluate the way the negotiations were carried out? What went well/what did not go very well?
- Do you feel you were heard during the negotiations? Why (not)?
- How did different people behave during the negotiations? Were people clear in their formulation, or vague, did they listen to each other, did they react on questions? Were they stubborn or flexible; did they make concessions, or force to a crisis, were they open to new ideas and creative in finding new solutions or narrow-fixed and repeating the same again and again? Reflect also on verbal and non-verbal communication.
- Did teams behave as a block or was there confusion amongst themselves? Were there conflicting demands within the teams? Were they well prepared? Did they try to understand the position of the opponents?
- What was the role of the chairman; was (s)he neutral or taking position; how did (s)he handle crisis situations?
- What else was interesting to observe for you?

## Grading

This is a graded exercise. Competences such as creativity, participation, communication, understanding of the complexity and organization will be taken into account when evaluating. Participants will be graded in group; however, grades can be adjusted based on individual performance.



## Annex 1: Profile of Ambedkar Nagar

<b>Inhabitants</b>	Total number	Approximately 2000
	Average household size	5 persons
	Inhabitants below poverty line	84%
	Literacy	65%
	Occupation	Mostly informal
<b>Housing type</b>	Total number of houses	402
	One floor	35%
	Two floors	65%
<b>Ownership pattern</b>	Plot owners	55%
	Tenants	45%
	Amenities	2%
	Residential and industries	15%
	Residential and commercial	6.5%
	Industrial	8.5%
	Roads	14%
<b>Access to drinking water</b>	Tap	31%
	Hand pump	42%
	Well	3.5%
	Tupewell	2.5%
	Any other	22%
<b>Availability of electricity</b>	Individual connection	69%
	Illegal tapping	25%
	No electricity	6%
<b>Availability of latrines</b>	Private connection	32%
	Public toilet	68%