



**CHALMERS**  
UNIVERSITY OF TECHNOLOGY

---

# **Governance in Urban Planning – Integration of University Areas into the Urban Grid**

## **The Case of Campus Näckrosen and Johanneberg Science Park, Gothenburg**

Master's Thesis in the Master's Programme Master's Programme Design and Construction  
Project Management

**CHARLET SANDRA CHINNAPPARAJ  
ELLIE MUCHELENJE**

---

Department of Civil and Environmental Engineering  
*Division of Construction Management*  
CHALMERS UNIVERSITY OF TECHNOLOGY  
Gothenburg, Sweden 2015  
Master's Thesis 2015:36



# Governance in Urban Planning –Integration of University Areas into the Urban Grid

The Case of Campus Näckrosen and Johanneberg Science Park, Gothenburg

*Master's Thesis in the Master's Programme Master's Programme Design and Construction  
Project Management*

CHARLET SANDRA CHINNAPPARAJ

ELLIE MUCHELENJE

Department of Civil and Environmental Engineering

*Division Construction Management*

CHALMERS UNIVERSITY OF TECHNOLOGY

Göteborg, Sweden 2015



Governance in Urban Planning –Integration of University Areas into the Urban Grid  
The Case of Campus Näckrosen and Johanneberg Science Park, Gothenburg

*Master's Thesis in the Master's Programme Design and Construction Project  
Management*

CHARLET SANDRA CHINNAPPARAJ

ELLIE MUCHELENJE

© CHARLET SANDRA CHINNAPPARAJ & ELLIE MUCHELENJE, 2015

Examensarbete 2015:36/ Institutionen för bygg- och miljöteknik,  
Chalmers tekniska högskola 2015

Department of Civil and Environmental Engineering

Division of Construction Management

Chalmers University of Technology

SE-412 96 Göteborg

Sweden

Telephone: + 46 (0)31-772 1000

Chalmers Reproservice Göteborg, Sweden, 2015

Governance in Urban Planning –Integration of University Areas into the Urban Grid  
The Case of Campus Näckrosen and Johanneberg Science Park, Gothenburg  
*Master's thesis in the Master's Programme Design and Construction Project Management*  
CHARLET SANDRA CHINNAPPARAJ  
ELLIE MUCHELENJE  
Department of Civil and Environmental Engineering  
Division of Construction Management  
Chalmers University of Technology

## ABSTRACT

Gothenburg is in a phase of expansion with both a growing population and employment market. There are various key players in the urban development of Gothenburg City. It is important to assess the interaction of these key players in urban development. Therefore, in this thesis the Governance principles have been identified in order to make the assessment. The purpose of the thesis is to explore the governance issues in the planning of two urban development projects namely the Campus Näckrosen and Johanneberg Science Park, to evaluate the relationships of the various stakeholders with respect to the governance principles and determine how these interactions can be improved. This was achieved by conducting interviews with eight stakeholders. The findings indicated that the Campus Näckrosen does not comply with the principles of good governance due to lack of transparency, citizen engagement and collaboration of stakeholders. The Johanneberg Science Park project complies with all the principles of good governance.

Key words: governance, urban planning, stakeholders, project

# Contents

ABSTRACT	II
CONTENTS	III
PREFACE	VII
1 INTRODUCTION	1
1.1 Background	1
1.2 Purpose	2
1.3 Objectives	2
1.4 Research questions	2
1.5 Limitations	2
2 THEORETICAL FRAMEWORK	3
2.1 Governance Theory	3
2.2 Governance Trends	4
2.2.1 Types of Governance	4
2.3 Governance Principles	5
2.3.1 Citizen Engagement	5
2.3.2 Transparency	5
2.3.3 Accountability	6
2.3.4 Equality and Social Inclusion	6
2.3.5 Ethical and Honest behavior	6
2.3.6 Equity (Fair procedures and due processes)	7
2.3.7 Willingness and Ability to Collaborate	7
2.3.8 Leadership	7
2.3.9 Sustainability	8
2.4 Urban Planning process	8
2.4.1 Urban Governance	9
2.4.2 Models of Urban Governance	9
2.5 Stakeholders	11
2.5.1 Stakeholder Mapping	11
3 METHODOLOGY	13
3.1 Qualitative Research Strategy	13
3.2 Data Collection Method	13
3.2.1 Interviews	13
3.2.2 Selection of interviewees	14
3.3 Data analysis method	14

4	RESULTS	15
4.1	Urban Planning Process in Gothenburg	15
4.2	Case Description	16
4.2.1	Campus Näckrosen Project	16
4.2.2	Johanneberg Science Park Construction Project	17
4.3	Results from the Interviews	18
4.3.1	Campus Näckrosen Project	18
4.3.2	Johanneberg Science Park Project	22
5	ANALYSIS AND DISCUSSION	28
5.1	Governance Issues Affecting Urban Planning in Gothenburg	28
5.1.1	Perception of the Governance principles in the Campus Näckrosen Project	28
5.1.2	Perceptions of the Governance Principles in the Johanneberg Science Park Project	30
5.1.3	Comparison of the Two Projects	31
5.2	Identification and Mapping of Stakeholders	32
5.2.1	Minimal effort	34
5.2.2	Keep informed	34
5.2.3	Keep satisfied	34
5.2.4	Key players	34
6	CONCLUSION& RECOMMENDATION	35
7	BIBLIOGRAPHY	36



## List of Figures

Figure 2.1 Elements of governance .....	3
Figure 2.2 The Stakeholder mapping the power/interest matrix.....	12
Figure 4.1 Urban Planning Process in Gothenburg .....	15
Figure 4.2 Location of Campus Näckrosen project .....	16
Figure 4.3 Location of Johanneberg Science Park Project. ....	17
Figure 5.1 Analysis of the responses for Campus Näckrosen Project .....	29
Figure 5.2 Analysis of the Responses for Johanneberg Science Project .....	30
Figure 5.3 Campus Näckrosen Power/Interest Matrix.....	33
Figure 5.4 Johanneberg Science Park Project Power/Interest Matrix.....	33

## List of Tables

Table 2.1 Four models of Urban Governance .....	10
Table 4.1 List of Interviewees for Campus Näckrosen Project .....	18
Table 4.2 List of Interviewees for Johanneberg Science Park Project .....	23

## **Preface**

This Masters of Science thesis was conducted at the Unit of Construction Management, Department of Civil and Environmental Engineering at Chalmers University of Technology from January to June 2014 and was supervised by Dr. Göran Lindahl. It is our final work for the Masters Programme in Design and Construction Project Management.

We wish to extend our gratitude to Dr. Göran Lindahl for his invaluable guidance, comments and recommendations throughout the duration of the study. Thanks to Malin Michaelson for her invaluable input. Special thanks to the Swedish Institute for their financial and moral support during the entire study programme.

We would like to thank all the respondents who took the time from their busy schedules to take part in the interviews. Without their support we would not have been able to conduct this study.

Göteborg June, 2015

Charlet Sandra Chinnapparaj & Ellie Muchelenje



# 1 Introduction

The first Chapter is divided in five parts and it gives the background, purpose and objectives of the thesis. The main research questions and limitations of the research are also highlighted.

## 1.1 Background

Urban Development is essential for cities to grow economically and socially. Gothenburg is in a phase of expansion with both a growing population and employment market. This development is guided by a comprehensive plan which shows how the city council intends to utilize land and water areas. It also creates a platform for which decisions by the city council and other public bodies are made (Stadsbyggnadskontoret, 2009)

There are various key players that govern the development of cities. In Gothenburg the City Planning Authority has the mandate to prepare the comprehensive plan. Gothenburg is divided into ten city councils (City Planning Authority, 2010) that actively develop land and water areas based on the comprehensive plan. Other key players include both public and private entities. How these key players interact affects how urban planning and development policies are implemented. This interaction in the development process brings into light governance issues that arise.

Gothenburg is known throughout the world as an industrial city. The vision of the City Planning Authority is moving the city from an 'industrial city' to a 'knowledge-intensive city' therefore; the universities in the city have come into focus. This shift was due to the collapse of the Swedish ship building in the mid-seventies. Gothenburg's shipyards located in Norra Älvstranden (NÄ) along the north bank of the Göta Älv River ceased to operate resulting in a large area of derelict land and abandoned buildings. This created a major challenge because these were located in a highly visible position close to the city. The task of redeveloping the area, and replacing an industry that had been so fundamental to the life of the city, has been immense (Cadell, et al., 2008).

One of the crucial factors in the subsequent development of NÄ was the decision, or decisions, to locate a whole series of educational and training facilities there. Chalmers University of Technology and Gothenburg University have jointly set up an IT University in the same part of NÄ, Lindholmen, which has indeed become an important 'knowledge center' for the whole city-region (Cadell, et al., 2008). It is against this factors that has influenced the City to integrate university infrastructure into the City of Gothenburg.

The thesis focuses on identifying the governance issues in the planning of integrating University infrastructure into the City of Gothenburg. The scope of thesis is in two parts. The first part assesses the relationship of selected stakeholders in relation to governance principles. The challenges faced by the stakeholders in their various roles. The second part aims to map the stakeholders and analyze their roles and relationships in two case studies namely the Johanneberg Science Park (Chalmers University of Technology) and the Campus Näckrosen (University of Gothenburg).

## **1.2 Purpose**

The purpose of this thesis is to explore the governance issues in planning of the Campus Näckrosen and Johanneberg Science Park projects, to evaluate the relationships of various stakeholders with respect to the governance principles and determine how these interactions can be improved.

## **1.3 Objectives**

The main objective is to identify the major governance issues affecting urban planning in Gothenburg.

In addition to identification of the stakeholders, their interests and relationship are assessed during the planning of the projects.

## **1.4 Research questions**

The study was driven by the following main research questions:

- How are the stakeholders in the Campus Näckrosen and Johanneberg Science park projects involved in urban development?
- What are the roles played in the planning of the projects
- How is the interaction of the stakeholders and how it can be improved?
- How do the stakeholders interact with respect to the Governance principles?

## **1.5 Limitations**

The thesis does not go into the study of urban development as a whole but focuses on the governance issues that are affecting the planning process of the two projects. The findings are limited to the perceptions and experiences of selected key stakeholders in the projects. Therefore it was challenging to translate the individual day to day experiences to governance. Only one representative of each organization was interviewed. The selection of the interviewees did not include members of the public due to limited time of the study.

## 2 Theoretical Framework

The chapter gives a conceptual framework that provides a foundation on which the study is based on. Theories and prior research findings are described and guidance on our research area is provided. Key definitions and theories are used to provide a better understanding of the research. The main concepts identified are on Governance in general, Urban Governance, the four models of urban governance identified by Jon Pierre (1999), principles of good governance and stakeholder mapping.

### 2.1 Governance Theory

Governance has been defined simply as the exercise of authority. Authority refers to systems of accountability and control (Hill & Lynn, 2004). In addition, the term governance is widely used in both public and private sectors (Lynn, et al., 2000). It is about the capacity to get things done in the face of complexity, conflict and social change (Kearns & Paddison, 2000). Therefore three elements of governance are identified namely authority, accountability and decision making as shown in figure 2.1 below and will be described in detail in section 2.2.



Figure 2.1 Elements of governance (Sheffield Hallam University, 2014).

Governance focuses on the relationship between the State, civil society and private sectors (Narang & Reutersward, 2006). It is generally the means for achieving direction, control and coordination of wholly or partially autonomous individuals or organizations on behalf of interests to which they jointly contribute. This applies to global financial markets, local public schools, the European Union and federally administered social programs, international humanitarian aid distribution and networks of public service providers (Lynn, et al., 2000).

In terms of public policies and their implementation governance may be defined as regimes of laws, administrative rules, judicial rulings, and practices that constrain

prescribe and enable government activity. Government activity broadly described as the production and delivery of publicly supported goods and services (Lynn, et al., 2000).

## 2.2 Governance Trends

Public expenditure in most parts of the world increased rapidly after 1945 as the ‘welfare state’ became widespread. By early 1980s budget deficits provided a major motive for public sector reforms in many parts of the world. The reforms covered both public policy and the way in which public policy was made (Bovaird & Löffler, 2009)

The reforms further led to a shift from hierarchical bureaucracy towards a greater use of markets, quasi-markets, and networks especially in the delivery of public services. The effects were intensified by the global changes such as the increase in transnational economic activity and rise of regional institutions such as the European Union (Bevir, 2009).

The drivers of the reform particularly the financial pressures pushed most Western countries to focus on making the public sector ‘lean and more competitive and at the same time more responsive to citizens’ needs by offering value for money, choice flexibility, and transparency’ (Bovaird & Löffler, 2009).

The current interest in governance derived primarily from these reforms. In addition the reforms were the result of a move in a number of Organizations for Economic Cooperation and Development (OECD) countries towards the New Public Management (NPM) (Hood, 1995). The OECD comprises twenty member countries from Europe, North America and most recently South America and Asia (OECD, 2014)

These shifts to NPM in the 1980s and early 1990s (Bovaird , 2005) involved a different concept of public accountability with different patterns of trust and distrust (Hood, 1995) and aimed at increasing the role of markets and corporate management techniques in public sector (Bevir, 2009).

Bovaird (2005) states that since that time, the limitations of NPM have been exposed, as interest has grown in the following:

- Different types of value — no longer simply ‘value to users’ but also value to wider affected groups, social value (including improvements to social inclusion and social cohesion), environmental value and political value (including improvements to democratic process);
- Different types of policy-making process — no longer simply the ‘rational decision cycle’ but also the very different rationalities which influence the political process and policy networks; and
- Different types of organization and stakeholder — no longer simply public sector agencies but also private firms, the media and associations in civil society.

### 2.2.1 Types of Governance

All social and political regimes appear to depend on a pattern of rule or form of governance no matter how informal. Some patterns of rule appear in civil society and the most discussed is Corporate Governance which refers to the means of directing



and controlling business corporations (Bevir, 2009). The corporate governance debate has been triggered by the increase of the importance of transnational companies which have highlighted unclear lines of accountability (Bovaird & Loffler, 2009)

Another governance debate comes from the field of international relations where the issue of global governance has become very topical. Global governance is about how to cope with problems that transcend borders of nation states given the lack of a world government (Bovaird & Loffler, 2009).

Bovaird & Loffler (2003) brings in an aspect of public governance which they define to be the ways stakeholders interact with each other in order to influence the outcomes of public policies.

## **2.3 Governance Principles**

The concept of good governance is context dependent meaning that instead of using a simple operational blue print or definition the meaning of good governance must be negotiated and agreed upon by the various stakeholders in a geographical area or in a policy network (Bovaird & Loffler, 2009). Governments in Western Europe have realized that public organization cannot be judged on excellent service delivery. The organization also has to be excellent in the way it exercises its political, environmental and social responsibilities (Bovaird & Loffler, 2003).

Good governance raises issues such as citizen engagement, transparency, accountability, equality and social inclusion, ethical and honest behavior, equity, willingness and ability to collaborate, leadership and sustainability. It is very important in implementation of all the governance principles to be agreed upon between stakeholders and be evaluated ideally by those same stakeholders (Bovaird & Loffler, 2009).

### **2.3.1 Citizen Engagement**

Citizens are encouraged to take part in the planning and decision making processes. It helps to provide financial assistance, to get approval for construction and to deliver a service, based on the government programs planned for the society where public inclusion creates a sense of cohesiveness (United Nations, 2008).

The United Nations (2013) stipulates that people should be aware of the freedom of speech in order to express their interests in public participation in political processes and civic engagement at all levels. It was mentioned under tenth goal established in the Post-2015 development agenda that citizen engagement is to be incorporated to ensure good governance and effective institutions.

### **2.3.2 Transparency**

Transparency is unrestricted and reliable access to information about any or performance (Armstrong, 2005). There seems to be a demand for transparency in public decision making worldwide. OECD has special interest in facilitating transparency and has been lobbying in their member countries. A complete framework for providing transparency will safeguard public interest and avoid major part of decisions taken by the local business group (OECD, 2010).

It is supported by the United Nations (2013) that transparency allows required information to be accessed by the respective stakeholders, where the stakeholder might be a media, common people or even the competitors.

When transparency is adopted by the public and private sector its enables stronger cooperation between the sectors as well as the common people.

### **2.3.3 Accountability**

It is being answerable for decisions made when one holds the resource and power associated with a position, therefore it is key to good governance as it is essential for making decision (Radovich, et al., 2006). Accountability is the obligation of power-holders to take responsibility for their actions. It portrays the rights and responsibilities that exist between common people and the institutions, specially the relationship between the duties of the state and the entitlements of public (UNDP, 2013).

Openness and accountability assists members of an organization to work efficiently and prevent them from using the power associated with their position to favor themselves (United Nations, 2013). Accountability must be practiced at the constructive level akin to; governments to the society, local governments to their district people, corporations to their shareholders, and civil society to the constituencies they represent (United Nations, 2013).

### **2.3.4 Equality and Social Inclusion**

Huxley & Thornicroft (2003) describe social inclusion as participation level in social and economic life of their communities under conditions which enhance their well-being and individual potential in a society.

A non-partial society protects and promotes equality of variable potential, so that every individual has the substantive freedom to live in ways they prefer. Equality establishes social inclusion in the society and that in turn increases the quality of life. Therefore quality in the social life which ensures financial security and feeling of oneness creates a better place for mental health (Huxley & Thornicroft, 2003)

United Kingdom introduced a series of equality duties such as gender equality duty, disability equality and race relations duty for the public authorities to avoid discrimination and new organizational approaches to equality (Bovaird & Löffler, 2009).

### **2.3.5 Ethical and Honest behavior**

Ethics is right or wrong in any social situation. Code of conduct is drawn in order to concentrate on the process and the means of attaining the result rather than focusing on the actual result. Bovaird & Löffler (2009) explained that code of conduct is used to establish the working standard in the organizations which originated from the public organization's standard set for quality living.

### **2.3.6 Equity (Fair procedures and due processes)**

Leventhal (1980) refers equity as a free and reasonable conformity to the accepted standards of right, law and justice without prejudice, favoritism or fraudulent. Equity in procedures and processes helps in providing equal opportunity to all the stakeholders involved in a project or an organization irrespective of the background difference.

In project level equity can be established only when non-partial consideration of any stakeholder's suggestion that leads to the final goal of the project is practiced. Clegg, et al. (2009) identifies the diversity criteria that occurs among the stakeholders are to be Geographical location difference, Cultural diversity, Gender diversity, Spirituality diversity, Language diversity, Disability diversity, Sexuality diversity, Age diversity.

Sociologists who researched equity theory demonstrate it as a practice which involves rewards distribution as a sign of appreciation and rebuke for bad performance (Leventhal, 1980). Involving Favoritism during appreciation of employees creates dissatisfaction. That leads to inefficiency in the work done by the employees who are the resource of the organization. Equity creates a common platform that helps to feel included. When people are treated included in an organization it creates a sense of belongingness that helps the group to accomplish something great beyond the individual powers (Clegg, et al., 2009).

### **2.3.7 Willingness and Ability to Collaborate**

Collaboration is typically designed to advance in a shared vision or to resolve a conflict while working in a group. It involves exchange of information, a joint agreement or commitment to action between two or more parties in an organization (Clegg, et al., 2009).

Across organization, it requires highly specialized staffs between different organization to work with information and technology to achieve a positive result (Clegg, et al., 2009). In general collaboration is agreed to be an effective process for knowledge and innovation. But when willingness isn't a part of the individuals, it fails to achieve the goal.

For collaboration to be successful it needs to be carried in an open environment where the sharing process becomes transparent. Good collaboration promotes knowledge sharing rather than trying to steal knowledge from each other in an organization (Clegg, et al., 2009).

### **2.3.8 Leadership**

Leadership is a process of directing, controlling, motivating and inspiring the employees or an organizational group who work towards a common goal (Clegg, et al., 2009). A good leader is the one who can make use of his qualities and also helps others to identify theirs.

Leadership is important to be practiced since repetition of same job without any hostility, gradually develops a destructive effect, which could lead to resistance of ethics associated with the job (Clegg, et al., 2009). In order to avoid the situation organizations requires more positive psychological capital to be invested and it is possible using good leadership.

### **2.3.9 Sustainability**

Sustainability is the usage of resources that are renewable and would continue to exist in the natural system in spite of the way it is used (Clegg, et al., 2009). Therefore when, the existence of any object or resource could not be assured for a long term there is lack of sustainability. In that condition, the current practice which is being followed must be changed.

Zabihi et al., (2012: 570) argues that construction industry could play a major role in contributing to sustainability, as it holds a significant share in the economy. In earlier years, focus on sustainability in construction industry was more on the technical aspects. But in recent years the focus seems to be more on non-technical zone. In Building industry the four categories of sustainability are social, environmental, technical and economical (Zabihi, et al., 2012). The environmental sustainability measures are aimed at protecting the environment and the resources by reducing, pollution, building renovation and construction wastage; social sustainability aims the focus on future by developing flexible and systematic construction planning which facilitates public participation now and in later years; economical sustainability is achieved by waste reduction, efficient planning to reduce construction cost ,increase in construction speed and profit; technical sustainability in construction can be achieved by design optimization and increasing quality using various construction material (Zabihi, et al., 2012).

Better governance could be approached on integrating sustainability practices into the framework of governance (Kemp, et al., 2005). Therefore in a construction project the majority value lies in generating a sustainable long term returns. Incorporating sustainability low operating cost is achieved in facilities management (Shelbourn, et al., 2006). A project which involves sustainability measures taken on the basis of economy, ecology, social and technical aspects are proved to be more profitable than the other projects which do not include them. This is supported by The UK corporate governance code by arguing that, an entity is said to have good form of governance when it undergoes a sustainable success over long term (FRC, 2012)

In Sweden more priority is given to sustainable construction. A vision has been formulated concerning the “green welfare state” which aims at modernization of Sweden on using advanced technologies in construction in order to encourage sustainable development; the Swedish housing policy considers sustainable development as a main principle that provides good and safe housing for everybody at reasonable cost within the sustainable frame work; Sweden’s energy policy is in good terms as it maintains a high proportion of renewable energy in international terms ,also the long term objective is to obtain all energy from renewable sources (Waldén, 2006).

## **2.4 Urban Planning process**

Urban Planning can intervene in the development process through three main instruments: planning, control and promotion (Adams, 1994). Narang & Reutersward (2006) state that traditionally, urban planning was seen as the means by which governments could deliver development in cities by providing housing, social and physical infrastructure to city dwellers. It aimed to provide a long-term perspective

for a city's development, based on comprehensive analysis of the given situation and careful projections of demand and supply of land, housing and services. It was driven by visions, goals and deliberate strategies for development, and translated them into land use, infrastructure and other plans.

However, Narang & Reutersward (2006) identified that traditional urban planning had its failures. It was seen as a top down decision making process that was strict and restrictive in determining and controlling the use of land and resources. It was also expensive and time consuming. Therefore Narang & Reutersward (2006) in their research proposed that strategic planning is more effective as it takes into account implementation capabilities and the resources required. It is more interactive with a broad range of stakeholders. It is based on partnerships with civil society and the private sector, rather than on legal sanction or the power to enforce that is evident in traditional urban planning.

Strategic planning and good governance are based on a similar framework, and have a number of characteristics in common: namely public participation and civic engagement, equity and accountability.

### **2.4.1 Urban Governance**

More recently, the term 'urban governance' has also gained currency. In the 1980s, improved urban management was said to hold the key to sustainable development. The concept of urban governance, however, added another dimension to this process. It introduced the aspect of relationships between stakeholders, and put citizens and the private sector as equal partners of the State in terms of decision-making ( Narang & Reutersward, 2006).

Urban Governance is defined as a process blending and coordinating public and private interests. It is a process shaped by those systems of political, economic, and social values from which the urban regime derives its legitimacy. Although these collaborative strategies strengthen the governing capacity of local authorities, they also expose those organizations to the full thrust of political pressures from private business and civil society. Therefore, urban governance should be seen as a two way street channeling pressures and objectives both ways across the public private border (Pierre, 1999)

Kearns & Paddison (2000) illustrates three aspects of the present and emerging situation when examining urban governance. Firstly, urban governance is a multilevel activity. Urban governments exist within webs of relations involving higher tiers of government as well relations with lower levels of governance at the locality and neighborhood level. Secondly, for governance itself, efficiency and effectiveness in the use of resources still matter. Finally urban governance seeks new ways to be creative to build strengths and to access and utilize resources in order to deliver public services.

### **2.4.2 Models of Urban Governance**

Jon Pierre (1999) identified four models of urban governance. He derived the models from four different institutions in urban governance and critically examined the roles of institutions in urban politics and urban governance. Institution refers to systems of values, traditions, norms, and practices that shape or constrain political behavior.

Therefore Jon Pierre (1999) suggests that different sectors in urban politics display different models of urban governance based on these systems of values and norms.

The different models of governance bring together the external and internal dimensions of urban governance. The structuring and orientation of urban governance in any given national and local context reflect overarching norms, values, ideas and practices. However, locales within the same national political culture differ with regard to their governance. There are contending views even within cities about the purpose and goals of the city policies (Pierre, 1999).

The models derived from four different institutions in urban governance should be seen as ideal types rather than empirically precise accounts of urban governance in different countries locales, and policy sectors. Each model described according to four variables namely: composition of key participants, the overarching objectives that characterize governance, the main instruments employed to attain these objectives and the most common outcomes of the different models (Pierre, 1999) as summarized in table 2.1

*Table 2.1 Four models of Urban Governance (Pierre, 1999).*

<b>Model</b>	<b>Managerial</b>	<b>Corporatist</b>	<b>Progrowth</b>	<b>Welfare</b>
<b>Key participants</b>	Managers of organizations producing and delivering public services customers	Interest organizations  Limited involvement by political institutions	Downtown elite  Senior elected officials	Local government officials  State officials and bureaucrats
<b>Objectives</b>	Enhancing the efficiency of public service production and delivery  Providing the customers with a genuine choice of products and providers	Ensuring interests of the organization's membership shape urban services and policies	Long term and sustainable Economic growth	Secure the inflow of state funds to sustain economy
<b>Main instruments</b>	Contracts for profit organizations  New strategies of recruitment to managerial positions in public sector  Internal market and other forms of competition	Inclusive nature  System of involved organizations	Urban planning  Resource mobilization from regional national government  Image building	Networks higher echelons of government
<b>Outcomes</b>	Increased efficiency in service production	Increased Participation	Economic growth	Equity

## 2.5 Stakeholders

It is evident that urban planning has a broad range of stakeholders; the State, the local government, citizens and private sector. Narang & Reutersward (2006) concluded that urban governance introduced the aspect of relationships between stakeholders. Jon Pierre (1999) also concurs by stating that the governance process offer different actors' participation and influence.

Winch (2010) defines stakeholders as actors who benefit or lose as the result of an activity. The position stakeholder holds with an organization can be examined based on the kind of role played, it could be a person who acts out of his own interest or holds a legal bonding contact with the organization (Friedman & Miles, 2006).

### 2.5.1 Stakeholder Mapping

The roles played by stakeholders vary to a different extent based on the position held in an organization. It is necessary to know the impact that stakeholder could have based on the position held in an organization. Therefore stakeholder mapping is done. Stakeholder mapping is process of analyzing the likelihood of interest level to the impact level of the action taken by the stakeholders. The process involves categorizing the stakeholders based on, possibility of a stakeholder to enforce an interest; the power associated with the position held and the impact of the expectation that stakeholder has (Newcombe, 2003).

The first step in stakeholder mapping is to identify the stakeholders. In a project they can be spotted by recognizing the members who are involved in it. Project stakeholder is a person or a group who has interest on a project and the interest is due to the possession of one of the attributes such as Power, Legitimacy, and Urgency (Mitchell, 1997).

Power refers to the ability of the stakeholder to impose social or political force or withdraw resources on a project. There are two types of Legitimacy; Normative legitimacy refers to the moral obligation the stakeholder has towards the project and Derivative legitimacy refers to the condition in which the interests of the stakeholder must be considered as they could exert potential effect on normative stakeholders (Olander, 2007).

Stakeholders involved in a project can be divided into two categories illustrated by Winch (2010) namely Internal and external stakeholders. Internal stakeholders are part of the project organization and will directly benefit from it. They coexist with the organization and benefit when the organization excels in its strategies and vice versa. External stakeholders can influence the organization in spite of not being a part of the organization. The influence that the external stakeholders have over the organization could be financial or decision making. Olander & Landin (2007) suggests that external stakeholders are more demanding than the internal stakeholders and so they must be treated like customers on a quality management context for the organization to be successful.

Once the stakeholders of the project are identified stakeholder mapping can be done using the Power / Interest matrix as shown in figure 2.2. This mapping technique is used to study the power stakeholder has in an organization and the impact that could be created (McElroy & Milk, 2000).

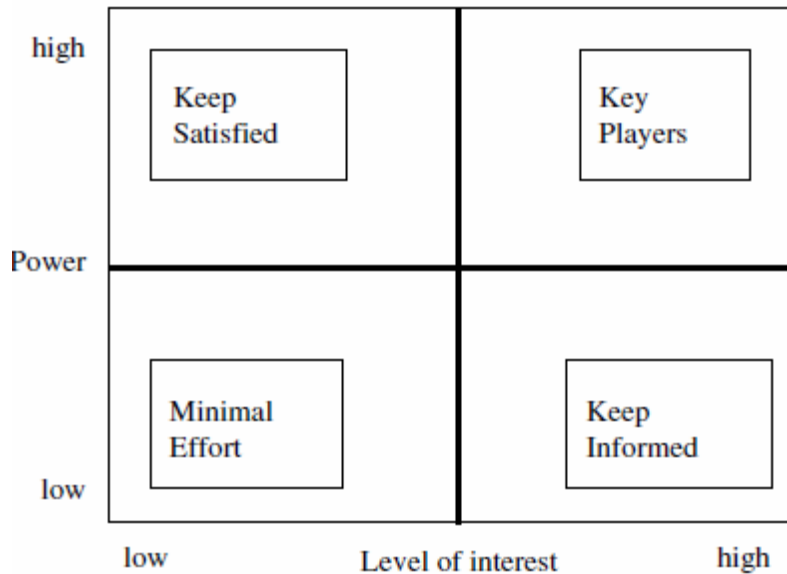


Figure 2.2 The Stakeholder mapping the power/interest matrix (Olander & Landin, 2005).

Olander & Landin (2005) illustrate that by grouping stakeholders in the Power/Interest matrix, project management can hold a better picture of how communication and relationships between stakeholders affect the organization. The classifications of the stakeholders into four categories are as follows;

#### 2.5.1.1 Minimal effort

Stakeholder with low interest in the project activities and low power to influence them are classified under this section (Newcombe, 2003). This stakeholder holds very less demand associated with the project. Therefore satisfying these stakeholders requires less input compared to the other stakeholders.

#### 2.5.1.2 Keep informed

The stakeholder in this category with high level of interest in the activities of the project but poses little power to influence them will need to be kept informed. All the important decisions, activities, risks, issues and profit about the project must be updated to this stakeholder. Establishing a good communication with this type of stakeholder is essential (Newcombe, 2003).

#### 2.5.1.3 Keep satisfied

Stakeholder with a high level of power but low level of interest falls under this category. They need to be satisfied. They can be considered harmless as long as they are kept satisfied. Though actors with high level of power and interest are the key players, stakeholders who are classified under this category are the most difficult to manage (Newcombe, 2003).

#### 2.5.1.4 Key players

This stakeholder possesses both high interest and power. Their satisfaction level should be in continuous check throughout the project cycle, especially when formulating project strategy as they make critical decisions. While making any decision regarding the project, involvement and satisfaction of key players must have higher priority (Newcombe, 2003).



## **3 Methodology**

The chapter describes how the study was conducted, the approaches or strategies and techniques used to collect and analyze the information obtained.

### **3.1 Qualitative Research Strategy**

To have an understanding of the governance issues in urban planning, the study was conducted by first developing a theoretical framework on which the research questions were based. Secondly interviews were conducted with eight key people involved in the development of the Campus Näckrosen and Johanneberg Science park projects in Gothenburg.

The strategy adopted to conduct this research is the qualitative research method. This method as a research strategy usually emphasizes words than quantification in the collection and analysis of data. It emphasizes on inductive approach to the relationship between theory and research, in which the emphasis is placed on generation of theories (Bryman & Bell, 2011).

Qualitative research represents those techniques of data collection and analysis that rely on non-numerical data (Cassell, et al., 2006). Furthermore, qualitative data allows a researcher to more fully explore complex relationships between variables in their natural setting. The complex interactions between humans and multiple variables can be difficult to capture in a quantitative study (Worley & Doolen, 2006).

### **3.2 Data Collection Method**

The qualitative data collection methods used was semi -structured interviews because the data that is obtained are reliable and provides flexibility in approaching different respondents (Noor, 2008).

#### **3.2.1 Interviews**

There are three types of interviews namely structured, semi structured and unstructured. Semi structured and unstructured interview formats often produce qualitative data. Unstructured interview formats produce quantitative data (DiCicco-Bloom & Crabtree, 2006); therefore will not be described further in this section.

Semi structured interviews are characterized by an interviewer and respondents engaging in a formal interview. The interviewer develops and uses a semi-structured interview guide that provides a clear set of instructions for the respondents. This can provide reliable, comparable qualitative data (Cohen & Crabtree, 2008) and offers sufficient flexibility to approach different respondents differently while covering the same areas of data collection (Noor, 2008). This format of interviews is widely used for qualitative research (DiCicco-Bloom & Crabtree, 2006).

Berry (1999) describes unstructured interviewing, as a type of interview which researchers use to elicit information in order to achieve a holistic understanding of the interviewee's point of view or situation. It can also be used to explore interesting areas for further investigation. This type of interview involves asking informants

open-ended questions, and probing wherever necessary to obtain data deemed useful by the researcher.

Therefore a semi structured interview guide was prepared using the principles listed in Bovaird and Loffler (2009) table 16.1 and attached in Appendix 2. These principles of good governance were selected as criteria to determine the relationship of all the stakeholders involved in the two projects. However, it must be noted that table 16.1 illustrates partnerships from a governance perspective. Therefore only the governance principles were selected.

The interview questions were sent in advance to the respondents to give them an opportunity to reflect on the questions. The interview sessions lasted one hour and thirty minutes. They were also recorded after getting consent from the interviewees. The raw data collected was processed into information that could be understood and shown in the results. The interviews were conducted at the workplaces of the respondents in Gothenburg.

### **3.2.2 Selection of interviewees**

The sample of interviewees should be fairly homogenous and share critical similarities related to the research question in order to discover shared understandings of a particular group. Selection of interviewees is based on purposeful sampling that seeks to maximize the depth and richness of the data to address the research questions (DiCicco-Bloom & Crabtree, 2006).

Interviewees were selected based on the organization they represented in order to identify the interests of the key organizations and stakeholders in the Campus Näckrosen and Johanneberg Science Park projects. Ten interviewees were initially contacted through emails however only eight were available to be interviewed. It must be noted that the perceptions of the interviewees on the governance principles were based on personal experiences and opinions.

## **3.3 Data analysis method**

The data analysis method choice was based on Schutt (2012) analysis techniques who identified the following techniques that are shared by most approaches to quantitative data analysis;

- Documentation of the data and the process of data collection,
- Organization/ categorization of data into concepts,
- Connection of the data to show how one concept may affect another,
- Collaboration/ legitimization by evaluating the alternative explanations and
- Representing the account (reporting the findings)

The data for each respondent was first categorized in relation to the research questions. A comparison was made of the responses to determine any common as well as different observations. The analysis was also depicted in graphical form to provide a clear comparison of the perception of the governance principles in each project.

## 4 Results

This chapter describes the findings of the eight conducted interviews. Section 4.1 describes the urban planning process of projects in Gothenburg. Section 4.2 highlights two development projects and section 4.3 presents the interviewees' perceptions on the governance principles.

### 4.1 Urban Planning Process in Gothenburg

Gothenburg (Göteborg in Swedish) has a population of 500,000. It is strategically located on Sweden's west coast, providing open access to the North Sea and the world beyond, which was vital for the country's development. It lies at the mouth of the Göta Älv River and is Sweden's main industrial city with extensive automotive and other engineering production as well as oil refineries, shipping and port operations. Education is a major focus (Cadell, et al., 2008).

Gothenburg has the largest student population (60,000) in Scandinavia, with two universities (The University of Gothenburg and Chalmers University of Technology, one of Europe's leading technical institutes) located close to the city center, and housing in the inner areas is in high demand (Cadell, et al., 2008).

Gothenburg is fragmented into ten municipalities namely Angered, Askim-Frölunda-Högsbo, Centrum, Lundby, Majorna-Linné, Norra Hisingen, Västra Göteborg, Västra Hisingen, Örgryte-Härlanda and Östra Göteborg. The municipalities develop comprehensive plans which are adopted by the City council (City Planning Authority, 2010). The City Council is the supreme decision-making body in the City of Gothenburg (Göteborg, 2014).

A Comprehensive Plan should outline fundamental principles for the use of land and water. The plan covers the entire municipal areas (City Planning Authority, 2010). The urban planning process in Gothenburg is summarized in figure 4.1

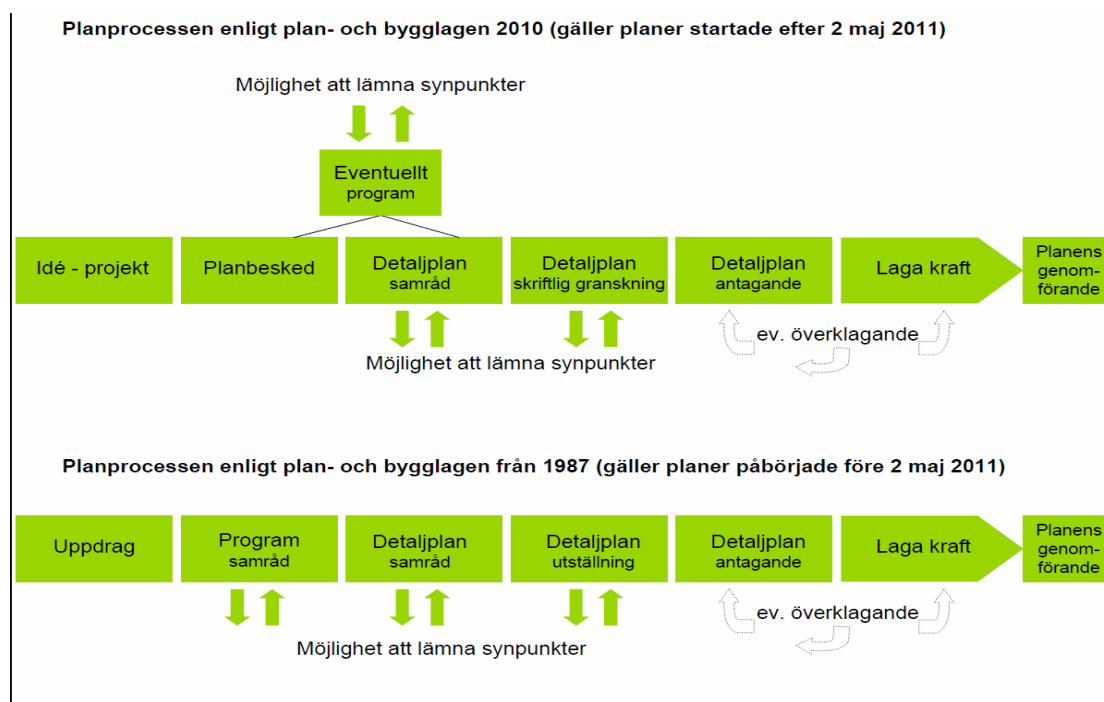


Figure 4.1 Urban Planning Process in Gothenburg (Göteborg, 2014).

## 4.2 Case Description

The development of the two projects presented in this section will give an opportunity to explore the governance issues in the planning stage and evaluate the relationships of the various stakeholders with respect to the governance principles.

### 4.2.1 Campus Näckrosen Project

The purpose of this project is to create a coherent campus for research and education in an international perspective within the arts and humanities together with the University of Gothenburg library. Therefore it aims to improve the connection between the City's cultural and event districts (Olsson, 2013).

Campus Näckrosen is situated between Götaplatsen and Korsvägen which is a unique location due to its central location, proximity to some of Gothenburg's primary institutions for culture and learning, good communication improved further with the construction of the Vastlanken railway tunnel (Olsson, 2013), see figure 4.2.

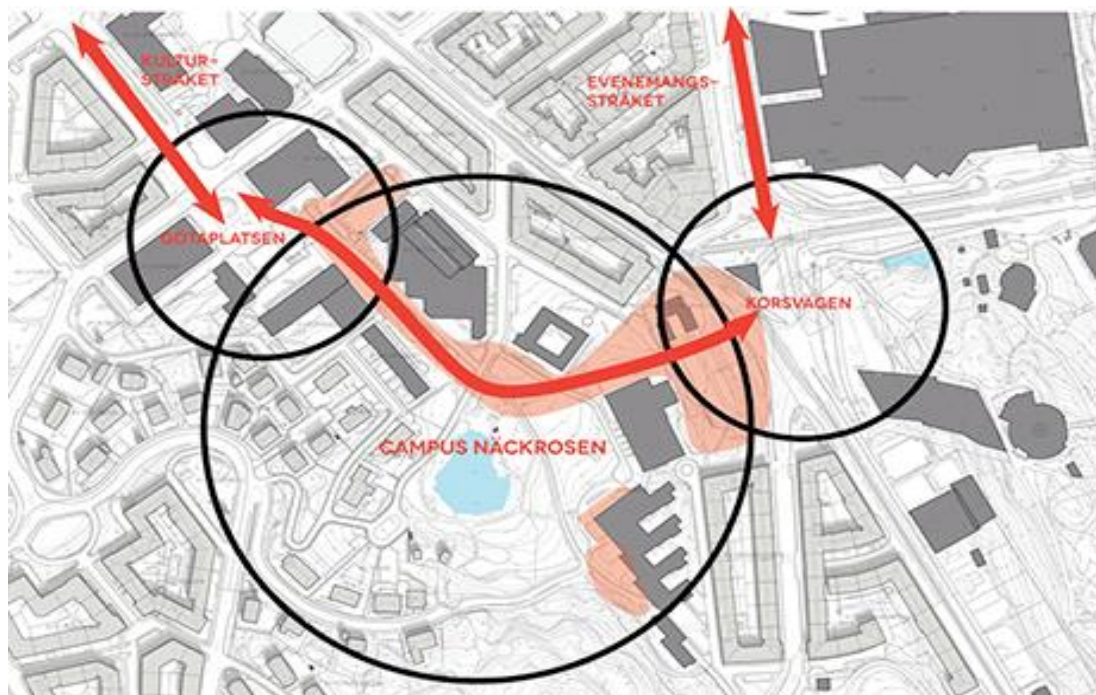


Figure 4.2 Location of Campus Näckrosen project (University of Gothenburg, 2014).

The project is currently in the planning phase and the detailed plan was expected to be completed by November 2013. The University of Gothenburg plans to concentrate the Faculty of Arts, Fine applied and performing arts and the University Library on this campus. The planned area is twenty thousand Square meters to cater for Five thousand students and one thousand employees. Campus Näckrosen will have two entrances from Korsvägen and Götaplatsen (Olsson, 2013).

## 4.2.2 Johanneberg Science Park Construction Project

The purpose of the project is to stimulate collaboration between academics and the industry. The first phase of the project is the construction on the southern campus Johanneberg. This will consist of a new entrance with two buildings which will have space for offices, meeting places, restaurants and services for interaction within the organization, academia and society (Johanneberg science park, 2014).



*Figure 4.3 Location of Johanneberg Science Park Project (Johanneberg science park, 2014).*

The scope of works includes the creation of 8200 square meters of office space which will include six floors and a basement. The project commenced October 2013 and is expected to be completed in 2015 (Johanneberg science park, 2014). The project managers are ChalmersfastigheterAB, the main architect is White arkitekter and the contractor is Skanska.

## 4.3 Results from the Interviews

### 4.3.1 Campus Näckrosen Project

These findings are based on the interview responses specifically for Campus Näckrosen project. Table 4.1 shows the list of the interviewed representatives of the key stakeholders.

*Table 4.1 List of Interviewees for Campus Näckrosen Project.*

Interviewee	Position	Organization
1	Development Manager Urban Development	Göteborgs Stad SDF Centrum
2	Development Manager Urban Planning	Göteborgs Stad Angered
3	Researcher and Lecturer	University of Gothenburg
4	Project and Real Estate Development Manager	Akademiska Hus
5	Project Manager	University of Gothenburg
	Project Coordinator	

#### 4.3.1.1 Interviewee 1

Interviewee 1 was not involved in the planning process of Campus Näckrosen project. However, the project is located in Göteborgs Stad centrum where the interviewee is responsible for urban planning. Therefore, there was no interaction with the other stakeholders. The respondent felt that input on the social aspects concerning children, youth and elderly in the project would have been provided by the respondent.

Since the respondent was not part of the planning process, the main research questions were not answered.

#### 4.3.1.2 Interviewee 2

The respondent was not involved in the development of the project but proposed that the location could be moved to the suburbs of Gothenburg. This is because the suburbs lack development and require more infrastructures such as university buildings. The respondent is aware that the model for the city of Gothenburg is a University City. However respondent's proposal was that all urban areas of the city must be considered for development.

The respondent does not relate with the other stakeholders in the project but stated that as part of the ten city councils involved in urban development in Gothenburg there is need for more dialogue on urban projects.



Concerning Citizen Engagement, the respondent stated it was not conducted. Therefore, the project was not transparent and decision making was done at a higher political level that did not involve other secondary stakeholders.

The respondent defined accountability as taking responsibility for an action. Accountability also involves trusting people working in the lower ranks in an organization. In addition, decision makers such as leaders, politicians have to be accountable.

When asked to define equality and social inclusion, the respondent stated that everyone should be included. The respondent emphasized that equality and social inclusion should be practiced and not remain theoretical.

The respondent defined ethical and honest behavior as openness in words and actions. Equity was defined as working in an organization in a fair way. In terms of collaboration, the respondent felt that it is important and follows it daily.

In terms of leadership, the respondent felt that a leader must have a bottom up and a round table approach. This is where all parties sit and work together to achieve urban development.

The role sustainability plays in urban development is to connect the social and ecological aspects.

#### **4.3.1.3 Interviewee 3**

Interviewee 3 is one of the end-users of the project. The respondent's main concern is that the location has limited space; the price is unknown and limited end user involvement. The students require more space for their art exhibitions. Furthermore, in as much as the university will not invest in the construction, they will be committed to rent space from the only developer. No other developers have been involved in bidding therefore the price for renting the space may not be economical.

The respondent felt that there is no interaction between the main stakeholder Akademiska Hus and the end-user, and proposed that there should be more transparency. It was further stated that having one property developer of campus buildings is not economical and does not give an opportunity for competitive bidding.

The respondent stated that the citizens particularly those near the project area may have been consulted by the City Planning Authority in their detailed planning process. However, the citizens had negative responses because the existing park may be destroyed and the property prices may be reduced. Other citizens argued that resources should also be invested in suburban areas which lack educational institutions.

Concerning transparency, the respondent felt that the end users do not have access to information about the project. When all stakeholders are informed especially the end users, it is always positive.

Accountability was described as politicians being held responsible for their actions to their voters. With respect to the project, the respondent stated that the Vice Chancellor for Gothenburg University is accountable being the primary stakeholder.

Equality and social inclusion was defined as not having a society where individuals are exploited. In addition, it was defined as equal opportunities and social justice for all.

The respondent stated that ethics is about reflection and asking oneself whether one's behavior is correct. Ethics differ with each individual and are unique to particular situations.

On the principles of collaboration, leadership and sustainability the interviewee did not provide a response.

#### **4.3.1.4 Interviewee 4**

The respondent represents the main stakeholder who owns the project. The main role of the respondent is to develop campus areas. This involves going through the detailed plan with the City Planning Authority and have the drawings for the project approved. The main interest is to develop campus areas that contribute positively to the locality and environment based on tenant requirements with consideration to economic sustainability.

Meetings are regularly held with all stakeholders where they present their expectations. Based on the protocols from these meetings the project team establishes clearly defined responsibilities to meet the stakeholders' interests. The respondent stated that interaction can be improved by clarity on roles played by all stakeholders. In addition, the duration of the approval processes for projects at the City Planning Authority should be reduced in order to have more development projects in the city.

A brochure was prepared and distributed to the public during an open meeting held in November 2013. The responses from the public were quite negative and the challenges faced by the stakeholder were that the citizens felt their involvement should have been in the early stages. In addition, the location of the project is in a public park which may be disturbed, loss of privacy for the nearby residents, reduction in property value and noise pollution due to the construction works.

On the issue of transparency, the respondent stated that it should be maintained by law as the City of Gothenburg is working with democracy. The law provides a step by step procedure to be followed in the building planning process. The City Planning Authority is responsible to take care of the procedures to be followed in the detailed plan and makes sure that interest of all the stakeholders are met. The respondent's experience has been that when trying to be open about the project it is either too early or too late.

Accountability is one of the important aspects that the interviewee strives for and defined it as, "what is right, for a long term perspective". The responsibility is taken by the overall project manager when an issue arises. However, when a solution is sought, the responsibility to do so is allocated to all internal and external stakeholders.

The respondent defined equality and social inclusion as all citizens having the same opportunity irrespective of the religion, gender, background and appearance. It is important for the respondent's organization to follow the Swedish law regarding equality and social inclusion since it is owned by the State. In order to implement this regulation in the project, having an open mind is required. It is easier to talk about but not easy to implement.

Ethical and honest behavior was defined as, respect for people one works with and treating others the way one would like to be treated. A code of conduct exists and it is communicated to all in the organization. Further, it is discussed at least once or twice a year. The code of conduct was written for the organization based on the Swedish



law. When it comes to ethics, policy documents also exist which is being updated. The State also exerts pressure on the organization to follow ethics.

Concerning equity, it was defined as providing same possibilities to all. It is important that all stakeholders in the project have the opportunity to express their interests in the project and also to listen. This creates a win– win situation for all who are involved in the long term perspective.

Willingness and ability to collaborate is absolutely important for a project to succeed. It is essential to have this principle in projects as it generates a common goal in the end. The respondent emphasized that a better product can be delivered by working with others than alone. The challenges faced are getting complete willingness from all stakeholders as they have different expectations.

A Leader has to be clear and convinced about the goal and reasons for achieving it. The role leader's play in urban development is deciding if a project can be done and whether it is sustainable. The lead in the project is usually taken by the stakeholder who is financially involved. However, there is a challenge on who takes the lead in the project especially in collaborative arrangement. The City Planning Authority is land owners and may take the lead as well. The politicians are one of the interested stakeholders but when the ruling political party changes, interests change.

The respondent stated that sustainability is very important in any project. Sustainability in the Näckrosen project is maintained based on energy consumption and usage of different construction materials. The challenge faced in implementing sustainability in the project is the economic limitation within which the project's long term investment has to be maintained.

#### **4.3.1.5 Interviewee 5**

The role of the respondent is project manager as well as library director of Gothenburg University. As a project manager, the respondent discusses and informs city urban developers on Näckrosen Project proposal. The main interest is to convince all decision makers that the project is important and to develop Gothenburg into a university city. Näckrosen campus will facilitate productive meetings between different knowledge domains therefore increasing benefit to society.

The respondent relates well with all stakeholders such as the University deans and students as well as Akademiska Hus, City Planning Authority and organizations surrounding Korsvägen and Götaplatsen. However, the interaction can be further improved by clearly defining the roles of each stakeholder and ensuring that there is public awareness of the different roles.

In the initial planning process of developing the vision for the project, the citizens were not consulted. This was because it was an internal process in Gothenburg University. When the urban process commenced, the City Planning Authority took up the role of informing the citizens. The responses were negative because of the destruction of the public park, the increased population in the locality and the obstruction by the new building.

The respondent stated that the university website is utilized in terms of transparency. All documents are accessible except for protocols from meetings. Emails with queries are responded to by the project coordinator. Frequent meetings are also conducted with citizens who have issues with the project.

The term accountability was defined as taking responsibility for one's actions. The Chancellor of the Gothenburg University and the project manager are held accountable in the project. The respondent stated that a risk assessment is conducted at all stages. However, it was emphasized that the project is at initial stages.

When queried about equality and social inclusion, the respondent referred to the University of Gothenburg vision which states, 'Our organization is continually evolving in order to ensure a good working environment in which all employees and students, regardless of gender, ethnicity, religion or other belief system, transgender identity or expression, any functional disability, sexual orientation or age, are given the best opportunities to develop'.

The respondent indicated that ethical and honest behavior is based on the University of Gothenburg ethics which states that the organization and administration shall be characterized by openness, clarity and honesty.

The experience that the respondent has in collaborating with other stakeholders involves interacting with all departments, institutions and organizations that are relevant in order to discuss the project. One of the challenges faced has been the citizens' negative responses. In addition certain information about the project cannot be communicated to the public until it is finalized in the university.

The Vice Chancellor, Director and the project manager take the lead in the project. The respondent did not give their view on leadership and the role leadership has in urban development.

On issues pertaining to sustainability, the respondent referred to the Environmental Management system that the University of Gothenburg implements. It is based on the recommendations given by the Swedish government. A sustainability report is produced which covers the University's efforts on all three dimensions of sustainability-social, economic and ecologic. The main focus is on the environmental work.

## **Observations**

It was observed some interviewees were not part of the planning process despite having the project in their locality. It was not clear why their involvement in the project was not considered by the main stakeholders. Other interviewees had interest in the project despite it not being located in their locality. They were quite negative towards the project due to various reasons. Only the main stakeholder was positive about the project and felt that it was very important.

The interviewees had different perceptions on the governance principles particularly on accountability. One respondent identified politicians as the key persons to be held accountable for whatever action is taken in municipalities. Other respondents identified themselves as the ones held accountable.

The common governance principles that the interviewees defined were collaboration and equity.

### **4.3.2 Johanneberg Science Park Project**

These findings are based on the interview responses specifically for Johanneberg Science Park project. Table 5.2 shows the list of the interviewed representatives of the key stakeholders.

Table 4.2 List of Interviewees for Johanneberg Science Park Project.

Interviewee	Position	Organization
1	Development Manager Urban Development	Göteborgs Stad SDF Centrum
2	Director Open Arena-Urban Development	Johanneberg Science Park AB
3	Project Manager	Chalmersfastigheter AB
4	Architect	City Planning Authority
5	Project and Real Estate Development Manager	Akademiska Hus

#### 4.3.2.1 Interviewee 1

Interviewee 1 was involved in planning process of the project in 2012. The main interest of the respondent is in the social aspects of the project concerning children, youth and elderly. During the planning process, the respondent conducted a study with the elderly on the functionality of the project area.

The respondent interacts more with the end-users particularly the elderly and investigates how the project may affect their needs. The respondent is also proactive when it comes to their interests and ensures that they are not overlooked.

The citizens were consulted by conducting workshops. The response was very positive especially that they were consulted and their ideas and suggestions were welcomed. However, the citizens were not part of the decision making process.

Transparency is part of the planning process. However there are levels of transparency due to the size of the project. The decision making stakeholders are at a higher level and have more access to information. The respondent stated that it was difficult to be transparent working in the project.

The respondent defined accountability as being responsible for ones actions. When issues arise regarding elderly and child care, the respondent is responsible. The challenge faced by the interviewee is on the difficulty in taking responsibility for plans that were done years before.

Swedish legislation is followed considering equality and social inclusion. The respondent defined it as providing equal opportunities for all. This is implemented specifically for the elderly by planning the infrastructure such that it ensures easy accessibility.

Sustainability is the main focus in urban planning. Based on the respondent's main interest on elderly care, the Johanneberg Science park project has incorporated social sustainability.

#### 4.3.2.2 Interviewee 2

Interviewee was not directly involved in the urban development process of the project but has the responsibility of providing ideas and suggestions to the City Planning authority and property owners such as Chalmersfastigheter and Akademiska Hus.

The respondent interacts with the above mentioned stakeholders on a monthly basis to discuss the project. All the stakeholders have a mutual interest to develop the area so this ensures that all are focused on the common objectives. However, the individual objectives may interfere with the project goals.

Citizen engagement in the project was conducted by the City Planning Authority through workshops as stipulated by the building and planning law. There was significant responses as the citizens were kept updated in all the project activities. Two groups namely Bevara Guldheden and Mossens Vänner expressed negativity towards the project as they wanted the green area nearby to be undisturbed. However, the majority of the citizens consulted were positive. The respondent found it challenging to ensure all the public suggestions were considered.

The respondent stated that transparency is part of the process as all information is available on the Johanneberg Science Park website. It is part of legislation that the information and documents about the project be accessible.

The term accountability is used in the project. The property owners are held accountable because they are responsible for the project plan. The respondent prepares reports and communicates to all the stakeholders such as ChalmersfastigheterAB, City of Gothenburg and other companies.

According to the respondent equality and social inclusion legislation is followed in the project. This was defined as taking care of children and adults in society. This is implemented by utilizing laws such as Green travel plan, Planning and building law in addition the interviewee is a social worker and has a mind-set for working with social issues related to children and adults.

Ethical and honest behavior was defined as good behavior and expecting colleagues to respect each other. The respondent stated that it not directly written down rules however all stakeholders must possess ethical and honest behavior.

The respondent defined equity as equal treatment of men and women. The interests of the stakeholders are considered by interacting once every month and ensuring they are aware of the common goal in the project.

With respect to the ability and willingness to collaborate, the interviewee stated that collaboration is good when the main goal of the project is known by all. Collaboration ensures the interests of the project stakeholders are met.

Leadership is important in a project as a leader thinks globally and listens to all. The lead in the project is taken by all depending on the roles and task assigned.

The interviewee stated that the projects should be good example of sustainability in the urban development. The sustainability issues are managed by conducting workshops. The challenge faced in managing sustainability issues is that some stakeholders have the interest of their own organization instead of attaining the common goal.

### 4.3.2.3 Interviewee 3

The respondent is the project manager for Johanneberg Science park project and responsible for campus planning and facilities for Chalmers University of Technology Johanneberg and Lindholmen Campuses. The interviewee was involved in the planning of the project and worked closely with the City Planning Authority when developing detailed plans. The main interest is that Chalmersfastigheter is the project owner as well as the main investor.

It was explained that there are monthly meetings scheduled with the future tenants of the building project. Weekly meetings with Johanneberg Science Park Company are held. The respondent is also responsible for communicating to all stakeholders and suggested that meetings could be held more frequently.

The citizens were consulted and given an opportunity to make comments on the detailed plan. The respondent also stated that when the detailed plan is followed, there is no further communication with the citizens. An exception is made when construction activities disturb the neighboring areas. The major challenges faced were the different interests of the public. Most citizens were resistant to change in the project area. The responses were very negative from the beginning. The citizens were afraid of disturbances that may be created by increased traffic and students as well as destruction of the green area. When the detail planning stage was completed the citizens were satisfied as the project area is in the parking lot.

Transparency is part of the process. Access to information is based on the type of stakeholder. For instance, the project owners require economic information about the project at all times. The end-users of the project have access to information about design specifications. There are no formal requirements for transparency and are not specified in any contract. However, Chalmersfastigheter has a contract with the contractor that provides information about financial transactions. The respondent's experience in managing transparency issues has been challenging because of the different views and perceptions of the stakeholders on transparency.

As a project manager, the respondent is accountable to the Chief Executive Officer (CEO) on environmental, economic and sustainability issues. When critical issues arise, meetings immediately with the CEO are held and protocols from the meetings are followed. The Challenges faced were budget overruns due to increased cost of the basement.

The respondent stated that equality and social inclusion principles are based on Swedish legislation. This was defined as equal access to a facility irrespective of background (foreign, elderly, children and students). The respondent implements this legislation when planning campus areas as part of the entire city.

Ethical and honest behavior was defined as treating each person equally. The respondent qualified this by stating that in procurement of contractors all should have access to the same information. In addition, ethics is about not taking bribes and being honest. The respondent signed the Chalmersfastigheter code of conduct. This code is connected to Swedish regulation however; Chalmersfastigheter has formulated specifications on how to relate with contractors.

Equity was defined as conducting activities in a fair manner. The stakeholders interests are considered by involving all stakeholders particularly residents. This takes considerable time. The respondent indicated that Gothenburg has a good reputation in the involvement of residents in the urban planning process.

The respondent indicated that collaboration is very important for project success. It is not possible to collaborate on all issues in a project due to contract limitations. Contract obligations have to be kept. The Challenges faced are stakeholders' interests and expectations may sometimes differ and it is difficult to fulfill all interests.

Concerning leadership, the respondent stated that is very important particularly at the City Planning Authority. There is need for the Authority to listen to the citizens, to be clear and distinct on urban planning issues. Chalmersfastigheter is the client and therefore takes the lead in the project. There is an organizational hierarchy and project structure however it is not written down.

Sustainability ensures the creation of a society that is sustainable for the future. It is important to consider all aspects of sustainability i.e. economic, social and ecological. The contractor follows a sustainability program in the project. Goals are determined for each aspect of sustainability and activities to attain this are conducted. The major challenges are ensuring low energy consumption in the building and budget restrictions.

#### **4.3.2.4 Interviewee 4**

The Interviewee is involved in the urban development process by developing comprehensive plan for Gothenburg with the City Council. The interviewee was also involved in the urban planning the Johanneberg Science Park project and works together with Chalmersfastigheter and Akademiska Hus. The planning was done with the intention of integrating Chalmers University of Technology with Gothenburg. The main interest is ensuring the technical requirements of City Planning Authority in the development of project are met.

It was explained that the respondent works closely with the key stakeholders. Meetings were held twice a week in the initial stages of project. Thereafter, meetings were held monthly and when the need arose. The respondent is familiar with the interests of Chalmersfastigheter and Akademiska Hus.

The respondent stated that the citizens were consulted when developing the project. The detailed plan was presented to the public. There were negative responses from the citizens residing near the project area as they feared the destruction of the green area and the increase of traffic.

Transparency is part of the process as the project detailed plan was exhibited to the public. Other departments such as Trafikverket were also involved and had access to the project documents. All the documents relating to the project are accessible to all.

Concerning accountability, the respondent felt that politicians are responsible for the development of a city. The respondent did not clarify whether there is a system in place to mitigate problems in the project.

The respondent utilizes a tool that covers social aspects in connection with equality and social inclusion. The tool is based on Swedish legislation. The equality and social inclusion aspects are implemented by evaluating the project based on the tool.

Ethical and honest behavior was defined as rules based on Swedish regulation which is followed while working in an organization.

The respondent observed that equity is essential in a project and defined it as the consideration of all stakeholder interests. This is done by utilizing tools identify the public needs as well as the politicians goals. The information obtained from the tools is then incorporated in the planning process.

The interviewee stated that collaboration is the only way in which variations in perspectives and ideas about the project can be avoided. Collaboration creates a common platform for all the stakeholders.

In terms of Leadership the respondent stated that a leader must be able to solve a problem when a crisis arises. The lead in the project is the project team that consists of different organizations.

Sustainability is important in urban development. The respondent indicated that there are very good tools available at the City Planning Authority to work with social sustainability in Gothenburg.

#### **4.3.2.5 Interviewee 5**

The main role of the respondent is to develop campus areas and was involved in the planning process of Johanneberg Science park project. The detailed plan for the Johanneberg Science Park project is complete.

Concerning the interaction with other stakeholders, the respondent gave the same comment for both the Campus Näckrosen and Johanneberg Science Park projects.

A magazine was distributed to the public in 2012. The responses from the public were positive and no major challenges were encountered.

The respondent gave had the same perspectives on the governance principles as for Campus Näckrosen project. This is because the interviewee was involved in the development of both projects.

### **Observations**

It was observed that almost all the interviewees were part of the planning process and they were all quite positive towards the project. The interviewees had similar perceptions on the governance principles. This could be attributed to the constant involvement and interaction of all stakeholders in the project.

## **5 Analysis and Discussion**

In this chapter the results will be linked to the theory. The results will be analyzed in relationship to the two projects. Section 5.1 outlines the governance issues in the planning of the projects and presents the perceptions of governance principles of the respondents. Section 5.2 presents the stakeholder identification and mapping.

### **5.1 Governance Issues Affecting Urban Planning in Gothenburg**

Narang & Reutersward (2006) suggests that Governance focuses on the relationship between the State, civil society and private sectors. We have observed that the relationships as well as interactions of the stakeholders in both projects could be improved.

Pierre (1999) observed that collaborative strategies strengthen the governing capacity of local authorities. It also exposes the local authorities the full thrust of political pressures from private business and civil society. It is evident in both projects of these political pressures. The Campus Näckrosen Project had support from the higher echelons of political power. The lower levels in governance such as the municipality had minimal input into the project. One other aspect that must be noted is that Akademiska Hus is more of a monopoly when it comes to university infrastructure. It could be suggested that other developers should be allowed to be part of development of university infrastructure in Gothenburg to encourage competition and the best economical choices.

Pierre (1999) indicates that the corporatist model of urban governance is typical of the advanced democracies of Western Europe. It was confirmed that model of urban governance followed in Gothenburg is the Corporist Urban Governance. The urban planning is inclusive of social groups (Citizens), local government officials (the municipalities) and interest organizations such as the Chalmersfastigheter AB. Despite the negative impressions of the Campus Näckrosen Project, all the major actors are entitled to make their interest known in public deliberations. Pierre (1999) stats that these deliberation processes are tedious and slow . This is evidenced in the Campus Näckrosen Project which has taken over fifteen years to be implemented. It is still at the detailed plan stage.

#### **5.1.1 Perception of the Governance principles in the Campus Näckrosen Project**

Shown in Figure 5.1 is the graphical representation of the results based on the governance principles.



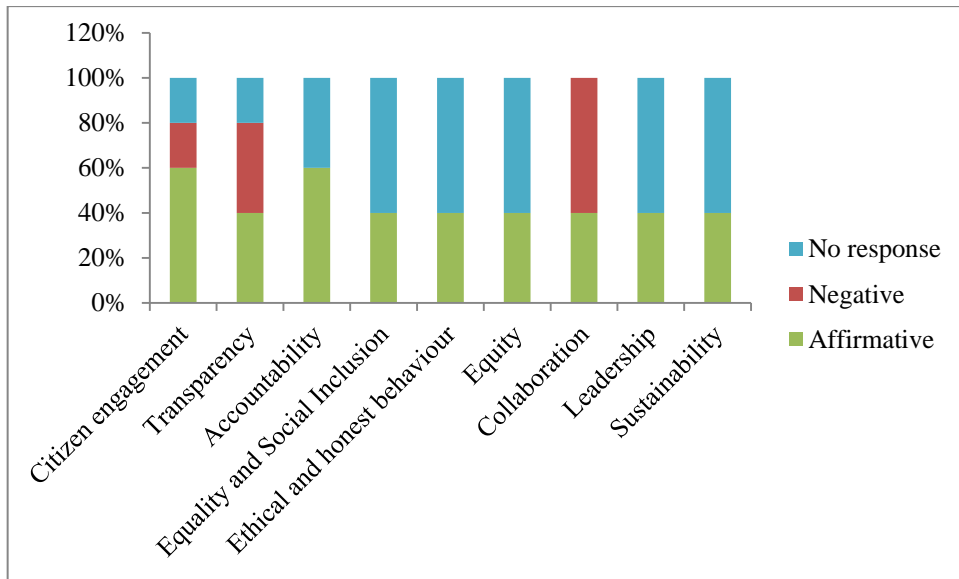


Figure 5.1 Analysis of the responses for Campus Näckrosen Project.

### Explanation of terminology used in Figure 5.1

**No response:** Either the respondent did not answer the question or the response given was not related to the project.

**Negative:** The respondents felt that the governance principles were not implemented in the project

**Affirmative:** The respondents felt that the governance principles were implemented in the project.

It was observed from the interview results that 60% of the respondents stated that citizen engagement was conducted in the planning of the Campus Näckrosen project. It was acknowledged by these respondents that the City Planning Authority conducted this activity. 20% stated that citizens were not engaged in the planning. This respondent was not involved in the process but felt that the citizens in the region the respondent proposed for the location of the project were not consulted. The remaining 20% with the no response was because the respondent was entitled to participate in the project but was not given the opportunity. Therefore, the respondent did not answer the question.

Concerning transparency it was observed that 40% indicated the project to be transparent because they were involved in the planning process and are aware of the project developments. 40% felt that the project was not transparent because the end users were not consulted and they were not involved in the project planning. The remaining 20% had no response because they did not have answer the question.

From the result obtained it is evident that most stakeholders involved in the project are aware of who is the answerable authority. 60 % of the respondents conveyed that the chancellor of the Gothenburg University and the project manager is accountable for the project. The 40% gave no response condition due to their non-involvement in project.

40 % of the respondents stated that the equality and social inclusion practices were being implemented in the planning. It is because Swedish regulation stipulates that

this must be followed. However, 60% were classified as no response since the response given was not relevant to the Campus Näckrosen project.

In terms of ethical and honest behavior, 40 % of the respondents felt that it was incorporated in the project as code of ethics from the Swedish legislation. 60% of the respondents failed to answer in the context of the project therefore it was classified under No response.

Regarding the collaboration of the stakeholders in project 60% stated that they were not given the opportunity to collaborate in the project. However, 40 % of the respondents declared that there was good collaboration as they interacted with relevant stakeholders. For instance, the Campus Näckrosen project was deemed to be for the Gothenburg University and so department, institutions and organizations associated were recognized as the relevant stakeholders.

60% of the respondents did not answer on who takes the lead in the project. The remaining 40 % identified leaders in the project hierarchy such as the City Planning Authority, the project manager, the Vice Chancellor and Director of Gothenburg University.

On the issue of sustainability, 60 % of the respondents were given a no response because their responses were not related to the project. 40% indicated that sustainability was being implemented. It was explained that the three most important sustainability factors such as ecological, economic and social were considered based on Swedish legislation.

In the evaluation of the governance principles in this project, it is observed that in Citizen Engagement, Transparency and Collaboration there have been major issues and requires improvement.

### 5.1.2 Perceptions of the Governance Principles in the Johanneberg Science Park Project

Shown in Figure 5.2 is the graphical representation of the results based on the governance principles.

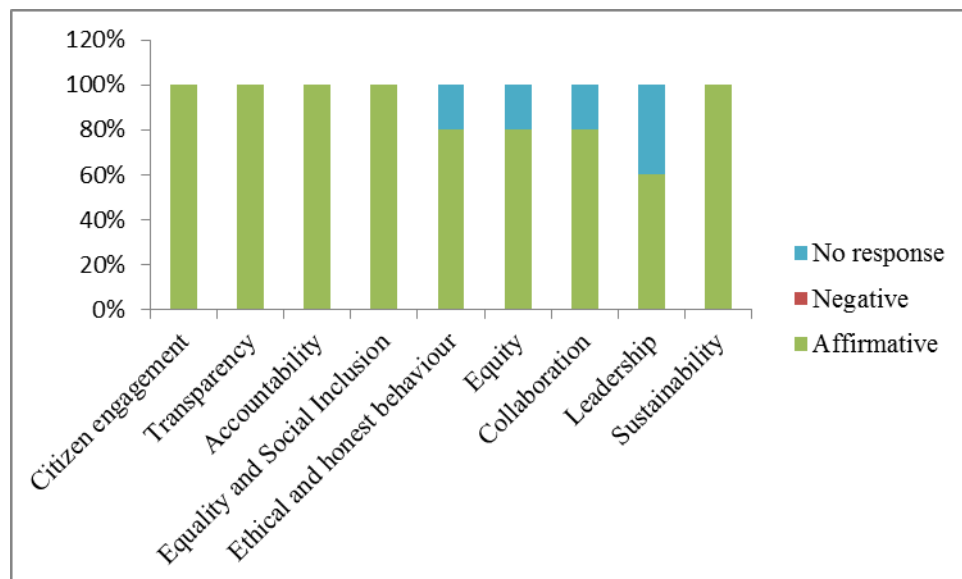


Figure 5.2 Analysis of the Responses for Johanneberg Science Project.

#### Explanation of terminology used in Figure 5.2

**No response:** Either the respondent did not answer the question or the response given was not related to the project.

**Affirmative:** The respondents felt that the governance principles were implemented in the project.

It was observed that all the respondents were aware of the citizen engagement performed during the planning stage of the project. It was mentioned that the citizens were consulted in workshops and it was conducted by the City Planning Authority as by the building permit law. The detailed plan was presented to the public and they were encouraged to leave comments and suggestions from the public were considered.

In terms of transparency, it is evident that all respondents feel that transparency is implemented. It was stated that all documents related to the project are accessible in the projects' website as stipulated by the Swedish legislation. Financial details are restricted to specific stakeholders.

All respondents identified who is accountable in the project. In addition, they indicated that there were accountability systems in place to manage any crises that may arise.

Concerning equality and social inclusion all the respondents stated that it is based on Swedish legislation that the equal access to all irrespective of the background must be provided. The City Planning Authority evaluates equality and social inclusion using tools.

80% of the respondents confirmed that ethical and honest behaviors are implemented through code of ethics based on Swedish legislation. And the remaining 20% did not provide a response.

Equity was identified by 80% of the respondents to be implemented in the project and said that equal importance was given to all stakeholder interests. 20% of the stakeholders did not provide a response.

With regard to Collaboration, 80% believe that there is willingness to do so among the stakeholders. It was stated that they collaborated well with the stakeholders by conducting regular meeting and confirming the common goals. However one respondent emphasized that stakeholders cannot collaborate on issues pertaining to signed contracts in the project.

60% of the respondents are aware of who takes the lead in the project. 20% did not provide a response and the remaining 20% recognized leadership in the project but did not identify who takes the lead in the project.

All respondents confirmed that sustainability is critical in the project and measures were put in place by the contractor. There are also tools used by the City Planning Authority to work with sustainability in the project.

In the evaluation of the governance principles in this project, it is observed all the governance principles have been complied with.

### **5.1.3 Comparison of the Two Projects**

Pierre (1999) defined Urban Governance as a process blending and coordinating public and private interests. The two projects have stakeholders that are from both the

public and private sectors and have various interests that they represent in the projects. It is quite evident that challenges are faced in blending these interests.

Blending the interests of all the stakeholders in the Campus Näckrosen Project has been challenging. The primary stakeholder Akademiska Hus controls both the design and financial aspect of the project. Akademiska Hus owns an estimated 60% of University buildings in Gothenburg. They work closely with City planning authority to ensure the designs are approved and permits obtained. The other primary stakeholder is the University of Gothenburg that requested Akademiska Hus to provide additional buildings for the university.

Campus Näckrosen Project has faced negative publicity. It was indicated that the planning of the project did not involve other secondary stakeholders and that decision making was conducted a higher political level. The neighboring citizens felt that they were not involved in the initial stages of the project development. The location of the project itself is in a public park which the citizens felt would be disturbed. The nearby residents also felt that the property values would be reduced due to the construction works.

Furthermore, there has been minimal interaction of the primary and secondary stakeholders. The primary stakeholders have limited their interactions even excluding the Development Manager from the municipality where the project is located. There is also need for more dialogue on urban projects among the ten city municipalities. For instance the Göteborgs Stad Angered Development Manager felt that their municipality was omitted in terms of educational infrastructure and the focus has been in the City Centre of Gothenburg.

Johanneberg Science Park project on the other hand has received positive publicity. The primary stakeholders are Akademiska Hus, ChalmersfastigheterAB and Johanneberg Science Park AB. It was evident that the neighboring citizens were involved in the initial planning stages. The citizens expressed their opinions that the increased traffic and noise pollution of the construction works would disrupt their neighborhood. However, the Project Managers ChalmersfastigheterAB AB gave prior notice of the days when the most noise disruption would take place.

The interaction of the primary stakeholders and secondary stakeholders is quite frequent. Even representatives from the municipality, Göteborgs Stad SDF Centrum are constantly having meetings with the other stakeholders.

Despite the positive outlook of the project, there are still challenges that the stakeholders face. Akademiska Hus felt that the long approval process of detailed designs by the City Planning Authority restricts on the number of projects that can be implemented in the City. It was also said that meeting different stakeholder expectations was challenging.

## **5.2 Identification and Mapping of Stakeholders**

The stakeholders of the two projects Campus Näckrosen and Johanneberg Science park projects are identified and shown in Figures 5.3 and 5.4 respectively. The Analysis of the power and interest of the stakeholders classifies them into four different categories.



Figure 5.3 Campus Näckrosen Power/Interest Matrix.



Figure 5.4 Johanneberg Science Park Project Power/Interest Matrix.

### **5.2.1 Minimal effort**

These stakeholders have been identified as the neighboring citizens for both projects. They have to be monitored as their level of interest is dynamic depending on the effect the projects have in their locality. The citizens are reported to be involved on a satisfactory level in Johanneberg Science Park project and non-satisfactory level in the Campus Näckrosen project.

### **5.2.2 Keep informed**

Stakeholders who fall under this class are Göteborgs Stad Angered and Göteborgs Stad SDF Centrum for the project Campus Näckrosen. From the theory these stakeholders when grouped with other stakeholders of similar interest could exert increased power on the project to impose their interest. It was observed from the obtained result that these stakeholders who were to be kept informed were not completely aware of the Näckrosen project. Therefore it is necessary that their involvement in the project is increased. It will lead to the reach of required information to these stakeholders as their level of interest in information of the project is high. It is important to keep them satisfied especially since Näckrosen is in detailed planning stage.

### **5.2.3 Keep satisfied**

In case of the Johanneberg Science Park Project, the Göteborgs Stad SDF Centrum has high level of power and low interest. Göteborgs Stad SDF Centrum is the stakeholder to be kept satisfied. There was a positive level of result observed, since the stakeholder is aware of the project information. The involvement of this stakeholder was encouraged from the beginning of the science park project.

### **5.2.4 Key players**

City Planning Authority, University of Gothenburg and Akademiska Hus are the key players identified in the project Campus Näckrosen. City Planning Authority, AkademiskaHus, Chalmersfastigheter AB AB and Johanneberg Science Park are the key stakeholders of the Johanneberg Science Park project. From theory they must be fully engaged in the projects and greatest effort must be made to keep them satisfied. On reviewing the extracted result it is evident that the key players in both the projects are aware of the project information; were able to answer how the governance principles were incorporated in to their daily work and seemed to have higher level of satisfaction in the associated projects.

## 6 Conclusion & Recommendation

The major governance issues affecting urban planning in Gothenburg have been identified in the two projects. In the evaluation of the governance principles in Campus Näckrosen, it is observed that in Citizen Engagement, Transparency and Collaboration there have been major issues and requires improvement. In the case of Johanneberg Science Park Project all the governance principles were complied with. There is need for increased interaction of all stakeholders in these projects in order to identify and agree on their respective interests. This must be done earlier in the planning process of projects. Collaborative strategies must be developed to encompass both upper level political government structures such as the City Planning Authority and the lower level local government organizations for instance the Municipalities.

There is need to evaluate projects as well as organizations in relation to the governance principles. The principles need to be agreed upon and regularly evaluated by all stakeholders in order to improve public policy outcomes as well as public service delivery. These principles are not absolute as their importance can be expected to vary between contexts and over time. Moreover, it is likely that different stakeholders have differing views on what they mean in practice (Bovaird & Löffler, 2003).

## 7 Bibliography

Narang, S. & Reutersward, L., 2006. Improved governance and sustainable urban development Strategic planning holds the key. *European Journal of Spatial Development* <http://www.nordregio.se/EJSD/-ISSN,1650,9544>.

Adams, D., 1994. *Urban planning and the development process..* London and New York: Routledge Taylor and Francis Group.

Armstrong, E., 2005. Integrity, Transparency and Accountability in Public Administration: Recent Trends, Regional and International Developments and Emerging Issues. *Economic and Social affairs, United Nation*.

Bevir, M., 2009. *Key concepts in governance*. London: Sage Publications Ltd.

Bovaird & Löffler, 2009. *Public Management and Governance*. Second ed. s.l.: Taylor & Francis.

Bovaird, T. & Löffler, E., 2009. *Public management and governance*. Abingdon: Routledge.

Bryman, A. & Bell, E., 2011. *Business Research Methods 3e*. Third Edition ed. Oxford: Oxford University Press.

Cadell, C., Falk, N. & King, F., 2008. *Regeneration in European cities: Making Connections*, s.l.: Joseph Rowntree Foundation.

Cassell, C., Buehring, A., Symon, G. & Johnson, P., 2006. Qualitative methods in management research: an introduction to the themed issue. *Management Decision*, 44(2), pp. 161-166.

City Planning Authority, 2010. *City Planning Authority*. [Online] Available at: <http://goteborg.se/wps/portal/invanare/kommun-o-politik/kommunens-organisation/forvaltningar/stadsdelsforvaltningar/> [Accessed 26 May 2014].

Clegg, S., Kornberger, M. & Pitsis, T., 2009. *Managing and Organization ,An introduction to theory and practice*. London: SAGE Publications Limited.

Cohen, D. J. & Crabtree, B. F., 2008. Evaluative criteria for qualitative research in health care: controversies and recommendations. *The Annals of Family Medicine*, 6(4), pp. 331-339.

DiCicco-Bloom, B. & Crabtree, B. F., 2006. The qualitative research interview. *Medical education*, 40(4), pp. 314-321.

FRC, 2012. *UK Corporate Governance Code*. [Online] Available at: <https://www.frc.org.uk/Our-Work/Publications/Corporate-Governance/UK-Corporate-Governance-Code-September-2012.pdf> [Accessed 23 May 2014].

Friedman, A. L. & Miles, S., 2006. *Stakeholders: theory and practice*. Oxford: Oxford University Press.

Göteborg, 2014. *Göteborg.se*. [Online] Available at: [http://goteborg.se/wps/portal/engelska/city-authority-and-politics!/ut/p/b1/lc1PC4IwGMfxV5R75v56XMGcspwWQu4SFiGC00vU22\\_dukT23H7w\\_fAgj7oNFUymGFN0Qn7uH-](http://goteborg.se/wps/portal/engelska/city-authority-and-politics!/ut/p/b1/lc1PC4IwGMfxV5R75v56XMGcspwWQu4SFiGC00vU22_dukT23H7w_fAgj7oNFUymGFN0Qn7uH-)



PQ38dl7qf39vzcYmjkFiuAxmIoREZz6wQBR2LQfQZSGx4DwIZBAdSmf3rn6ujLOm2rvSL4yNb5Xa4MFRZA2jw-VqY9ZA0hoMg6D19OwS9

[Accessed 20 June 2014].

Hill, C. J. & Lynn, L. E., 2004. Governance and public management, an introduction. *Journal of Policy Analysis and Management*, 23(1), pp. 3-11.

Hood, C., 1995. The "New Public Management" in the 1980s: variations on a theme. *Accounting, organizations and society*, 20(2), pp. 93-109.

Huxley, P. & Thornicroft, G., 2003. Social inclusion, social quality and mental illness. *The British Journal of Psychiatry*, 182 (4), pp. 289-290.

Johanneberg science park, 2014. *Johanneberg science park.com*. [Online] Available at: <http://www.johannebergsciencepark.com/en/dynamic-area/byggprojekt> [Accessed 10 February 2014].

Kearns, A. & Paddison, R., 2000. New Challenges for urban governance. *Urban Studies*, 37(5-6), pp. 845-850.

Kemp, R., Parto, S. & Gibson, R. B., 2005. Governance for sustainable development: moving from theory to practice. *Int. J. Sustainable Development*, Vol. 8(Nos. 1/2), p. 12-30.

Leventhal, G. S., 1980. What Should Be Done with Equity theory?, A new approach to the study of fairness in social relationship. In: *Social Exchange ,Advances in theory and research*. New York: Plenum Press, pp. 27-55.

Lynn, L. E., Heinrich, C. J. & Hill, C. J., 2000. Studying governance and public management: Challenges and prospects. *Public Administration Research and Theory*, 10(2), pp. 233-262.

McElroy, B. & Milk, C., 2000. Managing stakeholders. In: R. J. Turner & S. J. Simister, eds. *Gower Handbook of Project Management*. 3rd ed. Aldershot: Gower Publishing Limited, pp. 757-775.

Mitchell, R. K., 1997. Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. *Academy of Management Review*, vol(22), pp. 853-886.

Newcombe, R., 2003. From client to project stakeholders: a stakeholder mapping approach. *Construction Management and Economics vol (21)*, p. 841-848.

Noor, K. B. M., 2008. Case study: A strategic research methodology. *American Journal of Applied Sciences*, 5(11).

OECD, 2010. *Fighting corruption in the public sector*. [Online] Available at: <http://www.oecd.org/about/membersandpartners/publicaffairs/50194111.pdf> [Accessed 11 March 2014].

OECD, 2014. *Organisation for Economic Co-operation and Development*. [Online] Available at: <http://www.oecd.org/about/membersandpartners/list-oecd-member-countries.htm> [Accessed 29 April 2014].

Olsson, A., 2013. [Online] Available at: [http://campusnackrosen.gu.se/digitalAssets/1445/1445732\\_5-3-13-ny-](http://campusnackrosen.gu.se/digitalAssets/1445/1445732_5-3-13-ny-)

[projektvision-strategier-projekt-campus-na--ckrosen.pdf](#)

[Accessed 15 03 2014].

Pierre, J., 1999. Models of urban governance the institutional dimension of urban politics. *Urban affairs review*, 34(3), pp. 372-396.

Radovich, S., Zadek, S. & Sillanpää, M., 2006. *Partnership Governance and Accountability ,Reinventing Development Pathways: The PGA Framework*, London: AccountAbility.

Sheffield Hallam University, 2014. *Sheffield Hallam University*. [Online] Available at: <http://www.shu.ac.uk/university/overview/governance/> [Accessed 24 June 2014].

Shelbourn, M. A. et al., 2006. Managing knowledge in the context of sustainable construction. *ITcon*, Volume Vol. 11, pp. 57-71.

Stadsbygnadskontoret, 2009. *Comprehensive Plan for Göteborg: English Summary*, Göteborg: s.n.

UNDP, 2013. *Reflections on social accountability,Catalyzing democratic governance to accelerate progress towards the Millennium Development Goals*, New york: United Nations Development Programme.

United Nations, 2008. *People Matter Civic Engagement in Public Governance*, New York: United Nations publication.

United Nations, 2013. *A New Global Partnership:Eradicate poverty and transformation economies through sustainable development,The Report of the High-Level Panel of Eminent Persons on the Post-2015 Development Agenda*, New York: United Nations Publications.

Waldén, G., 2006. *Action for Sustainability,Sweden builds for the future*, Stockholm: Forskningsrådet Formas.

Worley, J. M. & Doolen, T. L., 2006. The role of communication and management support in a lean manufacturing implementation. *Management Decision*, 44(2), pp. 228-245.

Zabihi, H., Habib, D. F. & Mirsaeedie, L., 2012. Sustainability in Building and Construction: Revising Definitions and Concepts. *International Journal of Emerging Sciences* , 2(4), pp. 570-578.