Report on Seminar
The ‘Dutch Approach’ in international delta and urban integrated water management planning
A dialogue on the importance of governance, cultural contexts and social inclusion

Report by Stephanie Janssen, November 2019, stephanie.janssen@deltares.nl

As a follow up to the 2018 conference on ‘Critical Perspectives on governance by SDG’s; water, food and climate’ and the seminar on ‘Dutch Diamonds in the Delta’ earlier this year, a seminar is organized on the ‘Dutch Approach’ in international delta and urban integrated water management planning and the importance of governance, cultural contexts and social inclusion.

Friday October 11 The Netherlands Enterprise & Development Agency and Deltares organized the seminar with the aim to contribute to the performance of Dutch international master planning and strategy processes regarding social inclusion, local governance and cultural contexts. The seminar stimulated dialogue, learning and collaboration between representatives of the private sector, NGO’s, the academic sector and government of the Dutch water sector. In this seminar about 60 people participated representing 22 different organizations (see full overview in appendix).

During the seminar, challenges, solutions and ways forward in Dutch international master planning and strategy processes regarding social inclusion, local governance and cultural contexts were discussed. First by four speakers who shared their point of view on the ‘Dutch Approach’ and how master planning can have impact on the social-economic systems of delta’s, river basins and cities. Second, in group table-discussions. And third in a plenary reflection.

This report summarizes the presentations, discussions and reflections held in the seminar, including visual representations by Joost Fluitsma. The presentations are added in the appendix of the report. We are grateful to the presenters, discussion leaders and participants for their essential contributions to this debate which will be continued.

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Presentations

Presentations were held by Shahnoor Hasan (IHE Delft), William Oliemans (Deltares), Polite Laboyrie (Wittenveen en Bos) and Lizzie Yarina (MIT). Full presentations are included as attachment in this report.

Shahnoor Hasan (IHE Delft) - A change-in or changing perspective to understand what makes the Dutch Approach travel or not?

Shahnoor Hasan is a PhD Fellow in Water Governance (IHE Delft). Her research is on policy transfer with expertise on the delta planning in the Netherlands, Bangladesh and Vietnam. She is lead author of the articles ‘Making waves in the Mekong Delta: recognizing the work and the actors behind the transfer of Dutch delta planning expertise’, ‘The transfer of Dutch delta planning expertise to Bangladesh: A process of policy translation’ and ‘The Dutch delta expertise in the eyes of a Bangladeshi researcher’.

Shahnoor developed a perception about the Dutch Approach partly through knowing about experiences of the people engaged to the transfer of the Dutch Delta Approach. In her presentation she argues that:

- “A challenge would be for us all to understand the Dutch Approach together with those that bring in social and cultural context and knowledge different than the Dutch.
- The proposed dialogues be open, self-critical and symmetrical for understanding the Dutch Approach through the perspectives of Dutch and of those receive and avail the Dutch expertise.
- This is important because the Netherlands needs as much support of the deltaic countries as these countries need to learn from the Dutch Approach.”
Figure 1 Visual summary of the presentation by Shahnoor Hasan 'A change-in or changing perspective to understand what makes the Dutch Approach travel or not?'
William Oliemans is an experienced project manager in international projects working for Deltares. He currently leads the implementation program team of the Bangladesh Delta Plan and has been involved since 2014 in the development of this plan, the national flood risk and fresh water strategy and the involvement of knowledge local partners.

In his presentation William gave an introduction into research on inclusivity and master planning, shared his experiences in the Bangladesh Delta plan and provided his reflection on challenges and solution spaces. Challenges he identified are: “Inclusiveness involves integration and iteration; rhyming this with implementation is challenging; Complex projects with learning curves and the need for joint development tackled as bounded projects; Reality has a way of thwarting the best of intentions; is there room to adapt and change the approach?” Solutions spaces he identified are: “In the project document/Terms of Reference, include social inclusiveness in goals and approaches; Promote multiple roles in master plans with Dutch support: Government, Consultants, Knowledge, Civil Society and Business; Involve local actors in developing instruments, indicators; Clear and transparent communication.”

Figure 2 Visual summary of the presentation by William Oliemans ‘Inclusiveness and master planning’
Polite Labooyrie (Witteveen+Bos) – Improving the Dutch Approach

Polite Labooyrie is Regional Manager Europe, Africa and the America’s at Witteveen+Bos and has been involved in the Beira master planning process.

The presentation by Polite reflects on ‘the Dutch Approach’, which he considers unique for reasons including the knowledge, international component, commitment, and innovations. There are challenges, which relate to: a comprehensive inclusive approach, creating tailor made solutions, understand the local context, understand the system (social, economic and environment), cooperation, finance from donors, enough time for preparation. A success is found in Beira where a plan was developed with support from all stakeholders. Room for improvement is in taking enough time for improvement, building consortia, involvement of local NGO’s, and flexibility. He concludes that involvement actors should be sufficient, multi-disciplinary teams are to be used as well as available tools. There should be more discussions like the discussion in this seminar.

Figure 3 Visual Summary of the presentation by Polite Labooyrie ‘Improving the Dutch Approach’
Lizzie Yarina - [Negotiating] Contested Imaginaries of Resilience

Lizzie Yarina is a research fellow at the MIT Leventhal Center for Advanced Urbanism and a PhD Student in the MIT Department of Urban Studies and Planning. She has a joint master’s in architecture and planning, and a long-term interest in the relationship between climate adaptation and displacement or mobility. She fundamentally believes that climate change will require a change in the way we organize and inhabit space, which will involve design, planning, engineering, and collaboration; in her presentation she suggests a critical approach for doing so.

In her presentation Lizzie illustrates that when you frame resilience as a purely technical problem, political and social tradeoffs can be obscured. Defining and implementing resilience is a political project. What ‘resilience’ is (or even what a good outcome is) will be understood differently by different people. Lizzie claims it is important to look at power dynamics on the ground: even attempts towards participation mean something very different when enacted in contexts like Vietnam with tenuous land rights and no right to free speech. Key is figuring out how to negotiate between scales, and to understand the multiple and often competing needs and priorities of the many groups and individuals involved. And, importantly, to understand the power dynamics associated with these groups. Her presentation ends with posing three questions:

- If climate change adaptation is inherently political, what is the role of negotiation in resilience?
- How can multiple imaginaries of resilience be reconciled?
- What does equity look like in the context of translating resilience narratives, knowledge, and practice to foreign contexts?

Figure 4 Visual summary of the presentation by Lizzie Yarina ‘[Negotiating] Contested Imaginaries of Resilience’
Group table discussions
In the group table discussions challenges and solutions were discussed for in Dutch international master planning and strategy processes regarding social inclusion, local governance and cultural contexts. The detailed reports of the discussion at the tables are available in the appendix.

Main findings on challenges
Stakeholder involvement is mentioned as an important challenge, which relates to getting all relevant groups on board and how to involve this groups in an equal manner. Conflicting interests may be present and local authorities’ views may differ from an inclusive approach. Challenges for projects and planning relate to changes that occur during the project and how to adapt, and also to the difference between the scope of the project and the longer-term developments. Also, projects turn out to be more complex then foreseen during project preparation. The knowledge and expertise for non-technical topics requires more attention to fully understand social and political complexities. There is a need for a more multidisciplinary approach. On ‘inclusiveness’ different views exist, moreover understanding of social inclusiveness is to be improved.

Main findings on solutions
Solutions identified relate to projects and planning, instruments that can be used, how teams are put together, and to communication. Regarding projects and planning many suggestions are made for improvement, including: use a participatory design; be realistic and acknowledge limits; be clear about project goals; be flexible and adaptive; define inclusiveness; and aim at wellbeing and sustainable development. Suggestions for teams relate to the inclusion of different disciplines and paying attention to partners, including NGO’s, and connecting to the local context and people. A number of instruments that could be used are identified: doing a needs assessment; apply learning-by-doing; capacity building; and stakeholder analyses.

Figure 5 Visual of challenges and solutions mentioned at the discussion tables
Reflection and follow up

The Seminar is closed with reflections by the public and by Maarten Gischler (Ministry of foreign affairs).

Maarten reflects on how the four speakers looked at “the Dutch approach” through very different lenses. The researcher who investigates the process of knowledge transfer in water management planning, sees a different reality than the researcher who analyses how power relations and political dynamics influence the outcome of such process. The consultant who focuses short-term on delivering the ToR of their project is less concerned about the long-term process that project is part of. Each perspective is valid. Each contributes different pieces of a complex puzzle. The Ministry sees its role as facilitating that the puzzle gets put together. Building a community of practice in which the different perspectives come together, could make our collective effort more impactful.

Figure 6 Visual summary of reflections by Maarten
Figure 7 Visual summary of reflection made in the seminar
Appendix Participating Organizations
The seminar was attended by approximately 60 persons representing the following organizations

**Government**
RVO
Ministry of Infrastructure and Water Management
Ministry of Foreign Affairs
Netherlands Commission for Environmental Assessment

**NGOs**
Both Ends
Cordaid
Wetlands International
Rode Kruis

**Research**
IHE
Deltares
MIT
Utrecht University
NWO
Erasmus University – International Institute of Social Studies
Stichting Onderzoek Multinationale Ondernemingen (SOMO)

**Private sector**
Wittenveen en Bos
Royal HaskoningDHV
Adaption Now
Arcadis
KuiperCompagnons
Pietersen Consult
Raimond Hafkenscheid Strategie | Advies | Coaching

**Organizations who registered but did not participate**
Boskalis
Netherlands Water Partnership
Appendix Presentations
Presentation Shahnoor Hasan

A change in or changing perspective to understand what makes the Dutch Approach travel or not?

Shahnoor Hasan
s.hasan@unche.org

Background
• I developed perception about the Dutch Approach partly through knowing about experiences of the people engaged in the transfer of the Dutch Delta Approach.
• The people shared how they have made the transfer possible, what and who helped them or not. Something they tend not to openly discuss in public.
• As a consequence of the way of engagement, I developed an attachment to Dutch Delta Approach that is professional and emotional.

The travelogue of the Dutch Delta Approach
• Deltas face common problems and need a common, ‘must-have’ policy solution: Dutch Delta Approach.
• This narrative justifies all the efforts and money that go into its transfer.
• In the accounts the excellence and uniqueness of Dutch knowledge explain its mobility.
• The narrative suggests that the expertise needed should spontaneously because of its intrinsic qualities and a great demand from other deltaic countries.
• What remains outside of focus is the analysis of the delta planning expertise itself and that what is transferred.

Some insights for an open and critical dialogue
• The Dutch Delta Approach does not travel on its own nor as its inherent qualities that worked well in the Dutch delta landscapes or in the context of Dutch governance.
• The transfer happens through tremendous efforts of the people who become involved.
• The transfer does not happen in a void space, but in an area that is built on relations.
• A lot of the work goes into negotiations, forging or maintaining the diplomatic and trade relations.

• What insight emerges when we understand transfer of the Dutch Approach through the efforts of people involved in the transfer; not from a narrow point of success?
• The insights are based on the following research publications:
  - Kasun, S., J. Evers, N. Dijksman, and M. Zwartwede. Making waves in the Missing delta: recognizing the work and the actors behind the transfer of Dutch Delta planning expertise. Journal of Environmental Planning and Management (2010).
  - Kasun, S., J. Evers, and M. Zwartwede. From conflict to consent to compromise: work in transforming the Dutch Delta Approach to Bangladesh (in progress).
The insights

- Transforming the Dutch Approach requires specific types of expertise and work that are at least remotely related to the contents of Dutch Delta Approach. The work is as technical as diplomatic and political.
- Next, transferring of the Dutch Approach is a process where the final outcome is not known beforehand. The outcomes are often negotiated and contingent. Multiple versions of something that can be broadly referred to a Delta plan can emerge.

The Wetang Delta Plan: a vision of an agro-industrialization

- Emerged as a provocative and agenda setting delta plan that talks more about wellbeing of the delta and its people.
- Provides a framework for reorienting the Vietnamese prioritized development policy for the delta into question.

The Bangladesh Delta Plan 2050: a move to support achieving middle country status

- Developed as a more comprehensive and donor investment oriented plan for the entire country.
- Connects delta planning with government’s prioritized goal of making Bangladesh a middle income country by 2021.

The insights

- People living in deltas outside of the Netherlands also have their own ways of knowing their deltas, managing them, and living with them, or not.
- Promoting the Dutch Approach as a must have policy option for all deltas does not recognize the knowledge and expertise that other deltaic countries have.
- This representation does not justify or acknowledge tremendous efforts of the Dutch, Vietnamese and Bangladeshi experts, and new knowledge they co-created for making a Delta Plan that is more Vietnamese or Bangladeshi than Dutch.

Concluding remarks

- A challenge would be for us all to understand the Dutch Approach together with those that bring in social and cultural context and knowledge different than the Dutch.
- The proposed dialogues are open, self-critical and symmetrical for understanding the Dutch Approach through the perspectives of Dutch and those receiving and assimilating the Dutch expertise.
- This is important because the Netherlands needs as much support of the deltaic countries as these countries need to learn from the Dutch Approach.

Concluding remarks

- One way to remain motivated and optimistic for developing a dialogue can be through drawing insights from a Dutch saying:

  Samenkomt is een beginselenheid, vervolging, samenwerken is succes.
**Presentation William Oliemans**

**CONTENTS**
- A short introduction; knowledge for inclusivity and master planning
- Experiences and challenges: Water Louis, Polder 2 and the Bangladesh Delta Plan
- Reflections on challenges and solution spaces
  Feeds our internal discussion and orientation

**INSIGHTS FROM RESEARCH**
- Katrina 2005; 75% of fatalities: > 60 years old
- Cyclone Gorky 1991; lives lost: women outnumber men 14:1
- Indian Ocean tsunami 2004; 70% of fatalities were women

**GUIDANCE**
- Sendai framework (UNDRR, 2015, 2019)
- Asian Development Bank: accelerating progress towards the SDGs (2019)
- World Bank: bringing social inclusion into projects (2014 onwards)
- Tools and approaches to assess social impacts, less concrete experience
BACKGROUND AND RATIONALE

- Need for a holistic and integrated approach for Water Resources Management
- Identification of challenges, definition of strategies, measure analysis, Investment planning, and governance
- Short, medium, and long-term goals
- Formulated by the General Economics Division of the Planning Commission in consultation with key agencies/ministries

KEY FEATURES (1)

- Mix of Dutch Delta Approach and Bangladesh approach
- Extensive consultation at Hot Spot and District level

KEY FEATURES (2)

- Mix of strategies and investment priorities, a 4-year project, including a long-term vision and deliverables for the 5-year plan
- Large teams: A and B. Bangladesh and Dutch consultants and institutes
CHALLENGES

- Inclusiveness involves integration and iteration; aligning this with implementation is challenging
- Complex projects with learning curves and the need for joint development tackled as bounded projects
- Reality has a way of thwarting the best of intentions; is there room to adapt and change the approach?

SOLUTION SPACES

- In the project document/Terms of Reference, include social inclusiveness in goals and approaches
- Promote multiple roles in master plans with Dutch support: Government, Consultants, Knowledge, Civil Society and Business
- Involve local actors in developing instruments, indicators
- Clear and transparent communication
Presentation Polite Laboyrie

Improving the Dutch Approach
Polite Laboyrie

Is the Dutch Approach Unique?
- I think so!
- Knowledge on dealing with water management in urban areas is in our DNA
- This is in Governance, in policies and in investment solutions
- We are committed and personally involved in creating optimum solutions
- We are innovative, we try to continuously learn and improve
- We like to cooperate and the Dutch Government promotes

What are the Challenges
- A comprehensive inclusive approach
- To create tailor-made solutions
- Understand the local context
- Really understand the system (social, economical and environment)
- Cooperation
- Finance from donors
- Enough time for preparation
- Enough/sufficient knowledge with all involved
- Realise the roles everyone has, can or must play

Successes
- In Beira: to be able to come with a plan supported by all stakeholders
- In Indonesia: NOCD, to turn threats in to benefits
- Creating a long-term vision for the Bangladesh Delta (Hulagun 2100)
- In Water: Leverage successfully implement the desalination of the locals
- DEMAK: Indonesia an accepted strategy for all parties.

But these plans successes are not finalised yet

Room for improvement
- Take sufficient time in the preparation of your project and what is include in the TOR. The design phase of your project decides a lot.
- Build Commitment with right partners and involve key team members with right competences
- Use available instruments
- Involve more local NGOs
- Stimulate more coordination between donors
- Be prepared to be flexible (use-adaptive management techniques)

Instruments

A few useful elements in these tools

- A thorough understanding of the socio-economic and natural system
- Proactive engagement of stakeholders throughout the process
- Added value through multidisciplinary collaboration
- Adaptive management to handle uncertainty within projects

My Conclusions

- Use sufficient actors before starting a project
- Use of multidisciplinary teams
- Use available tools
- More discussions like this

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"Negotiating" Contested Imaginaries of Resilience

"In the harsh competition of practice [resilience] will bring both 'winners' and 'losers'."

In 2010, a comprehensive flood washed through present-day Bangladesh, Indochina, and the next to come, which are two of the most vulnerable regions in the world, will be devastating. The global community has not responded to the challenge of climate change, which is expected to bring more frequent and intense disasters. In the face of these challenges, many communities are developing adaptive capacity, but without adequate resources and support, it may be difficult to achieve the desired outcomes. The question remains: what is the role of urban planning in dealing with these challenges? The role of urban planning is crucial in shaping the future of our cities, and it is essential to consider the impact of urban planning on the resilience of communities. The role of urban planning is to create sustainable and resilient communities that can adapt to the challenges of climate change.

Viewing resilience (adaptation, flooding) as a primarily technical problem obscures social and political impacts of resilience projects.

In conclusion, the role of urban planning is to ensure that communities are resilient and can adapt to the challenges of climate change.

Presentation Lizzie Yarina
Climate adaptation decisions inherently involve tradeoffs

Defining and implementing resilience is a political project.

Table 1. The five fits of urban resilience

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Note: Adapted from Mariotti et al. (2019).

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Note: Adapted from Mariotti et al. (2019).

How can multiple, competing ‘imaginaries of resilience’ be reconciled?

Projects and plans such as the ongoing work and the Green Sea Wall acknowledge the social factor of the flooding problem. But these plans are often perceived as top-down, infrastructural—approaches to solving the urban poor along these areas are also necessary for the infrastructural solutions to be successful. The green plan is a plan to reconcile the competing imaginaries of resilience.

As with other solutions, a recent climate adaptation strategy for New York City that may resolve the flooding crisis in the future is not the only solution. It is necessary to find a balance between current and future conditions. For example, a recent plan to flood proof buildings may only save a small portion of the city from flooding. However, if the same flood occurs in the future, the city will need to adapt and move forward. The green plan is a plan to reconcile the competing imaginaries of resilience.

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Can growth be resilient?

They are using climate change adaptation as a reason, for example, that some reform within the continent, how to be incentivised. Some are also busy with strategies to bring together, how to have them in a sustainable way, how to use them rather than just to focus on the future. How do they solve the problem that they have got a lot of resources but can only work on it, that is the plan for the resources that are available. Now it is clear that can work, is to work in a way for a sustainable way or an inclusive way that assists the entire country. It needs, long-term resilience, political change, long-term resilience.

Can growth be resilient?

Defining and implementing resilience is a political project.

Big strategic plans vs. tactical: community-based counterplans

If climate change adaptation is inherently a political act, what is the role of negotiation in resilience?

How can multiple imaginaries of resilience be reconciled?

What does equity look like in the context of translating resilience narratives, knowledge, and practice to foreign contexts?
Appendix Table Discussions

Table Piebe Hoeksma

Challenges
The challenges indicated during this session fell apart in several topics:

- Confusion in language - what is resilience and what is inclusiveness
- Stakeholder involvement – mapping not sufficient, let alone what the different needs are of the stakeholders, especially the poor are left behind
- Complexity – challenges in local situation are always bigger and more complex than can be addressed in the program
- Conflicting interests (1) – local politics are often not in line with an inclusive approach
- Conflicting interest (2) – Project objectives (as described in the ToR) vs long term (inclusive) developments
- Impact – how to create long lasting impact? What kind of interventions are needed?

Solutions
It may be clear that the challenges are so complex that solutions are not easy to define but may be found along the following lines:

- Before defining a project a ‘Needs-assessment’ is essential.
- Defined plans are as good as the functions they serve (clear step-by-step approaches vs broader frameworks, define if you’re part of a project or a process).
- Do not put ‘economic growth’ central to the program, define KPI’s more focused on wellbeing.
- Inclusive approach is not only the responsibility of the entity drafting the ToR, but of all involved partners.
- Create a flexible approach with space for ‘learning by doing’.

Table Robert Proos

Challenges

- Do ‘we’ understand sufficiently what kind of social and political risks and complexities ‘we’ have to work with abroad? And do ‘we’ invest enough time and capacity to understand these complexities?
- DA is still too much an engineering approach while it should focus on being an inter/trans/multi disciplinary approach.
- Applying an ‘inclusivity lens’ to DDA work requires the DDA practitioners to be aware of ‘new inequalities’ this might create.

Solutions

- Better ToRs help to address these questions through multidisciplinary teams with a mix of international and local and address+define inclusiveness.
- Do not start with master planning, start with dialogue, research on the ground.
- Be clear about the aims of DDA activities abroad: are we giving away a ‘trial version’ of NL expertise or is it genuine aid to help a country resolve their water and climate related challenges?
**Table Guus Schutjes**

**Challenges**
- Where is biodiversity?
- How do you include social inclusion in a bounded process or project?
- How to be a empathic (humble) expert?
- How to deal with stakeholders and (local) power structures outside control / beyond knowledge
- How to include inclusiveness and biodiversity in our thinking and action without becoming paralyzed and do nothing
- ‘on the face of it’: meaningful participation, language barriers, how ‘Dutch experts’ are perceived in a local context, hierarchy of repressive regimes
- Different perspectives on inclusiveness and the role of local / national politics serving various interests.
- In complex setting how can we meaningfully include the most vulnerable and make sure they get not lost during the process

**Solutions**
- Consider Nature-based solutions
- Work (also) in platforms / networks and programs
- Diversity in teams and roles
- Partnerships – understanding culture, different disciplines, power
- Social learning
- Talking beyond expert language (transdisciplinary)
- Humbleness
- The transition to an inclusive approach in the field of time, common uses, money
- Complex process – interdisciplinary – bound by time, actors and investment needs
- How to involve vulnerable groups from the start of the project and how to divine vulnerable groups

**Table Judith Blauw**

**Challenges**
- Highly developed technical knowledge and expertise versus backlog on integration and evaluation of ‘other’ branches of sport on the Dutch side;
- Post- masterplan. Role and interest of the most vulnerable in infrastructure design and construction. – Prevent displacement; - Transport, livelihoods, security issues;
- How to move from assumption-based approach \( \rightarrow \) knowledge based (fit for context);
- How do deal with conflicts of interest? Who is to be held accountable for what The Netherlands does?
- Motivating IFIs in more attention for the NON technical solutions;
- Not embedded in design. Lack of context analysis/understanding;
- Often beyond the sphere/scope of project influence;
- Processes and procedures are still adapting to inclusive discourse shift (&time limitations);
- Affect livelihoods, natural resource base and access e.g. fisherfolk sea access + fishing ground degradation;
- How to deal with winners and losers;
- Lack of cross-cultural management training/experience;
- How to bridge to an understanding of ‘together’ ‘inclusive’ between Dutch context and local context;
• How to equally, democratically include all relevant stakeholders at the table;
• Poldering in authoritarian regimes

- Dutch Approach more open to local perspective “receive instead of sending”;
- Local capacity absorption: content and time
- Government directed approach: project vs. program vs. process;

**Solutions**
• Who are the intended ‘winners and losers’ and how to measure and evaluate this during/after implementation?
• Select experts on specific social/cultural capabilities on top of technical skills;
• Multi-sectorial consortia = key. Water engineers ++++
  • → ecologists → sociologists/anthropologists → communications → climate expertise + local partner
• More active local participation in EU-tender project definition;
• Create awareness of implicit/explicit models ‘poldermodel’;
• Specify limits to inclusiveness;
• NGOs as: moderator; balancing interests; avoid environmental degradation → increased risk; independent, trust building;
• Better project identification/formulation to have common understanding of ‘inclusiveness’ and conditions;
• Accept achievable rather than perfect goals;
• Involve more ‘unexpected’ partners and methods in preparing plans;
• Area management; neutral expertise;
• Participatory design: - maximize benefits across stakeholders – avoid single purpose measures – in planning but also measure development;
• Not only refer to Dutch successes, but learn regionally about how participation helps in the realization of physical solutions and the involvement of citizens;
• Accept that we don’t have 100% Dutch participation in one project. Communicate why we don’t find 40% good enough;
• Mutual understanding on ‘together’, ‘inclusive’ between Dutch Development Aid and foreign development aid. How do you bridge the different visions of that term?
• Make hierarchies of power and expertise visual/explicit;

Discussion at the table focused on the following issues:
• Powerrelations – winner and losers. The importance of knowing the existing relations and dynamics in a certain context to be able to say something on the impact of your management and planning decisions. And following the understanding of a possible impact, the importance of defining who is to be held accountable for them; The importance of specifying this in ToRs and/r or project descriptions;
• The awareness of the intended outcome was discussed. How far are you prepared to go given the understanding you have or don’t have of the local context; how do you deal with the relation between intended outcome and societal risks; Also the importance of awareness on the national and international interest system was underlined;
• The need for different specialisms to be integrated in project/program development and execution was underlined; This also connects to the need to have a better/clear definition of the different roles within projects/programs. What can and will everybody do and what can’t and won’t they do.

• Besides the previously mentioned power relations also the broader understanding of the local context was discussed. With time there seems to have become less and less space to ex ante obtain a deeper understanding of the local context. It’s not said we should go back to giving it back the space it had before, but we should think of effective ways to obtain or gather this knowledge into project and program development processes;

• Limitations in addressing governance, cultural aspects and social inclusiveness were discussed. We tend to present projects and programs as participatory and inclusive, but we should address the actual process and realistic outcomes better; Not only say what we will do, but also what we will not do;

• Speaking on inclusiveness, discuss and understand what this term means for all actors involved. And what does that meaning imply for your work.

Table Lisa Hartog

Challenges
• The biggest challenge is to get all the parties around the table.
  Post it’s:
  o It concerns the most vulnerable who are not involved in the planning phase;
  o Involve local NGO’s. They are the ones with the knowledge of ‘the other world’ and alternative procedure in master planning;
  o There is lack of fine tuning in the planning phase. Solution: early involvement;
  o The planning phase is too abstract to address the problems of the future. Therefore stakeholders can’t be involved.

• Difference between de plans in an early stage and after the translation to reality.
  Post it’s:
  o Changing priorities in the course of the process;
  o Urgency to change results from reality to policy;
  o Local governments have different views regarding to the execution of plans in the daily reality;
  o Two different ways in Dutch Policy planning: on one side making profit on the other side the development aspects;
  o Mismatch between strategic goals from the Netherlands and the goals of the country the planning is executed;
  o The Dutch opinion concerning running risks. The Netherlands is focused on preventing risks. Meanwhile another country is willing to take these risks.

• Miscellaneous:
  o Make use of existing knowledge;
  o Prevent that the Dutch political and social correctness dominate our behaviour;
  o How do we prevent the mismatch between many Dutch Employees and less local employees;
  o Local circumstances are being neglected.
Solutions

- Involve local stakeholders.
  Post it’s:
  - ‘be humble’ in your solutions;
  - Let the locals tell their story;
  - Develop interdisciplinary programmes with participation of local parties and address this in the Terms of Reference;
  - Women empowerment;
  - Comply with the necessities of local stakeholders;
  - Stakeholder analysis on a local level;
  - Ask questions to local stakeholders.

- Capacity building;
  Post it’s:
  - Involve Young experts;
  - Less projects, more capacity;
  - Involvement of company’s and use G2G relationships;
  - Use hands on daily reality practice;

- Miscellaneous:
  - Long term projects;
  - Expect to take small steps;
  - Long term sustainable development;
  - Capacity building is more important than technical development;
  - Inclusive processes;
  - The process is more important than the product – it’s a journey;
  - As from the beginning be clear on that choices have to be made;
  - As from the beginning be clear that there are winners and losers;
  - Connect the dots between different initiatives;
  - Less fragmentation.

Opportunities

- Ownership to the locals;
- Involve NGO’s as from the beginning;
- Involve the private sector. The can make the difference;
- Look through the different layers. Which stakeholder can play which role;
- Uses sustainable between the private sector and NGO’s;
- Beside opportunities, take into account lessons learned;
- Involve local communities, also during the implementation process.
Table Matthijs Zijlmans

Main challenges:
- Stakeholder engagement: How do you gain insight in the actual power dynamics in a certain region? How do you know beforehand which stakeholders are present and who is most important for your intended process? How can you design the process so that these parties are involved and provide you with the necessary input?
- Tenders and projects: Which information is necessary when writing a TOR and how do you get this on the table? How do you manage a project to deal with issues a TOR might have missed? How do you decide on the proper focus for a project?
- Content: How do you maintain high quality during the process? How do you deal with unknown or uncertain factors, And how do you integrate this into your process?

Solutions:
- Involve a wider array of stakeholders in the first stages of the process. Do a proper stakeholder analysis and use it as input for Terms of Reference. Involve (local) NGO’s, also those with a political and humanitarian mission.
- Use flexible and adaptive project management. Make it so you can change conditions of a contract during a project, if the situation requires it.
- Properly define the necessary stages in a project, providing for enough time to get all necessary information above board.