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# Rijkswaterstaat Room for the River

Governance of a large infrastructural programme





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## Cause: Sense of Urgency

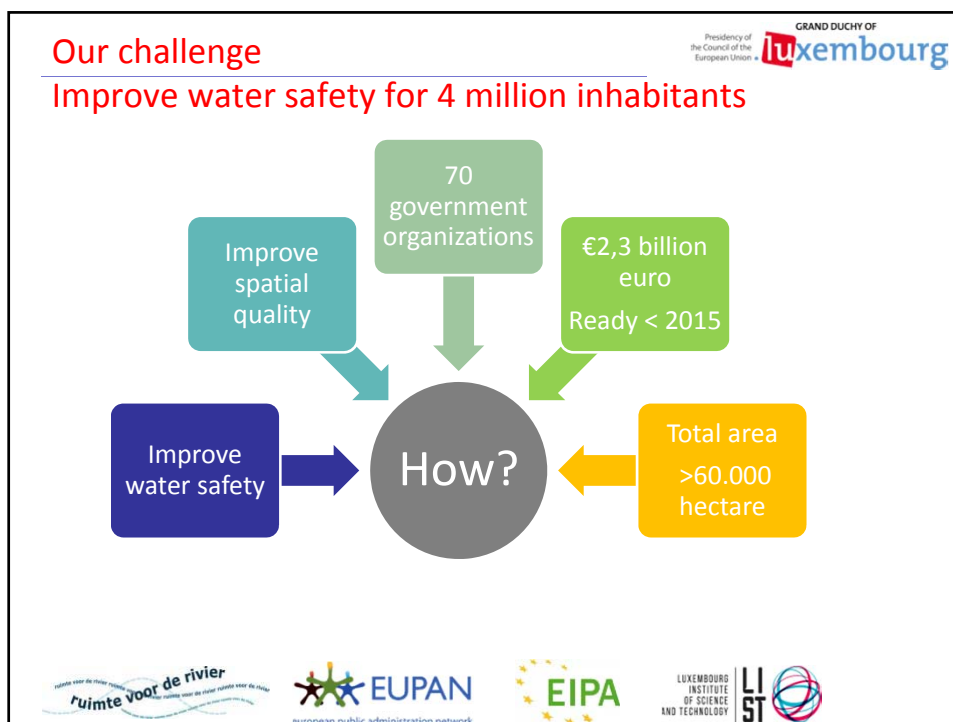






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**Introduction**

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**Cor Beekmans**

Born in 1964

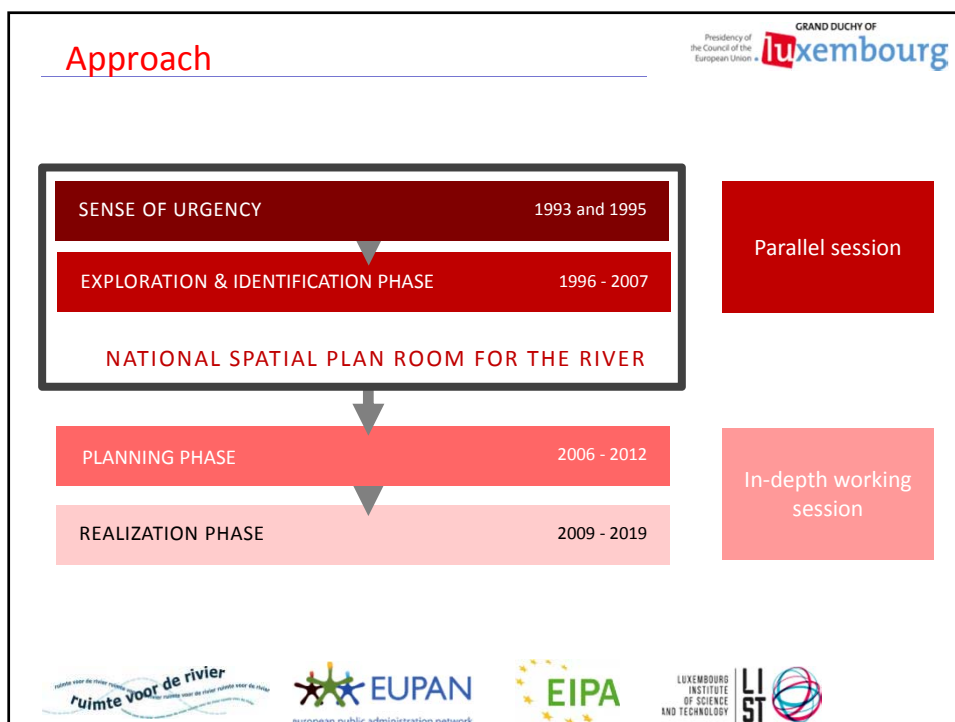
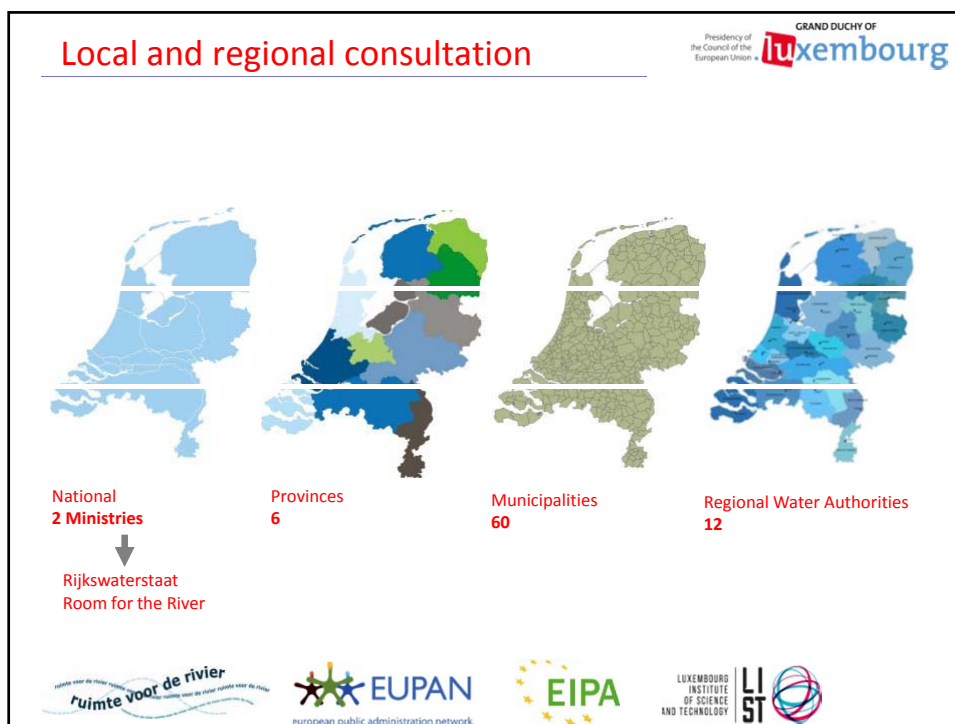
University of Nijmegen: Aquatic ecology and environmental studies

20+ years experience in project management

Programme manager at board of directors Rijkswaterstaat Room for the River (involved since 2001)

A portrait of Cor Beekmans, a middle-aged man with glasses, wearing a brown blazer over a patterned shirt, smiling. He is standing outdoors with a body of water and a bridge in the background.

Logos at the bottom: *ruimte voor de rivier*, EUPAN (European public administration network), EIPA, LUXEMBOURG INSTITUTE OF SCIENCE AND TECHNOLOGY, and LIST.



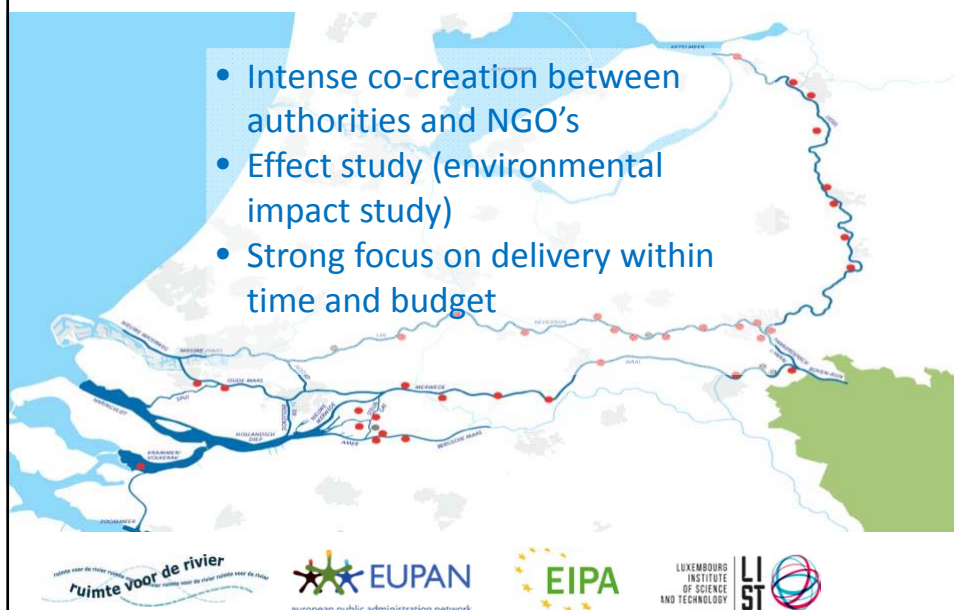
From  
**600**  
to  
**34**  
projects

## Exploration and identification phase

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- Intense co-creation between authorities and NGO's
- Effect study (environmental impact study)
- Strong focus on delivery within time and budget



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## Decision by minister and parliament

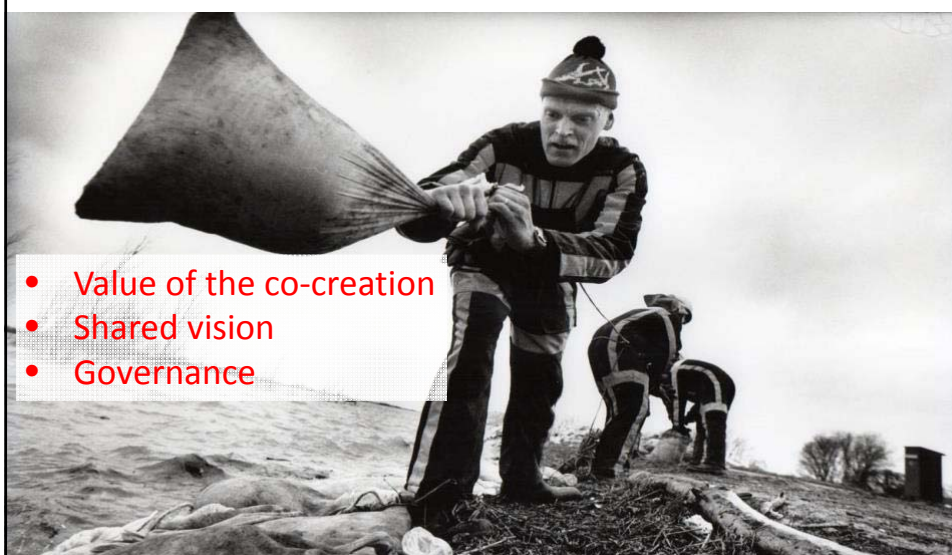
### Result

General consensus government, local and regional authorities:

- 2 Goals
- 34 Projects
- Broad spatial outline
- Budget 2,3 billion euros
- Unanimously accepted in both houses of parliament

NATIONAL SPATIAL PLAN ROOM FOR THE RIVER

## Collaborate on water safety




- Value of the co-creation
- Shared vision
- Governance

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**In-depth session**

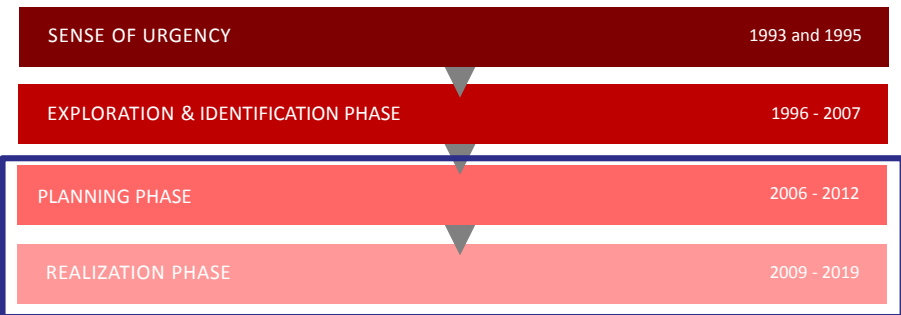
## Rijkswaterstaat Room for the River

Dutch approach for flooding: from stakeholders to shareholders







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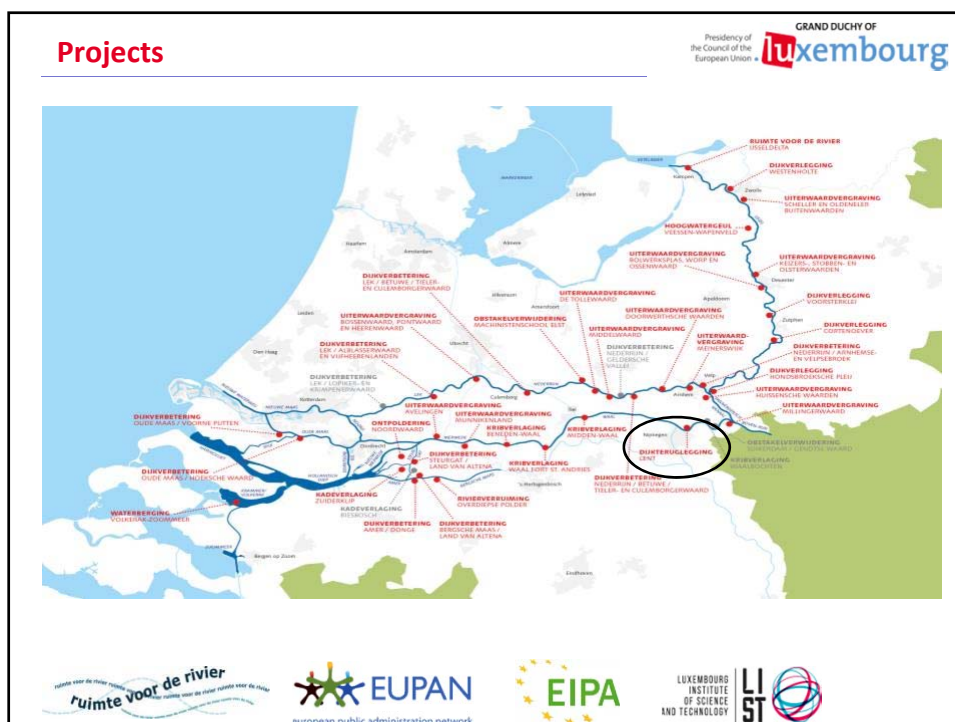
## Approach



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graph TD
    A[SENSE OF URGENCY 1993 and 1995] --> B[EXPLORATION & IDENTIFICATION PHASE 1996 - 2007]
    B --> C[PLANNING PHASE 2006 - 2012]
    C --> D[REALIZATION PHASE 2009 - 2019]
    
```

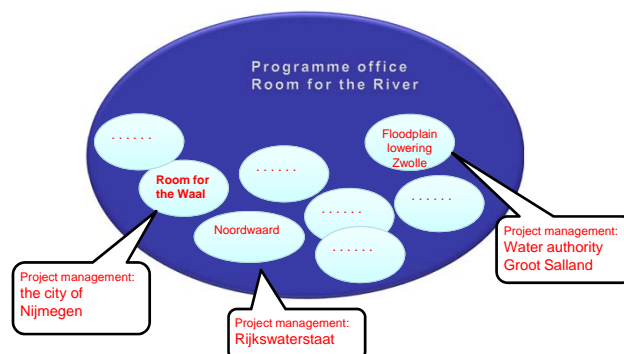




## Planning phase

### specifying needed measures

1. Who is best in developing a detailed plan?
2. How to involve local communities?
3. How to control the process?



## Example Room for the Waal

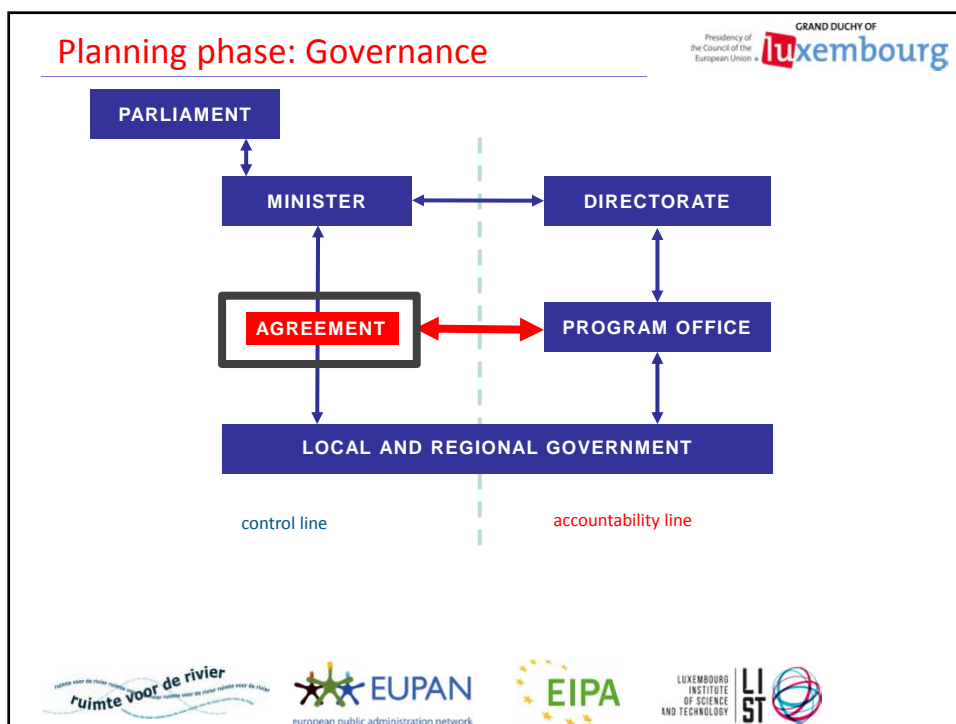
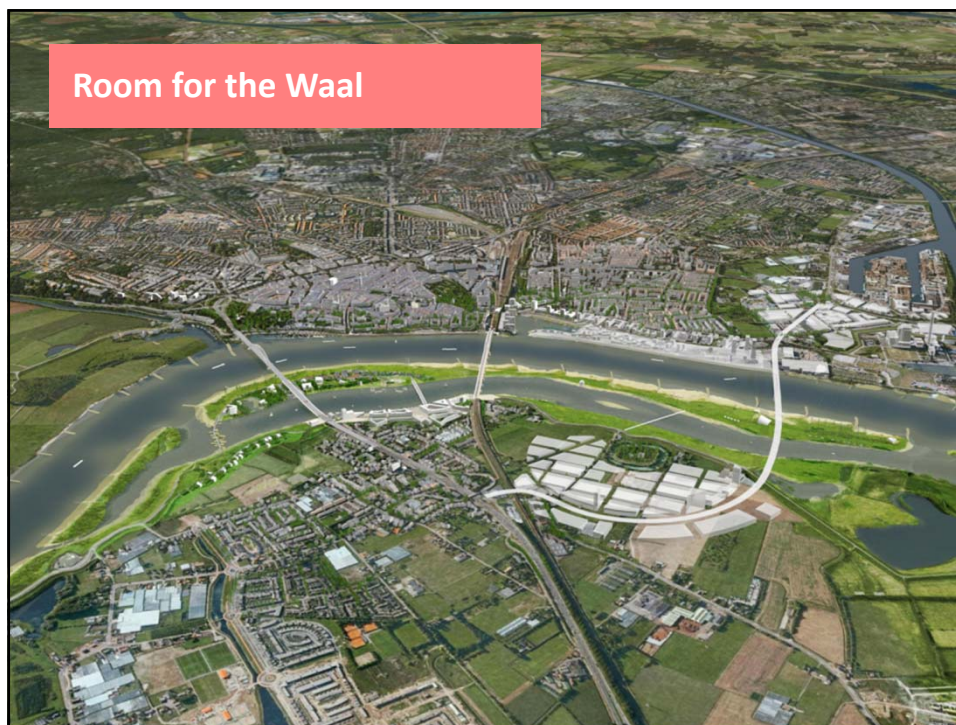
### Planning and realization by the city of Nijmegen

#### Dyke relocation







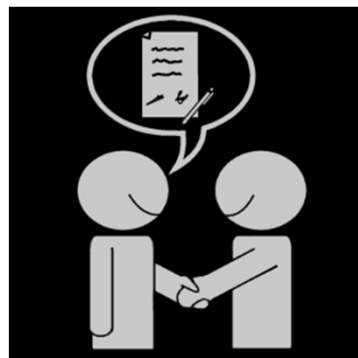


## Planning and realization phase

### Governance - agreement

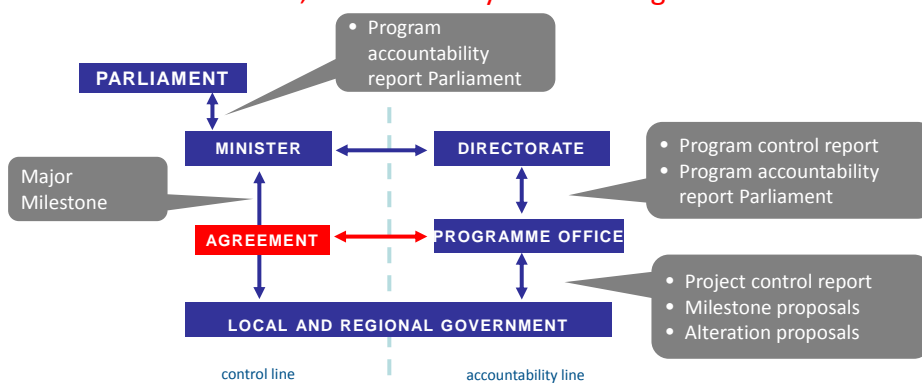
Agreement on project

- Broad outline of the measure (for example depoldering and dike relocation)
- Strong focus on major objectives
  - ❖ Flood protection
  - ❖ Spatial Quality
- Available budget
- Time frame
- Milestones
- Arrangement about controlling and accountability



## Planning and realization phase

### Governance: control, accountability and steering



## Arrangement of the shareholders: Steering group

- Members delegates of different public authorities



## Programme management



- Governance
- Quality framework
- State of the projects
- Finance
- Stakeholders
- . . . .



## Outcome of the programme



- Goals water safety and improving spatial quality accomplished
- About 80 % of the projects within time
- Within budget
- Big contentment by shareholders











## Collaboration between Programme office and the City of Nijmegen



- Weaknesses
  - Big dependency between both parties
  - Chance on delay caused by complex decision-making
  - Weak financial position of the city of Nijmegen











## Collaboration between Programme office and the City of Nijmegen



### ➤ Strenghts

- Equal contact on all management levels
- Good contract with distinct roles
- Quality framework at the start of the project
- Distinct milestones
- And the most important

**Collegial and professional contact based  
on respect and partnership**



## Co-Creation within Room for the River



- Collaboration has to be beneficiary for everyone involved
- Strong and soft means are important for a good partnership
- Use complementary strength of shareholders
- Leadership and respect



## Co-Creation within Room for the River

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- Collaboration has to be beneficiary for everyone involved



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- Strong and soft means are important for good partnership



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- Use complementary strengths of shareholders



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- Leadership and respect



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## Co-Creation within Room for the River



- Collaboration has to be beneficiary for everyone involved
- Strong and soft means are important for a good partnership
- Use complementary strength of shareholders
- Leadership and respect



## Transferability



- Project/programme with a strong need of collaboration with all sort of stakeholders
- Decentralization of tasks from national government towards local and regional governments
- All with a strong focus on goal, time and finances



Thank you for your attention

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