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What are stakeholders?

Individual, groups or organizations that:

- a) may be affected by a problem or its solution (“affected stakeholders”);
- b) possess necessary resources (“influential stakeholders”); or
- c) both

Contents

- Case study Overdiepse polder
- Stakeholder analysis
- Should you always do what your client and other stakeholders want?

Overdiepse Polder

<http://www.youtube.com/watch?v=tPAPllpX6TA>



Source: <https://beeldbank.rws.nl>, Rijkswaterstaat, Ruimte voor de Rivier / PDR



PKB ruimte voor de rivier

- 550 ha, 17 farms, 94 inhabitants
- 2000: designated as potential “retention area”
- Farms would have to go
- Financial uncertainty
- Potential for conflicts and polarization

- How was this issue handled?
- What is the background?

1953 flood

Source: Wikimedia Commons,

http://commons.wikimedia.org/wiki/File:Overstromingsgebied_nederland_1953.png



Recent events

- 1993, 95: Flooding of the Meuse, near disaster Rhine
- 1994, 1998, 2001, 2004 etc.: Regional water logging

Nijmegen 1993



1995, RW15, Near Gorinchem

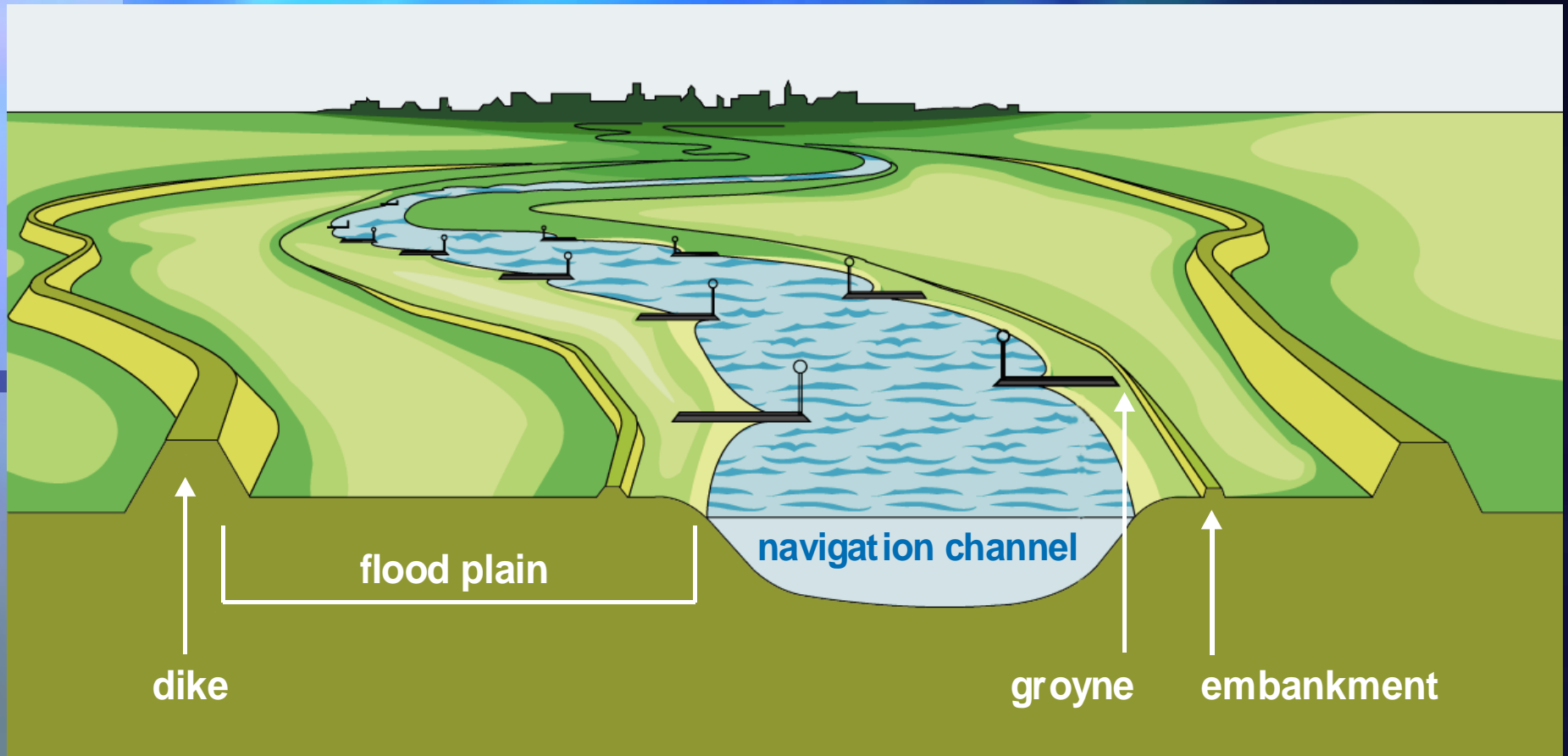


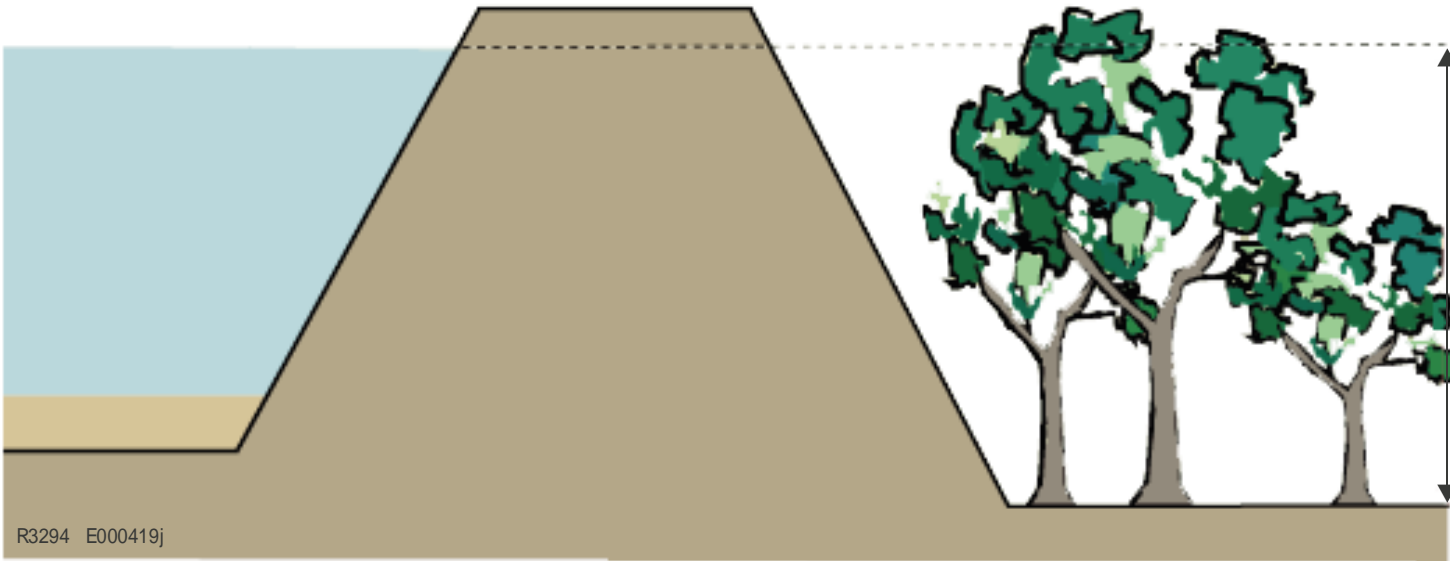
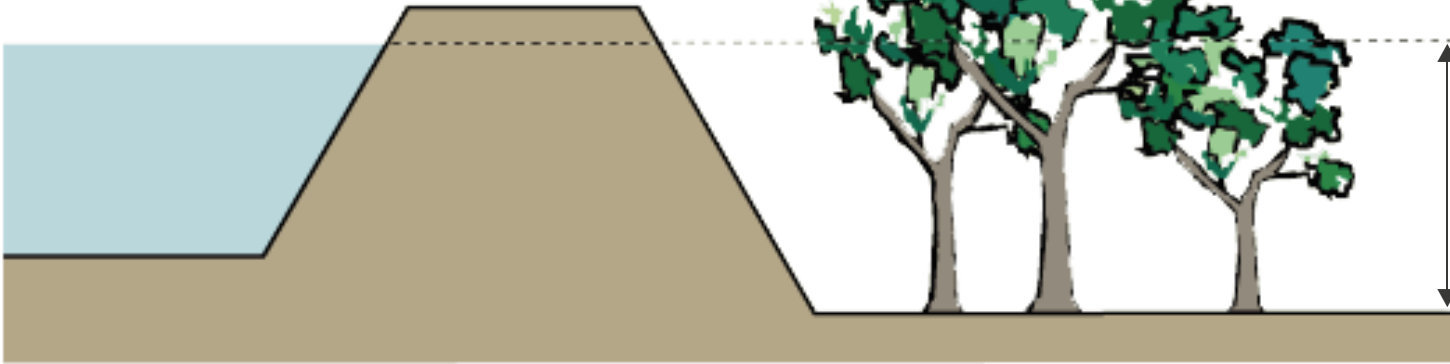
Reaction twofold

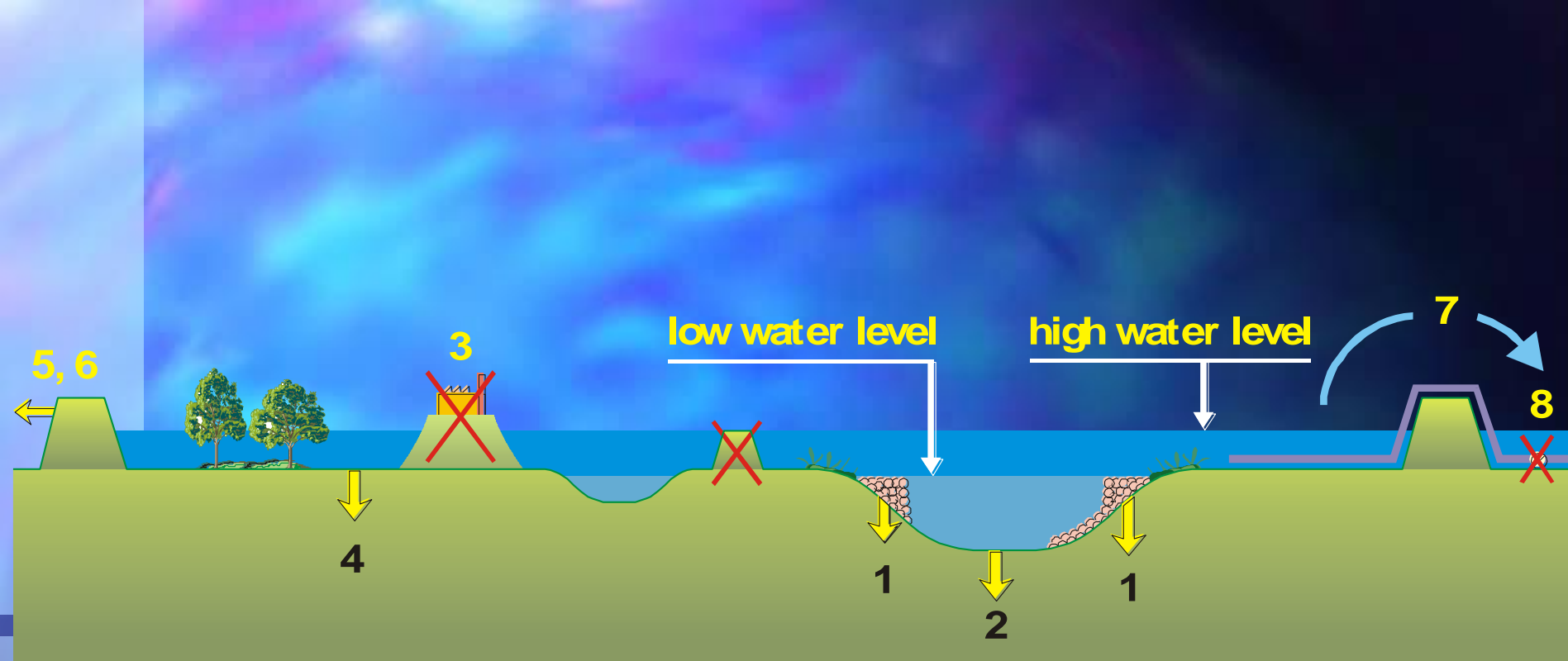
A: Deltaplan major rivers 1995

- Hurried completion of dyke reinforcement along Rhine
- “Embankments” along Meuse

B: New policy: “space for water”







- 1 - lowering of groynes
- 2 - deepening low flow channel
- 3 - removing hydraulic obstacles
- 4 - lowering flood plains

- 5 - locally setting back dikes
- 6 - setting back dikes on a large scale
- 7 - detention reservoir
- 8 - reduction lateral inflow

9 - bypasses

10- emergency detention reservoir



Responsibilities flood protection

- Policy and legislation: Parliament and Cabinet
- Main rivers: State Water Management Agency
- Nearly all dykes: the waterboards
 - Supervised by State
 - 100%→50% subsidy for dyke strengthening

Suppose it is 1996, you have been hired as a consultant to find more space for the river. How do you identify promising measures?

- Criteria?
- Whom to consider/ involve?

What really happened...



- March 2001: 4 farmers (and ZLTO) presented their own plan: flood mounds

Farmer representative Broekmans

- “Wij vragen niet om water, maar het water vraagt om ons en daar willen wij, onder bepaalde voorwaarden, aan meewerken.”
- “Geen jarenlange onzekerheid, want dat is funest voor onze bedrijven.”
- “Maar als het nee wordt, haken we af.”

- 2002-2003: "Spiegelproject"
- May 2004: Designated as "pilot project" for space for Rhine branches
 - Peak water level 30 cm down for 150 mln €
- Long formal procedures
- July 2007: Formal adoption of flood mounds alternative
- 2015 ready

Why and how to analyze/ involve stakeholders?

Why :

- Influential stakeholders: their support is needed to implement solutions
- Affected stakeholders: optional?

Which stakeholders to analyze?

- **Relevance for project (problem, solutions)/ client**
- Influential stakeholder: relevant resources
 - Legal
 - Financial
 - Expertise
 - Political influence
 - Etc.
- Affected stakeholders: interests/ objectives

Sources:

- Resources: laws, newspaper, interviews, annual report, ...
- Official goals: website, policy documents, annual report, ...
- “Real” goals: behaviour/ newspaper, logical thinking, interviews

Question for discussion

Should experts always do (analyze, design) what their client/ the stakeholders want them to do?

Mostert and Raadgever 2008, “Seven rules...”

1. Reflect on the nature and possible roles of technical expertise
2. Analyse stakeholders and issues at stake
3. Choose whom and what to serve
4. Decide on your strategy
5. Design the process to implement your strategy
6. Communicate!
7. Reflect on your own interests and skills

References

- Mostert, E. and G. T. Raadgever (2008). "Seven rules for hydrologists and other researchers wanting to contribute to the water management practice." *Hydrology and Earth System Sciences* 12: 1087-1096
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- Rooy, P. v. and R. Slootweg (2003). *Spiegelproject Overdiepse polder; Rapportage verkenning*.
- Youtube channel Overdiepse Polder, <http://www.youtube.com/user/OverdiepsePolder>