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### The power to collaborate : How judicious use of power accelerates the strategic capacity of regions in the Netherlands

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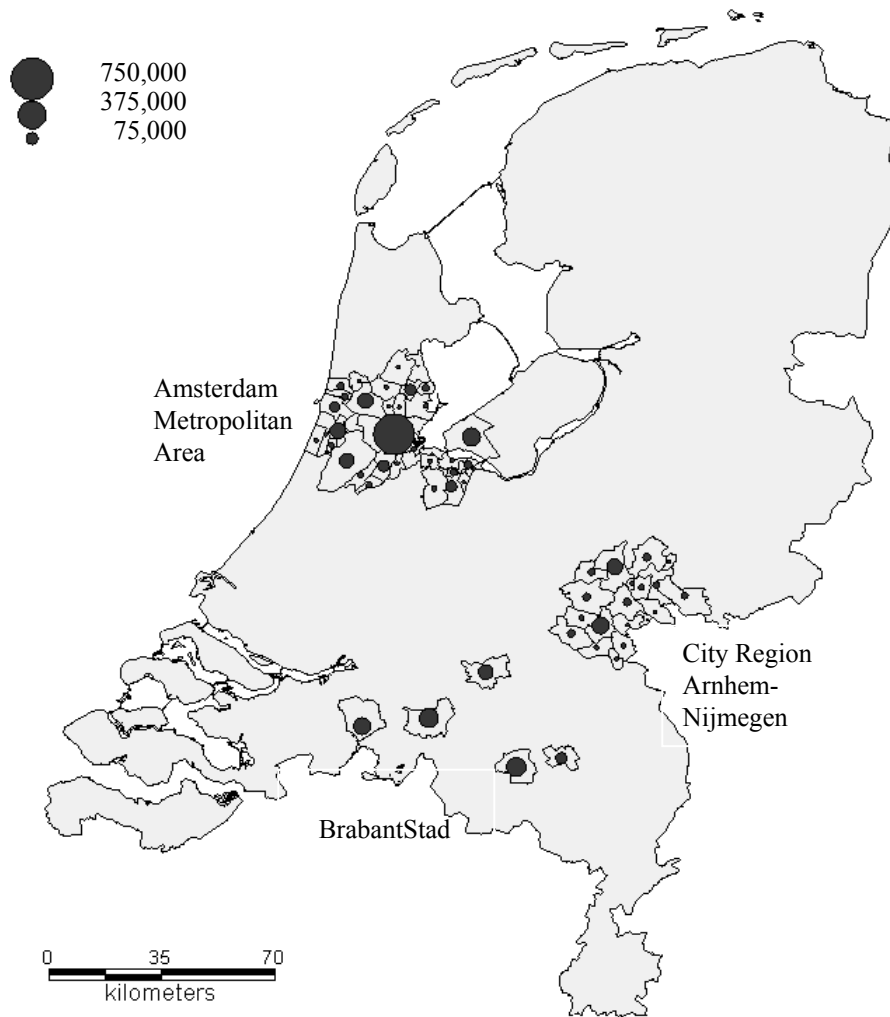
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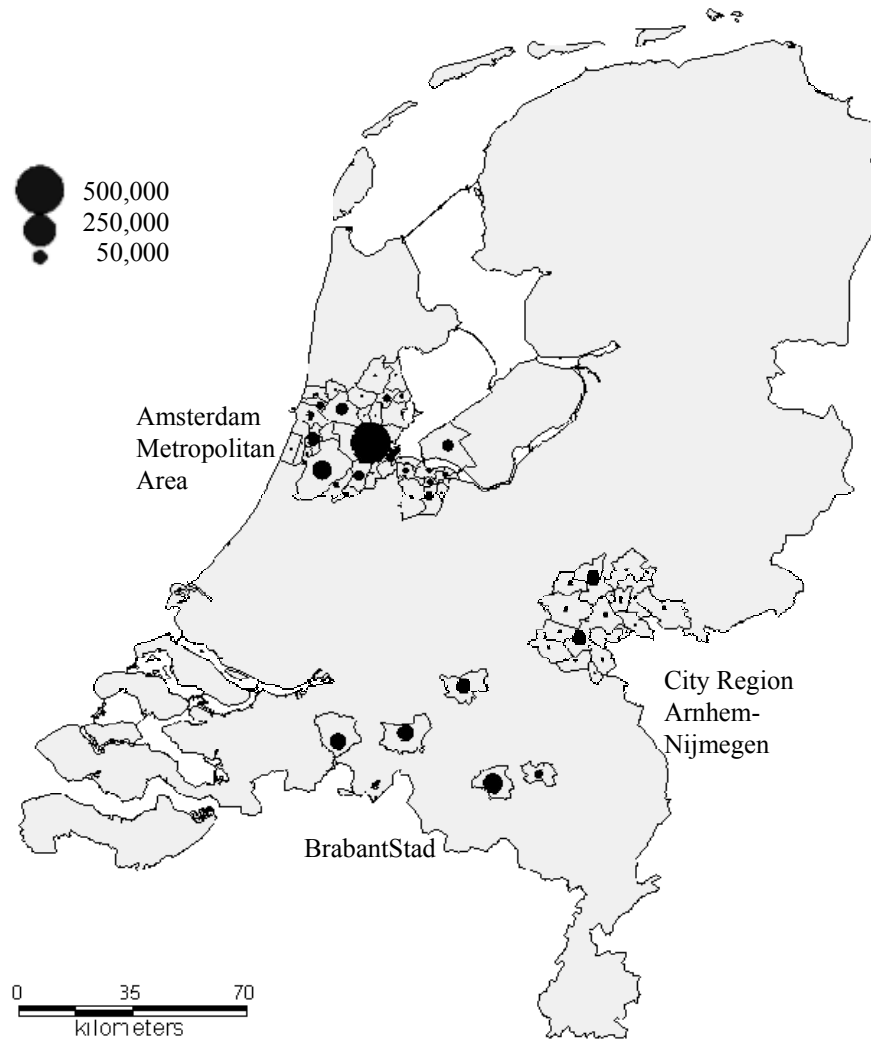
# APPENDIX I

## SOCIAL-ECONOMIC PROFILE OF THE THREE INVESTIGATED REGIONS

Map 1: Population per municipality in 2006 (based on CBS 2007)



Map 2: Number of jobs per municipality in 2006 (based on CBS 2007)



## APPENDIX II

### THE CASE STUDY PROTOCOL

All three cases in all phases of the research were treated according to replicated inquiry patterns and retrievable organization of databases. In all cases, the same techniques were used for data collection and the same procedures of inquiry were conducted to analyze the empirical findings. Both explicit and tacit sources of empirical data was collected and analyzed through the research. The explicit sources included official documents (produced by the regional collaborative associations and their individual members) and codified mass-communication sources (internet sites of relevant stakeholders and local/regional media). Tacit knowledge was exposed and analyzed through the conduction of semi-structured interviews with stakeholders' representatives, political leadership and practitioners. Respondents' records provided complementary empirical data for the appraisal of strategic capacity and provided primary sources for revealing and retrieving the power mechanism that influenced it.

#### I. Apprising regional strategic capacity

**RECEPTION CAPACITY** – refers to the degree in which information is internalized and knowledge is created as a derivative of the *diversity and intensity in which stakeholders* are involved during the formation of regional spatial-economic strategies. Potential stakeholders included actors from the public sector (governments), private sector and the non profit sector (see table 1).

Table 1: Potential Stakeholders taking part in Regional Collaborative Associations

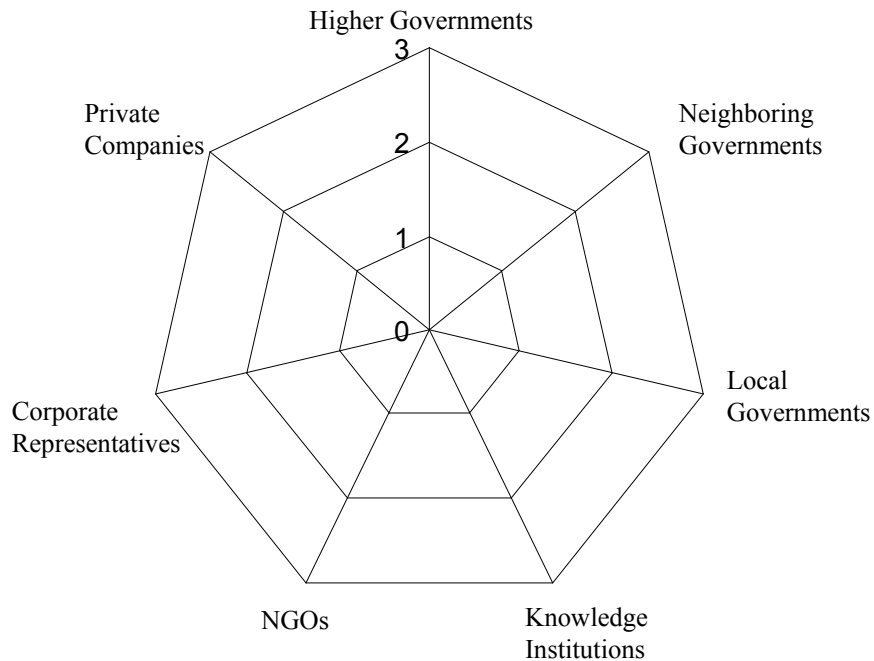
STAKEHOLDER	TYOLOGY	SPECIFICATION
PUBLIC SECTOR	Intra Regional Governments	Local and regional governments within the RCA's demarcated area
	Inter Regional Governments	Neighboring municipalities or regional governments
	Super Regional Governments	Higher governments (Ministries, EU representatives)
PRIVATE SECTOR	Representative organizations	Chamber of Commerce and/or employers' organizations
	Companies, private investors	Local, regional or multinational companies
NON PROFIT SECTOR	Research and Education centers	Universities, colleges and research centers
	NGOs	Societal organizations and interest groups

A complementary aspect to stakeholder analysis for appraising the regional base of knowledge was the *multiplicity of policy fields* upon which the regional parties collaborated and for which regional strategies were composed. Those included the themes with direct relevancy to spatial economic developments (spatial planning, housing, transport and economy).

The variety and intensity in which stakeholders were involved got a visual impression with the help of the regional strategic compass (figure 1). The compass reflects the degree of which each type of stakeholders was involved in the regional strategic forming process. The level of inclusion is reflected with four ordinal scales:

- 0- No participation;
- 1- Incidental participation: Ad hoc participation over specific regional strategic theme;
- 2- Enduring participation: continuous involvement in the strategic forming of *specific* regional strategic theme;
- 3- Permanent participation: continuous involvement in the strategic forming of *all* regional strategic themes.

Figure 1: Regional strategic compass



**CONSOLIDATION CAPACITY** – The degree to which the RCAs manage to define strategies, select between alternatives and create coherent series of actions is appraised along four aspects of the strategic output:

- The formation of well-defined and agreed upon spatial economic strategies;
- The conduction of united collective lobby for regional choices by external parties;
- The coordination and distribution of internal spatial economic investments/projects;
- The coherent integration of different projects and different policy fields.

**REALIZATION CAPACITY** – The degree to which the regional strategic output was realized focused on the official commitments expressed by external stakeholders in their reaction to regional lobbying campaigns and the official commitment of internal stakeholders with regard to internal coordinating efforts. In both cases the official commitments expressed by external and internal stakeholders provided the empirical data for appraising realization capacity. Realization capacity therefore was derived from the collective success to influence external parties to officially adopt the regional position regarding spatial-economic matters (lobby) and the collective success to bring internal parties to integrate the regional positions in their local policies.

## **II. Using interviews for generating and examining hypotheses**

Interviews with public officials, political figures and representatives of the different stakeholders were used to reveal explanatory mechanisms to explain regional successes or shortcomings during the regional strategic forming process. The questions raised during the interviews occasionally demanded reflection and contemplation by the respondents. Respondents were asked factual, informative questions regarding the strategic output and collaborative practice (What? When? Who?) in order to estimate regional strategic capacity. Complemented questions of more compound nature (Why? How?) were presented to respondents in order to detect influential variables and reveal explanatory mechanisms for the observations.

Even though interviews within the same case had different rhythms and emphasized different inquiry angles some question regarding three components of the research were raised in all of them. Those questions regarded the actual regional strategic capacity, the mode of regional governance and the search and understandings of potential explanatory mechanisms (See table 2).

Table 2: Questions asked during interviews with respondents from the region

<b>REPETITIVE QUESTIONS PRESENTED TO RESPONDENTS INVOLVED IN THE RCA ACTIVITIES</b>		
<b>QUESTIONS REGARDING REGIONAL STRATEGIC CAPACITY</b>	<b>QUESTIONS REGARDING MODES OF REGIONAL GOVERNANCE</b>	<b>QUESTIONS REGARDING EXPLANATORY MECHANISM</b>
<p>Who is taking part of the RCA?</p> <p>How often do the collaborative parties come together?</p> <p>How do the voices of other public/private/non profit are brought to the regional consultations?</p> <p>What does the RCA wishes to achieve within the collaboration?</p> <p>What are the spatial/economic strategies the RCA produced to achieve the regional aim?</p> <p>Which decisions were most disputable and challenging?</p> <p>How did the RCA dealt with the conflicts among members?</p> <p>What was the result of the conflict?</p> <p>How did the RCA ensured participating parties would commit to the agreements?</p> <p>What do you consider the greatest achievement of the RCA? Why?</p> <p>Which issue appeared to be too hard for the RCA members to agree on? Why?</p>	<p>Do you consider the voluntary/compulsory character of the RCA constructive to the quality of the regional collaboration?</p> <p>Would you favor a more hierarchic model of governance in the region to increase capacity for strategic decision-making? Why?</p> <p>Would you favor including more parties in the RCA? Which? Why?</p>	<p>How did the collaborative practice started?</p> <p>Why did 'X' were not involved in the regional strategic forming process?</p> <p>How does the RCA make its decisions?</p> <p>Why didn't you step out of the collaboration when disappointed?</p> <p>Why did you join the collaboration?</p> <p>How do you explain this specific success?</p> <p>How do you explain that on this issue the RCA did not manage to agree?</p> <p>What was missing for the RCA in order to agree on the issue?</p> <p>What would you consider a crucial condition for successful collaborative practice in the region?</p> <p>How did 'X' influenced the regional collaboration?</p>

### III. Data analysis

The answers given by respondents were codified with the help of qualitative research software (Atlas.Ti) in order to retrieve and detect repetitive patterns that could explain variation in the degree of regional strategic capacity.

All recorded interviews were typed and labeled according to the meta-groups of codes referring to regional strategic capacity, regional governance and conditions of success. Table 3 specifies codified arguments as identified in interviews.

Table 3: Coded arguments as identified in interviews

<i>CODE</i>	<i>SPECIFICATION</i>
Public sector dominance	Regional collaboration in the fields of spatial-economic strategies are strongly predominated by local and regional governments
Difficulty to attract private sector	Local private companies have usually no capacity to participate in spatial economic strategic forming in the region. Multinationals show limited interest in participating in generic regional strategic forming.
Importance of selectivity	The collaboration must focus on specific issues and joint resources around limited number of projects in order to be effective.
Realization uncertainty	There is a gap between declared policies and agreements and the actual realization of those in practice.
Not structure but issue	The search for an ideal governmental structure to provide efficient and complete answers to regional challenges is doomed to fail. It is better to learn to collaborate within the given structures on the issues at stake.
Complementary modes of governance	The voluntary character of the collaboration is complementary to the official relations between stakeholders. The two modes complement rather than compete with each other
Voluntary is awkward	The voluntary practice entails long and intensive consultations in which all parties need to be persuaded
Inclusion delays decision-making	Wide involvement of stakeholders leads to delayed decision making procedures.
Exclusion delays implementation	Exclusion of parties from the decision-making process leads to delays and objection during realization of regional policies/projects
Unity as critical mass	It is important for the collaborating parties to radiate unity behind regional positions towards external parties.



Importance of selectivity	It is important to show selectivity and focus on limited number of issues the region wishes to promote when communicating with external parties.
Central government crucial	The central government (ministries) have crucial role in igniting and shaping the regional collaboration as it holds financial resources and it makes strategic decisions.
Intra-regional rivalry	The intra-regional rivalry between cities reduces the capacity to drive clear and coherent spatial economic strategies
Central city	The influence of larger cities within the region is higher than the influence of the smaller ones.
Better in than out	Municipalities adhere to collaborative approach even in times their interests are not optimally served since the alternative of being excluded is perceived as more threatening.
Human factor	The level to which individuals in key positions are able to work with each other is crucial for the regional collaboration
Issue oriented	Fruitful collaboration is dependent on the issue at stake. Different issues demand different stakeholders and different arrangements
Problem-oriented	Fruitful collaboration is dependent on tangible problem(s) acknowledged by all regional parties.
Arrogance is the enemy	Arrogance and paternalistic approach of certain party or person within the region reduces the willingness of other parties to collaborate or adopt its position.
Sense of success	Creating a sense of success is crucial for keeping the collaboration in tact.
Reflexive effect	Perceived success by internal and external parties stimulates intensification of the collaboration as more parties join and new issues are tackled.

## APPENDIX III

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### OVERVIEW RESPONDENTS OF THE THREE CASES

#### BRABANTSTAD

Steven Adriaansen <i>Alderman Spatial Planning and Housing, Roosendaal Municipality</i>	25-10-2007
M.H.W Bredeschneyder & J. Bemelmans <i>Administrative advisors, Eindhoven Municipality</i>	14-11-2007
Guy Kepen <i>Head government relations, Philips</i>	21-06-2007
Herman Klitsie <i>Mayor of Oss municipality</i>	21-11-2007
Gertjan Koolen <i>Project leader Studio BrabantStad, North-Brabant Province</i>	31-01-2007
Bas Pollman <i>Director Chamber of Commerce, Eindhoven</i>	27-11-2006
W.A.L Reijlink <i>Coordinator BrabantStad, Breda Municipality</i>	14-02-2007
Paul Rüpp <i>Board Executive Spatial Planning and BrabantStad, North-Brabant Province</i>	07-05-2007
Myrna Spil <i>Senior strategist, Tilburg Municipality</i>	18-10-2007
Frank van der Wende <i>Program manager South-east Brabant-North Limburg, Ministry of Economic Affairs</i>	22-05-2007
Vincent van der Werff <i>Account manager South (DG Ruimte), Ministry of Spatial Planning</i>	26-06-2007

Ruud van Heugten <i>Alderman Spatial Planning and Mobility, Helmond municipality</i>	15-11-2006
Edgar van Leest <i>Senior advisor, City Region Eindhoven</i>	17-08-2006
Eric van Merrienboer <i>Alderman of mobility and environment, Eindhoven municipality</i>	04-12-2006
Hans van Oerle <i>Adviser BrabantStad, 's-Hertogenbosch Municipality</i>	22-10-2007
Pieter van Ree <i>Program Manager BrabantStad</i>	19-09-2006
Jean van Zeeland <i>Project leader A2-axis development, City Region Eindhoven</i>	28-11-2006

## **CITY REGION ARNHEM-NIJMEGEN**

Carina Basten <i>Process and project manager, City Region Arnhem-Nijmegen</i>	18-08-2008
Han Bert <i>Senior strategist, Nijmegen municipality</i>	18-08-2008
Paul Boel <i>Regional account manager, Ministry of Spatial Planning</i>	03-09-2008
Alain de Haar <i>Director Chamber of Commerce, Arnhem-Nijmegen</i>	28-08-2008
Bart de Jong <i>Advisor 'Tempo Kan', City Region Arnhem- Nijmegen</i>	29-08-2008
Harry de Vries <i>Mayor Lingerwaarde Municipality</i>	08-09-2008
Gert Kroon <i>Chairman employers' organization VNO NOW, Arnhem-Nijmegen</i>	28-08-2008
Jaap Modder <i>Chairman City Region Arnhem-Nijmegen</i>	01-10-2008

Marcel Robbens <i>Senior Strategist, Arnhem Municipality</i>	05-09-2008
Rob Roskes <i>Head department regional coordination and strategy Gelderland Province</i>	01-09-2008
Carol van Eert <i>Director secretary, City Region Arnhem-Nijmegen</i>	03-09-2008
Marieke van Haaren <i>Executive Councilor Mobility &amp; Economy, Gelderland Province</i>	01-09-2008
Pieter van Ree <i>Head sector spatial development, City Region Arnhem-Nijmegen</i>	15-07-2008
Petra Wingerden-Boers <i>Mayor Rheden Municipality Executive Councilor Work &amp; Economy, City Region Arnhem-Nijmegen</i>	14-07-2008

## **AMSTERDAM METROPOLITAN AREA**

Michel Bezuijen <i>Alderman Haarlemmermeer municipality Executive Spatial Planning, City Region Amsterdam</i>	13-09-2006
CJ Dippel <i>Coordinator Plabeka, Economic Department Amsterdam municipality</i>	08-12-2007
Dick Hulsebosch <i>Adjunct director Regional Stimulation Program Chamber of Commerce, Amsterdam</i>	14-09-2006
Kees Joustra <i>Program manager North Wing, North-Holland Province</i>	20-04-2007
Jaap Meindersma <i>Program manager city strategy, Almere Municipality</i>	23-11-2007
Cees Jan Pen <i>Advisor Economic Affairs, Zaandstad Municipality</i>	08-10-2007

Han Quast <i>Head of managerial department, Amsterdam municipality</i>	11-02-2007
Marijke Rombouts <i>Advisor governmental affairs North Wing, Amsterdam municipality</i>	22-02-2007
Michiel Ruis <i>Program manager National Program to the North Wing Ministry of Transport, Public Works &amp; Water Management</i>	09-11-2006
Pieter Tordoir <i>Professor Economic Geography, University of Amsterdam Director Chamber of Commerce Amsterdam</i>	22-11-2006
Fike van der Burght <i>Project leader project management bureau, Amsterdam Municipality</i>	11-02-2007
Gerrit van der Plas <i>Senior policy advisor, City Region Amsterdam</i>	08-07-2006
Barbara Verbeek <i>Project leader, North-Holland Province</i>	20-04-2007
Ton Verheijden <i>General secretary Inter-Municipal collaboration Waterland (ISW)</i>	23-04-2007
San Verschuren <i>Team leader strategies, Amsterdam Municipality</i>	19-02-2008
Marijn Willems <i>Advisor urban planning, Diemen Municipality</i>	23-04-2007