

MEETING

AKLA



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Het Nieuwlandse Rode Kruis

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Creating local empowerment through organisational transformation

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A note of gratitude

Chair & Mentor

A huge thank you for both of these people.

Thank you Jan-Carel for rooting me on from day 1 and for being a role model in this area of design work for years. For making me reflect on my work and to think outside of the box once more. Thank you Rebecca for being so supportive, respectful and engaged, for showing different ways of thinking and designing. Most of all, thank you for acknowledging me also outside of this project and to create a safe space to open the conversation about personal matters that are so important and influence our work on a daily basis.

WAI Team

The WAI team has openly welcomed me to the office. From the very first day, Saskia inspired me to keep asking critical questions, to challenge a system that is so old. With her position as a well respected strategic designer with a climate background, she was a true role model to me. Michel knows Mozambique better than anyone. Having lived there for several years he made sure to support me on bridging the gap of not going to the country myself. For these 2 people I am very grateful.

Photography:

I was given permission to use the photographs, taken by several team members that embarked on the research trip to Mozambique in March 2023, by S. van Manen.

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Preface

As the climate crisis intensifies, various climate hazards pose significant risks, including rising sea levels, flooding, crop failures, and the spread of waterborne diseases. Notably, there exists a strong correlation between social movements like Black Lives Matter and climate strikes, highlighting the intersecting nature of these challenges. While humanitarian organizations such as UNICEF, Save the Children, and the Red Cross play crucial roles in providing immediate disaster relief, an intriguing possibility arises: What if active listening became an inherent part of corporate DNA, offering a potential solution to this intersectional problem?

This report is written as a part of my Master thesis for Strategic Product Design at the Delft University of Technology. The project is done for the Netherlands Red Cross within the “Water, Advisory & Innovation” team.

The goal of the research is to create awareness through humanizing data into a compelling story, grounded in literature and professional knowledge. The aim of the book is to inspire, to make people reflect and eventually increase engagement with the partner country on different levels. This book is created directly for employees within the Red Cross but also organizations facing similar challenges in and outside the humanitarian world.

The storytelling book is to be used for both new employees as well as employees that have been in the field for a long time. Middle management plays a great role in the first steps of a transformative strategy since they benchmark the company culture and foster an attitude towards people in need as well as other national societies.

Enjoy reading!

A handwritten signature in black ink, appearing to read "J. Stuurij". The signature is written in a cursive, flowing style with a large initial "J" and a long, sweeping underline.

Executive Summary

This master's thesis collaborates with the Netherlands Red Cross (NLRC) and their Water and Innovation team. The aim of the team is to foster greater engagement with local communities and establish a power balance that empowers the partnering country, rather than being centralized in the NLRC's headquarters in The Hague.

The core of the research project is the design of a storytelling book that adopts a fairytale tone to facilitate ease of reading, engagement, and inspiration. The book incorporates captivating visualizations to narrate the stories of Akila, a Mozambican girl living in Beira, and the Red Cross volunteers during disaster relief efforts.

This design is created through extensive research. The study identifies significant challenges within the NLRC, highlighting the need for substantial transformations in work methodologies. Specifically, the structure of projects must be reoriented to prioritize the active involvement of local communities. The challenges analyzed in this thesis include organizational alignment, global knowledge transfer, and local engagement.

To address these challenges, the project adopts a comprehensive five-phase approach. The initial phase involves a digital visit to Mozambique, conducting extensive research across five domains to gain a deep understanding of the context. The second phase focuses on developing an academic foundation by exploring topics such as climate injustice and climate change. The third phase encompasses in-depth interviews with a multitude of organizations both within and outside the field. Subsequently, it reconvenes to synthesize the gathered information into an engaging design specifically tailored for the NLRC. The fourth

phase involves defining and refining the design concept, including testing the book and formulating an implementation strategy.

The book's target audience includes experienced and new Red Cross employees, direct project partners of the NLRC (e.g., Deltares), indirect partners (e.g., the Ministry of Foreign Affairs), and organizations encountering similar challenges (e.g., Doctors Without Borders). Furthermore, with adaptations in text, language, and visualization, the book holds the potential for integration into the NLRC's existing school packages.

Currently, the Water and Innovation Unit aims to expand the organization's expertise across various phases of the disaster risk management cycle. While historically focused on the response and recovery phases, the NLRC's project in Beira signifies a transition toward involvement in the mitigation and preparation phases as well.

The extensive network of organizations and companies affiliated with the NLRC offers a significant opportunity for sustained expansion. To promote a shift of control to the partnering countries, it becomes essential to establish a network that incorporates local organizations. This necessitates the acquisition of localized knowledge to effectively engage with the NLRC, thus fostering a comprehensive understanding of the specific contexts. The primary future role of the NLRC encompasses not only financial support but also the refinement of programs, enhanced program impact, and facilitation of network expansion. Consequently, the NLRC assumes the role of a facilitator in the realm of disaster risk management, where decisions are governed by the partnering country. Acknowledging the existing power imbalance, the transition to this stage will undoubtedly demand a substantial investment of time and effort.

Decolonization Lingo

Words carry significant meaning and power. One step in the process of decolonization is using the right terms. This is what you should say.

Do not use	Why not use?	Instead use:
Field work, On the ground	Implies that African countries are not urbanized	<i>Local Research or specify country</i>
Delegates	This implies that the person is sent to represent 'us'.	<i>connectors, bridge builders, mentors, reality checkers</i>
Operational capacity	Militaristic. Assumes a sort of stand-by and operational unit that is always 'switched on'	<i>Agency</i>
Capacity Building	Transactional, assuming a counterpart lacks something that they do not have or need.	-
Incoming generating activity	Implies that (practical) jobs in Africa are not real jobs	<i>A job</i>
Towns across Europe but villages in Africa	Most countries are more developed we might think and Africa is not a country	<i>Towns across Africa</i>
Giving voices to the voiceless	It is condescending and more about the humanitarian system	<i>Giving support, could be community led</i>

Silver Bullet	<i>Does not exist in a complicated world of social impact</i>	-
Third world, developing countries	These terms are often seen as derogatory or perpetuating a hierarchy between nations	<i>Less economic Global south (still has it pitfalls)</i>
Underdeveloped	Implies a negative judgment and reinforces a sense of superiority	<i>emerging economies</i>
Bottom of the pyramid	"Bottom" implies inferiority	<i>Base of the Pyramid</i>
Slums	Looks down on settlements	<i>Informal settlement</i>
Poor, Impoverished	Stigmatizing and reduces people to their economic conditions	<i>low-income, economically disadvantaged, or marginalized communities.</i>
Beneficiaries or Recipients	These terms can create a power dynamic and imply a one-sided relationship	<i>community members, partners, or stakeholders</i>
Victims, sufferers	Perpetuates a sense of helplessness and victimhood	<i>Affected individuals or people facing challenges</i>
Handouts, charity	Undermines the dignity and agency of individuals and communities being supported	<i>assistance, support or empowerment (the last term has its pitfalls)</i>

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1 INTRODUCTION

1

INTRODUCTION

About 8500 km south of The Hague lies Mozambique. Mozambique is a coastline country that lies along the strait of Madagascar. The country has several large cities of which Maputo serves as the capital and Beira acting as the primary port.



About 4 years ago, in 2019, the country was in the international spotlight for Idai, a great disaster that claimed the lives of at least 602 individuals and resulted in approximately \$773 million in damages (Southern Africa, 2019). Ever since this infamous moment, the country has had difficulty with getting out of climate despair. Limited financial resources, complex coordination systems and above all, continuous surges of cyclones and yearly mass flooding made it close to impossible to crawl up from poverty and create climate resilience.

The issue in Mozambique is, like in most places, a systemic problem, an intersectional issue. It ties in with century-old social structures, economic dynamics and global warming, in other words, Mozambique It stands on the frontlines of a climate crisis, where the repercussions are deeply felt.

The Netherlands Red Cross has been active here together with numerous other humanitarian organizations for several years. This report aims to delve into the dynamics of Beira, shedding light on the challenges faced and examining the humanitarian work conducted by the Netherlands Red Cross. Moreover, it places these efforts within the broader context of the climate crisis, offering a future vision for both the local population of Beira and the employees in The Hague.

A humanitarian organization is a group that provides assistance and support to people affected by crises such as natural disasters or conflicts. They focus on meeting immediate needs like food, water, shelter, and healthcare (Berkeley - NGOs, nd).

Current state of things

Colonialism in design

The traces of colonialism in design can be observed through the prevalence of eurocentric norms (Glover, 2022). These norms introduce a sense of bias in the design work that is undertaken, that permeates our design practices. However, decolonization in design entails a shift towards prioritizing people's experiences and placing them at the center of the design process (Glover, 2022). It involves adopting a perspective that embraces the pluriverse, where diverse worldviews and experiences are acknowledged and respected. Rather than relying solely on experiential and context-specific research to understand concepts such as "global justice," decolonization in design emphasizes the cultivation of a practical ethic of coexistence and collaboration within a radically hierarchical and ontologically plural world (Hutchings, 2019). Designers are initiating dialogues about decolonization, as well as numerous movements like extinction rebellion, and have been consistently challenging organizations to address things such as climate justice and institutional racism (Williams, 2022).



2 sides to the coin

A more comprehensive understanding of colonialism is necessary, together with its literal meaning, as it departs from the colonized territories and extends as thinking. Organizations have gradually cultivated a sense of

dependency over an extended temporal horizon. It can be seen for instance when small local organizations wait for financial support from international organizations before taking action (Participant 2, 2023).

This dependence not only undermines the power of local initiatives but also perpetuates a power imbalance. This imbalance results in a so-called “white savior complex” where “expert knowledge” only lies in the Global North. This on its own undermines the power of local knowledge and resilience to mitigate climate hazards for years (participant 7, 2023).

Current playfield

Smaller enterprises and NGOs are trying to prove the difference. Some even argue the effectiveness of a non-profit organization, as a bottomline in sales could hold you accountable.

“I don't see large aid organizations change their cultures and systems. [They] do not have a closed loop system which makes accountability difficult and impact less”
(Participant 13, 2023)

With more and more demand for design and behavioral science in this work, more funders allocate their financial support to smaller organizations that are closer to making an impact. Larger organizations could either follow the lead or go extinct. Following the lead could also mean working more closely together.

The Design Goal

It is important to acknowledge that the term "colonization" carries significant weight and often elicits discomfort and defensiveness within organizations. Nevertheless, it is precisely this discomfort that necessitates a confrontation. The matter has become pressing and inescapable.

Therefore, the goal of the design for the Netherlands Red Cross is:

To create the first step of transformational change within the Netherlands Red Cross to decolonize their workways in order to localize humanitarian work.

This first step entails making listening to the people in need of aid as a core DNA of the organization. Listening is something that should be inherently embedded in the way of working. It should become common sense to centralize our work around people in need. There is no finite end to decolonisation, it is a long process that requires awareness and commitment. In the end, It is very important to start to debate our own behavior.

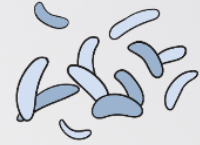
See the design preview on the next page



LIVESTOCK WAS LOST



DISEASES LIKE CHOLERA
SPREAD THROUGH
FLOODWATER



DEMORALISING SMELL FOR DAYS

MASSSES OF PEOPLE TRY TO FLEE BEIRA



2 APPROACH

2 APPROACH

First phase: Digital visit to Mozambique

During the initial phase, the focus was on creating a comprehensive portrayal of Mozambique and specifically, Beira. This started with a meticulous exploration of Mozambique's historical background, as it significantly shapes the country's present-day landscape.

The preliminary stage encompassed an extensive review of diverse sources, including post civil-war time travel diaries, contemporary travel guides, audiovisual materials such as videos and films, as well as music. Acquiring a profound comprehension of Mozambique entailed assimilating knowledge about its languages, culinary traditions, cultural practices, prominent historical figures, societal values, and additionally, the distinctive landmarks that adorn Beira, along with its surrounding environment.

Second Phase: Academic backbone

The second phase of the project entailed an intensive exploration of the literary domain. This period entailed a concentrated effort to develop a profound understanding of various facets, including climate change, natural hazards, systemic racism, climate injustice, and transformational management. The literature research conducted during this phase encompassed a wide range of diverse sources. These sources comprised scientific reports, reputable websites, news articles, social media platforms, videos and films, as well as books.

The purpose of this comprehensive investigation extended beyond the gathering of information; it also enabled effective communication and collaboration with experts and colleagues affiliated with the Red Cross by having a shared language.

Third phase: Professionals engagement

During the third phase of the project, the emphasis shifted towards “expert” knowledge, meaning here, experienced professionals. This stage aimed to acquire specialized knowledge pertinent to the field, including company specific insights. A comprehensive understanding of factors such as political dynamics and corporate responsibility within the realm of humanitarian aid was deemed crucial.

These conversations helped to shape a view on humanitarian organizations. The pool of experts encompassed a diverse range of individuals, including internal experts within the organization, as well as professionals affiliated with both larger and smaller organizations encountering similar challenges. These interactions facilitated the exchange of knowledge and experiences, contributing to a more nuanced understanding of the subject matter.

Fourth phase: The drawing table

During the fourth phase of the project, the project was taken to the drawing table with the goal of identifying interconnections among the various factors. This stage involved an examination of the collected data, aiming to discern meaningful relationships and patterns. Visual representation played

a pivotal role in this phase, as it facilitated the visualization of these connections and provided a clear depiction of the information's interconnectedness. In this phase, the first steps of the final product were born.

Last phase: Define and Refine

The fifth and final phase of the project is dedicated to the refinement and evaluation of the product. This stage focuses on fine-tuning the design and transforming it into a cohesive book. The aim is to ensure that the book aligns with the intended objectives and achieves the desired outcome. Rigorous testing and evaluation processes are undertaken to assess the effectiveness of the book in conveying the desired message and fulfilling its purpose. Feedback and input from relevant stakeholders, including experts and colleagues, play a crucial role in this phase, as their perspectives contribute to the iterative improvement of the final product. Continuous refinement and assessment are key during this stage to ensure the book's quality, coherence, and effectiveness in conveying the intended insights and knowledge.

Method of exploration

The professionals that have formed the fundamentals of this research are:

Participant 1: BopInc

Participant 2: Awake

Participant 3: Benin school of Design

Participant 4: TACSI center of innovation of Australia

Participant 5: HKV - IJN in water

Participant 6: IFRC

Participant 7: Rijksdienst voor Ondernemend Nederland

Participant 8: Municipality of Beira

Participant 9: United Nations Beira

Participant 10: Deltares

Participant 11: Vlaamse Rode Kruis

Participant 12: FACE

Participant 13: Appleseed

The approach of this project is more zooming in zooming out, rather than iterating. The reason for this is the complex humanitarian organization scene in which this project takes place. What seemed to be a straightforward design brief became more intersectional. Solving the initial problem is simply not enough.

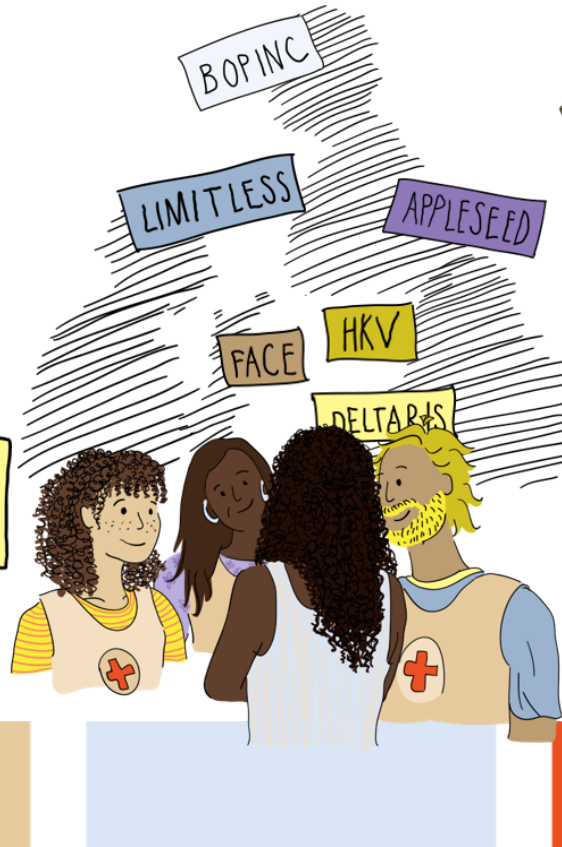
As a designer, you can not effectively solve a problem for a long term if the environment needs a certain bigger stimulus in the first place.



Digital visit to Mozambique



Academic backbone



Interview engagement



The drawing table



Define and Refine

3 RED CROSS

3

RED CROSS

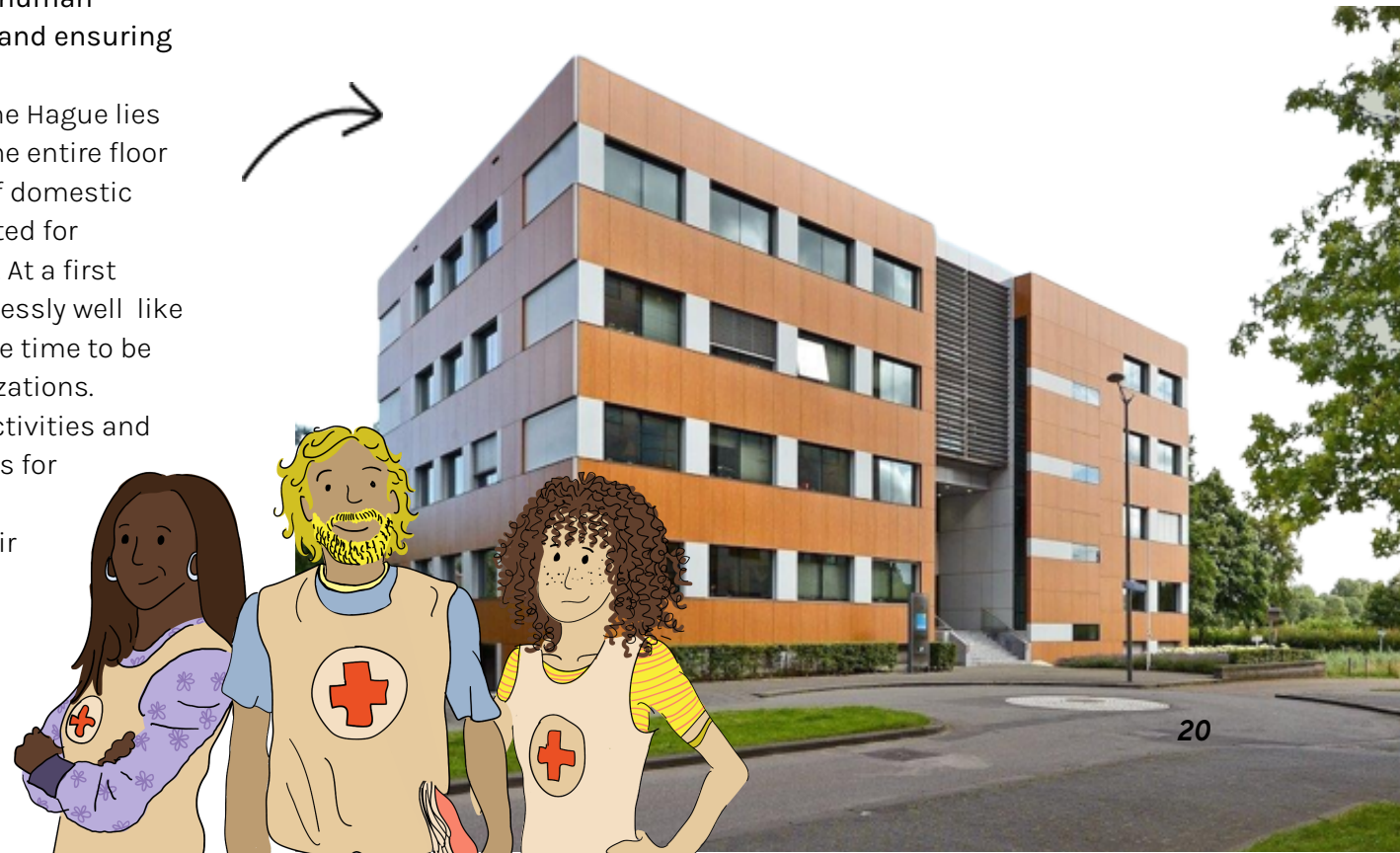
The Netherlands Red Cross (NLRC) has been tied to the project in Beira for over 3 years. This chapter gives insight about the ways this national society works and from which core values they perform. The work in Beira is not done solely by the Netherlands Red Cross, but together with a number of Dutch and local partners. HKV - IJN in water, Deltares, Bakker and FACE will also be elaborated on. The Mozambique Red Cross so far is not tied to the project yet.

The Netherlands Red Cross

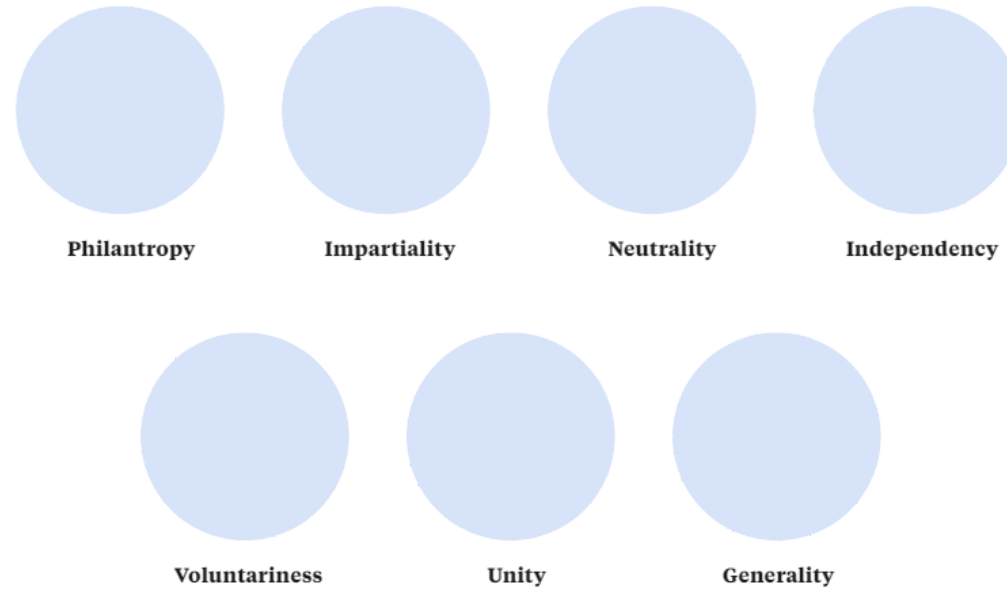
Mission statement: “Preventing and alleviating human suffering anywhere, protecting lives and health and ensuring respect for human beings.”

In a large 4-story building near Laan van NOI in The Hague lies the headquarter of the Netherlands Red Cross. One entire floor is dedicated to the coordination and execution of domestic projects, while another floor is specifically allocated for international initiatives, such as the one in Beira. At a first glance, The Red Cross may appear to work seamlessly well like an oiled machine from the outside but asks some time to be understood from the inside, like most big organizations.

A basic understanding comes from the lists of activities and shared values. These serve as crucial touchstones for understanding the diverse scope and multifaceted nature of their operations.



The NLRC works from 7 values:



From these values they concretely give aid in 6 ways:



The Red Cross operates through its national societies, which span across 192 countries, and these societies are predominantly composed of dedicated volunteers. This strategic arrangement ensures their rapid deployment during times of crises, facilitating crucial interventions such as food provision, rescue operations, and medical assistance (Het Nederlandse Rode Kruis, 2023). Remarkably, the Red Cross boasts a staggering global workforce of approximately 450,000 employees and an impressive volunteer base of 50 million individuals. To put this into perspective, this workforce size surpasses the combined personnel of the multinational corporation Coca-Cola by a substantial factor of 50 (Participant 6, 2023). Such a vast and committed workforce enables the Red Cross to effectively execute its humanitarian initiatives on a large scale, extending its reach to diverse regions and exemplifying its significant operational capacity and global impact.

Donors

The Red Cross operates as a philanthropic institution that is reliant on fundraising activities. Financial resources are essential for the organization to effectively deliver humanitarian aid, and such resources are predominantly obtained through charitable contributions. Consequently, proactive fundraising is carefully pursued, aiming to augment the organization's revenue streams and enable a broader reach of assistance in the future.

Notably, a significant proportion, approximately 68 percent, of the Red Cross's financial support comes from both individual citizens and corporate entities, thereby directing the organization's strategic focus towards cultivating relationships and engaging with these key stakeholders (Het Nederlandse Rode Kruis, 2021)

Red Cross Strategy

The Red Cross has outlined a comprehensive strategy that spans the next 12 years. The strategy emphasizes the organization's commitment to assisting everyone in need, remaining vigilant in identifying and preparing for potential hazards, and providing appropriate aid. Crucially, the Red Cross acknowledges the importance of not shouldering the entire burden alone and recognizes the value of collaboration and partnerships in achieving their goals (Het Nederlandse Rode Kruis, 2022). By aligning their efforts with this strategic framework, the Red Cross aims to maximize their impact and effectively address the diverse needs of communities around the world.

“Preventing and alleviating human suffering anywhere, protecting life and health and ensuring respect for people. That is the mission of the Red Cross. We pay particular attention to those who are most vulnerable during armed conflicts, disasters and other emergencies.”

(Het Nederlandse Rode Kruis, 2023)

Disaster Risk Management

The Red Cross plays a crucial role in disaster risk management, which can be defined as:

“Disaster Risk Management is the systematic process of using organizations, administrative directives, and operational capacities to execute policies, strategies, and improved coping capacities to ultimately reduce the adverse effects of hazards and the probability of disaster. [...] Disaster risk management seeks to avoid or reduce the adverse effects of hazards through measures for prevention, preparedness, and mitigation”.
(Humanitarian Global, 2021)

While the Red Cross is transitioning towards a more facilitative approach in certain aspects of its role, organizations like the Red Cross will undoubtedly stay vital regarding direct disaster risk management. This is primarily due to the increasing impact of climate change, which is projected to lead to a rise in the frequency and intensity of disasters.

Later chapters will tap into the phases of the disaster cycle and the presence of the Red Cross in each of them.



4 PARTNERS

4

PARTNERS

Within this project multiple partnerships are established:

1. Associação FACE de Água e Saneamento

The FACE association stands as a non-profit organization committed to implementing impactful programs and projects in the fields of Water, Sanitation, Solid Waste Management, and Environmental Protection. Operating within Mozambique, this non-governmental organization is actively involved in eight municipalities across the country, relying on the dedication and contributions of volunteers (Facebook, 2023). Notably, FACE plays a significant role in conducting on-location research, including conducting interviews and providing support during the Netherlands Red Cross's research initiatives in Mozambique. In the realm of FACE's work, volunteers take center stage, acting as the vital link bridging the gap between the city of Beira and The Hague.

2. HKV

HKV, a Dutch frontrunner consultancy in the water sector, is renowned for its commitment to creating a safe and sustainable environment for all stakeholders, including employees, clients, fellow companies, suppliers, and society at large (HKV, 2023). With a longstanding presence in Beira, HKV has been actively engaged in both prevention and disaster relief initiatives, notably during the

Idai catastrophe. Through diligent area monitoring, HKV provides invaluable advice on crucial matters such as identifying accessible airports and predicting areas susceptible to flooding. Their collaboration with the Red Cross involves sharing vital data, empowering the organization to optimize aid deployment strategies effectively. By leveraging their expertise, HKV plays a pivotal role in supporting the Red Cross, enabling them to enhance their humanitarian endeavors and make well-informed decisions in Beira (Participant 5, 2023).

3. Bakker consult

Bakker Consultancy is a consultancy that operates locally in Beira. Bakker is founded and managed by a couple of mixed Dutch and Mozambican heritage. They therefore have access to a wide-ranging network comprising individuals and companies across Mozambique. Bakker Consultancy plays a crucial role in facilitating local research efforts and fostering collaborative environments. Their expertise is instrumental in overcoming language barriers, as Portuguese and various Swahili languages are predominantly spoken in Mozambique. Both Bakker Consultancy and FACE prove invaluable in bridging communication gaps and ensuring effective collaboration. Furthermore, Bakker Consultancy extends its support beyond field sessions during the presence of the Netherlands Red Cross. They also contribute to research initiatives when Red Cross employees are based in The Hague, providing valuable insights and expertise. Their involvement strengthens the research capabilities and overall effectiveness of the Netherlands Red Cross in addressing humanitarian challenges in Mozambique.



CVM during Idai
Picture courtesy of CVM

Cruz Vermelha de Moçambique (CVM)

Similar to the Netherlands Red Cross (NLRC), the Mozambican Red Cross (CVM) operates as a “a relief society, humanitarian, non-governmental, of a voluntary nature, of public utility, auxiliary of the public authorities, which develops its activities duly supported by the State” (Cruz Vermelha De Moçambique, 2023). However, for the current project, the CVM has not yet established an official partnership.

The CVM is located in Maputo, which is under the control of FRELIMO, while the region of Beira is governed by MDM. This political divide adds complexity to the power dynamics within the country. Despite the Red Cross's mandate of neutrality, political affiliations can influence the operations. This can explain the limited activity of the CVM in Beira during events like Cyclone Idai in 2019 (Participant 9, 2023).

As the CVM is not currently an official partner of the NLRC there is a lack of collaboration. Currently, FACE takes on this localization role. Even though FACE enables the NLRC to work together with other local entities and volunteers, localization could be pushed more from official partnerships. However, an official agreement with CVM is on the horizon, which would facilitate and stabilize future collaborations.

In the meantime, the dynamics of the project remain intricate due to these factors, which results in a rather poor web of local players and power and control lying mostly in the Hague.

5 CHALLENGES

5

CHALLENGES

What becomes very clear when entering the building and talking to numerous employees of the Red Cross is the heart for their work. The desire to make a positive impact, the urge to really help affected people. To create instant disaster relief as well as long term aid. The fundamental drive is great. However, what makes the Netherlands Red Cross great is also a big hurdle: it is a gigantic organization. With it being tied to the global Red Cross and Red Crescents network comes characteristics of an unwieldy organization. This means that introducing change, will be a rather slow process. There are a number of identified challenges within the Netherlands Red Cross. These will be stated in this chapter.

1. Organizational alignment

Nationally, alignment within the organization seems to be of big priority but unfortunately seems to fail in some aspects. However, the first step is there. The lists of terms, such as values, which are finely written on the website together with numerous important documents, such as the yearly strategy reports, create a written alignment. They serve as the baseline on which this organization is built.

Unfortunately, it is apparent that the alignment goals have not all been met. There are a number of reasons for this:

1. The high workload and the everyday rush make it difficult to critically reflect on past, as well as present work.

2. The alignment goals might also not be seen as a top priority for many team members, as statistics show that only 30% of the alignment documents have been downloaded, leaving much of the necessary information to meet the strategy go to waste.
3. Another identified reason is the high number of student interns, compared to regular employees, who only operate within the Red Cross for a short period of time. With fast changing teams, building a relationship is difficult. This essentially makes it a challenge to stay on the same page regarding project goals, beliefs or even the role of the team within the big organization of the Red Cross.

A lot of time should be dedicated to continue growing a strong company culture.

2. Global knowledge transfer

Despite being part of a vast network encompassing various countries, diverse people, and cultures, the Netherlands Red Cross often struggles to fully leverage its maximum capacity. As a large organization, it encounters challenges associated with complex global knowledge transfers, a predicament shared by similarly sized and spread organizations like the United Nations.

This issue extends beyond the national level and has significant global implications. It hinders their ability to effectively tap into collective expertise and resources available within their networks. Addressing this challenge becomes crucial for the Netherlands Red Cross to optimize its humanitarian efforts and make the most impactful contributions both at home and abroad.

Globally, communication lines often suffer from weak connectivity. One contributing factor to this issue is that national Red Cross societies allocate 90% of their resources and efforts to domestic cases. It is understandable that the focus is mostly on addressing domestic needs over those across borders. However, these lesser global communication lines can lead to a scenario where multiple national societies compete for the same project, prioritizing individual success over collaboration, knowledge sharing, and skill transfer.

In the case of Beira, this is the case with volunteers and the Mozambican Red Cross (CVM). Neither the CVM nor its volunteers are actively involved in the project. One of the underlying reasons for this is the lengthy process of establishing an official partnership with Mozambique. The failure to reach an agreement with the CVM over several years poses instability to the project's

foundation. A missed chance to make use of the already existing structural relations and tapping into valuable shared resources and expertise of both sides.

Addressing these challenges requires a renewed emphasis on fostering collaboration and strengthening partnerships, both within and across national borders.

3. Local engagement

Even though FACE and Bakker are local players that are involved, overall local collaboration seems minimal.

Working on a more local-level has proved to not only get better long lasting results but also serves as the first steps to decolonize workways and slowly and supportively reset century-old power dynamics (*DevelopmentAid*, nd).

Despite the Water, Advisory, and Innovation team unit's visit to Mozambique from 6th to 16th March, there remains a need for greater local integration at all levels and phases of such projects. From project initiation to data gathering, remote preparation, documentation, and implementation, it is essential to foster stronger collaboration with local stakeholders. Embracing a decolonized approach involves working closely with local communities, which has been proven to be beneficial not only for building relationships but also for long-term effectiveness.

**In conclusion:
a first step towards decolonization**

There is no simple solution to these challenges as they are built on factors that are deeply embedded in the way we collaborate but also view the, often called, “Global-south”. They have deep roots in history and form an interplay with humanitarian organizations. To tackle the challenges, dedicated time and space for reflection in order to evolve and adopt new approaches is required.

To foster local engagement, it is important to align the entire organization with a fresh perspective, a new attitude, and a behavior that centers around the well-being of the people in need that the NRLC helps. This requires a concerted effort to transform the organizational culture and mindset.

Simultaneously, global knowledge transfer necessitates forging closer connections with national societies in other countries that are engaged in similar projects. By sharing experiences, expertise, and best practices, we can enhance our collective capacity and learn from each other's successes and challenges instead of going towards competitive scenarios.

The interconnectedness of the three sub-challenges highlights the need for a holistic approach towards localization. These challenges are not only substantial in themselves but also arise within a complex organizational structure. By shedding light on these aspects, it seeks to contribute to a deeper understanding of the complexities involved and the ongoing efforts to address them within the organization.



Day 6 of Idai
Picture courtesy of Reuters

6 NOT A WORKSHOP

6

NOT A WORKSHOP

The first step towards transformational change is reflection. Creating time to stand still. In an environment that seems to always be on the run, this might be difficult. This is why in this phase it comes in hand to be stimulated by an external party. In this case; The team went through two sessions in order to be forced to stand still, reflect but also to learn about ways in which field research can be done and to see the full scale of methods that could be used. Transforming a company takes long-term commitment and thus takes time, but the first steps are made with these sessions.

On March 6th until March 16th, several members of the team embarked on a research trip to Mozambique. To ensure their readiness for the research, a series of two training sessions were conducted, covering various topics such as bias, documentation, and communication. These sessions were designed based on the identified training needs from previous meetings.

The first session focused on providing an overview of the research goals and strategies for preparing research in Beira. It also included an introduction to different customer research sessions and offered valuable firsthand tips for effective data collection.

In the second session, the team delved deeper into the concept of bias and explored techniques for handling its influence during the research process. The session also addressed the important skill of asking meaningful and insightful questions, with a focus on maximizing the value of each interaction. Furthermore, the team received guidance on documenting and effectively communicating their research findings.

By equipping the team with these essential skills and knowledge, the training sessions aimed to enhance the quality and impact of their field research in Mozambique.

It was not merely a one-way flow of information, but rather gave insight to how the team members engage with the research trip that is ahead. During the first session, a significant insight emerged as the team collectively attempted to describe the overarching goal of the research.

Despite the goal being described in detail in a previously written proposal, aligning everyone's understanding and perspectives proved to be more challenging than initially anticipated. This experience highlighted a common issue within the Red Cross organization, where employees may not always be fully aligned or on the same page.

“If you ask other people they might have a different interpretation of the goal of this project.”

In order to move forward to a future role of the Red Cross, it is important to be on the same page, it is important to be aligned. Alignment starts with standing still, creating space to collaboratively think about aspects like values and goals.

Some example slides are on the next page
Link to the full action plan:





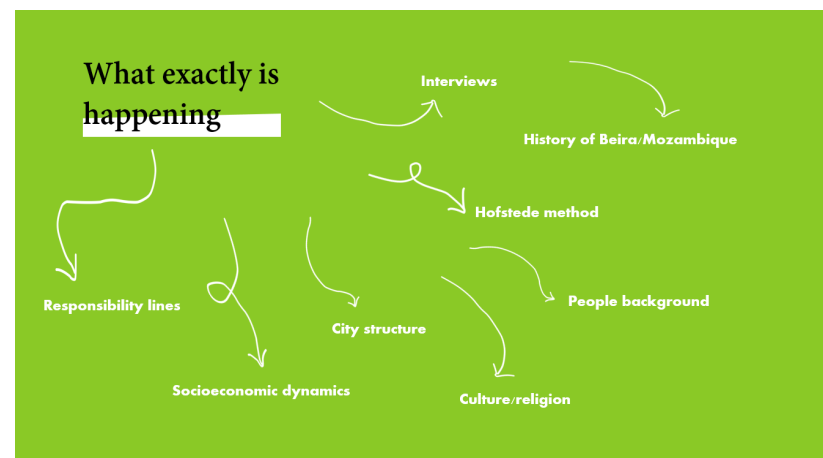
The ultimate goal 

Why citizens “we work with”

How might we *(as the largest community-based voluntary Movement with huge capabilities and wide-reaching local networks)* help to ensure that the citizens we work with are able to articulate water risks and work together with humanitarian and development actors on inclusive water actions?

What does articulate water risks really mean?

Why fixed on working together with these actors?



Did you just assume..

How to you incorporate this? Can you visualize this? A “rugsteuntje”? (bias map)

BIAS

- It's about the language we use with people
- It's about parking assumptions and taking time to think about the “why”
- It's about allowing controversy, choose a diverse group
- It's not only about data collection but also about data publication
- It's about treating all participants exactly the same
- It's about collaborative reflection, take time to plan this
- It's about preparation; know where you are going and know the background
- It's about not working in silos, rather have communication lines all over and within NLRC.

Did you just assume..

Discuss ethics; how is the data related, how is the research approached, is it trauma-informed?

“How am I colonized? How am I seeing the world through my own culture and my own values, and how had that really shaped how I think about this process, this design?”
(Glover, 2022)

The answer to this question is a process, a lifelong practice

But it starts with getting more perspectives

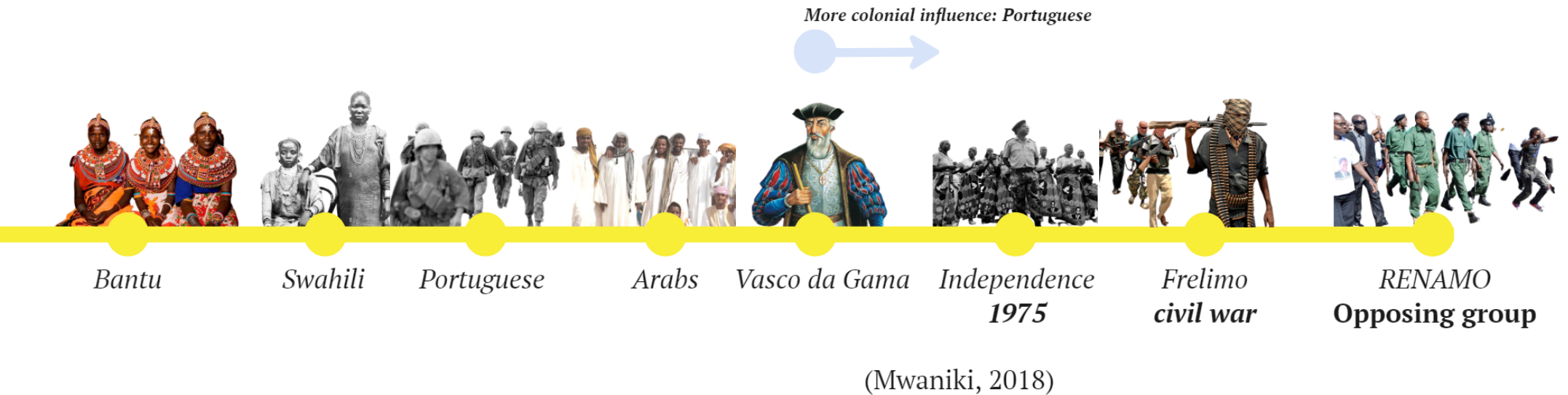
7 CONTEXT

7 CONTEXT: the 4 domains of Beira

In order to dive into Beira, it is important to note the turbulent colonial history of Mozambique.

After Bantu and Swahili tribes settled in the lands of Mozambique in the 10th century, it was soon terrorized by the Portuguese and Indians. Their mark is still left by the fact that the national tongue is Portuguese and that most buildings are from colonial times.

After independence in 1975, the country decayed and the rich hand of the Portuguese on the infrastructure and upkeep of buildings became less and less. What once was a fairly wealthy and rapidly developing country got caught in a coup followed by a civil war. The opposing groups were the FRELIMO and RENAMO (van Dis, 1991). There has been tension between these groups in both war and peace and this is still recognisable today. Nowadays, we find parts of Mozambique being rather socioeconomically displaced. Buildings that were once the eye catchers of Beira, are now hosting refugees. It is undeniable that Mozambique has economically suffered (Mozambique, 2019).



1. Social Environment

The turbulent campaigners of Beira

The Hofstede method (2017) provides valuable insights into the general characteristics of the people of Mozambique, these are explained in the following paragraph.

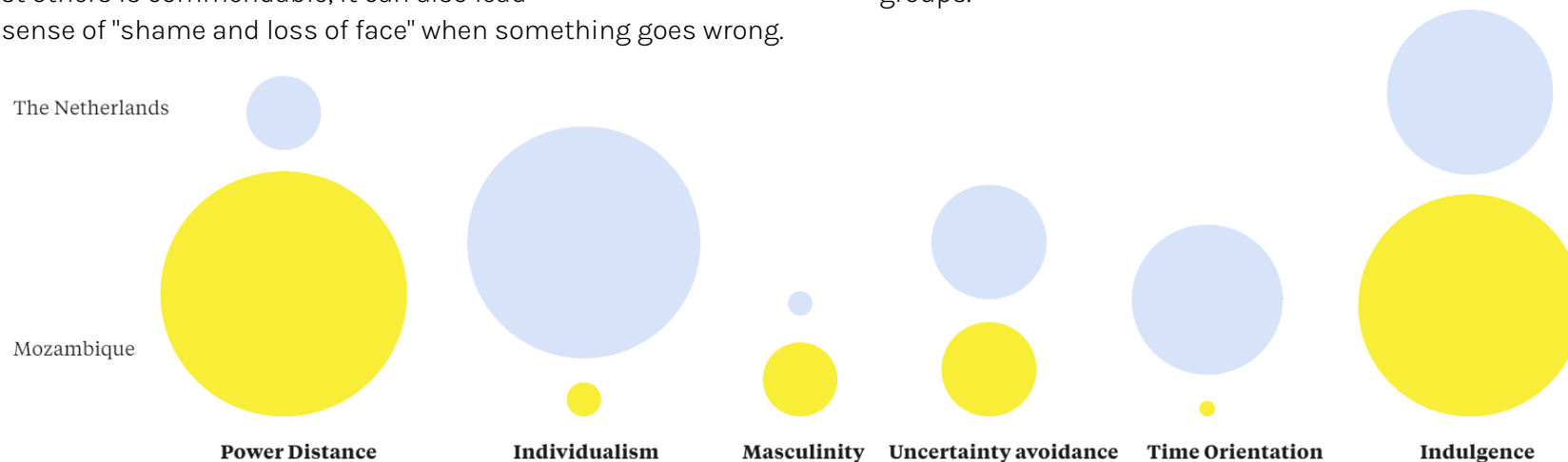
One prominent aspect of Mozambican society is the presence of a strong hierarchical order, where individuals readily accept power dynamics. This hierarchical structure is also reflected in the organization of communities, with clear leaders and followers. As followers, individuals are not expected nor encouraged to assume positions of power. This was evident during a field trip to Mozambique when a "follower" was asked to present his thoughts. Feeling out of place, he struggled with the task, resorting to repeating ideas that had already been shared.

In addition to hierarchy, collectivism is another defining trait among Mozambicans. This manifests in their willingness to help others in various ways. For example, when visitors come by, even for a short period, Mozambicans go to great lengths to prepare elaborate meals. They also actively work towards building collective capital to enhance collective wealth. While their eagerness to assist others is commendable, it can also lead to a sense of "shame and loss of face" when something goes wrong.

Mozambique is characterized by its hard working population, placing a strong emphasis on work in order to sustain their livelihoods. This reflects a feminine trait in terms of prioritizing work over other aspects of life. Unfortunately, this focus on work often means that mental health is not a priority. Regarding uncertainty avoidance, Mozambique displays a pragmatic approach similar to that of the Netherlands. There is relatively less reliance on rules, and the emotions are not much expressed. The society tends to focus more on day-to-day struggles rather than long-term planning, aligning with its normative culture of having limited long-term orientation.

Lastly, Mozambique is known for its indulgent nature, which is reflected in the great festive dinners organized for visitors. There is a desire for a comfortable and enjoyable life when circumstances allow. Mozambican people are often perceived as happier and more outgoing compared to the Dutch, largely due to their enduring positive attitude towards life.

Once we look behind these general terms we find a mixture of people living in Munhava. Van Manen (2023) organized them in 4 groups.





Aftermath of Freddy
Picture courtesy of S. van Manen

"I want to elevate my house but it's too expensive. The bottom bricks are showing signs of algae"

"We didn't know this area floods. Luckily it only comes to my doorstep."

"Floods don't affect my house but it affects my ability to make money with my job. I'm fed up!"

"We live here because we farm and soil is fertile here. But we don't have money to move and crops are failing."

Frustrated Femmes

New Arrivals

Young Entrepreneurs

Golden Oldies





*Family in Munhava
Picture courtesy of S. van Manen*

2. Natural environment

Monsoon Munhava

In the still rather green area of the south of Africa lies Mozambique, a country with a coastline of almost 2500 kilometers. Protected by Madagascar, which is situated about 1200 kilometers offshore. However, due to limited budget allocation for infrastructure and flood mitigation measures, the country faces challenges in protecting its coastal areas. Cities like Beira, which are experiencing rapid growth, struggle to keep up with safeguarding their residents from casualties (Anna, 2019).

Mozambique's climate is characterized by a tropical monsoon climate, see Figure 7.1), marked by distinct seasons and heavy rainfall during the summer and early fall. This period is prone to hot weather and prolonged rainfall, in other words, the cyclone season starts (Mozambique, 2023). As global temperatures rise, ice caps melt at an accelerated rate, leading to sea level rise. While Madagascar provides some protection against direct cyclone impacts, it also creates a region of warm water in the Mozambique Channel. This warm water, combined with high-pressure systems, serves as a great environment for cyclones to form and impact the coastal areas of Mozambique (WMO, 2019). See Figure 7.2.

In addition to increased cyclone frequency, rising sea levels directly contribute to the flooding of low-line areas. Combined with the heavy monsoon rains from October to March, riverbanks are at risk of overflowing (FloodList News, 2023).

In recent years, Mozambique has experienced several cyclones. Presently, the city of Beira is grappling with flooding caused by

"minor flood" from storm Freddy, which has submerged large parts of the city and made agriculture impossible. In 2019, Cyclone Idai struck Mozambique with devastating force. With winds reaching 240 kilometers per hour, it uprooted houses, sent roofs flying, and resulted in numerous fatalities (Cyclone Idai Snapshot, 2019).

Just months before disaster struck, the city tried to prepare for floods and cyclone impacts. However, Idai's power destroyed all structures that were created to withstand impact of only half the intensity. This showcases the capacity to which Mozambique can act upon climate mitigation (Anna, 2019).

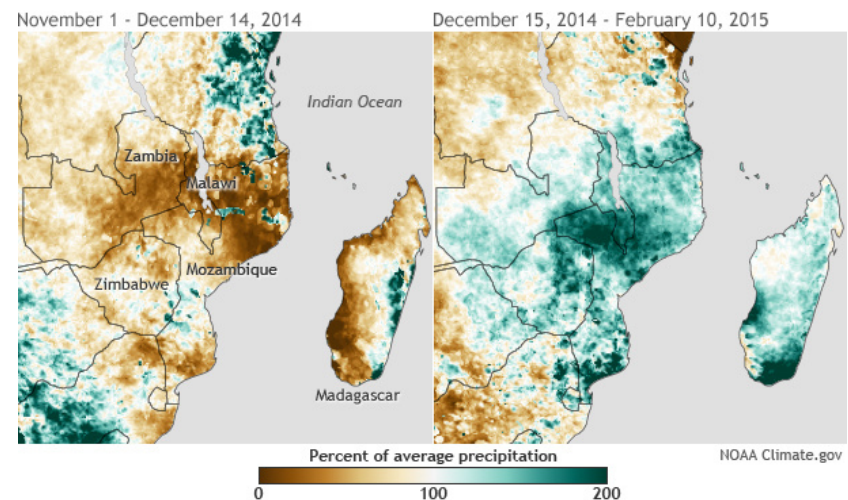
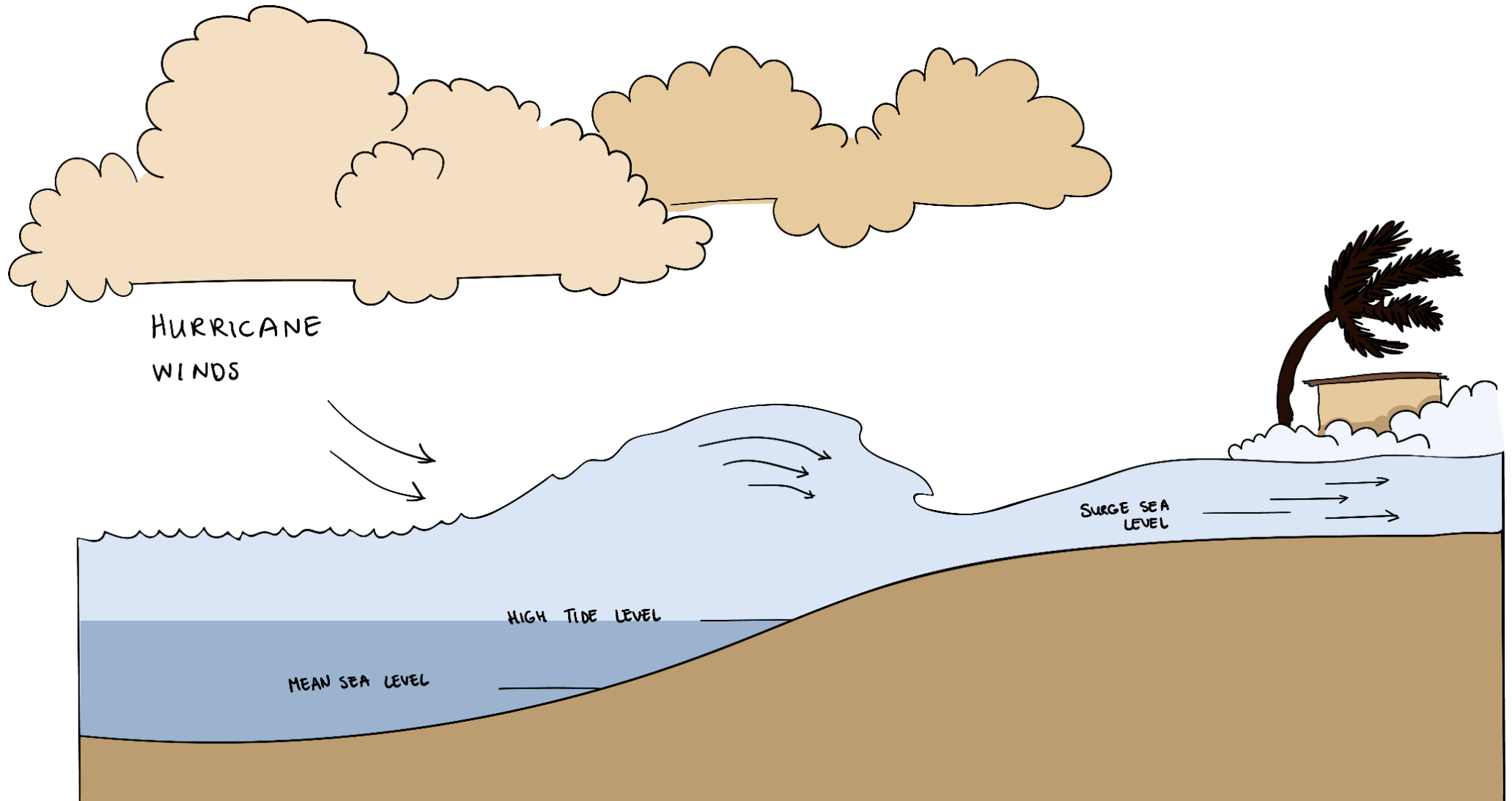


Figure 7.1 Southeastern Africa's Monsoon Goes From Dry to Deluge (2015)

Figure 7.2: How a Storm Surge is formed

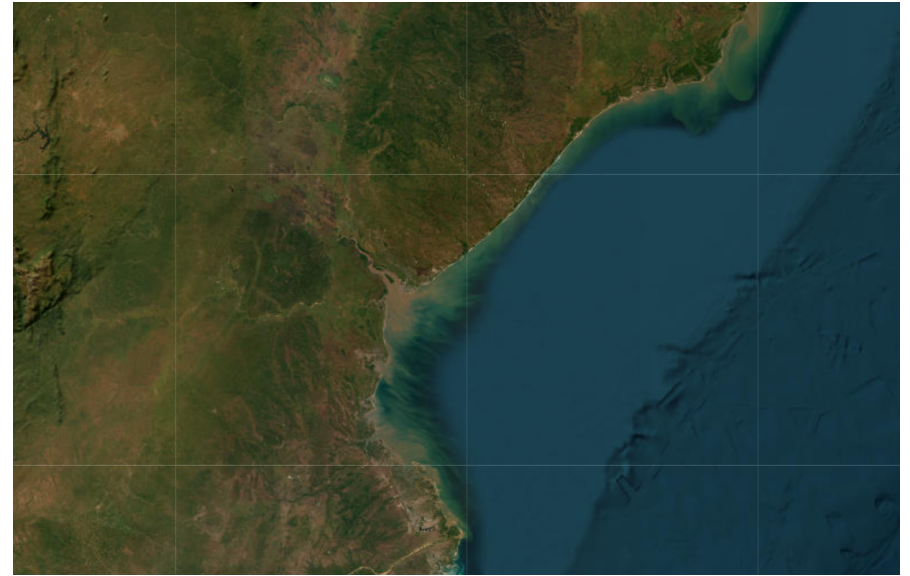
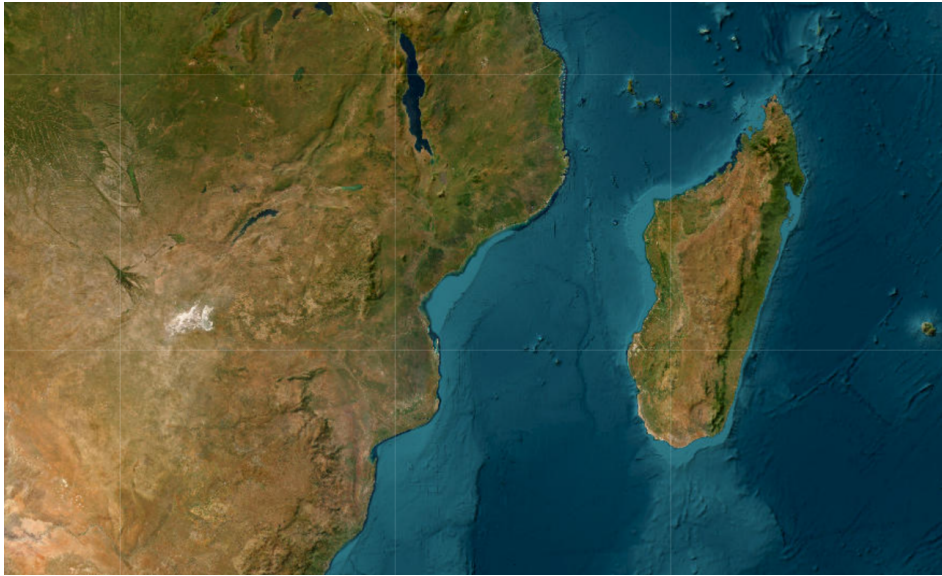


Munhava zoomed in

In Munhava, the focus area of the NLRC in Beira, a closer examination of altitude maps reveals that the area is situated at a relatively low elevation. The increasing population influx in recent years has resulted in additional pressure on the soil due to the construction of metal sheet houses. Although the individual impact may be small, over time it accumulates. Compounding the issue, the presence of train tracks without proper drainage channels prevents water from effectively draining out of the area. Consequently, Munhava acts as a basin, allowing water to easily enter but making it difficult for water to exit.

Currently, Munhava relies on a large basin to collect water, which is periodically emptied, resulting in a powerful stream of water flowing through multiple drainage channels and eventually reaching the Indian Ocean. The absence of waste management systems in the area poses challenges for residents in maintaining cleanliness. Waste disposal centers are often located several blocks away, leading to the dumping of significant amounts of waste in the nearby drainage channels for the sake of convenience. These clogged channels disrupt water flow and contribute to increased instances of overflow, thereby exacerbating the risk of flooding and facilitating the spread of diseases (WAI team, 2023).





Water Basin

Drainage System

Zooming in on Beira

Each map of "FastFood" shows a more zoomed in version of Beira. The maps of Beira reveal noticeable elements such as the basin and drainage systems, with clear sand deposition along the beach due to the forceful discharge of waste and excess water. The presence of train tracks restricts the flow of floodwater out of the area.



*Wellies in Munhava
Picture courtesy of S. van Manen*

3. Economic environment

Flipping meticais in Atlantis

Economically, Munhava is one of the poorest neighborhoods of Beira (Anna, 2019). This is displayed in the state of the houses that are built and the price for rent. Rent is about 6 times lower than in the surrounding area. This is also a big reason why people do not leave this flood prone area.

A majority of the people here are farmers and own a piece of land. Due to recent flooding, much of this land has become useless. In many situations, like in the Dutch project “Ruimte voor de rivieren”, it is shown that water can be stored in green areas. However, residents that the WAI team spoke to in Munhava said that flood water killed their crops, leaving lots of families without livelihood.

In 2012, a budget of 120 million USD, with the World Bank’s support, was approved for a project to save makeshift informal settlements like Munhava and colonial buildings in the city center. Many of these colonial buildings have served as a refuge for those unable to buy or rent houses. Not only would the project upgrade buildings, it would also focus on a drainage system of 11 kilometers and a huge water basin. Shortly after, residents were happy they did not have to sleep on their table anymore, but when Idai struck, this budget seemed useless as most of the city was destroyed. These water basins and drainage channels later showed not to work in a way which was predicted (Anna, 2019).

After Idai, Beira got a budget of 888 million USD to rebuild such canals and to create a stronger storm structure. However, when cyclone Eloise hit in 2021, another 4000 homes were destroyed,

directly affecting 160,000 people. Even though Eloise was considered a mild cyclone, the city was underwater for weeks. Beira became Atlantis.

Economically, such disasters mean a pause in work. The port, the most important area financially of the country, was severely damaged together with numerous ships, making port jobs inaccessible and leaving people without work (Hsei, 2021). A huge economic hit.

Present day, after being hit by COVID-19, the economy is starting to slowly climb up again. However, for residents this outcome looks more sober still. In 2023, poverty rates are 63.1%. This means that 63.1% of the Mozambique population lives under the poverty line of 1.90 USD per person per day. To put it in perspective, Mozambique is rated 181 out of 189 countries on the Human Development Index (Action on Poverty, 2021).

With living under the poverty line comes vulnerability to all sorts of hazards; climate shocks, low commodity prices and increased military disturbance (Action on Poverty, 2021).



*Aftermath of Idai
Picture courtesy of Greenpeace*

4. Built environment

Metal sheet Munhava

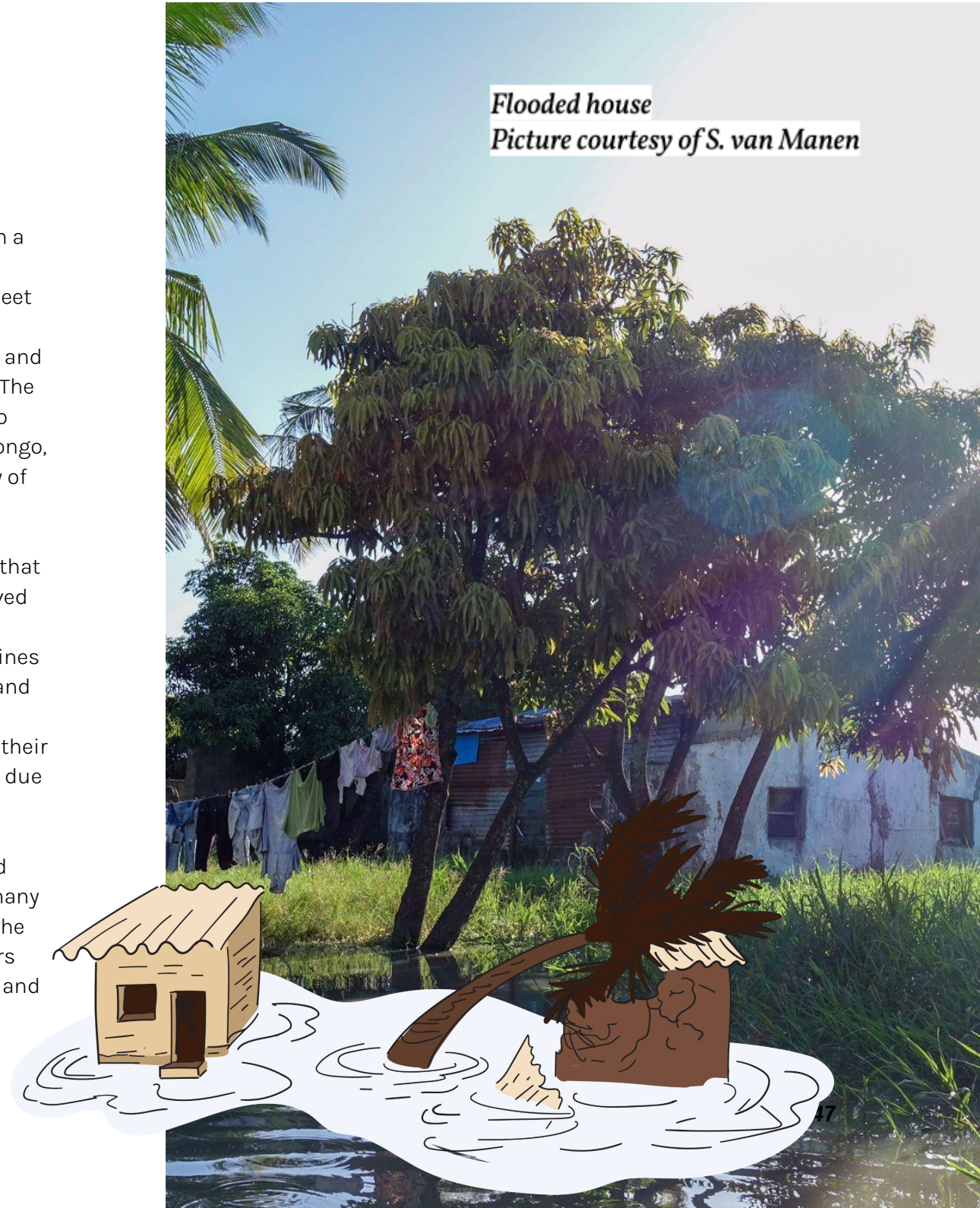
Beira is the fourth most populous city in Mozambique, with a population of 533,825 inhabitants. Munhava is the largest constituency within Beira and is characterized by metal sheet houses.

Over the years, Beira has developed into a significant trade and transportation hub for goods from East and Central Africa. The city also boasts a train station from where trains operate to destinations such as Zimbabwe, the Central Republic of Congo, and Malawi (Britannica, 2023). Consequently, Beira is a city of busy and chaotic dynamics.

The city center features scattered high-rise buildings and upscale hotels, with some colonial architectural elements that give it an appearance of affluence. This sight can be observed upon leaving the airport. However, when one walks through Munhava, the alleys are cluttered with rubbish, and water lines mark past flood levels. In an effort to protect their houses and crops from incoming floodwater, some residents have ingeniously constructed dams, while others have elevated their houses by a few centimeters using mud or stone. However, due to limited resources, a significant budget to upgrade their homes is often out of reach for most residents. These makeshift measures represent their attempts to safeguard their belongings during flood events. During such times, many individuals are forced to sleep on tables or bricks, fearing the possibility of a baby rolling off the table into the floodwaters while they sleep. There is also the fear of leaving the house and being vulnerable to robbery during times of disaster (Van Manen, 2023).

Flooded house

Picture courtesy of S. van Manen





*Dutch canals in Munhava
Picture courtesy of S. van Manen*

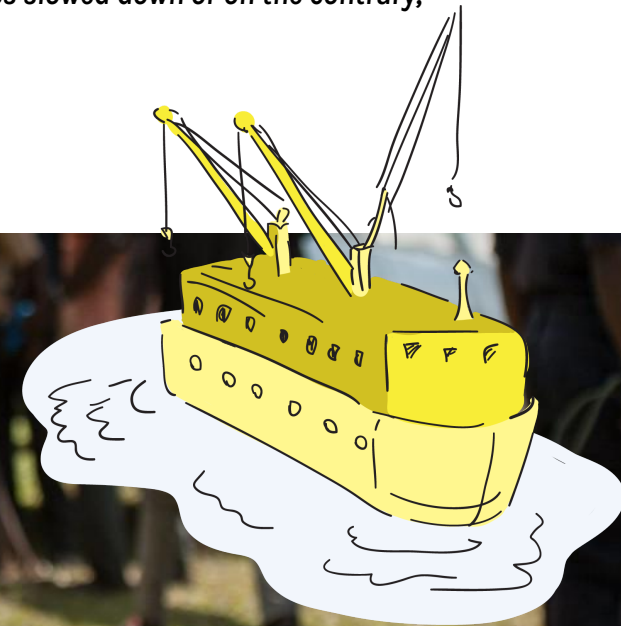
8 HUMANITARIAN DYNAMICS

8

HUMANITARIAN DYNAMICS

Operating in partnership with numerous humanitarian organizations in Beira, as well as in other locations, is a common practice for the Red Cross. Providing professional aid during, after, or even before disasters necessitates working within a specific context. This context encompasses various factors such as political dynamics, financial structures, decision-making processes, and the nuanced dynamics of power and reputation. Engaging in disaster risk management demands a respectful and responsive approach, where collaborating parties may encounter both challenges that slow down progress and opportunities to effectively address hazards in vulnerable areas.

Being active in disaster risk management thus asks for a respective way of working where parties are sometimes slowed down or on the contrary, create a metaphorical surge in the hazard prone location themselves.



*Humanitarian response after Idai
Picture courtesy of EU Civil Protection*



*Humanitarian response coordination after Idai
Picture courtesy of EU Civil Protection*

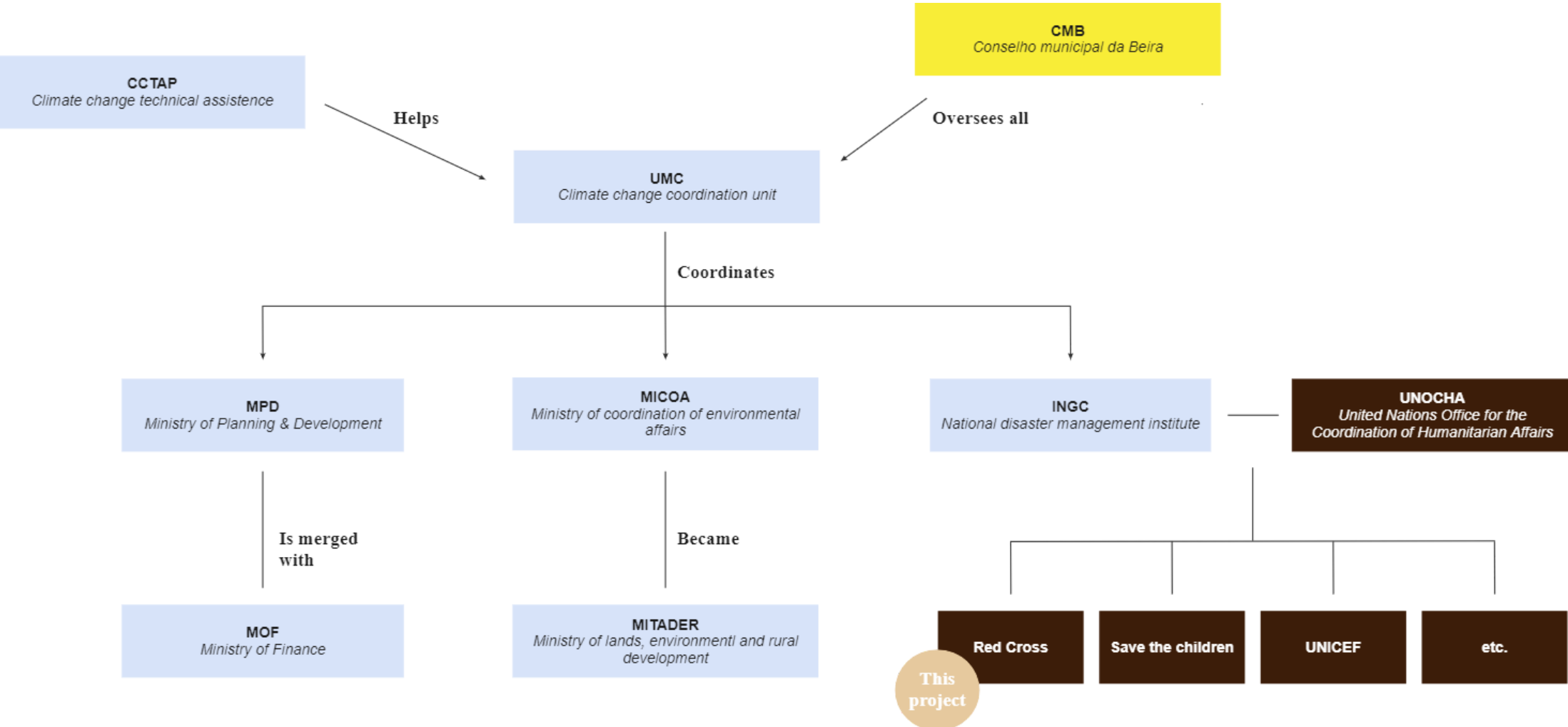


Figure 8.1: Structure of Disaster risk management and climate change coordination in Mozambique

Structure of Disaster Risk Management

In Mozambique, the organization and coordination of humanitarian assistance for disaster risk management involve several key parties (figure 8.1). Although there is a structured scheme in place, certain challenges arise during times of direct disaster relief, particularly in politically distressed areas such as Beira. The overall framework includes the following components:

1. **Climate Change Coordination Unit (UMC):** The UMC takes the lead in coordinating disaster risk management efforts. It provides strategic direction and policy guidance for initiatives related to climate change adaptation and mitigation.
2. **Climate Change Technical Assistance (CCTAP):** The CCTAP supports the UMC by offering technical expertise in the field of climate change.
3. **National Disaster Management Institute (INGD):** The INGD serves as the central coordinating body for disaster risk management in Mozambique. It plays an important role in organizing and coordinating the activities of various organizations involved in disaster relief and management. Working closely with local authorities and international partners, the INGD ensures effective response and coordination during emergencies.
4. **Partner Organizations:** Organizations such as the Red Cross and UNICEF collaborate with the INGD to provide humanitarian aid and support in disaster-affected areas. They contribute resources, expertise, and personnel to

assist in disaster relief efforts. The INGD coordinates their involvement and determines their specific roles and responsibilities in different locations.

In times of distress

However, during significant disasters like Cyclone Idai, challenges arise when multiple international organizations arrive in Mozambique via Maputo and head south to Beira, all eager to provide immediate assistance. This influx of international parties can put local authorities in distress, creating a chaotic situation. Coordinating and managing these incoming organizations become more complex with the overwhelming amount of international parties arriving in chaos.

During chaotic situations, the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) takes on the coordination role and strives to maintain strong communication with the National Disaster Management Institute (INGD) to navigate the political dynamics respectfully. However, decision-making can become challenging in such circumstances. This scenario is not unique to Beira's floodings but is often observed in various natural hazards worldwide, such as the floods in Brisbane or the earthquake in Kathmandu. Local structures are typically ill-prepared for rapidly occurring and extensive destruction caused by such hazards. In situations where swift decision-making is crucial, there may not always be sufficient time to organize and manage the influx of international assistance.

Disaster management cycle

The Netherlands Red Cross is involved in both direct disaster relief and long-term development efforts. With the prediction of an increasing number of natural hazards, the Red Cross is gradually expanding its involvement across different stages of the disaster management cycle (see figure 8.2). Currently, the organization primarily focuses on response and recovery.

However, initiatives like the "Water, Advisory and Innovation Team," responsible for the Beira project, aim to extend their operations to include mitigation and preparedness phases. This means that in the context of Beira, this aid is coordinated and structured in two different ways. In times of direct relief the NLRC reports to UNOCHA but in long term development NLRC reports to the INGD and the Municipality of Beira (CMB).

The logical next step for the Netherlands Red Cross would be to establish an official partnership with the Cruz Vermelha de Moçambique (CVM). This partnership would enable better communication and localization of power, as the CVM is directly involved in coordinating aid through its connections with the INGD and UNOCHA. An official partnership would facilitate a clearer understanding of the needs and desires of the affected population and establish a more transparent financial structure.



*Waiting for help after cyclone Kenneth
Picture courtesy of Vox*

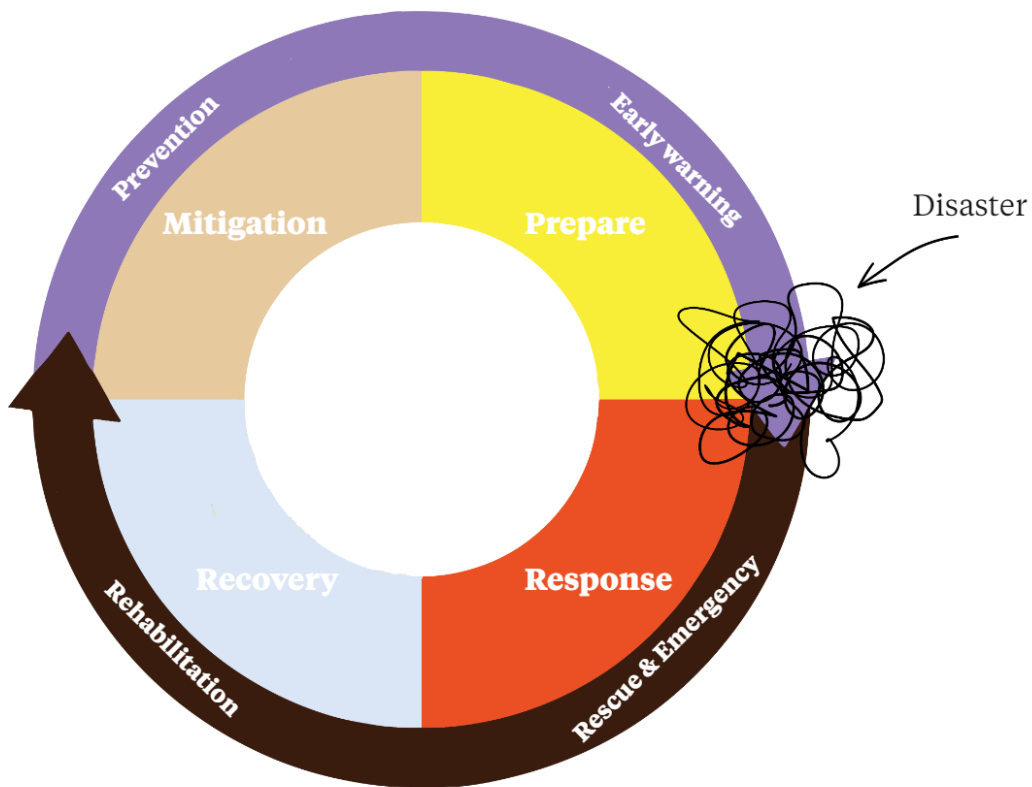


Figure 8.2: Disaster Management cycle

As an official partnership with the CVM will enable more localization, this step should be prioritized. However, it should be acknowledged that this step represents a modest stride in the

broader trajectory of the Netherlands Red Cross (NLRC). Consequently, a comprehensive examination of the organization's long-term orientation becomes imperative before embarking on subsequent initiatives. Two different opportunities are considered:

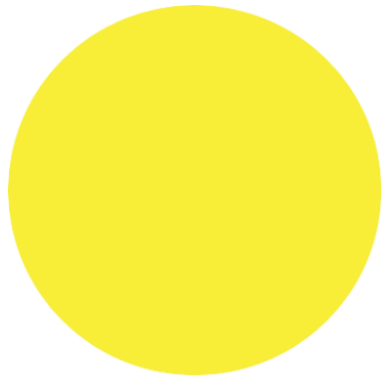
1. Operate within the Field of Expertise: One option is for the NLRC to focus on its existing areas of expertise and critically evaluate projects that may not align with its core competencies. This approach would involve scaling down or discontinuing initiatives that fall outside the organization's core mandate. By maintaining a strong focus on their established expertise, the NLRC can ensure that their aid efforts remain effective and impactful.
2. Expansion into New Phases of the Disaster Management Cycle: Alternatively, the NLRC can choose to expand its operations into new phases of the disaster management cycle, as demonstrated by the Beira project. To successfully undertake this expansion, it would be essential to strengthen specific skills while also broadening the skillset and toolbox of the NLRC. This may involve investing in training programs, capacity building initiatives, and partnerships to acquire the necessary expertise in these new areas. The goal would be to provide aid with the same level of effectiveness and excellence in these new domains as the NLRC has already achieved in its current areas of expertise.

A future role

The extensive network of organizations and companies affiliated with the Netherlands Red Cross presents a significant opportunity for sustained expansion. However, it is imperative to consider the evolving role of the Netherlands Red Cross during its expansion into the realms of mitigation and preparedness. In order to promote a shift towards greater control vested in the countries requiring assistance, the establishment of a network comprising local organizations becomes essential. This necessitates the acquisition of more localized knowledge to effectively engage with the Red Cross, thereby fostering a comprehensive understanding of

the specific needs of the partnering nation.

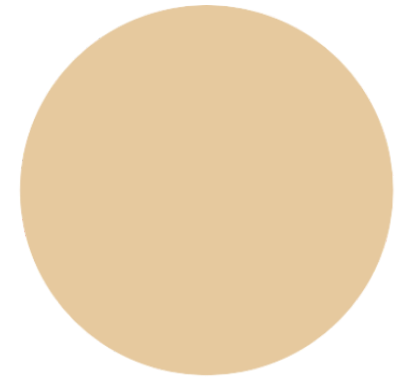
From numerous interviews (1, 2, 3, 4, 12) and skill examination, the primary future role of the Red Cross resulted in, encompassing financial support, while also encompassing refining programs, enhancing program impact, and facilitating network expansion. Consequently, the Red Cross assumes the role of a facilitator in the realm of disaster risk management, where decisions are governed by the partnering country. Given the existing power imbalance, transitioning to this stage will inevitably require a considerable amount of time and effort.



Financial Support



Supporting Local Programs



Network Access

9 FUTURE VISION

9

FUTURE VISION

In the Netherlands, there is a pragmatic culture that prioritizes practicality above all else. However, this emphasis on efficiency presents a contradiction when juxtaposed with the growing focus on mental health and personal growth among the new generation. These contemporary times are characterized by challenges faced by organizations and companies, particularly the paradox between maintaining traditional, bureaucratic structures or embracing sustainable practices. This is a great challenge especially for organizations that have complex multilayered systems and processes (Banton, 2022).

Nowadays, the term "localization" has gained significant traction within organizations, often employed as a buzzword to demonstrate their concern with others. The need of localizing workways and creating solutions that are close to the "end-users" is beyond trendy. Localization serves as a foundational step toward decolonization, as it challenges and seeks to transform existing power dynamics. It is imperative to facilitate a gradual shift in these power dynamics to not only enhance the effectiveness of assistance but also to foster a more equitable and just system. However, effecting systemic change within large, long-established organizations is not an easy task due to deeply rooted structures and practices that have persisted over many years.

The first crucial step towards achieving more localized workways lies in our attitude and behavior. What if we could align our intentions to create a positive impact with the way we approach our work? What if we could bridge the gap between ourselves and the people we aim to assist? What if we could foster deeper relationships and gain a deep understanding of the local context? Imagine the inspiration and example that could be set for other humanitarian organizations by becoming frontrunners in localization.

The localization of our work will inevitably have a significant impact on project outcomes.

In the realm of humanitarian aid, success is often measured by the concept of "impact." This is typically captured in annual impact assessment reports that are submitted to donors such as the Ministry of Foreign Affairs, located in The Hague. Donor support is crucial to make projects happen so the note to always perform is fair. However, this creates a peculiar relation between the NLRC and the donor. A type of behavior that is nurtured by years and years of a type of assessing work. As a result, the NLRC must navigate the need to conform to established evaluation processes, while the donor relies on standardized assessments to determine the value and worth of their financial support.



Donor relationships

Given the open loop system within the organization (Participant 13, 2023), responsibility lines become ambiguous in the context of donors. Control should predominantly rest with the community, while the donor assumes minimal control. Consequently, the NLRC should effectively demonstrate tangible outcomes, illustrating how their resources have facilitated support.



National societies relationships

Although global knowledge transfer is complex, increased collaboration has the potential to foster a knowledge hub. It is imperative for societies operating within a shared context to establish close cooperation with the local Red Cross, in order to effectively ascertain the specific needs and requirements of the respective region.



Community led action

To empower local communities, the NLRC must prioritize community led action to transfer power. They need to be supported by program refinement, network access, and financial aid. The research in Mozambique highlights the need for a safe and inclusive space where community members, the real experts, can freely voice their ideas and expertise.



Web of local companies

A web of local stakeholders enables businesses to operate within the country without the need for extensive management tasks from the Netherlands. However, it is recommended that the NLRC initially monitors this process. It has been observed that minimal feedback is generated for optimizing the workflow of the NLRC.

10 THE DESIGN

10

THE DESIGN GOAL

The design goal of a more localized approach is underpinned by several key challenges that demand our attention: (1) global knowledge transfer, (2) organizational alignment, (3) Local engagement. It is important to acknowledge that the path towards a more localized approach is a long-term endeavor that requires unwavering commitment and the right organizational environment. This transformation needs to be addressed within middle management, as they play a crucial role in shaping the organizational culture and driving change.

A storytelling book

The design presented represents the first step towards creating an environment where localization is not merely a checkbox to be marked, but a deeply embedded way of working within the organization. By laying the foundation for this transformative environment, we can foster a culture where localization becomes an inherent part of our identity and guides our actions, enabling us to deliver more effective and impactful assistance.

By embracing localization as a core principle, we embark on a transformative journey that enhances our ability to deliver targeted and impactful assistance, while fostering stronger partnerships and empowering communities for a brighter future.

The design aims to tell the modern day story of both local people in Mozambique during a cyclone and the work of the Red Cross.

Goal

The story aims to humanize the first step of transformational change by raising awareness and sketching a possible future with general first steps on how to get there. By fostering awareness and presenting a plausible future scenario, the story endeavors to facilitate the adoption of general initial steps towards achieving this transformation. The purpose of the storytelling book is to encourage individuals to contemplate their work practices critically. It aims to create an environment conducive to introspection and collaborative dialogue on factors influencing local engagement. The book should serve as a reminder of the original motivation that led individuals to pursue their respective fields of work, which is typically rooted in the desire to generate positive impacts. Ultimately, this book aspires to effect real positive change.

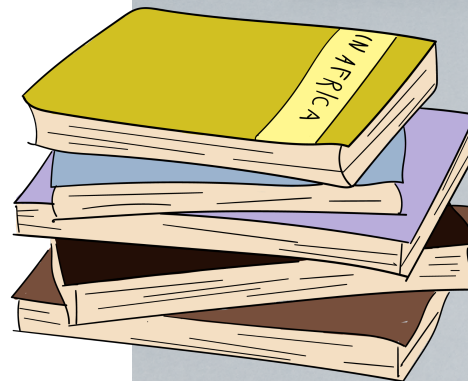
Intended audience

The book is intended for employees of the Red Cross and individuals working in organizations grappling with similar challenges. Moreover, it caters to both internal and external partners such as Deltares or the Ministry of Foreign Affairs. Additionally, there is potential for its incorporation into the educational materials of the Red Cross.

1. Industry newcomers
2. Experienced employees
3. Humanitarian partners
4. Educational group (schools etc.)

Tone of the story

The story unfolds akin to a fairytale, leveraging a tone of optimism and hope while addressing specific subject matter. However, the narrative is firmly grounded in factual data and research, necessitating a disclaimer that none of the information presented is exaggerated or fabricated. The story should inspire readers by offering practical guidance on taking the initial steps towards transformation. However, it should also allow space for post-reading discussion and exploration of diverse perspectives.





Unilever's 5 Levers of change

Make it desirable

To enhance the appeal of change programs, it is imperative to move beyond mundane documents and online resources. In this context, the creation of a physical book holds significant potential, as it enables individuals to engage with the content even outside working hours. Preliminary tests have indicated a notable interest in utilizing the book even outside of work for instance with children. However, it is crucial to augment the impact of the book through the implementation of a comprehensive program. This could include facilitated discussions following the reading, fostering collaborative reflection, and creating a supportive environment for transformative conversations. The integration of such a program within the work structure is essential for sustained effectiveness.

*CVM during Idai
Picture courtesy of IFRC*

Make it easy

To enhance accessibility, the book adopts a children's book format and utilizes concise language, facilitating comprehension and allowing for efficient reading. However, the success and longevity of the book depend on the implementation of an encompassing framework. This involves hosting pre-session sensitization programs for employees to familiarize them with the story's relevance and its ongoing nature. This concerted effort ensures that individuals can easily follow the narrative, thereby promoting understanding and engagement with the book's content.



*Beira waterfront
Picture courtesy of Mapcarta*



Make it rewarding

The notion of reward in this context stems from the tangible impact generated through the implementation of the transformative strategy. The true reward lies in receiving positive feedback from the communities affected, acknowledging the effectiveness of the organization's efforts. Furthermore, the Netherlands Red Cross stands to gain recognition as a frontrunner within the humanitarian sector, further adding to the reward. However, it is essential to emphasize that these rewards are contingent upon the demonstration of substantial results and the establishment of long-term partnerships based on mutual trust and collaboration.

Roofless schools after cyclone
Picture courtesy of the UN



Make it understood

To facilitate comprehension, it is advisable to conduct a preliminary session that sensitizes employees to the content and objectives of the book. Given the relevance of the story and its continuous implementation over several years, individuals should find it relatively straightforward to follow and understand the narrative. This inherent clarity aids in effectively conveying the intended message and facilitating a shared understanding among the readership. Additionally, ongoing support and communication channels should be established to address any potential queries or concerns that may arise during the implementation process.

*Beira satellite view after Idai
Picture courtesy of pplware*



Make it a habit

To cultivate a culture of community-led action as a habit, the appointment of a dedicated localization officer is recommended. This role entails a critical assessment of the organization's projects to ensure their alignment with localized approaches. Furthermore, policies should be formulated to mandate all employees to adhere to this new way of operating. Leveraging the influence of middle management, who wields substantial control over the work culture, is vital in integrating the new approach as a common practice. However, it is crucial to acknowledge that such a transformative trajectory requires a long-term commitment, necessitating initial behavioral changes and active implementation efforts.

Regenerate response

CVM during Idai
Picture courtesy of IFRC

Testing

The testing phase was extended to a duration of two weeks in order to allow for reflection on the initial test and ensure the completion of this phase. The testing process involved 3 layers of employees. In addition to organizational testing, a separate test was conducted with fellow design students to assess visual language and storytelling elements. The feedback received from these tests was overwhelmingly positive across all aspects.

Narrative tone

In terms of narrative cohesiveness, all stakeholders expressed favorable opinions regarding the story's tone, which effectively captivated their attention and anticipation for subsequent events. Particularly well-received was the "dreamstate" phase of the book, which evoked nostalgic memories of children's literature among the participants, either as readers or as parents reading to their children.

Visual surge consequences

Another notable aspect that gained significant praise was the section of the story that visually depicted various elements of a storm surge. The depiction of a woman giving birth in a tree, a fact no one in the office forgets, effectively conveyed the gravity of the climate hazard. The incorporation of such factual elements added a humanizing touch and served as a reminder of the importance of addressing these issues.

Double ended storyline addition

The feedback received from participants included several noteworthy suggestions and ideas to enhance the story. One

particularly notable suggestion was the concept of a double-ended storyline. Introducing two distinct endings to the narrative could heighten reader engagement. By depicting potential outcomes based on divergent paths, such as one reflecting the continuation of unchanged workways and the other depicting a future shaped by transformative shifts, the story would offer a dynamic perspective. Furthermore, this approach could facilitate more fruitful guided discussions following the reading experience.

Implementation

The implementation phase encompasses more than the mere printing of the book. It involves organizing sessions accompanied by guided discussions. During implementation, effective communication of a new working approach is deemed crucial by the participants. Participants also noted that Collaboration with the Ministry of Foreign Affairs can facilitate a program to convey core values. A proactive catalyst, "a localization officer", is needed

to drive the "movement" and provide critical evaluation. Management should lead structural changes, addressing the necessity of delegates and national staff.. Positions not aligned with the goal should be reevaluated, and excessive bureaucratic structures minimized.

A large-scale session such as the annual IDM meeting, where representatives from the Netherlands Red Cross (NLRC) gather, might not be viable due to scheduling constraints. However, a lunch session could be arranged to offer either a comprehensive session or a teaser.

All groups involved in the testing expressed enthusiasm about the possibility of expanding the project's scope. One participant explicitly stated, "Why limit it to just the Netherlands Red Cross? I can envision broader implementation." This could potentially involve collaborating with the national department of NLRC or utilizing the storytelling technique for other projects.

While the book has received a highly favorable reception, it is imperative to remain aligned with the underlying design objective. The primary goal is to prompt individuals to contemplate the methodologies surrounding localization and explore how the initiation of a localization program can be systematically integrated. Prior to considering scaling up, it is advisable to establish an initial framework within this context. Prematurely scaling up without taking accountability for the challenges can have detrimental consequences. Moreover, there is a risk of superficially presenting the endeavor as community-led without making effective substantial structural changes, resembling a form of greenwashing.



11 IMPLEMENTATION

11

IMPLEMENTATION

The implementation of the humanitarian children's book is guided by a comprehensive 7-step plan. Following the completion of the graduation thesis, the project will resume its activities in September, embarking on a series of iterative phases aimed at maximizing the book's potential for positive impact. While the book alone will create incremental changes, the subsequent stages will focus on developing a program that synergistically enhances the book's effectiveness, elevating its overall significance and influence.

Step 1: 6 phase refinement

Phase 1:

During this initial phase, the primary objective is to finalize the thesis of the book. This involves incorporating and addressing the feedback received from both sessions with Michel and Joey, as well as the session with Stefania. The focus lies on refining the existing content of the book and improving any visualizations that require further development.

Phase 2:

The second phase entails conducting a thorough examination of the story by

engaging Mozambicans and the organization FACE. This stage involves discussing the storyline and conducting an ethical cultural assessment. Additionally, there is an emphasis on delving deeper into the contextual aspects of Beira, aiming to enhance its representation within the narrative. This phase also involves conducting interviews to explore potential collaborations with local organizations in the context of the community-led program.

Phase 3:

In this phase, an effectiveness test is conducted with Red Cross employees, with the goal of designing a program that follows the completion of the book. Similar

to previous phases, feedback and comments are incorporated, leading to a new iteration of the book. This stage also involves experimenting with different storytelling approaches to determine the most impactful method of conveying the narrative. Various mediums such as video, spoken word, or the book itself are explored and evaluated for their efficacy.

Phase 4:

The fourth phase serves as the final iteration of the story. Multiple evaluations are conducted throughout this stage, involving collaboration with designers and employees to assess the visual appeal of the story. Visual elements are refined and

harmonized across all pages, ensuring consistency in the visual language employed.

Phase 5:

During the last phase of refinement, the book undergoes the publishing process. Initially, a small draft print is produced to assess the quality before proceeding with large-scale printing. It is important to note that this step may differ when incorporating designs accompanied by videos or spoken word elements. In such cases, further exploration is conducted to determine the most appropriate animation techniques and voice-overs to enhance the final product.

Step 2: Distribution Middle Management

An initial step in the distribution strategy involves disseminating the books among middle management personnel. This strategic choice is driven by the profound influence that middle managers wield over work culture and ethical standards within the organization. Recognized as pivotal figures who facilitate inter-level connectivity, middle managers play a

crucial role in ensuring robust support for the movement.

Learning cycle 2

Middle management recognizes the value of localization and advocates for its structural integration within the organization. This realization emphasizes the need for an extensive program with new policies that establish consequences for non-compliance.

Step 3: Implement briefing package

To effectively introduce the initiative, a comprehensive briefing package is developed, encompassing a period of approximately 2-4 weeks, complemented by supplementary events organized by various clusters, such as the Information Hub (IH). Within this package, the book assumes a pivotal position, being included as an integral component. Moreover, introductory programs, recurring every 2-3 months and spanning a duration of approximately 3 days, serve as opportune occasions to incorporate community-led action sessions.

Learning cycle 3

Newcomers to the industry should align closely with this project's structural approach. Ideally, this learning cycle also harnesses the energy brought by new individuals to further propel the movement.

Step 4: IDM localization program

The annual IDM, typically scheduled for October, provides an ideal platform for the commencement of the localization program. Whether integrated within a lunch meeting or announced as a distinct "block your calendars" moment, the IDM serves as a conducive setting for initiating the localization efforts.

Learning cycle 4

The IDM presents a unique opportunity to convene a diverse group of individuals from the Red Cross. This collective gathering allows for the integration of various worldviews into the program, making it an ideal platform for its introduction and to gather valuable feedback.

Step 5: Internal partner sessions

Subsequent to the internal program introduction, the time is ripe for acquainting partners with the novel working approach. This phase entails not only educating partners on shared objectives and aligning their perspectives but also engendering dialogue regarding requisite structural adjustments. Partners include esteemed entities such as Deltares, HKV-lijn in water, as well as local collaborators like FACE and Bakker.

Learning cycle 5

Understanding how partnerships should be formed and the necessary agreements to be reached when pursuing a more centralized approach. Given that several partners are already engaged in similar endeavors, this presents an opportune moment to align and establish a common strategy.

Step 6: External partner sessions

Having garnered internal partner buy-in, the scope of working methodologies and

conceptual frameworks can be broadened to encompass external partners. This stage entails educating external stakeholders regarding the focal areas of engagement and fostering discussions on collaborative approaches. Such efforts serve to augment the visibility and significance of the localization work within the Red Cross. Engagements extend to notable organizations such as the Ministry of Foreign Affairs.

Learning cycle 6

This cycle remains open-ended as the specific partners to be included in this phase have yet to be determined. However, this phase serves as an opportunity for the Red Cross to not only continue learning but also to guide and educate other partners in the way forward. It is imperative to outline the lessons learned and articulate how these insights will shape future actions.

Step 7: Expand & adjust

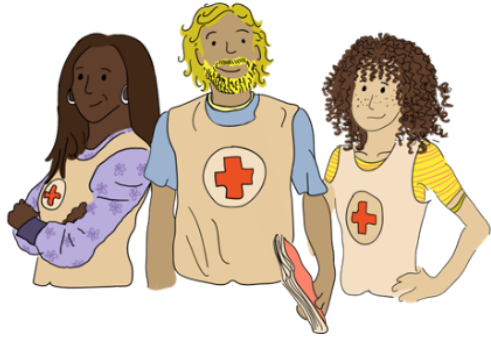
The final phase involves evaluating opportunities to implement the program in other relevant domains of operation. For instance, collaborative endeavors with

educational institutions necessitate the creation of a tailored school package comprising instructional materials pertaining to disaster relief. Consequently, minor adjustments to the narrative and linguistic components are required to align the program with the specific objectives and audience of such initiatives

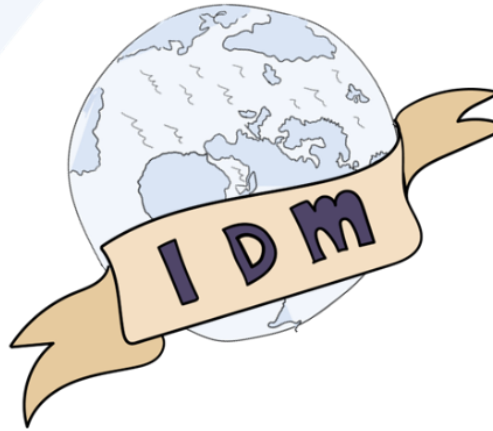
Learning cycle 7

The subsequent phases depend on the extent of success achieved thus far. If the decision is made to extend this process to other areas, such as school materials, it should entail collaboration with or a handover to the national department. This collaboration ensures continuity and enables the transfer of knowledge and experience to address these specific matters effectively

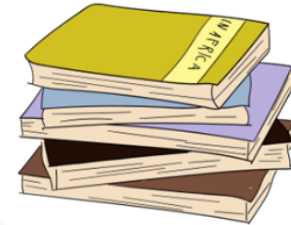
I Middle management distribution

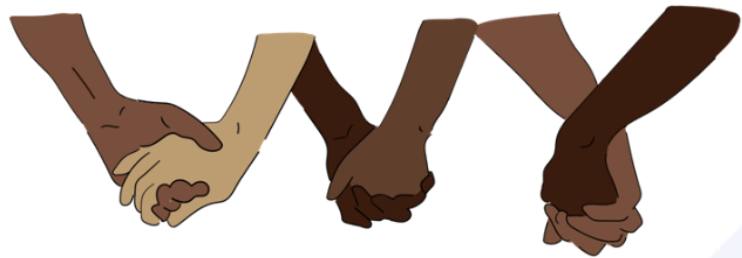


II IDM localization program



III Briefing package





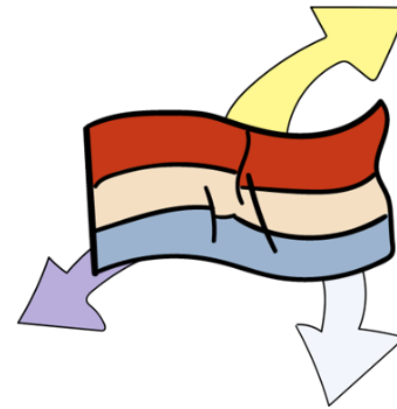
IV Internal partner sessions



V

Expand & adjust (schools etc.)

VI External partner sessions



12 DISCUSSION

12

DISCUSSION

Next up: link this research more

To ensure minimal direct interference with Mozambican communities, this project has been designed with caution. Extensive research has been conducted, drawing upon past research trips undertaken by the Netherlands Red Cross. The project's origins, stemming from the "Living with Floods" initiative initiated several years ago, have provided a valuable repository of available data.

However, portraying an authentic and realistic image of Mozambique posed significant challenges. In response, the project team undertook a dedicated research trip, leveraging the opportunity to gather specific data and imagery. Nevertheless, this endeavor highlighted the difficulty of accurately capturing the essence of Mozambique solely through the team's existing WAI database, particularly when focusing on Beira.

Therefore, it is imperative that in subsequent phases of the project, direct links are established with Mozambican communities and organizations prior to large-scale publication. This approach will facilitate a deeper understanding of the local context and ensure the project's alignment with the realities and aspirations of the Mozambican people.

Research access

Existing research indicates a common trend where data collected in diverse contexts tends to be less accessible to the local communities from which it originated (Adesco et al., 2021). Consequently, Mozambicans may encounter challenges in accessing research conducted specifically in Beira. Nonetheless, by rules and regulations, to facilitate widespread availability, the forthcoming report will be published in an open access repository from Delft University of Technology. This approach ensures that a wide range of stakeholders, including Mozambican counterparts, can readily access and leverage the research findings for their benefit.

A similar approach should be followed when continuing with the project.

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APPROVAL PROJECT BRIEF

To be filled in by the chair of the supervisory team.

APPROVED

By raprice at 1:38 pm, Feb 06, 2023

chair _____ date ____ - ____ - ____ signature _____

CHECK STUDY PROGRESS

To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: _____ EC

YES all 1st year master courses passed

Of which, taking the conditional requirements into account, can be part of the exam programme _____ EC

NO missing 1st year master courses are:

List of electives obtained before the third semester without approval of the BoE

name _____ date ____ - ____ - ____ signature _____

FORMAL APPROVAL GRADUATION PROJECT

To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks ?
- Does the composition of the supervisory team comply with the regulations and fit the assignment ?

Content: APPROVED NOT APPROVED

Procedure: APPROVED NOT APPROVED

comments

name _____ date ____ - ____ - ____ signature _____

_____ project title

Mozambique

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date _____

end date

INTRODUCTION **

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

Orkanen bevestigen: Mozambique bevindt zich in de frontlinie van mondiale klimaatcrisis. (z.d.). MO. <https://www.mo.be/reportage/mozambique-de-frontlinie-van-global-warming>*

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PLANNING AND APPROACH **

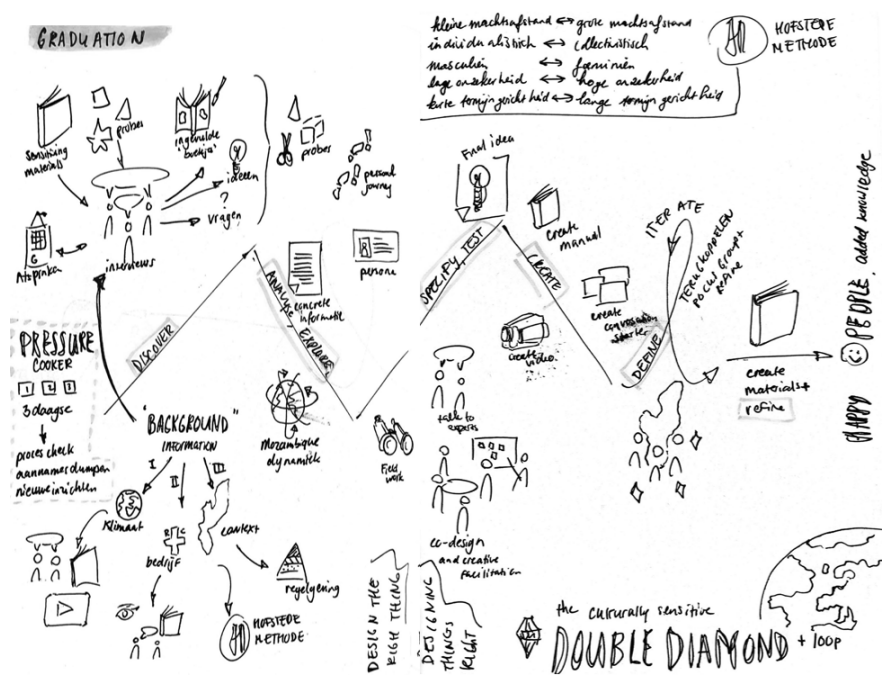
Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date _____ end date _____

Here you can see a visual representation of my process. a "culturally sensitive double diamond"-method.

To start off, I begin with a 3-day pressure cooker to identify any flaws or mishaps in the process, but also to set aside assumptions and to "kill my darlings" in an early stage.

The main methods I will explore are the "Hofstede" method, the "creative facilitation" method and I will create my own version of the "context-mapping" method.



MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, Stick to no more than five ambitions.

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FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.

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