



ECORYS  | **90** Years Answering tomorrow's challenges today

Our wider sustainable impact

CSR Sustainability Report 2018/2019
Ecorys NL

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Preface

When we commenced 10 years ago with striving to obtain an ISO 14001 certificate as Ecorys Nederland, we focused inwards at that time. We sought answers to questions such as : “what is our environmental footprint”, and, “what can we do to reduce our footprint”? After obtaining our 14001 certificate, the first years were indeed aimed at addressing those questions. We now measure our footprint on an annual basis, and have taken many steps to reduce our environmental footprint, in terms of reducing and greening our energy use, fuel consumption, water management, and paper waste management, as well as by offsetting the remainder of our CO₂-footprint.

However, in recent years we also became aware that our type of work, addressing public-policy questions on the important global challenges we face, no doubt also has a much wider impact. Providing sustainable policy advice to our clients assists with formulating and implementing better (public) policies, thereby supporting more sustainable socio-economic development overall, both on local, regional, national European and global level, depending on the policy arena in which our clients are active.

However, whilst having specific measurement tools to measure our energy use, etc. there is no tool available measuring these wider impacts quantitatively. As a first attempt to at least communicate the topics we have been working on, as well as illustrating the type of impacts our consulting advice might have contributed to, we are very pleased to offer you this report, in which we have compiled Ecorys Nederland projects that have a clear and wider sustainability impact than simply reducing our own footprint.

We hope that this first review will offer you a valuable insight into the types of impact which our advisory services can incur. Naturally we look forward to receiving your feedback and are happy to adopt suggestions that can improve this review, which we aim to provide on an annual basis.

On behalf of the Ecorys Nederland CSR team,

Marten van den Bossche

Chairman



Introduction

Addressing key society's challenges is our core business, and we are driven by the ambition to impact the grand societal challenges of our time. We want to make a profound and lasting difference. We do this by offering broad knowledge and relevant services to decision makers in the (semi) public sector. In this report, we would like to highlight some of our recent work at ECORYS NL B.V to show our sustainability impact on society.

Ecorys is an international policy research and consultancy company with around 550 dedicated Ecorys consultants and over 150 associated freelance experts working on projects in more than 100 countries. Our consultants are specialists in research-based consultancy on social, spatial and economic issues. We offer integrated services to our clients – policy and research, program management and service delivery. Together, they allow us to truly impact the issues our clients face, whether strategic or operational.



Who we are

Leading international research & consultancy company, addressing society's key challenges

What we do

We help clients make decisions, build capacity to implement and communicate change, and deliver bespoke services

What we offer

Research and analysis, strategy and policy, evaluations and monitoring, capacity building and implementation, services delivery

What we know

Economic growth, social policy, natural resources, regions and cities, transport & infrastructure, public sector reform, security & justice

Ecorys operates in the intersection of policy research and strategic consultancy. The aspect that sets us apart from the academic world is our professional approach and practical expertise towards actual social, spatial and economic issues. In addition, we distinguish ourselves from generic strategic consultancy agencies due to our verifiable business ethics and our leading position on applied policy research. Illustrative is the fact that even a Nobel Prize winner has contributed to our extensive knowledge base.

CSR at Ecorys

ECORYS NL B.V. strives to organise its operations in a sustainable manner. Our Corporate Social Responsibility (CSR) policy has been in place for over a decade. The central thought in our CSR policy is to identify and improve, maintain and/or mitigate our company's impact on the environment and on society. Ecorys takes its Corporate Social Responsibility (CSR) seriously, which is why it has adopted a CSR policy, binding its organisation and staff to a set of core CSR principles. The central thought in the Ecorys CSR policy is to identify and improve, maintain and/or mitigate our company's impact on the environment and on society.

The main objective of our CSR policy is to achieve our business objectives in a sustainable and responsible manner, through recognising the economic, social and environmental implications of our activities and consistently aiming at improving ourselves in this domain.

Our general CSR efforts are based on three pillars:

- **Environmental issues:** we strive to operate in a sustainable manner. This means we aim to recycle waste materials whenever and wherever possible, we aim to have environmentally sustainable production and offices and we aim towards carbon neutrality (offsetting flights, etc.). Ecorys in the Netherlands (offices in Rotterdam and Amsterdam) has developed and implemented a comprehensive environmental policy which aims at reducing the carbon footprint of the Dutch company locations and employees throughout coming years, as well as reducing the overall environmental impact of the company's work.
- **Employee benefits:** we offer various forms of non-wage compensation to employees, including benefits relating to employee health.
- **Socially responsible procurement:** purchasing goods and services not only on the basis of price and quality, but also based on their environmental and social impacts throughout the supply chain. This includes office supplies, catering and services of external consultants.



We strive to coordinate our operations in a sustainable manner. We continually monitor, assess and manage the environmental impacts of our operations. We choose and promote effective environmental management systems and practices wherever possible. Our achievement against these objectives has been recognised with our successful certification under ISO14001.

At Ecorys, we are contributing to a decreased environmental impact of our activities. Below you can find a selection of our various measures:

We actively promote our CSR goals and our staff lives up to the objectives Many of our clients expect or even demand of us that we have an active CSR policy. We put information on our CSR policy in your proposals and contracts. This information is available on the intranet and website.

We use green (100% renewable) electricity as of 2010

We compensate our carbon footprint for flights since 2010 We have offset the carbon footprint for our flights by buying Gold Standard VER's (Verified Emission Reductions, or 'carbon credits') for years.

We are a CO₂ neutral company since 2019 as we compensate now our total carbon footprint, in addition to our flight related emissions. We have chosen full CO₂ compensation from 2019 in cooperation with the Climate Neutral Group. Per Full Time Employee (fte) our footprint reduced to 8,5 CO₂ per fte by 2018, significantly below 2010. We aim to further decrease our emissions.

We don't waste energy or water Because we spend much of the day time in the office, and require a range of equipment, we have a relatively high energy consumption. We turn off lights, monitors, pc's and other electronic equipment when not in use. We monitor closely our water consumption.

We take responsibility for our workspace We keep it tidy and use flex desks.

We do not waste paper We are aware of what we actually print. We aim to continuously decrease printing volumes in total, and per fte. And we communicate frequently about it. Our campaigns lead to a decrease in printing of 28% in the last 5 years.

Our office paper complies with FSC / PEFC We only buy and use FSC or PEFC certified office paper in our Dutch offices.

We promote the use of public transport In the route descriptions on our website we state this and we provide information on public transport first, followed by info on travelling by car. The route description also provides information on our (electric) bike storage facility. Furthermore we incentivise our staff to commute by low-carbon transport and we try to promote the use of ICT tools (video conferencing etc.) over air travel. Half of our staff commutes by public transport or bike.

We promote the use of electric cars and bikes by providing charging facilities. We monitor the need for bicycle parking and restricted the number of car parking spaces.

Our priorities in 2020

In 2020 we will focus on three topics to further improve and mitigate our company's impact on the environment and on society

1. Separate our waste and analyse the impact of this measure.
2. Fit for purpose: making people move in different ways and get people fit, both mentally and physically.
3. Giving back together: developing a vision and shaping our support to good causes.

TOP 3 2020



What a waste:
finally separating our
trash as we should



'Fit' for purpose:
making more foot
prints together



**Giving back
together:**
shaping our support
to good causes

This report

One of the goals under the ISO14001 certification, is 'communication'. We therefore actively communicate about our CSR policy and actions to all relevant (internal and external) stakeholders. The in-house reporting on our CSR performance has been part of our policy plans for years. This report is targeted at a broader audience, and by highlighting some of our key projects which contributed to our CSR objectives and mission, we aim to show the positive impact we have on society.

Providing sustainable policy advice to our clients assists in formulating and implementing better (public) policies. This leads to more sustainable socio-economic development overall at various levels. In this report, we illustrate the work we do by highlighting examples of each sector respective with its own area of expertise, but all with a wider sustainability impact than just reducing our own carbon footprint.



1. Natural Resources

1. Natural Resources

Economic growth is driving an increase in energy demand and greater pressure on natural resources and the quality of the environment. That economic development should follow the principles of sustainability is widely accepted; but how can we translate this concept into tangible solutions? An integrated approach comprising economic, institutional and technical perspectives is vital.

The natural resource sector has sustainability at its core. One of its key focus areas is energy policy and market regulation, including renewable energy and innovation. Ecorys helps navigate energy system choices by sketching scenarios of a low-carbon economy in the fields of electricity generation, grid integration, mobility, industry and (domestic) heating. We specialise in exploring innovative new renewable energy technologies, helping our clients to prepare for emerging potential game-changers. Other topics of expertise include climate resilience and finance, water resources and sanitation, and agriculture and food. Some of the key projects on sustainability deal with advanced biofuels (for the European Commission), the transition from gas to sustainable sources of heating in the Netherlands (for Milieudefensie) and developing a market model in a future electricity market without fossil fuels (for network provider TenneT).



The financial impact of the Dutch heat transition

Project overview

Subject: The financial impact of the heat transition, a research on the investment challenges and effects on the affordability and the potential of new forms of financing

Period: June 2018 – March 2019

Client: Milieudefensie

Summary

In the Netherlands, the majority of households is heated by natural gas. Driven by the wish to be more energy independent and to contribute to sustainability goals, the Dutch-built environment needs to transition from natural gas to a renewable heat source. This research has analysed the financial heat transition challenges based on the ambitions of the proposed Dutch Climate Agreements (10 July 2018). These challenges occur as the current dominant alternative, natural gas, is still the least expensive option in comparison to its more sustainable alternatives. Ecorys therefore investigated which neighbourhoods are expected to move away from natural gas and identified the average income- and assets position of the households in these neighbourhoods. This resulted in a clear insight in the affordability of the heat transition and formed the basis to identify the investment challenge.

Assessing the economic damage of drought in 2018

Project Overview

Subject: The economic damage caused by the 2018 drought

Period: December 2018 – February 2019

Client: Ministry of Infrastructure and water management

Summary

The year of 2018 was an extraordinarily dry year. This led to the formation of a temporary governmental panel on drought, spurring several actions. One of these actions was to quantify the economic damages of the drought in 2018. Ecorys was therefore approached to develop a first estimation of the economic damage caused by the drought in 2018. Our research focussed on the nine most important users of fresh water: agriculture, inland navigation, industry, energy, drinking water industry, urban areas, recreation, nature and water management. Ecorys presented two kinds of damage parameters: a sector perspective and an economic perspective. The study led to an overview of economic impacts and when possible a quantification of damages for the different sectors. The economic effect of the drought was therefore estimated at 450 to 2.080 million euro.

Internal CO₂-price for Dutch distributing companies

Subject: Assessing the impact of internal CO₂-price for distribution system operators (DSOs)
Period: February 2019 – May 2019
Client: **Enexis, Alliander and Stedin**

Summary

Distribution system operators (DSOs) play an important role in facilitating the energy transition. However, they can also have a positive impact on reducing CO₂-emissions by changing their internal management. Ecorys was therefore asked by the three biggest Dutch DSOs of electricity and gas networks (Alliander, Stedin and Enexis) to identify the potential impact of an internal CO₂-price and how to effectively implement such a price.

Assessing the long term potential of advanced biofuels

Project Overview

Subject: The research- and innovation perspective on the long-term potential of advanced biofuels
Period: February 2016 – June 2018
Client: European Commission

Summary

Within the context of the future European energy and climate ambitions, (advanced) biofuels play an important role in the transition towards a lower use of traditional fossil transportation fuels. Particularly in the fields of aviation, marine and heavy duty vehicles, biofuels are still the main alternative for lowering CO₂ and GHG emissions. In order to reduce undesired societal impacts of the first generation biofuels (e.g. indirect land use change), the European Union now prepares the transition towards the use of more advanced biofuels. The European Commission (DG Research & Innovation) commissioned an Ecorys-led consortium to assess the potential for advanced biofuels up to 2030 and 2050. The main study objective is to address the potential for advanced biofuels in a mid-term (2030) and long-term (2050) perspective, taking into account the research and innovation role. The results of this study will provide DG Research & Innovation with quantitative insight in the potential contribution of advanced biofuels and on opportunities for Research & Innovation. This will ultimately contribute to selecting the most promising technology options for achieving low-carbon transport, whilst strengthening European technological and industrial competitiveness.

Commercialisation of wind energy systems

Project overview

Subject: Study on Challenges in the commercialisation of airborne wind energy systems
Period: August 2017 – November 2018
Client: European Commission

Summary

'Airborne wind energy system' (AWES) is the umbrella name for a series of potentially game-changing concepts to convert wind energy into electricity. This study provides an overview of the technological state of the art, assesses market potential and barriers, and outlines measures and pathway towards commercialisation. Ecorys has given a set of recommendations, which contribute to solving challenges in the commercialisation of airborne wind energy systems.





2. Regions and cities

2. Regions and cities

We view cities as the engine of economic growth. Cities are where policy meets reality. They face challenges with visible and less visible problems: climate, transport, exclusion, unemployment, poverty. Ecorys advises clients about the social and economic advantages of multilevel cooperation within cities. We have developed a smart decision making tool to demonstrate costs and effects of measures for housing and working in financial terms.

Our lives largely take place within a built environment. Real estate in which we live, work, shop, care and play. Ecorys has a rich history when it comes to market research for housing, offices, business parks and leisure projects at project and location level. We advise on the right programming and positioning of the assignment and the financial feasibility and funding.

Local and regional development poses contemporary challenges due to a lack of fulfilment from specific institutions. Ecorys' portfolio includes large technical assistance programmes in the EU Eastern Neighbourhood and pre-accession countries. It covers local economic development, administrative reform and the capacity building of national and local institutions.

For example, Ecorys is involved in developing, evaluating and assessing housing policy executed by housing associations throughout the Netherlands (Dutch: maatschappelijke visitatie). Ecorys has also been involved in the development of the audit methodology since 2005 and have carried out approximately 200 audits in large and small housing associations, in both urban and in rural areas throughout the Netherlands.



Spacial needs of a more circular economy in Amsterdam

Project Overview

Subject: Spatial needs of the circular economy in the Metropolitan Region Amsterdam
Period: August 2017 – March 2019
Client: Province of North-Holland

Summary

Ecorys determined the spatial needs of the circular economy for the Metropolitan Region Amsterdam. The circular economy is a growing sector of economic activity which increasingly requires a spatial area. The available area within the area 'Westas' is scarce, especially for manufacturing which not only needs physical space but also environmental space. The spatial needs and impact of the transition towards a circular economy has not been quantitatively assessed. However, as the circular economy needs room to grow, it is necessary to investigate the spatial requirements. Ecorys therefore investigated the effect of a more circular economic development on request for spatial areas and the most suitable type of location. This research is the follow-up of a previous study of Ecorys, in which a quantitative estimation of the economic growth until 2030 was made. These growth estimations are used as an input for estimation on the demand for space.

The viability of circular industry on the N5 spot Amsterdam

Project overview

Subject: Evaluation of the N5 spatial use
Period: April 2018 – July 2018
Client: Port of Amsterdam and municipality of Amsterdam

Summary

This research focusses on the challenges and opportunities regarding circular economic activities in the harbour area and the Metropolitan region Amsterdam. Specifically, we focused on the N5 space, an area at Amsterdam Sloterdijk III which is surrounded by circular activities. The municipality and the Port of Amsterdam required a first review of the statement that the 7 hectares of the N5 area are used most optimally by positioning circular industry in this area. By showing challenges and opportunities, the Metropolitan region Amsterdam makes a first step in its ambition for the transition towards a circular economy.

Spatial conditions for a more circular approach

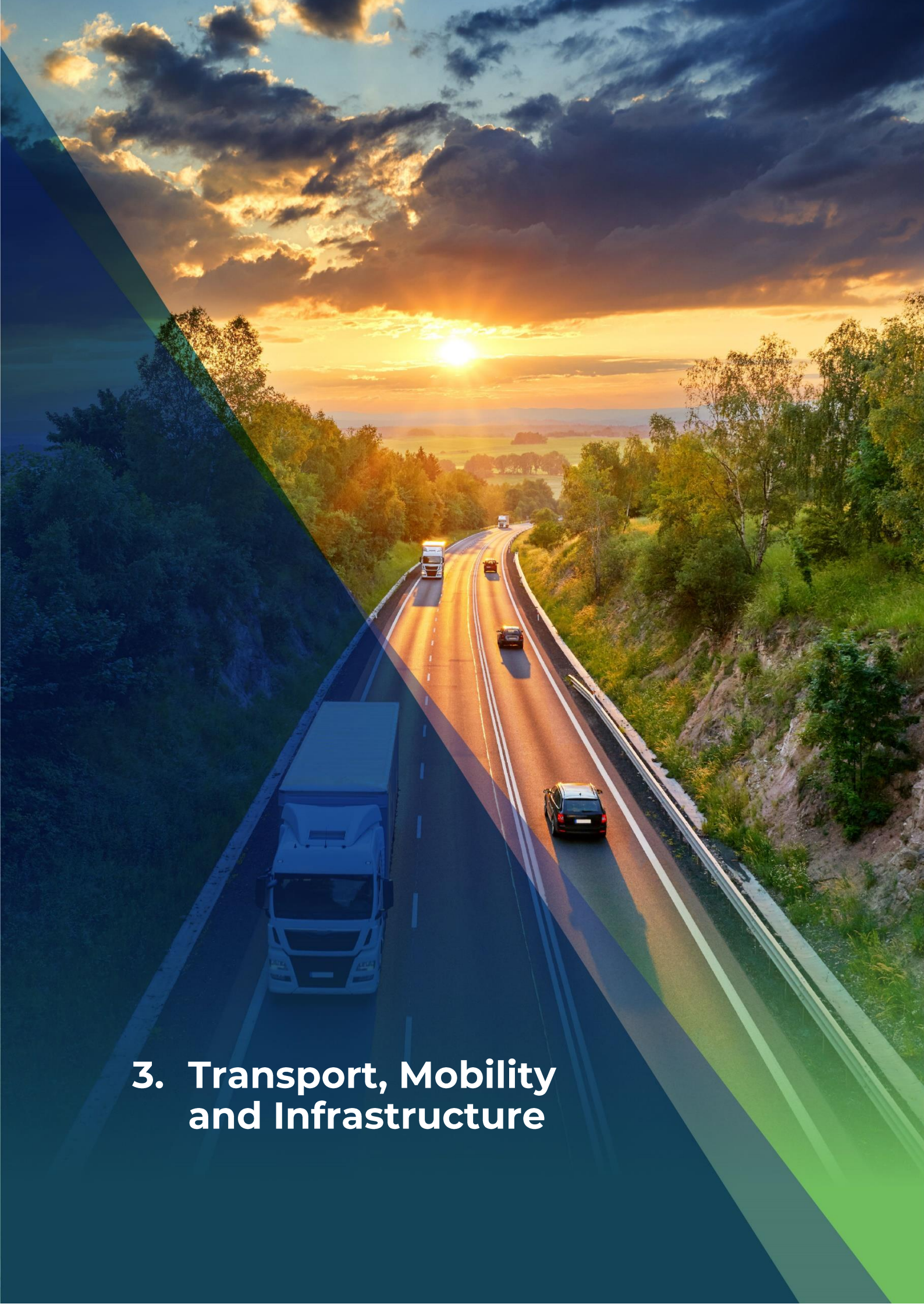
Project overview

Subject: Decision making framework on circular spatial allocation
Period: January 2018 – November 2018
Client: SADC

Summary

This study provided the costs and benefits of potential measures to make industrial areas more circular. It was performed as part of the Project Westas Amsterdam, in collaboration with SADC, Apto, Metabolic en Akro Consult. The decision making framework which was developed during this project, aims to ensure a dynamic spatial allocation strategy by closing the gap between ambition and what is spatially and financially possible.





3. Transport, Mobility and Infrastructure

3. Transport, Mobility and Infrastructure

Transport plays a vital role in the facilitation of international trade. Ecorys provides insights into the impact of logistics on society, business and the economy, and maps the effects of policy measures on freight transport. We possess wide knowledge of all modes of transport, and have access to extensive databases, partly developed by our in-house planning tool *Intermodal Links*.

With sustainable transport on the rise, evaluating and monitoring of effectiveness and planning next steps is key. Ecorys combines the knowledge of *Daily Urban System* in Sustainable Urban Mobility Plans. We evaluate impacts of public transport, bicycles and parking policies. We also have an in-house data collection centre, *Ecorys Bureau DAM*, using cameras with automated plate recognition, infrared and motion detection and advanced tools for questionnaires.

Going green is the new way to travel. Ecorys evaluated different policy programmes from the Ministry as well as the European Commission, aiming to contribute to sustainable transport. This includes the *Beter Benutten* programme, the *Intelligent Transport System* programme, and *Mobility as a Service* programme. We advise local governments on Sustainable Urban Mobility Plans and the stimulus of the use of zero emission busses and trucks.

Transport infrastructure assets are vital to our quality of life in society and to economic efficiency. Ecorys plays an active role in managing this vital infrastructure. We prepare transport master plans in which the supply of all modes of transport infrastructure are matched with (future) demand for transport. In addition, we support decision-making in infrastructure, notably in programming and in the appraisal of projects.

Air transport provides first class economic benefits as a worldwide transportation network. Ecorys is a long serving economic advisor in the field of aviation and airports, both at the national and regional level. Working closely with our excellent network of technical and legal partners, we are well placed to respond to questions from our clients, notably at domestic and European Union level, providing a multi-disciplinary approach.



MUSES Multi-use in European Seas

Project overview

Subject: Actions and recommendations on how to further develop the Multi-Use concept
Period: November 2016 – December 2019
Client: European Commission

Summary

Europe's seas are densely used. Finding effective ways of sustainable multi-use of space will allow higher added value against proper accounting of marine ecology and other restrictions. With the European Horizon 2020 project Multi-Use in European Seas (MUSES), the potential of multi-use of space in European seas is being investigated. In this study, 19 different ways of multi-use of space have been identified, consisting of a combination of (amongst other things) offshore wind energy, aquaculture, fishery, environmental protection, wave- and tidal power, tourism and cultural heritage. Within this project, Ecorys has performed specific research to current project on multi-use of space in the Netherlands and Belgium and has analysed the drivers, barriers and added value. The project offers recommendations for practical solutions to overcome barriers and minimise risks.

PROMINENT

Project overview

Subject: Advancing innovation in the Inland Waterway Transportation
Period: May 2015 – June 2019
Client: STC Group

Summary

The European IWT fleet consists of approximately 18.000 vessels (and 40.000 jobs) and plays a crucial role in the transport chain. The sector has a large potential to 'green' the transport chain and reduce congestion on the European roads by shifting cargo to the inland waterway transport sector. During the last years, the European Commission and the partners of the consortium have been investing in the promotion of (technological) innovations in the inland navigation industry.

PROMINENT is a multi-annual research- and implementation programme for European Inland Shipping (kick-off 1 May 2015). The large PROMINENT project is divided into 14 smaller projects executed by sub-project leaders in 5 EU member states. The project is focused on the research, testing and introduction of affordable, safe and green alternative energy concepts and technologies for inland vessels. Ecorys is one of the project partners.

MAAS project

Project overview

Subject: Monitoring and evaluation pilots Mobility as a service
Period: November 2017 – April 2019
Client: Ministry of Infrastructure and Water Management

Summary

Mobility as a Service (MaaS) is seen as the future concept of mobility. Internationally it is called a game changing development, and on national level it is seen by the Ministry of Infrastructure and Water Management and decentralised governments on local levels as a solution to many mobility related challenges. As there is still much to learn, the Ministry of I&W together with decentralised governments, has set up seven regional pilot projects relating to MaaS. Together with TNO, Ecorys is monitoring and evaluating the pilots to see whether they could be viable for national implementation.

Venlo Circular economy

Project overview

Subject: Policy making in Venlo regarding circular economy
Period: January 2018 – December 2019
Client: Municipality Venlo



Summary

Venlo aims to become a robust, future-ready and economically strong municipality. Through the ambition of embracing the C2C concept, Venlo aspires to create a circular economy. Through our experience with similar projects and experts on sustainability, Ecorys works together with Venlo towards a circular economy.

Zero emission busses in Amsterdam

Project overview

Subject: Social effects of Zero Emission Busses
Period: September 2016-October 2017
Client: GVB Amsterdam

Summary

Amsterdam has the ambition to have a Zero Emission Bus Transport system by 2025. This means that the two hundred city busses now fuelled by diesel, need to run on green electricity by 2025. Therefore a 'Total Cost of Ownership' study has been performed of electric busses in comparison to regular diesel driven busses. However, there are more aspects that are taken into consideration than just costs when transitioning to an electric system. This project therefore assessed the social impact of Zero Emission Bus Transport system.





4. Economic Growth

4. Economic Growth

Trade and investment plays an important role in economic growth and employment. Ecorys has a successful record in assessing the impacts of international trade and investment. We provide advice and capacity building in the areas of policy development, implementation and evaluation. For example, support in the areas of trade negotiations and trade and investment promotion instruments.

A strong private sector and well-functioning markets supported by an enabling environment and policies are key to pro-poor economic growth. Ecorys provides extensive experience in research and consultancy services to donors and governments in order to support an enabling environment world-wide. Our support covers a range of areas including evaluation, sector studies, growth strategies and capacity building of government institutions.

Competitiveness is the set of institutions, policies and factors that determine the economic performance of firms, sectors and countries. Ecorys frequently conducts competitiveness studies and assessments, and provide policy advice on boosting competitiveness. Our toolkit includes well-established approaches, including our own competitiveness assessment methodology. Our work on competitiveness also builds on our expertise on trade, private sector development and SMEs.

Well-functioning markets and effective government supervision are important building blocks for a sustainable economy. Ecorys supports international organisations, ministries, regulators, as well as private organisations with the economic analysis of markets and industries, applicable regulation, antitrust behaviour and distorting market factors.

The impact of the digital economy on society is overwhelming. Online platforms and digital technologies are changing the way we live and will change our lives even more in the future. Ecorys advises companies, policy makers and other stakeholders on how to deal with these changes, by offering market studies, impact analysis and strategic advice.



Evaluation of impact EMA agreements

Project overview

Subject: Evaluation of the impact of trade chapters of the Euro-Mediterranean Association Agreements
Period: December 2018 – February 2020
Client: European Commission

Summary

This evaluation serves as a basis for an upcoming *ex-post* evaluation and includes an assessment of the effectiveness and efficiency of the FTAs in achieving the objectives, considering the relevance and coherence of these instruments in the current trade landscape. The evaluation covers economic, social, labour, environmental, human rights, consumer welfare, and gender equality impacts, amongst others.

Evaluation on WEHU's

Project overview

Subject: Independent Evaluation on WEHU's Competitiveness & Market Access
Period: March 2018 – March 2019
Client: State Secretariat for Economic Affairs (SECO)

Summary

This report documents the independent evaluation of SECO's business line 'Greater International Competitiveness of SMEs and Facilitated Market Access'. This is one of three business lines of SECO's trade promotion division - WEHU. The other two business lines support partner countries in establishing 'Favourable Framework Conditions for Sustainable Trade' and 'an Efficient Business Environment'.

Structural reform in the Netherlands 2013-2018

Project Overview

Subject: Study on structural reforms to strengthen the economic future of the EU
Period: February 2018 –September 2018
Client: European commission

Summary

The European Semester is one of the main coordination instruments the European Commission and the Member States developed in order to further strengthen the EU economic and monetary union. This instrument supports the long-term ambitions of the EU for economic growth, creation of jobs, innovation, etc., and pays (amongst other things) specific attention to structural reforms in the individual Member States. In order to support the Commission in their work, this study identified past, present, and pending structural reforms in the Netherlands for the period 2013-2018 and to analysed and reported on their origins and the intended and actual impacts.

Samra Waste Water Treatment Plant

Project overview

Subject: Contributing to the development of a waste water treatment plant
Period: June 2018 – December 2018
Client: Rijksdienst voor Ondernemend (RVO) Nederland

Summary

The As-Samra waste treatment plant is the largest in Jordan. More than 2.2 million people are connected to it in three different regions. However, the treatment of wastewater is an energy intensive process. Solar-power generated electricity offers the opportunity for low cost electricity whilst reducing CO2-emissions. RVO contracted Ecorys to comment on and add to the latest plan for a solar-power project, as well as developing the terms of reference for the needed studies for this project.





5. Social policy

5. Social Policy

Advising governments, health/social institutions and other organisations on the working of economic and social effects impacts is our aim. We offer solutions to the questions such as: what are the effects of interventions, what can be improved, how do others do it? Who are the investors of initiatives and what is the business case?

Amongst other things, the social policy and health department of Ecorys supports and evaluates healthcare systems, programs and health markets. From investigating challenges in cross-border healthcare, to safeguarding good quality, affordable and accessible healthcare at the national level, to supporting community health improvement work, we harness our expertise to strengthen health systems and deliver positive outcomes.

The social policy team furthermore specialises in providing hands-on support, program delivery and advice, research and evaluation, communications and digital services regarding all levels of education. Our vision is to support sustainable and positive education outcomes for all.

Besides healthcare and education, Ecorys supports clients to recognise attributes such as unemployment patterns and effects, social dialogue and working conditions. We are experienced in engaging socially excluded groups in our research, communications and service delivery work. We span the full range of diversity and equality issues including gender, race, religion, disability, gender identity and sexual orientation and migrant status in our work. Other topics covered by our experience include culture, sports and heritage as well as poverty and financial inclusion, lifelong learning and voicing the needs of young people and children.



The Knowledge- and Process tool of Learning Communities

Project overview

Subject: The Knowledge- and Process tool of Learning Communities (Topsectorenbeleid)
Period: April 2018 – May 2019
Client: Platform Bèta Techniek

Summary

This project focused on the development and testing of a Knowledge – and Process tool. The tool is based on a selection of twenty success factors, clustered in the four dimensions according to social system theory. The tool makes it possible to accelerate decision-making in learning communities. The tool is applicable to learning communities connected with engineering. These learning communities provide the labour market with engineers who can contribute to the energy and heat transition.

Social consequences circular economy

Project overview

Subject: The social consequences of a circular economy in South Holland
Period: November 2018 – June 2019
Client: Provincie Zuid-Holland

Summary

The transition towards a circular economy has consequences for the use of materials and products, which influences South Holland. The main question addressed in this research: 'What are the possible social consequences of a circular economy in South-Holland'.



Sustainable business research for Avans Hogeschool

Project Overview

Subject: Research on Sustainable Business for Avans Hogeschool
Period: December 2018 – June 2019
Client: Avans Hogeschool

Summary

Ecorys was asked to conduct a study regarding the macro-efficiency test of the new Master study. In this report we investigate the social and, in particular, the economic relevance of the new Master. Ecorys concluded that the labour demand shows a high demand for graduates with a Master in Sustainable Transitions. Ecorys came up with viable recommendations, in order to ensure that growth in demand can be met with graduates.

Evaluation DWSRA on innovation and labour market improvement

Project Overview

Subject: The Evaluation DWSRA, on innovation and labour market improvement.
Period: November 2017 – December 2019
Client: Ministry of Social Affairs and Employment

Summary

This research contributes to the question of how to mitigate the growing demand of engineers specialised in sustainable transitions. The evaluation DWSRA 92017-2019), which comprises a part of the projects we are researching on innovation and sectoral labour market improvement, has overlap with the Energy Sector. The evaluation to experimental projects is a way to provide a boost to the labour market and bringing people back into employment.

Evaluation integrated territorial investments

Project overview

Subject: Evaluation of investments in municipalities
Period: June 2018 – January 2019
Client: Ministry of Social Affairs and Employment

Summary

Ecorys has evaluated the Integrated Territorial Investments in the G4 municipalities, for the Ministry of Social Affairs and Employment. The relation between the labour market and economic agenda, including sustainability and the energy transition, has been evaluated. With the tool developed and provided by Ecorys, effectiveness of cooperation, professionalism in implementation and communication has been improved.





6. International Development Unit

6. International Development Unit

We support Governments to effectively manage the economy and provide high quality public services. Ecorys has extensive in-house capacity and experience in all areas of public finance management. We assist governments with formulating and implementing reform strategies and action plans, using innovative capacity development approaches. Our support covers the full budget cycle including macroeconomic management, policy based budgeting, public investment management and budget execution.

We facilitate ethical public sector governance to align service delivery with the needs of citizens. Ecorys is a leading provider of governance support in developing and transition economies. We have experience across all aspects of governance including developing legislative frameworks, civil society engagement, and anti-corruption measures. We work with a wide range of stakeholders ranging from audit institutions, parliaments, civil society and development partners.

We provide a range of services to support innovative, transparent and effective aid and development finance management, to help achieve development goals. These include fiduciary risk assessments, development finance effectiveness studies, aid programme evaluations and technical assistant support. We also deliver aid management training to donor agency staff and act as a fiscal agent and fund manager of large aid programmes.

We support revenue reforms that provide benefits beyond increases in domestic revenue mobilisation, and have the potential to enhance government service delivery and stimulate economic growth through an improved business environment. Ecorys achieves this through a range of support, from undertaking diagnostic studies through to implementing large-scale technical assistance to Finance Ministries, Revenue Authorities, and tax and customs departments at both policy and administrative level.

We support governments improve the efficiency and effectiveness of the public sector, adapting international best practice to the local political, social and economic context. We provide a range of services including: enhancing evidence based policy formulation; functional restructuring; improving institutional performance management; and institutionalising change management approaches. We also assist with administrative decentralisation and devolution.



Assistance for Dnipro Transport Development

Project overview

Subject: Dnipro Transport Development
Period: December 2018 – December 2021
Client: Delegation of the European Union to Ukraine

Summary

The overall objective of the project will be to facilitate and promote the reform in the waterborne transport. This reform will be directly related to the obligations of the Article 367 of the AA to "promote efficient, effective and safe transport operations" and Annex XXXII to chapter 7 of the AA listing the relevant EU legislation to be implemented.

Technical assistance for the development of the transport sector Tanzania

Project overview

Subject: Technical assistance for the development of the transport sector Tanzania
Period: December 2018 – December 2021
Client: Delegation of the European Union to Tanzania

Summary

The overall objective of the Agri-Connect programme of which this contract will be a part is to contribute to inclusive economic growth, promote private sector development, job creation in the agricultural sector and increased food and nutrition security in Tanzania. The objectives include ensuring the achievement of the expected results of the rural roads component of the Agri-connect programme, and strengthening the institutional capacities of TARU RA and RFB to efficiently and effectively implement the development and maintenance programmes.



CSO Ghana

Project overview

Subject: Technical Assistance for the formulation and management of CSO initiatives and activities in Agriculture.
Period: August 2018 – January 2022
Client: Ministry of Finance and Economic Planning of Ghana.

Summary

The Ghana Shared Growth and Development Agenda (GSGDA) II seeks to address issues considered as root causes of household vulnerabilities, including unsustainable farming practices and limited capacity to resilience. In line with this policy, the new Co-ordinated Programme of Economic and Social Development Policies (2017-2024) has transforming agriculture and industry and strengthening social protection and inclusion as two of its five pillars. The CSO-RISE programme will contribute to inclusive growth and reduction of social inequalities as part of interventions to support the priorities set in the Ghana Shared Growth and Development Agenda (GSGDA) II. Ecorys provided technical assistance within the context of the CSO-RISE programme. By tackling economic, social and climate-resilient issues through innovative interventions, Ecorys is contributing to the sustainable management of Ghanese ecosystems.

Sri Lanka agricultural modernisation

Project overview

Subject: Technical Assistance to the Modernisation of Agricultural Programme
Period: March 2017 – December 2020
Client: Delegation of the European Union to Sri Lanka and the Maldives

Summary

The Technical Assistance to the Modernisation of Agriculture Programme in Sri Lanka (TAMAP) service contract, implemented by a consortium led by ECORYS, started with the mobilisation of the Technical Assistance Team (TAT) on 8th January 2018. The project will have an operational phase of 36 months and will end on 7th January 2021. The objective of the service contract is to contribute to a more productive, sustainable, diversified, climate-resilient, market-oriented and inclusive agriculture in Sri Lanka.



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