

.....

CROSS-SECTORAL COLLABORATION:

CHALLENGES AND OPPORTUNITIES
OF 'JOINT' ACTION

Tilburg | The Netherlands
VIA AUGUSTA | Symposium Report
2025

Editors: Shanya Ruhela and Wendy van der Valk
Contributors: Shakya Wickramanayake,
David Wodak and Tom Aben

TABLE OF CONTENTS

.....

About VIA AUGUSTA	6
A. Introduction: Setting the Stage for Cross-Sector Collaboration	10
I. Executive Summary	11
II. Reading Guide	14
III. Breaking Silos to Synergy: Why Collaborate across Sectors?	15
B. Theory to Practice: An Overview of the Keynote Addresses	18
I. Lessons from Crisis Coordination in Critical Infrastructures by MCPM Ronald Christiaans & Drs. Ing. Kenny Meesters	21
II. AI as a Catalyst for Collaboration: Dr. Merel Noorman on the Future of Critical Infrastructures	29
III. The Delta-Rhine Corridor: Insights on Cross-Sectoral Collaboration from an Insider, Edwin van Espen	34
C. Addressing Challenges through Interactive and Participatory Sessions	40
I. Governing Digital Transformation in Critical Infrastructures through Trust and Collaboration: An Interactive Game by David Wodak	43
II. Principles for Good Governance in Collaborative Networks: A Collaborative Learning by Prof.dr.ir. Wendy van der Valk	47
III. The Current State and Future of Cross-Sectoral Collaborations by Shakya Wickramanayake and Dr. Tom Aben	52
IV. Session on Partnering for Responsible Infrastructures led by Prof. dr. Henk Akkermans	63
V. Navigating Legal Complexities in the Digital and Green Transitions in the EU: Expert Perspectives	67
D. Conclusion and Future Directions	74
E. Annexure: Symposium Concept Note and Program	84
Colofon	90

ABOUT VIA AUGUSTA

.....

VIA AUGUSTA is an interdisciplinary research project focused on advancing cross-sectoral collaboration in infrastructure planning and governance. The project aims to help infrastructure managers identify situations where a systems-of-systems approach is appropriate and to facilitate the implementation of SoS through effective control and management of data (IT governance), collaborative relationships (inter-organizational governance), and regulatory frameworks (regulatory governance).

Acknowledgment

The research for VIA AUGUSTA is carried out in close collaboration with consortium partners Alliander, Port of Rotterdam, Rijkswaterstaat, and Pro-Rail. The project is funded by the Dutch Research Council (NWO) and Next Generation Infrastructures (NGinfra). The project reference number is NWO 439.20.805.

The members of core research team of VIA AUGUSTA are:



Prof.dr.ir. Wendy van der Valk holds the Nevi chair in Purchasing & Supply Chain Management at Tilburg University. Her research focuses on the effective governance of inter-organisational relationships in supply chains, with a specific focus on the functions of contracts and their interplay with relational governance mechanisms. Of particular interest is the impact of contemporary transitions in business and society, such as digital transformation and circularity, on effective inter-organisational governance. She has published

in, amongst others, the *Journal of Operations Management*, the *International Journal of Operations & Production Management*, and the *Journal of Purchasing & Supply Management*. Van der Valk is the main applicant of the NWO/NGinfra funded project VIA AUGUSTA (439.20.805; 2022-2026) and a co-applicant for the LONGA VIA project, also funded by NWO/NGinfra (439.16.807; 2018-2021).

Dr. Tom Aben is an Assistant Professor at the University of Warwick and is one of the main researchers in the NWO and NGinfra-funded VIA AUGUSTA project. Tom earned his PhD in Supply Chain Management in December 2022 at Tilburg University. His research focuses on the impact of digitalisation on both intra-organisational and inter-organisational operations of organisations with a (semi-)public background. Prior to his engagement with the VIA AUGUSTA project, he was also involved as one of the main researchers in the NWO/NGinfra-funded LONGA VIA project.





Dr. Shanya Ruhela is a postdoctoral researcher at Tilburg University, the Netherlands, where she also earned her PhD. She is a corporate lawyer who holds an LLM from the University of Cambridge in the United Kingdom. Her research focuses on regulatory and governance issues related to critical infrastructure sectors of energy and finance. With expertise in trade associations and banking regulations, Shanya's work contributes to policy discussions on regulatory adaptability, resilience, and cross-sector governance.

Shakya Wickramanayake is a Sri Lankan lawyer currently pursuing a PhD in Law and Regulatory Governance at the Tilburg Institute of Law, Technology and Society (TILT) at Tilburg University, the Netherlands. Her PhD is part of the Dutch Research Council-funded project VIA AUGUSTA, which explores the potential for leveraging a systems-of-systems approach to infrastructure management. She received her Bachelors in Law from the University of London and her Masters in Law & Technology from Tilburg University.



David Wodak is a PhD Candidate at Tilburg University and is one of the primary researchers in the NWO and NGinfra-funded VIA AUGUSTA project. He holds a Master's degree in both Information Management and Data Science, which he obtained from Tilburg University. His research focuses on inter-organisational IT governance to establish cross-sectoral collaborations and guide the digital transformation of (semi)public organisations.

A. INTRODUCTION:
SETTING THE STAGE
FOR CROSS-SECTORAL
COLLABORATION
