

CULTPLAN



Planning Cultures in Europe

Coping with cultural differences in planning and cooperation

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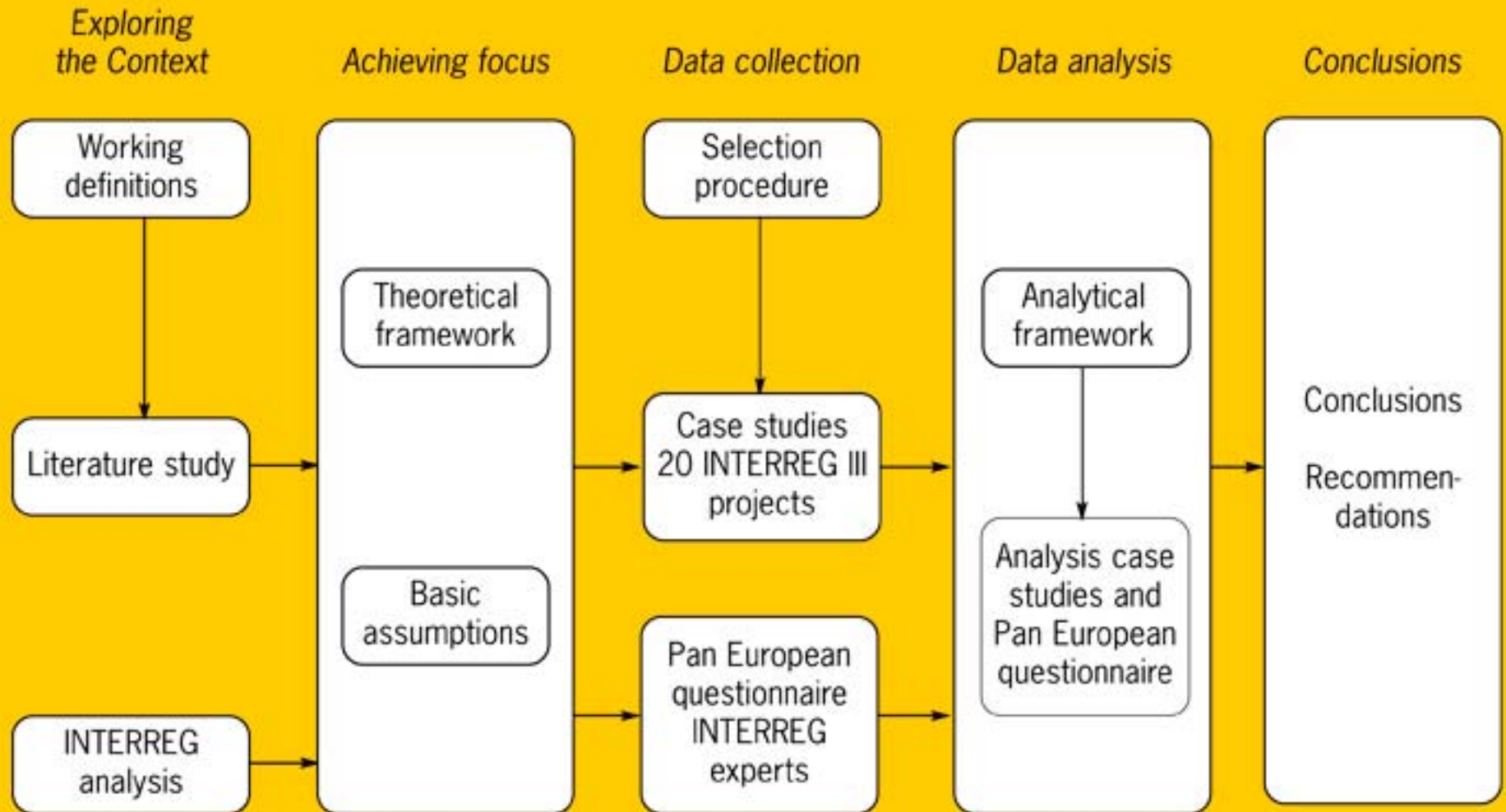
www.cultplan.org



Basic characteristics of CULTPLAN

- **Duration:** January 2005 - December 2007
- **Budget:** 405.000 ERDF
- **Aim:** Explore the influence and role of culture in INTERREG in order to improve management and implementation of projects
- **Topics:** Manifestation, mechanisms, recognition, management and potentials of culture
- **Culture:** Is the set of knowledge, belief, art, moral, law, custom and any other capabilities and habits acquired and shared by man as a member of a society or a social group with specific ways of living, value systems, tradition and beliefs

Methodological design



Methodology and Theory

- Focus on interacting cultures, not on describing static cultures
- Projects in interacting between local and EU-level
- Cultural theory Gullestrup: Horizontal and vertical dimension
- Participants' point of view and observers' point of view
- Cognitive frames
- Good and bad practices as regulative instruments
- Culture as an obstacle, culture as a resource

The CULTPLAN partnership

- HCU, HafenCity University Hamburg (Germany)
- EUROREG, Warsaw University (Poland)
- Anem, Development company of Magnesia (Greece)
- Consvipo, Consortium for the Development of Polesine (Italy)
- Alterra, Wageningen University and Research (The Netherlands)
- Subcontractors:
 - University IUAV of Venice (Italy)
 - Transcoop (Greece)

The story of CULTPLAN



Manifestations of culture

Metaculture of Europeanization: governance ideology, best practices, selection criteria, values, standards, regulations

Governance perspective

Governing of regional practices

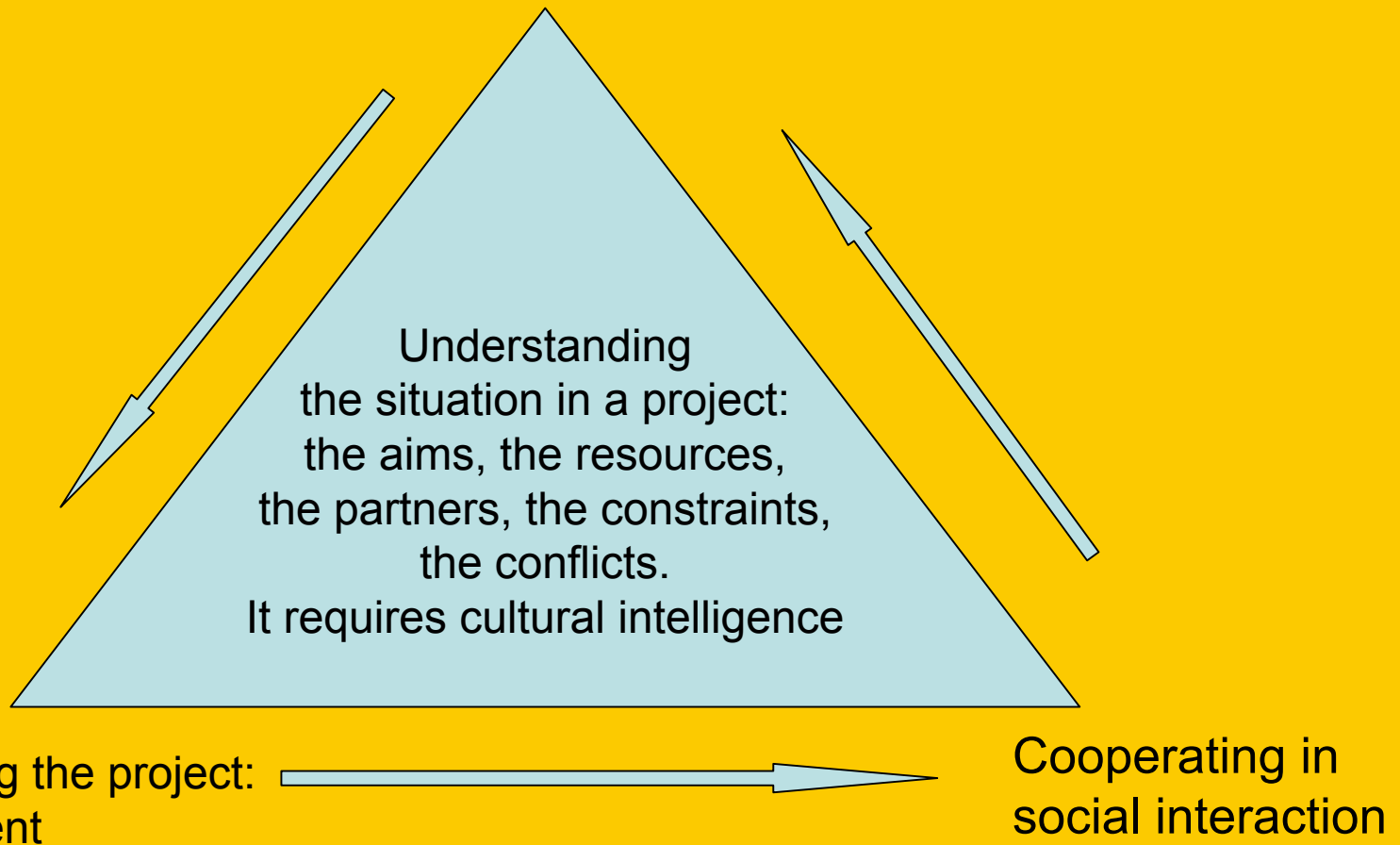
Codifying of regional practices

project

Diversity of regional planning cultures

Manifestations of culture

Producing new knowledge and practice



Manifestations of culture

- Cognitive dissonances between cultural cognitive frames
- Language issues causing inequalities
- Knowledge traditions and understanding of knowledge
- Partner perceptions and understanding their contexts
- Administrative matters
- Implementation practices
- Impact of cross cultural understanding: trust, social capital, deep interaction, innovation

A story of SETRIC



Mechanisms of culture

- Money antagonises culture
- Complexity requires generalizations and these may lead to stereotyping
- Choosing the familiar solutions causes a bias throughout a project
- Deep misunderstanding because of cultural cognitive dissonance
- Power relations inside / outside a partnership
- Valuing international settings, curiosity and exchange of concepts do inspire

A story of E-teams



Five practical management recommendations

- Organize real involvement of new partners, let partners reflect on project idea and application
- Connect individual and joint actions in an integrated methodology
- Clarify mandates and exchange views on good partnership
- Explore perceptions of objectives and expectations
- Find out the deeper cultural reasons for cognitive dissonance
- More recommendations: see the report

Five general recommendations

- Managing means: cultural understanding situations, reflecting on cognitive frames, valuing negotiation of meaning and reframing as an outcome of the interactive process
- Every person is a manager of a learning process
- Value 'otherness' as a resource
- Consider interactions as opportunities for common understanding and innovations
- Value process and content as equally important

Conclusions

- Culture matters
- Culture is poorly recognized in practice
- Managing cultural diversity needs capitalization
- Cultural diversity is the key to large potentials for innovation
- Tension between INTERREG (projects) and local context
- Tension between government/governance and culture
 - How to govern culturally based initiatives grounded in practices and ideologies of active citizenship
- Intercultural governance
 - Recognition of culture, valuing and valorisation of different cultural dispositions