

About Royal HaskoningDHV

Royal HaskoningDHV is an engineering consultancy firm. It was founded in 2012 after the merge of Royal Haskoning and DHV. This created the company as we know it today. After the merge in 2012 the company had 6900 employees and a revenue of €746 million. The original companies were much older:

- Royal Haskoning was founded in 1881
 - DHV was founded in 1917
- The motto of Royal Haskoning is "Enhancing Society Together" and they try to achieve this by focussing on delivering added value to their clients while addressing the challenges that societies are facing. (Royal Haskoning, 2020)

Activities in Africa and Gabon

Royal HaskoningDHV is active all over the world. It has offices in more than 30 countries and has been active in projects in over 140 countries. In Africa they have offices in Nigeria, Libya, Botswana, South Africa and Mozambique.

As you see the company doesn't have an office in Gabon, but it has had activities there. In 2015 they started assisting two of their key partnering companies on the design and construction of a new port in the capital of Gabon, Libreville. They also carried out investigations on a manganese mine as a part of a big report on different mining programs in Africa for the Africa Finance Corporation.

Distance and Risk and Responsibility

The risk and responsibility of Royal HaskoningDHV can be determined by looking at the components of the distance matrix for Gabon first. The physical distance of almost 6000 km, cultural difference, corruption and low economic freedom create a distance described as far. This results in an environment of higher risk and responsibility taking:



Licenses of Royal HaskoningDHV in Gabon

In order for Royal HaskoningDHV to reach a sustainable business model, the four licenses should be inspected.

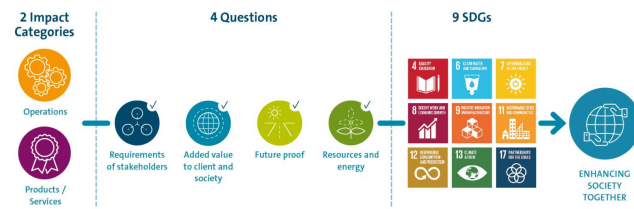
License	Implementation
Exist	Keep investigating new technologies to produce for needs of people
Operate	Producing products while making sure to minimize risks in for example the use in limited resources
Scale	Royal HaskoningDHV only operates with clients if something can be given to society (see Royal HaskoningDHV & SDGs).
Experiment	Taking responsibility to reduce for example negative impact from corrupt governments on local people and stakeholders

Royal HaskoningDHV & SDGs

Royal HaskoningDHV focusses on nine of the 17 SDGs. These SDGs are within the scope of the market of the company. During all their activities they focus on:

- Positive net impact of their projects
- 4 four guiding questions to achieve this:
 - Does the output meet the requirements of most stakeholders involved?
 - Does the output serve added value for the client and society as a whole?
 - Is the result lasting, thus is it future proof?
 - Can we meet the client's demand while minimising the use of natural resources and energy?

With these questions they try to create a positive influence on the 9 SDGs and reach the goal of enhancing society together: (Royal HaskoningDHV, 2019)



Partnerships

Royal HaskoningDHV focusses on many types of partnerships. Their overall motto can be said to be, together you're stronger. Their main partners are: clients, employees, suppliers, partners & associations, communities, governments, shareholders, governments, knowledge institutes and NGO's. By partnering with these they try to make the best possible product for the clients and society.

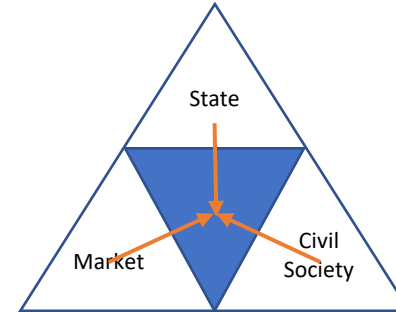


Advise for Royal HaskoningDHV

Royal HaskoningDHV has started looking at sustainable business models as well as the SDGs on time. Right now it is time for them to maintain course but also improve the way they do business. This can be a difficult task:

- Battling corruption is difficult because governments often are the clients
 - Still working for these governments is possible, but demand more involvement from local stakeholders and civil society in the project to obtain a good societal triangulation
- In general a lot of the projects Royal HaskoningDHV is doing can have a very bad effect on the environment. Royal HaskoningDHV is already addressing this by saying to always keep an eye on these effects and making sure to give something back to nature and using the most eco-friendly techniques and solutions. Taking more responsibility in this could lead to more opportunities, but the risks should always be managed at the same time.

Societal triangulation



In order to unravel wicked SDGs, a balance must be created in the place of a company in the societal triangulation. The perfect place, where there is trust from all parties involved lies in the middle.

Royal HaskoningDHV in Gabon:

- Use local stakeholders in the market. At the moment not really the case
- In most cases probably hired by government or governmental organisation
- Reach out to and use local population (in construction development) in order to gain their trust. This can be very low due to corruption.

SDGs in Gabon

The following is the latest report on the status and trend of the SDGs in Gabon:



- The overall index score of Gabon is 63.4, which puts it on the 111th position in the ranking.
- The trends of most of the targets are either positive or stagnating with only 3 of the 17 SDGs on schedule.
- 2 SDGs with decreasing score. Mostly caused by high corruption, low spending on health and education & low sense of safety by the people

SDG 9

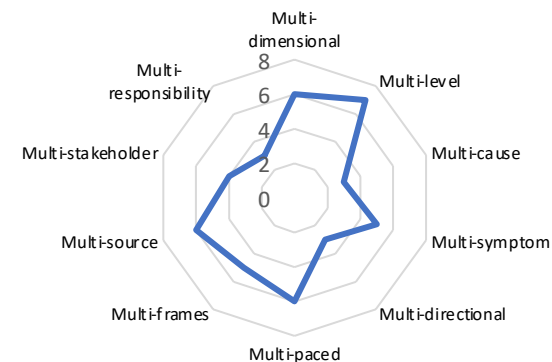
Industry, innovation and infrastructure is SDG number nine of the 17 SDGs. It focusses on building resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovation. (IISD, sd)

This SDG, just like many others, has a connection with some different SDGs. A couple of these connections are:

- In order to invest and build infrastructure strong institutions are favoured (SDG16)
- Good education needed for sustainable innovation (SDG4)
- In order for people to use and benefit from the internet they need a certain standard of living (SDG1)

Wickedness SDG 9

The wickedness assessment of SDG9 indicates what kind of problem SDG9 is in Gabon. The SDG is rated in 10 different categories which resulted in a score of 48. This means that the problem is identified as complex.



Observations

- The multi-level, multi-source and multi-paced nature of this SDG makes it a complex problem.
- Low amount of responsibility, stakeholders and very little sources

Conclusions

- Rich government with little willingness to improve this situation means other people, organisations or companies need to step up in order to change the situation

Sources

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