

Symposium 'Are you prepared for the unthinkable?'

Crisis management and resilience of critical infrastructure

- Wednesday, November 26, 2025 -

Program and explanation workshops

8.30 – 9.15 am	<i>Walk-in and reception</i>
9.15 – 9.25 am	Opening and welcome by Eelco Dykstra and Gert-Jan Ludden (co-chairs)
9.25 – 9.30 am	Videopresentation Canadian National Centre for Critical Infrastructure Protection, Security and Resilience <i>Perry Steckly (executive Director NC-CIPSeR, Ottawa)</i>
9.30 – 10.10 am	What can we learn from experiences abroad? <i>Oleksandr Senkevich (Mayor of Mykolayiv; Ukraine)</i>
10.10 – 10.40 am	National Resilience Programme; current developments <i>Marco Zannoni (NCTV - Director of National Crisis Management)</i>
10.40 – 11.15 am	The mayor as crisis manager <i>Ahmed Aboutaleb (former mayor of Rotterdam)</i>
11.15 – 11.50 am	<i>Break and visit stands</i>
11.50 – 12.40 pm	Panel discussion: Usefulness and necessity of Public-Private Partnership <i>Wim Drossaert (director Dunea), Cees-Jan Adema (director of the Dutch Food Industry Federation FNLI); Jaap Fluit (CEO Bredenoord), Suzanne Segaar (Head of National Aid Red Cross) and Jeroen den Uyl (director of the Constitution for the Commons Foundation)</i>
12.40 – 13.30 pm	<i>Lunch and visit stands</i>
13.30 – 14.15 pm	First round of workshops (see explanation below)
14.30 – 15.15 pm	Second round of workshops (see explanation below)
15.15 – 15.45 pm	<i>Break and visit stands</i>
15.45 – 16.35 pm	Panel discussion: Vision on resilience <i>Marco Zannoni, Karel Burger Dirven (consul Ukraine), Paul Gelton (program manager strengthening social resilience & resilience Dutch Institute Public Safety), Charlotte de Schepper (director of the National Care Reserve) and Onno van Boven (owner/founder Triangular Group)</i>
16.35 – 17.00 pm	Closure and Next Steps - Interaction with the audience
17.00 – 18.30 pm	<i>Drinks with buffet dinner (buffet is optional)</i>

**Due to unforeseen circumstances/force majeure, it is always possible that the program above will require adjustment*

Explanation workshops

The workshops during this symposium are 'Prac-Ademic', i.e. we seek to connect 'lessons learned' from practice with knowledge from science. The output of each workshop are a set of recommendations on **HOW** resilience [in the Netherlands] could be strengthened from the perspective of different sectors of critical infrastructure - see the themes below.

After the symposium, all recommendations will be collected and subjected to a 'peer review' by participants who wish to participate in this review. Aside from reviewing and improving content, the reviewers will also be asked to assign a 'consensus score' (of 1-10) to each recommendation. In view of the international dimension of this symposium, foreign experts will participate in this peer review, so that these 'Dutch' recommendations will also attract attention abroad.

The deliverable of each workshop will therefore be a list of concrete, actionable recommendations arranged by theme and ranked by levels of consensus.

Would you like to participate? If so, then join us on November 26!

We look forward to your participation and input in the following workshops.

1. ***Where do the Ministry of Defence and society find each other in the face of hybrid and military threats?*** Representatives of the Resilience Department and the National Security Department of the Ministry of Defense will provide this workshop
2. ***Failure of electricity and/or gas supply:*** Representatives of Grid Operator Liander will discuss the effects of (long-term) failure of electricity/gas and which emergency provisions can be realized in this regard
3. ***Failure of drinking water supply:*** Representatives of VEWIN (association of water companies in NL) explain what drinking water companies do to prevent outages (VRA, supply plan), what happens if the power goes out (10 days self-sufficiency?), what happens if the water no longer comes out of the tap (72 hours emergency kit, emergency drinking water)
4. ***Lessons learned international safety & security:*** By Roberto Manunta - security advisor Gulf Coast Countries (GCC) - Italy/UAE-Dubai) and NL counterpart. The concept of 'Safety' encompasses many dimensions such as physical, social, digital, financial and emotional. Many of the threats to Dutch 'Security' are international in nature, so also here the participants will work together to convert 'lessons learned' from practice and science into concrete recommendations
5. ***Leadership in extraordinary circumstances:*** A resilient society starts with powerful leaders who know how to inspire and motivate their team, no matter the circumstances. In times of crisis, it is the leader who sets the course and keeps the peace, even when everything around them is in chaos. Jos Mekkes and Jeffrey Groen of Triangular Group Leadership will provide this workshop
6. ***Breakout session WeerbaarNL: Network management for connecting and collaborating with public and private parties.*** The commitment of all of the Netherlands is needed to address the increasing number of risks and make us resilient against society-disrupting disasters, crises, or possibly even military conflict. To initiate a movement to map the total societal potential, a start has been made with WeerbaarNL.nl and the building of networks to connect government bodies, businesses, civil society organizations, volunteer organizations, and citizen initiatives around five societal need themes: safety, basic needs, well-being, health, and societal continuity. A dedicated network will be established for each of the five themes, with its own dynamic, within which deepening, collaboration, and knowledge sharing can take place. The extensive challenge of achieving "whole-of-society" resilience and resilience requires the development of shared frameworks and principles at all levels: administrative/strategic, tactical, and operational, as well as local, regional, and national. In this workshop, Paul Gelton and Femke van den Berg will be happy to discuss with you what potential opportunities we can seize and what

dilemmas we will need to address.

7. **Food supply/Agri-Food;** Christian Fu Müller - Global Agri-Food Expert/Syntropic Farming (Germany/Portugal) + Krijn Poppe, Agronomist and member of the National council for the Environment and Infrastructure Rli);
It goes without saying that food outages cause massive uncertainty, chaos and suffering. Various scenarios and the cascading effects that can be expected will be presented and discussed, after which the participants assess what can (and cannot) be devised and implemented in advance to strengthen resilience and resilience of the entire agri-food supply chain
8. **Communities are the breeding grounds for resilient citizens. So, HOW can we strengthen community-based resilience?** From science we know that the social behavior of most people during any crisis, increases. Citizens and people tend to look out for each other and provide support to those who are (most) vulnerable. Communities immediately attempt to restore essential services such as electricity, water, food, shelter and healthcare. The involvement in and capacity of citizens in building resilience may be growing, but more is needed. How are we going to do this? In this workshop, Jeroen den Uyl of the Constitution for the Commons Foundation will discuss the essential role that citizens can play to increase societal resilience
9. **Joining forces for resilient payment systems; sectoral crisis management in the financial sector.** Thijs Maters (Cyber Resilience & Crisis Management Advisor) of the Dutch Central Bank analyses the causes of a stagnation of the payment transaction system, the ensuing disruption of society as a whole and will zoom in on the challenges of taking remedial actions in a public-private setting.
10. **The effects of the war in Ukraine on the civilian population:** Yana Rudenko has experienced what it means to have to stay in shelters for longer periods of time and to be deprived of essential facilities. How do you survive together?
11. **Cyber crisis! Lessons from practice:** Sebastiaan van 't Erve has been elected IT Politician of the Year in 2024. As a former mayor, he experienced a hack within his municipality that led to valuable insights and a PhD research on cyber crisis management. Although Van 't Erve warns that the government may not be fully prepared for a massive cyber crisis by 2030, he remains optimistic. 'We are on the right track to digital maturity'
12. **National Emergency Aid Red Cross:** In times of need, the Red Cross is ready. All over the world, including in the Netherlands. For example, food aid and shelter for people who have nowhere else to go and providing assistance to refugees, but also in many other emergencies such as evacuations due to large-scale fires.
13. **The National Healthcare Reserve:** The corona crisis has shown that scarcity of staff and other resources within the healthcare sector can put pressure on the ability to provide high-quality care. As a result, the National Care Reserve was created, which consists of approximately 5000 reservists. The National Care Reserve links care reservists to care organizations who request help in times of crisis, thus contributing to continuity of care in the Netherlands during emergencies. The workshop will be given by Wendy Verhoeven and Kirsten Heemskerk.