

## **CAPACITY FOR COMPLEXITY**

Evolving connective capacities of program management  
in complex governance processes

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### **PROPOSITIONS**

1. Program management is in a constant flux in complex governance processes, which makes the temporality of its connective capacities permanent. *This thesis*
2. Emergence of program management results in a twofold coevolutionary process in complex governance processes: 1) a coevolutionary process between project management and program management, 2) a coevolutionary process between program management and strategic networks. *This thesis*
3. In complex governance processes, conservative patterns of self-organization are drivers for fragmentation, while dissipative patterns of self-organizations are drivers for integration. *This thesis*
4. Whether program management's connective capacities evolve during program development depends on (a) strategies applied by program managers, organizational logics of project management (b1) and line management (b2), and (c) the interaction between (a), (b1) and (b2). *This thesis*
5. Because of the shortcomings of project and line management in dealing with interdependencies, program management is indispensable in complex governance processes of the physical environment. *This thesis*

6. By introducing the Program on Spatial Adaptation, the Dutch Delta Program opened a new round in the governance of climate resilience, urging for new sets of competences of connecting central and decentral processes as well as public and private responsibilities.
7. In adaptive planning for climate change, the complexity of connecting joint actions today - guided by actual interests and future adaptive desires - should not be neglected, otherwise great expectations will be dashed in implementation.
8. Even when water managers and engineers tend to see public administration not as a real science, systematic studies about governance of socio-ecological systems still are indispensable to develop integrated knowledge about delta dynamics.
9. Where fundamental research is more complicated in methods than applied research, applied research is more complex due to the connectivity with education, professionals and academics, and therefore urges for competences of connecting different worlds.
10. To understand and apply the concept of self-organization in governance processes, being an active member of a community organization that supports grass root initiatives is profoundly proven to be a better training than reading tons of literature.
11. The promise to enjoy life together becomes even more meaningful when life is multiplied.