

# Participation for a people-centered Delft

*Master thesis by Ashni Shah*

Master Strategic Product Design  
Faculty of Industrial Design Engineering  
Delft University of Technology

*Graduation committee*

Dr. Mulder, I.J  
Dr. Gonçalves, M.G

30 August 2019



## Colophon

### *Master thesis*

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Master Strategic Product Design

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Ashni Devan Shah  
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Dr. Mulder, I.J  
Design Conceptualization and Communication  
Delft University of Technology

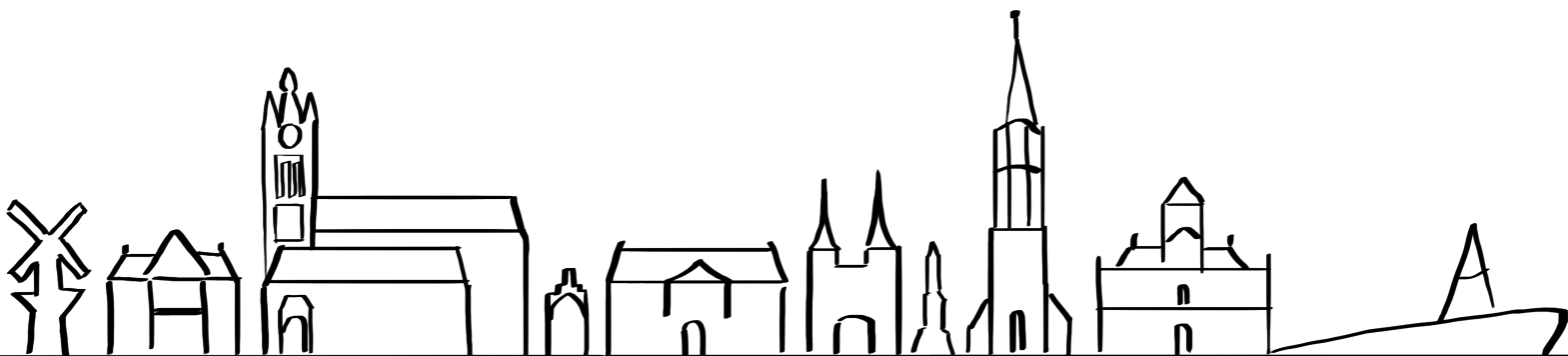
Dr. Gonçalves, M.G  
Product Innovation Management  
Delft University of Technology

### *In collaboration with*

Inclusive City Hub  
Part of Delft Design Labs

# Participation for a people-centered Delft

*Master thesis by Ashni Shah*



**Cities have the capability  
of providing something for  
everybody, only because,  
and only when, they are  
created by everybody.**

—

Jane Jacobs

# Acknowledgements

This graduation project marks the end of a very special two years of my life, and the beginning of an exciting future! When I look back at these two years and all the decisions and serendipitous moments that led me to TU Delft, I am truly filled with gratitude. My time as a student of Strategic Product Design at the IDE has been one of the richest experiences of my life – both personally and professionally. For this I want to thank the university and the beautiful faculty of Industrial Design Engineering for offering me so many opportunities to learn from, fail, learn again and grow so much. Being far away from home is never easy, but this experience has been totally worth it.

This project and the rollercoaster ride accompanying it would not have been possible without all the different people that contributed to it. I want to take this opportunity to extend my sincere gratitude to them.

Firstly to my supervisory team, Ingrid & Milene. Thank you so much for all the guidance, support and tough love that came along with it. Without the constant reminders to make my thoughts explicit and the push towards making sure that I write a "reader-centric report" I would not have made it to this milestone moment!

Ingrid, thank you for always connecting the dots for me and for forcing me to see the big picture when I lost sight midway.

Milene, thank you for your advice and support on everything – be it about the process, content or visuals. And specially thank you for believing in me and my process in the moments where I was not able to myself. You have been a truly inspiring presence in my journey at IDE and on this thesis!

Thank you to the Inclusive city hub for the opportunity to take up this project. For being a great space to make connections with the municipality and get access to valuable information and research. And to all the students collaborating there, for the monthly meetings and exchange of ideas and inspiration. It has been wonderful getting to know all of you!

A sincere thanks to everyone that participated in my research, in the form of interviews or informal chats, it has been extremely valuable and has helped me to shape my project.

A big thank you to all my friends and various support groups, both in Delft and back home, that have been there for me through all my highs and lows on this journey. This acknowledgement would be incomplete without mentioning the names of some of my closest supporters, the ones without whom this would not have been possible.

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encouraging friends one can ask for. Liz & Malena for all the amazing discussions and "therapy" sessions without which this journey would have been too dull! Paola & Hosana for being wonderful working buddies. Amrita & Anu for giving me my dose of much needed home food, every once in a while.

Sunaina, for being there for me in every moment – whether I needed advice on visualizations or the state of my life. Menon for always giving me a reality check. Aneri, for listening to me talk for hours, patiently and willingly and for infusing me with your positivity.

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Lastly, the most heartfelt thanks goes to my family. My parents, for being there for me, even from so far away. For always believing in me, supporting all my decisions and for giving me this opportunity to pursue the life I wished for. And my sister, Sneha, thank you for just being you.

I hope you enjoy reading this report, a token of my love to the city I now call home, Delft.

A handwritten signature in black ink that reads "Ashni Shah". The signature is written in a cursive, flowing style with a horizontal line underneath the name.

# Executive summary

This graduation project is a collaboration between the Inclusive City Hub (part of Delft Design Labs) and the Gemeente Delft. This project focuses on the topic of participation for creating people-centered cities. The initial problem definition of the project was to understand how the municipality of Delft can design with the people of the city by moving towards a participatory approach such that they can address the needs of people at optimal moments during the process.

For this the topic of participatory design in cities with an end goal of creating people centered spaces was researched. Scientific publications as well as the current attempts to achieve participation by the municipality of Delft were researched. In addition to this, interviews with the municipality of Delft and citizens of the city were conducted, to gain a deeper understanding into how they view their involvement with the city.

Based on the analysis and findings from research the problem addressed by this project was redefined. The redefined problem was how can we reduce the threshold of the municipality to embrace and adopt participation as a part of their daily way of working. Based on this redefinition it was noted that the problem to be addressed was two fold; one, a lack in ability of the municipality to act on participatory frameworks (Delfts Doen) and two, lack of willingness of the municipality to make participation a part of their culture.

To solve this problem it was decided that the key stakeholder the solution should target is the municipality, since they are the drivers of change in the context of the problem identified. This project focuses on the municipality as the end user because the problem to be solved requires a change in the way of working of the municipality, and the impact of which can be experienced by the larger ecosystem of the city, especially the citizens. For this the design brief was formulated as "Design a set of actionable tools that support the existing participation framework of Delfts Doen during projects at the municipality, such that the implementation of the framework on projects is easy and clear for everyone, in a way that encourages the municipality to use the framework because they feel confident and empowered to act on it."

The resulting solution and final outcome proposed was to design a sensitizing participation journal or booklet for use by the people working in the municipality. The main goal of this journal is to equip folks at the municipality to act on the participatory framework of Delfts Doen by means of the tools provided in it. The journal also hopes to inspire and sensitize the municipality about participation, paving the way to increase the willingness and bring about a culture change in the municipality regarding participation. This would help to arrive at the intended future vision

of a "full participatory society" as stated by Dutch King Willem-Alexander.

The validation of the final outcome showed merit in the concept of a sensitizing journal as a solution to help the municipality get comfortable with applying participatory frameworks in their process by guiding them along the way by means of the tools in the journal. However it was not possible to see the concept in use over an extended period of time. This is identified as one of the limitations as well as future recommendations for the development of this project.

To conclude, as mentioned by Alves (2013) the challenges with participatory design lie in the adoption of a new mindset within large organizations such as municipalities, since this mindset strongly challenges the existing power structure and hierarchy within an organization. It is expected that the findings of this thesis can contribute to this knowledge by building on how these challenges can be overcome by focusing on the needs that must be fulfilled for people working in such organizations as municipalities.







# Chapter 1

# Introduction

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## Content

- 1.1 Project set-up
- 1.2 Project brief

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*A story has no beginning or end. Arbitrarily, one chooses that moment of experience from which to look back or from which to look ahead.*

—

*Graham Greene*

### **What you will read**

This chapter introduces you to the project and provides an overarching context of what the project is about. Here the collaboration with the Inclusive city hub is described. You are introduced to the project brief and the practical relevance of the project in this chapter.

# 1.1

## Project set-up

This graduation project is a **collaboration between the Inclusive City Hub (part of Delft Design Labs) and the Gemeente Delft**. The Inclusive City Hub (referred to as hub) is an interdisciplinary lab which connects the universities of Delft, Leiden and Rotterdam. The hub focuses on how cities need to develop in order to meet the changing needs of the future, and how this can be done in an inclusive way that lets everyone contribute and benefit.

### Inclusive city hub

The hub focuses on the strategically important area of the Metropole Region of Rotterdam-Den Haag (MRDH). This region comprises of 23 municipalities, including the largest European port located in Rotterdam and many other international organizations within its borders. With rapid on-going changes, the region has to respond to the need for recycling, climate change, circularity and inclusivity. This leads to increasingly complex challenges, that require interdisciplinary collaborations and the integration of local and global perspectives to solve them. And this is what the Inclusive City Hub aims to tackle. By collaborating with the Gemeente Delft and Gemeente Rotterdam, they formulate cases around specific areas in the region, encouraging graduating students to work on projects that explore these transitions in an integrated way, connected to local interests.

### Set-up of this project



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# 1.2

## Project brief

The project proposal from the Gemeente Delft was **"How can we create an Inclusive Delft, with a focus on developing a Delft Zuid region that lets everyone contribute and benefit"**

In their proposal the Gemeente states that in the next few years they have the ambition to transform the area around station Delft Zuid into an innovative and future-proof urban district. This area is strategically relevant to Delft because station Delft Zuid is not only close to the TU campus, but it also neighbors large residential areas like Voorhof and Tanthof. Therefore, the Gemeente is interested in finding ways to steer this development in such a way that everyone can contribute and benefit from this ambition.

### Practical relevance

Making these plans public, Dutchreview.com recently posted about the ambitions of the Gemeente. The article dated January 11, 2019 states that "the municipality of Delft in cooperation with the Ministry of Infrastructure and Water Management will build the first energy-neutral train station in the Netherlands by 2023" (see Figures 1 & 2). The article goes on to highlight some of the other developments that the Gemeente has planned for Delft, including renaming the station Delft Zuid to Delft Campus to make it more accessible and attractive for students and professors traveling to and from the TU Delft.

Discussing the internal plans of the municipality, Joris Gerritsen, project leader at Gemeente Delft presented the ambition principles from his team at the Gemeente. These include: improving city network, working towards a smooth transition, creating a safe, pleasant and recognizable station area to name a few. **All in all this shows that the government is keen to foster initiatives that can help to make the area better for everyone associated with it.**

### Why involve everyone?

In a paper about the formation of publics in Participatory design Dantec & DiSalvo (2013) emphasize that in order to shape the future you need to define the different elements of a community such that you can eventually make a difference to the lives of people within that community. This points out that **those whose futures are affected must actively be part of the design and realization process.**

### Aim of the project

This leads to the aim of this project which is to propose **how the municipality of Delft can design with the local communities, using strategic design processes by involving and understanding the needs of all the different stakeholders?** By moving toward applying a participatory approach in their daily practice, the municipality can address the needs of people at optimal moments during

the process. In other words, this will help the municipality to create plans that solve the problems faced by people based on what they know, rather than by relying on their assumptions.

### Aim of the project

**Move towards a participatory approach in their daily practice, such that the municipality can address the needs of people at optimal moments during the process.**

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Figure 1. Delft Campus Station will become the first energy neutral train station  
Source - De Architect (2019)



Figure 2. Delft Campus Station will become the first energy neutral train station  
Source - De Architect (2019)

**How can the municipality of Delft design with the local communities, using strategic design processes by involving and understanding the needs of all the different stakeholders?**

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# Chapter 2

# Stakeholder overview

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Content

- 2.1 Introduction to context
- 2.2 Stakeholders

/

*The single biggest problem in communication is the illusion that it  
has taken place.*

-

*George Bernard Shaw*

### **What you will read**

This chapter will take you through an overview of the stakeholders that are critical for this project. Four different stakeholder groups identified are explained. The chapter concludes by presenting the two key stakeholders that the research and design of this project focuses on.

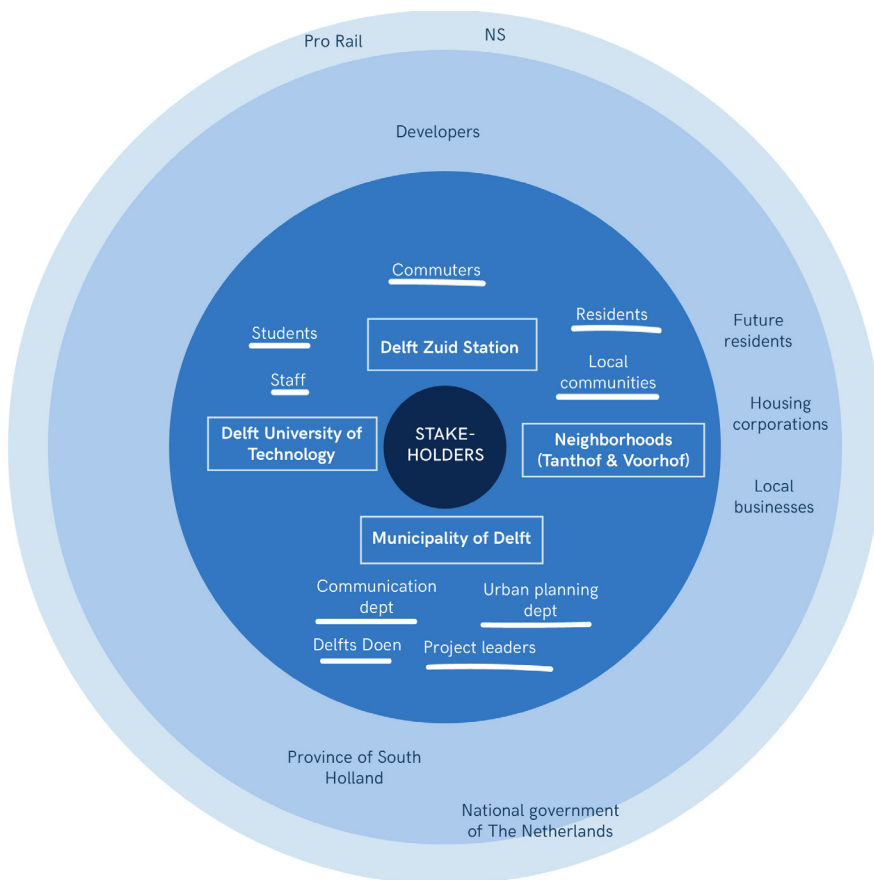


# 2.1 Introduction to context

## In the context of Delft

The city of Delft is a rich and diverse environment because of the variety of people residing, studying and working here. In Delft you can find dutch residents, international or expat residents, dutch and international students who study and live in Delft, dutch and international students and workers who travel to Delft everyday for their studies and jobs.

For this project, the ongoing project from the Gemeente Delft about the development of station Delft Zuid is used as a case study. This helps to narrow the focus to specific neighborhoods for the purpose of research during the project. It also helps to put the problem into context when liaising with the municipality during the project. Figure 3 shows a visualization of the overview of stakeholders identified. **The main stakeholders identified for this project are categorised into four broad groups. These are - Commuters, Local communities, University of Delft, Municipality of Delft. From these two core groups of Local communities and Municipality of Delft have been identified as key stakeholders for this project.**



To conclude, for the case of Delft Zuid the key stakeholders can be grouped into the following:

1. Commuters
2. Local Communities
3. University
4. Municipality of Delft

Figure 3. Stakeholder overview  
Source - Author

## 2.2 Stakeholders

Below I present an understanding of the four groups and the reasons for choosing them as key stakeholders.

### 1. Commuters

**"Commuters"** involves all people that use the station of Delft Zuid to commute to and from for their studies, work, leisure. This group is identified as one of the four stakeholders. Since station Delft Zuid is situated close to the university and close to residential neighborhoods of the city, a lot of people tend to use it to go to the university or even otherwise if it is close to their homes. Commuters also tend to spend a lot of time at the station and regularly use the facilities around it, they become an important group to consider.

### 2. Local communities

**"Local communities"** includes all the people that are living in the neighborhoods of station Delft Zuid. This group is a key stakeholder for the project because any changes and developments happening in an around the station area affect them and their daily life directly. Based on the project brief from the municipality, the neighborhoods identified are that of Voorhof and Tanthof East (see Figure 4). Both the neighborhoods are residential

having mixed demographics which include; In Voorhof: (1) NL/EU students; (2) International students; (3) Elderly in nursing homes; (4) Low income immigrant families. In Tanthof East: (1) Dutch one person households; (2) High income dutch families (Bergen, 2019).

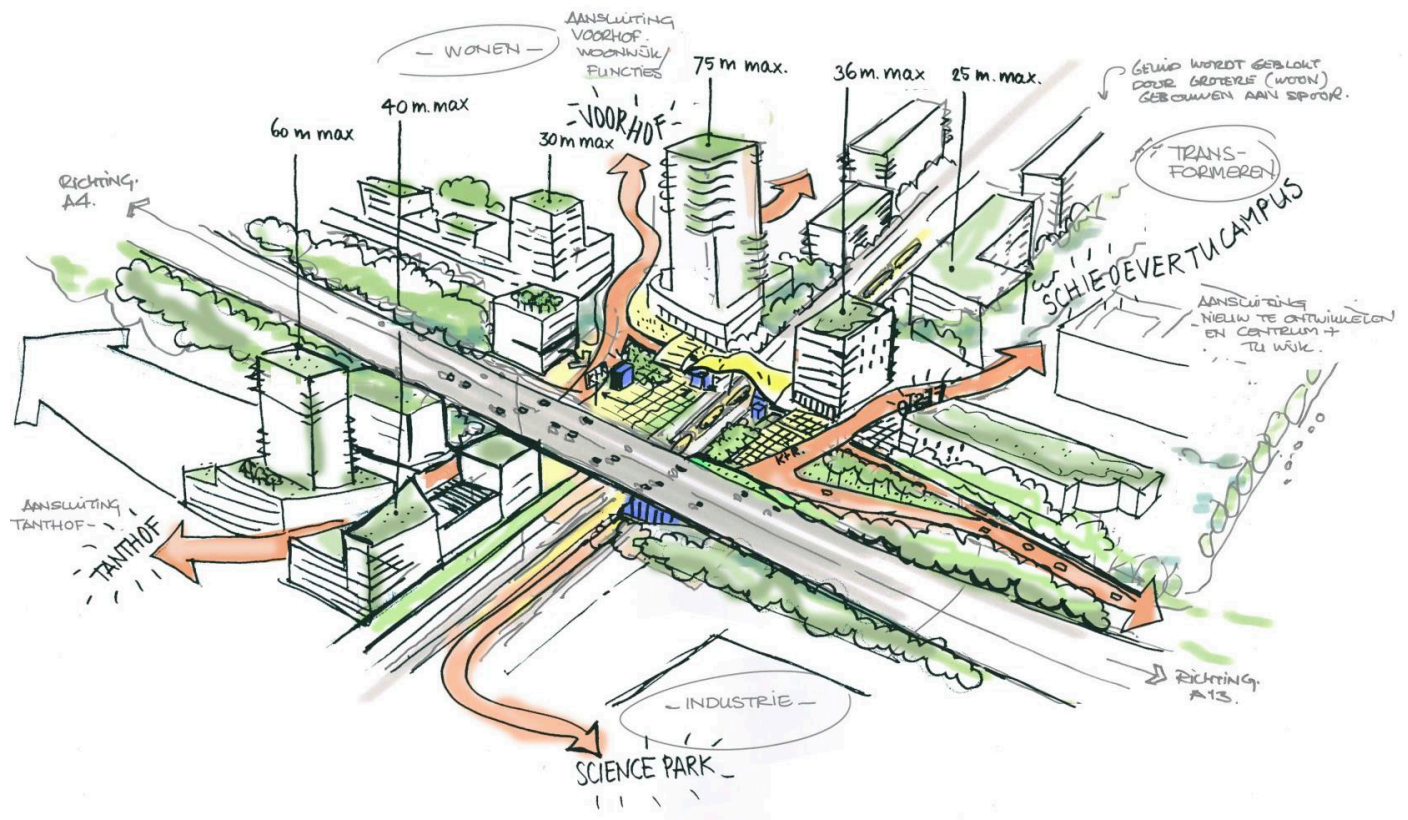


Figure 4. Delft Zuid neighborhood areas  
Source - Station area Delft Campus, Gemeente Delft (2018)

### 3. University of Delft

**"University of Delft" includes all the students, professors, staff members and all other people that study or work there.** This group is important because it makes up a large part of the population of Delft. A lot of these people are also regular users of station Delft Zuid due to the proximity of the station to the university campus. It has also been recognized that there could be overlaps with those from this group that live in the neighborhoods of Voorhof and Tanthof and those that fall into the group of commuters.

### 4. Municipality of Delft

**"Municipality of Delft" involves the gemeente Delft and all the different departments and people working there.** This group is identified as a key stakeholder for this project, for multiple reasons. Firstly, **they are the problem owners** since they are looking for ways to have a better participation within the city. Secondly, **they have the power and authority to initiate and execute all kinds of developments within the city.** In other words, they are the responsible drivers for any change or innovation that the city needs.

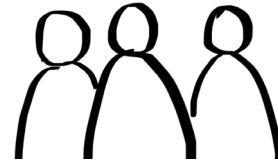
### Conclusion

This shows that when we talk about enabling the municipality of Delft to apply a more participatory approach in their work, such that the needs of people are well considered, **the two key stakeholders that need to be addressed are the "Local communities" and the "Municipality of Delft" itself. Therefore, all the research, analysis and ideation done for this project focuses on these two key stakeholders.**

The stakeholder group of "Commuters" and "University of Delft" are not considered for the research conducted on this project because these are people who spend less time in the city and have less to benefit from and contribute to as compared to the "Local communities". As well as some of the people that comprise these two groups are possibly already a part of the "Local communities" if they are living in the neighborhoods of Delft Zuid.

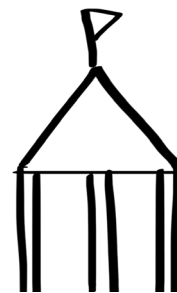
### Key stakeholders for this project

1.



Local  
communities

2.



Municipality  
of Delft

# Key takeaways

1. Given the context of the development of station Delft Zuid, there are four stakeholder groups identified. These are - "Commuters", "Local communities", "University of Delft" and "Municipality of Delft".

2. The goal of this project is to enable the municipality of Delft to apply a more participatory approach in their work in a way that the needs of people are well considered.

3. Therefore the two key stakeholders that this project addresses are the "Local communities" and the "Municipality of Delft".

4. Hence all the research, analysis and ideation done for this project focuses on these two key stakeholders.

# Chapter 3

# Project approach

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## Content

- 3.1 Introduction
- 3.2 Frame innovation
  - 3.3 Discover
  - 3.4 Define
  - 3.5 Develop
  - 3.6 Deliver

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*If you can't describe what you are doing as a process, you don't  
know what you're doing.*

-

*W. Edwards Deming*

### **What you will read**

In this chapter you will learn about the two layers of the design process followed on this project. The different phases of the process and how they relate to the structure of this report are elaborated here.

# 3.1

## Introduction

This project follows a two layered approach (see Figure 5). **The first, overarching layer is the Double Diamond design process** (British Design Council, 2005), which was used to give structure to the project by dividing it into different phases and deliverables. These are – **Discover, Define, Develop, Deliver**. The Discover and Define phases are about understanding the problem space and are divergent in nature. Develop and Deliver are about the transition into the solution space and are therefore convergent in nature.

**The second layer of the project approach is the Frame Innovation method** (Dorst, 2015) which has been used as inspiration through the four different phases mentioned above. The tools and methods from Frame innovation support and influence the process in different moments. This method was chosen because of its ability to help view a problem from different perspectives, thus resulting in reframing the problem which helps to arrive at an optimal solution. Kees Dorst (2015) creator of Frame innovation, states that the method works best for problems which are complex, dynamic or networked in nature. In other words, for problems that involve multiple stakeholders and have no clear direction for its resolution. In the next section of the chapter this method is explained in detail.

The aim of this project is to propose how the municipality of Delft can design with the local communities, by moving them towards applying a participatory approach in their daily practice. Since the path toward achieving this "desired state" is fuzzy, using tools and methods from Frame Innovation helped to uncover nuances in the context of this problem and guide in the transition toward the solution.

In the following sections of this chapter, I will explain both these layers, how they are connected, as well as the structure of the report in relation to this approach (see Figure 6).

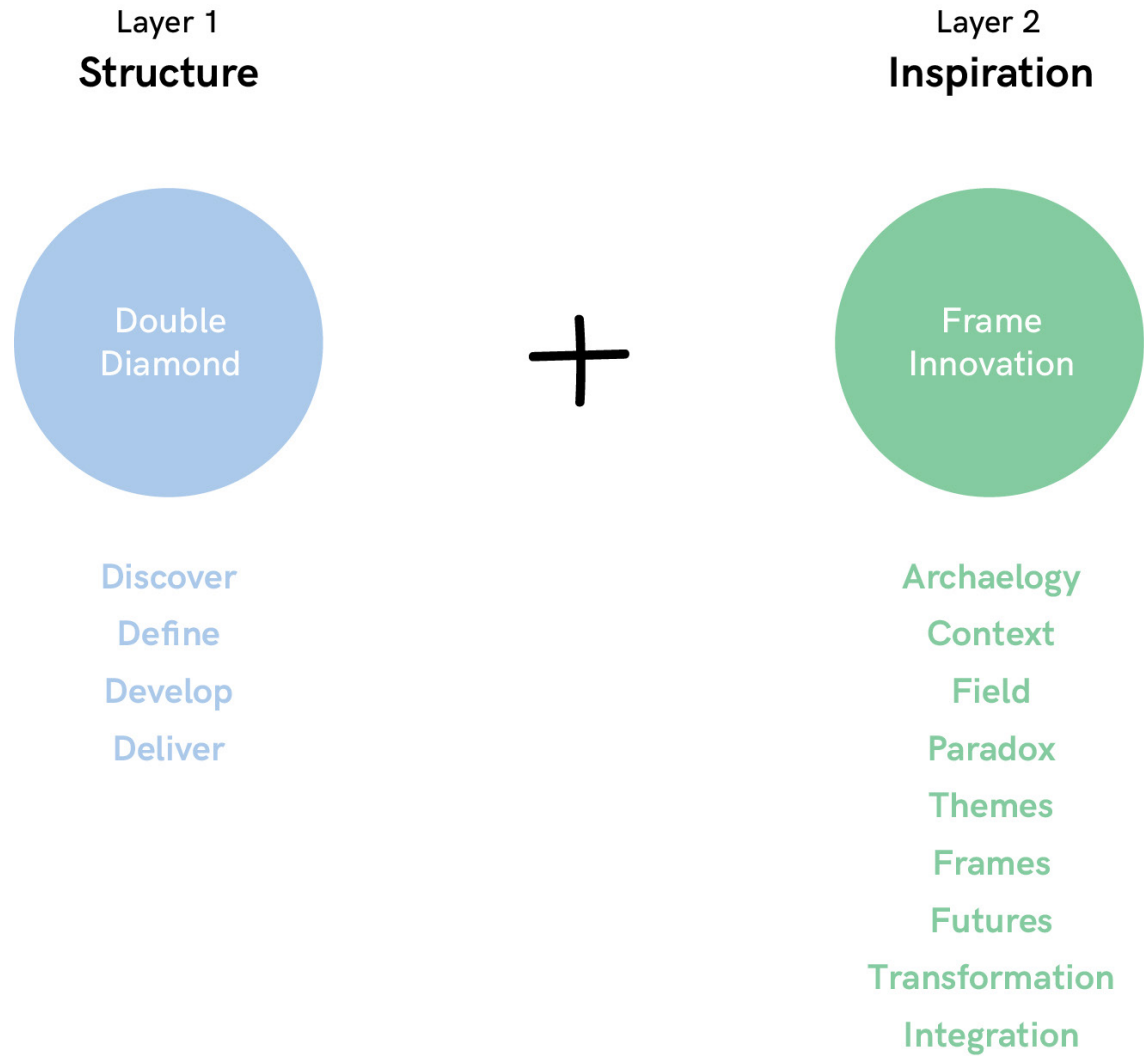


Figure 5. Two layered approach  
Source - Author



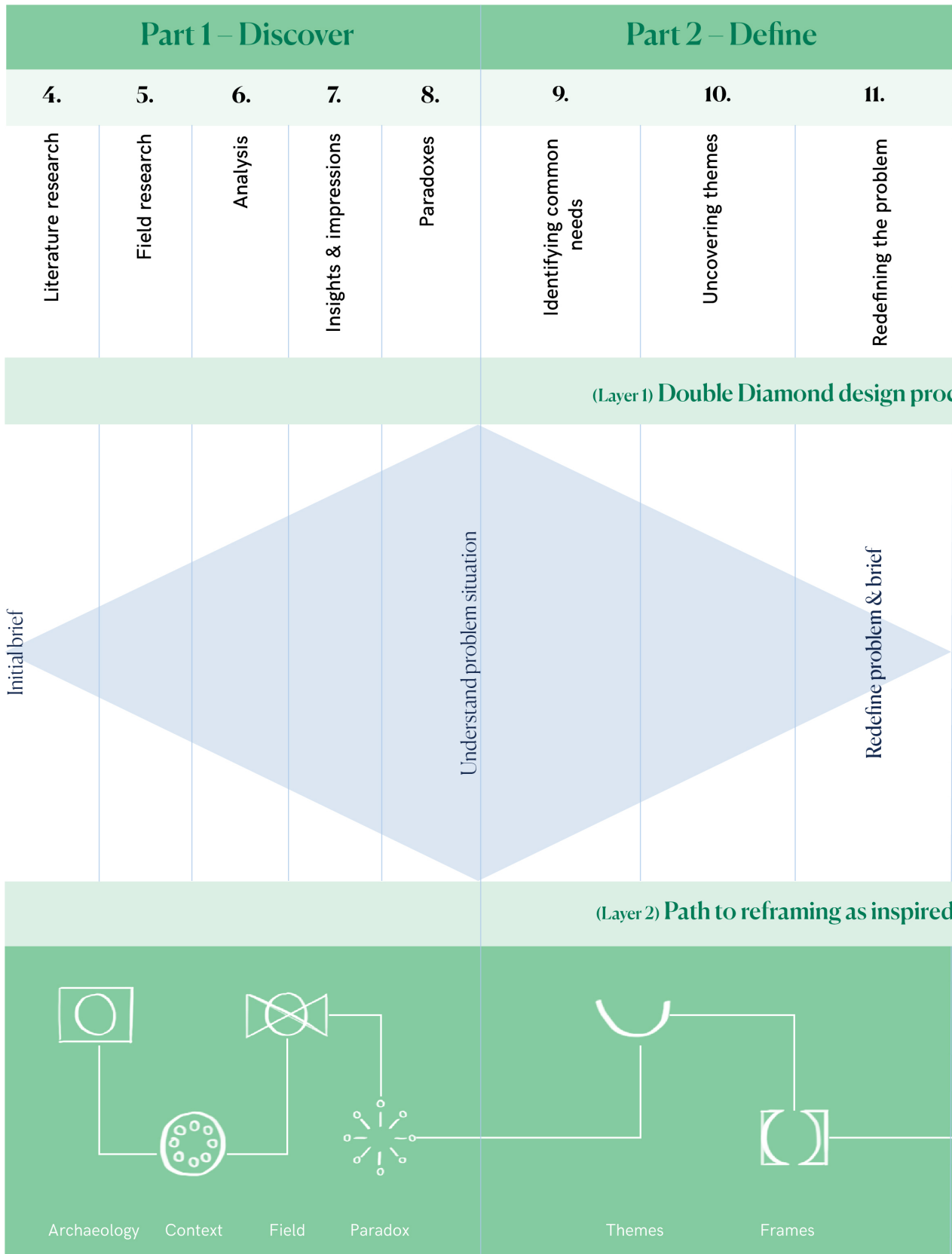
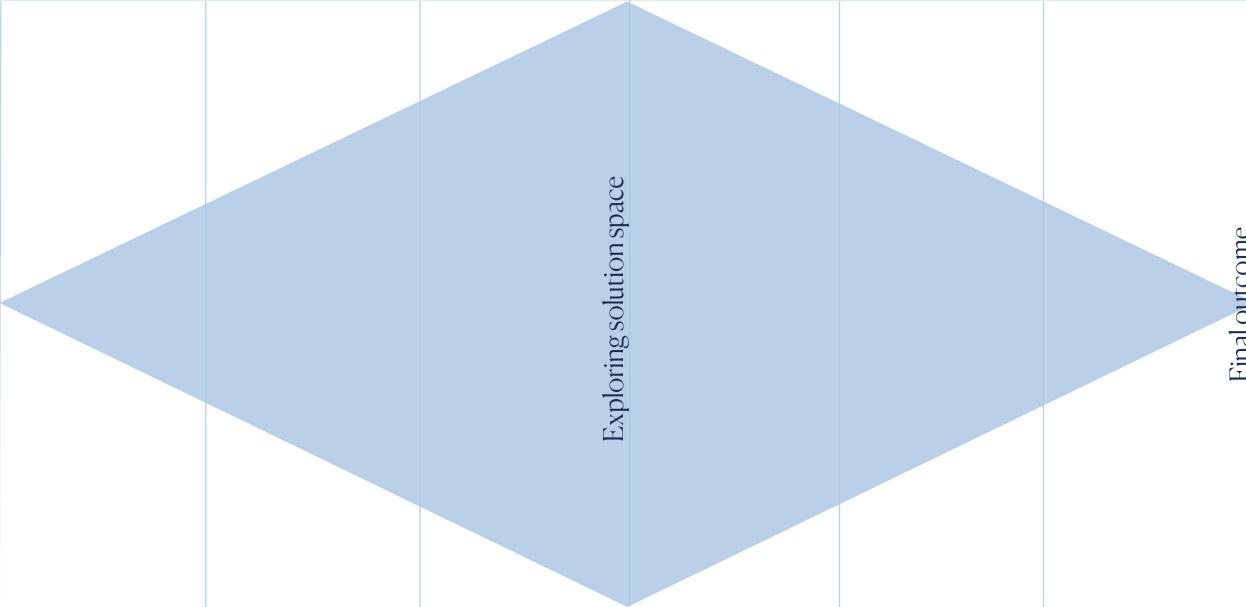


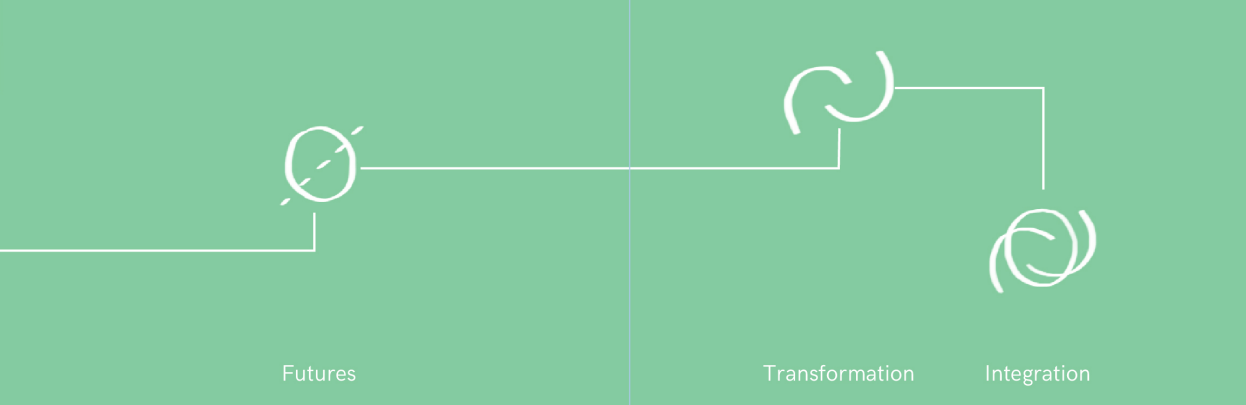
Figure 6. Project approach  
Source - Author

Part 3– Develop			Part 4– Deliver		
12.	13.	14.	15.	16.	17.
Bridge to design	Idea generation	Concept selection	Final concept	Concept validation	Conclusions

Process (British Design Council, 2005)



by Frame innovation (Dorst, 2015)



## 3.2 Frame Innovation

### Why Frame innovation?

**Frame Innovation is the second layer of the project approach.** In this project it has been **used as a source of inspiration.** By borrowing tools and techniques from this method it was possible to reframe the problem I started out with. Frame Innovation is a method that has been designed to work with more open ended, complex and dynamic problems that we face today. **This method is purely problem-focused, which means that at the beginning of the process, the nature of the outcome is unknown** (Dorst, 2015). The method is divided into nine predefined steps. However, for this project these steps have been used in a combination based on where they fit best within the overarching phases of - Discover, Define, Develop, Deliver. In this section I explain these nine steps and in the next sections you understand where and how these steps have been used during the project.

### Understanding the method

The first four steps of Frame innovation - Archaeology, Paradox, Context and Field - relate to the first phase of "Discover". These four steps are about gaining a deeper understanding about the problem situation. In these steps it is encouraged to examine the problem, find out about the attempts at solving it and analyse the practices of the inner circle of key stakeholders (Dorst, 2015, p.76).

The next two steps of Frame innovation - Themes and Frames - relate to the second phase of "Define". These two steps are about learning the deeper level needs and values of the key stakeholders, allowing for reframing of the problem. These steps are supported by tools to be used during creative sessions which help to uncover these themes. Here it is encouraged to use these themes for creative exploration (Dorst, 2015, p.78).

The next step of Frame innovation - Futures, relates to the third phase of "Develop". This step is about exploring different ideas and possibilities based on the themes uncovered in the previous steps. In this step it is encouraged to consider the different possible outcomes for the key stakeholders.

The last two steps of Frame innovation - Transformation and Integration - are related to the last phase of "Deliver". Both these steps are about deciding how the chosen future/outcome from the previous steps can be implemented into the existing way of working of the stakeholders (Dorst, 2015, p.78).

**When organizations apply old methods of problem-solving to new kinds of problems, they may accomplish only temporary fixes or some ineffectual tinkering around the edges. Today's problems are a new breed-open, complex, dynamic, and networked-and require a radically different response.**

—  
Kees Dorst

### 3.3

## Discover (the insight from the problem)

This is the **first part** of the project approach. The main purpose of this part is Research.

#### In the report

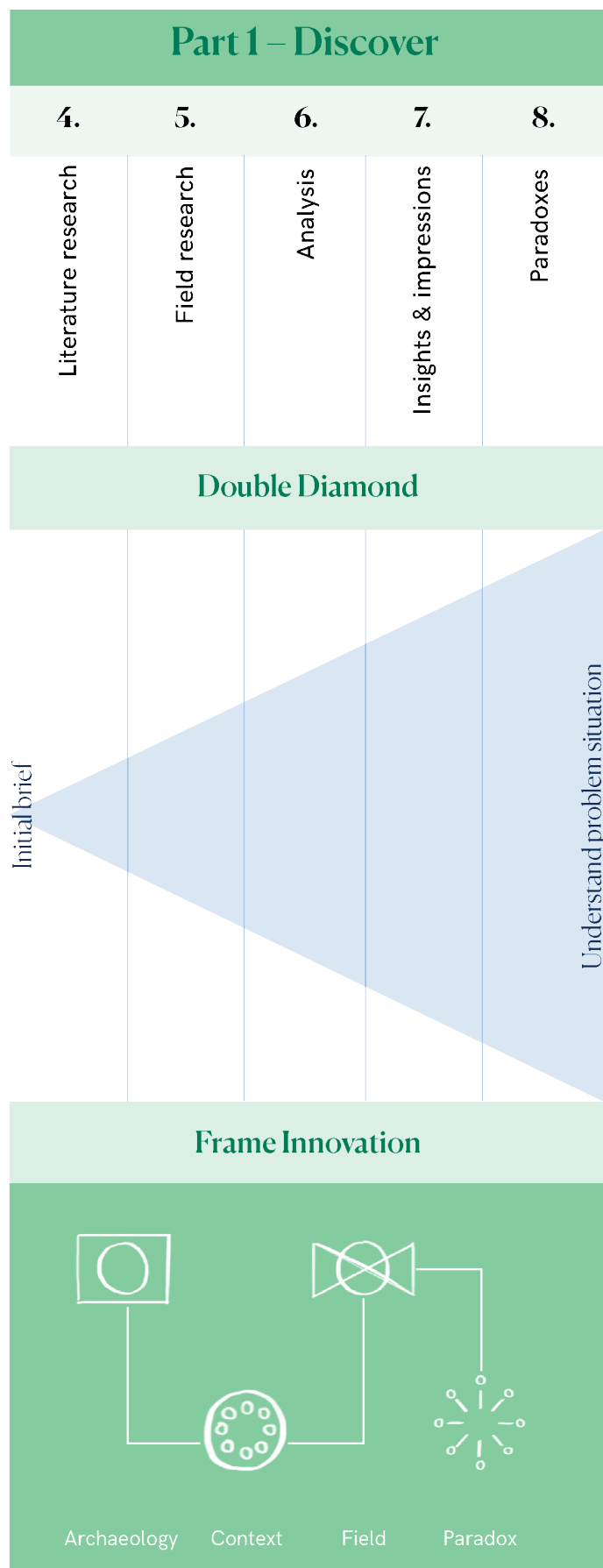
**This part of the project is about understanding research that already exists out there so that a more holistic understanding of the problem can be formed.** The chapters 4 (Literature research), 5 (Field research), 6 (Analysis), 7 (Insights & impressions), 8 (Paradoxes) present the research conducted during this project. This includes literature research based on scientific publications, and field research that was conducted with 13 participants in the form of one-on-one interviews. As well as the results from the analysis of field research - including the codes, categories and main insights supported by participant quotes.

#### Connection to Frame innovation

**Here I draw inspiration from the Archaeology, Paradox, Context and Field steps from Frame Innovation.**

Archaeology is an attempt to uncover the apparent problem in depth as well as earlier attempts to solve it (Dorst, 2015, p.74). Context and field are about diving deep into the world of the stakeholders and problem owners, to understand what influences their behavior, in order to gain a sense into the current way of working and practices followed (Dorst, 2015, p.76). Based on the analysis and findings from the literature and field research, the insights are used to phrase different paradoxes that exist in the current problem situation. The purpose of identifying these paradoxes is to uncover the main deadlock (Dorst, 2015, p.76) that is preventing the problem owner in moving from the current state to the desired state.

**The end goal of this part (i.e. Discover) is to build a clear understanding of the problem situation, supported by data (from literature and field research) which can be used to analyse the problem in further detail in the next part.**



# 3.4 Define (the area to focus upon)

This is the **second part** of the project approach. The main purpose of this part is Analysis.

### In the report

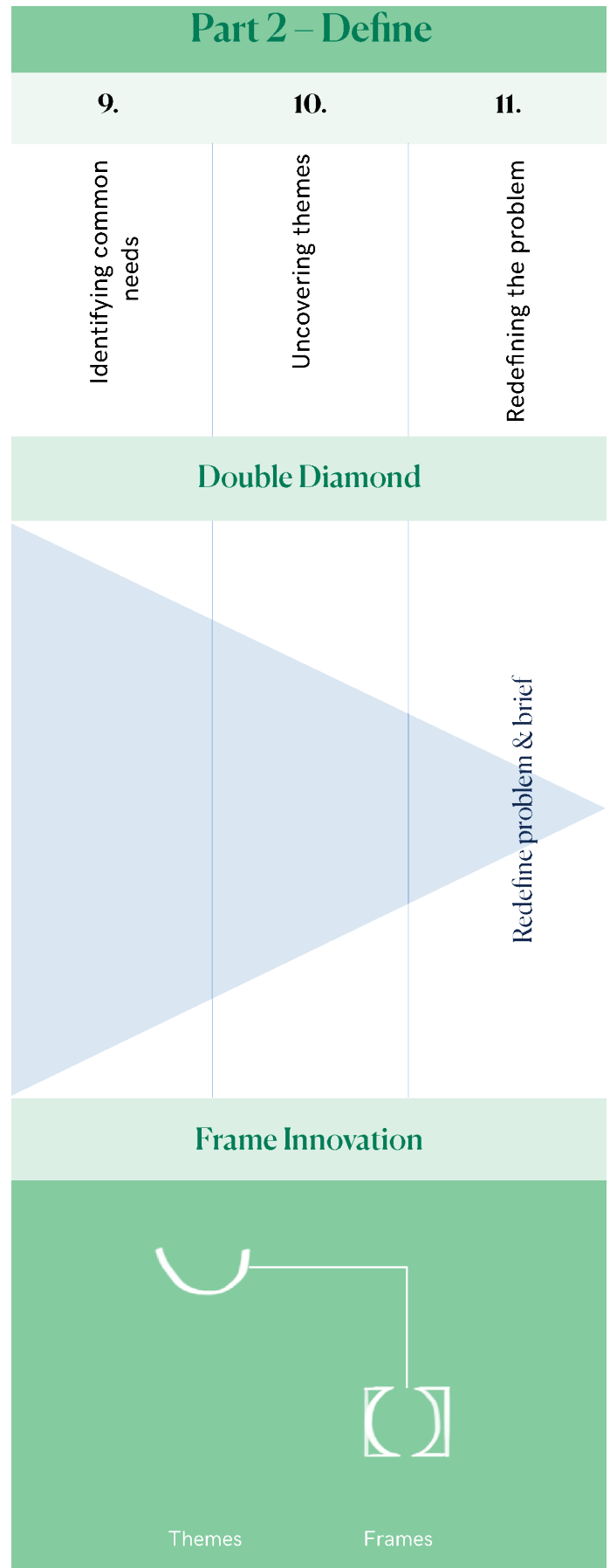
**This part of the project is about analysing all the data collected from the previous phase. This includes drawing and connecting insights found from the literature research as well as performing an in-depth, stepwise analysis of data from the one-on-one interviews.**

Chapters 9 (Identifying common needs), 10 (Uncovering themes), 11(Redefining the problem) present the analysis based on the conclusions from Part 1. This includes findings from creative session conducted in order to synthesise the insights into meaningful themes eventually resulting in a reframing of the problem situation.

### Connection to Frame innovation

**Here I draw inspiration from the Themes and Frames steps from Frame Innovation.** Themes are defined by Dorst as universal values that underlie the needs, motivation and experiences of all the stakeholders (Dorst, 2015, p.77). Uncovering these themes is typically done in the form of a creative session with an aim to make insights more explicit and to find patterns in the data. Framing is a tool which is employed to create a new direction of thinking and is used once the themes have been uncovered. Frames are metaphors that show the relationship between different themes and provide fuel for creative exploration (Dorst, 2015, p.78).

**The end goal of this part (i.e. Define) is to analyse all the insights and present the redefined problem gap which can be used to initiate ideation in the next part.**



# 3.5 Develop (potential solutions)

This is the **third part** of the project approach. The main purpose of this part is to Ideate.

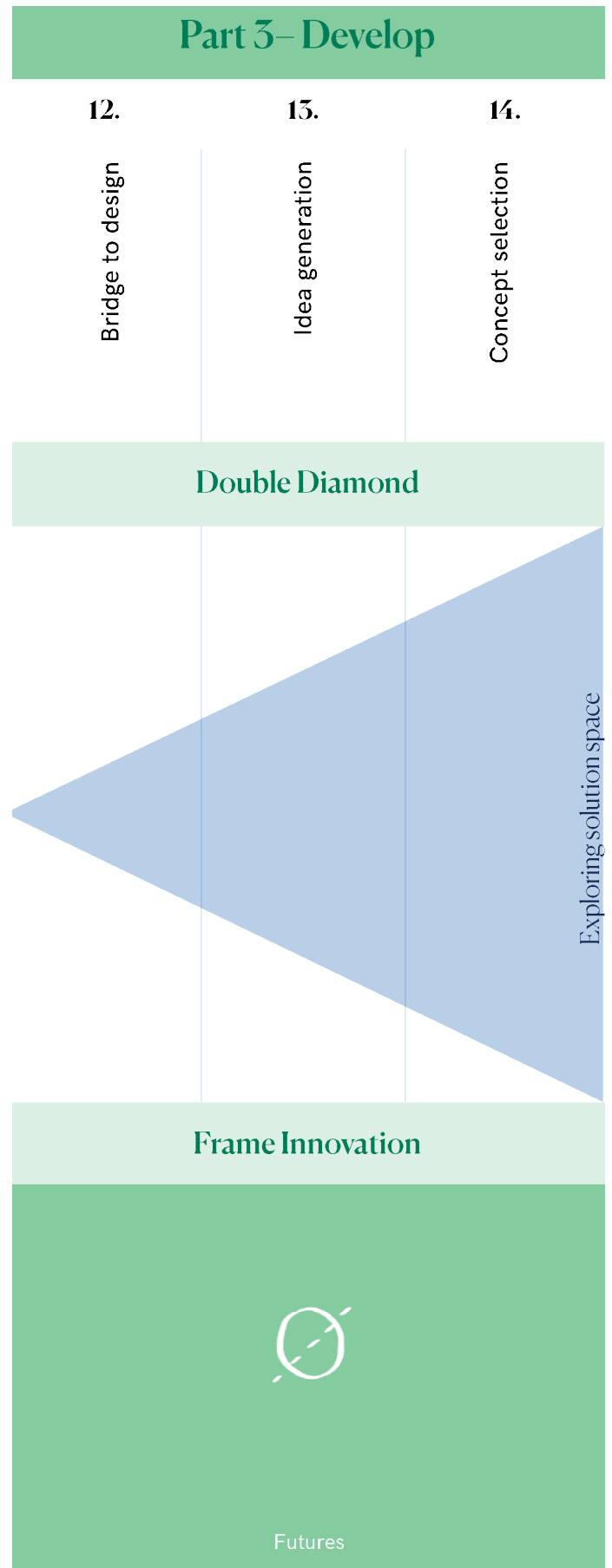
### In the report

**This part is about converging all the insights from the previous two parts (of Discover and Define) into potential solutions.** It has been divided into three chapters. In Chapter 12 (Bridge to Design) the design brief and design goals for the ideation phase are presented. In Chapter 13 (Ideation) the exploration of the solution space is shown. In Chapter 14 (Concept Selection) the process of arriving to the final selected solution is described.

### Connection to Frame innovation

**In this part inspiration is drawn from the Futures step of Frame Innovation.** Futures is about the development of ideas about exploring possible outcomes and value propositions. In this step it is encouraged to examine the potential and importance of new solutions, hence helping to make a rational decision about the selection of the final solution.

**The end goal of the part (i.e. Develop) is to have one selected concept that can be detailed and validated in the next and last part of the project.**



# 3.6

## Deliver (the area to focus upon)

This is the **fourth and last part** of the project approach. The main purpose of this part is to detail and validate.

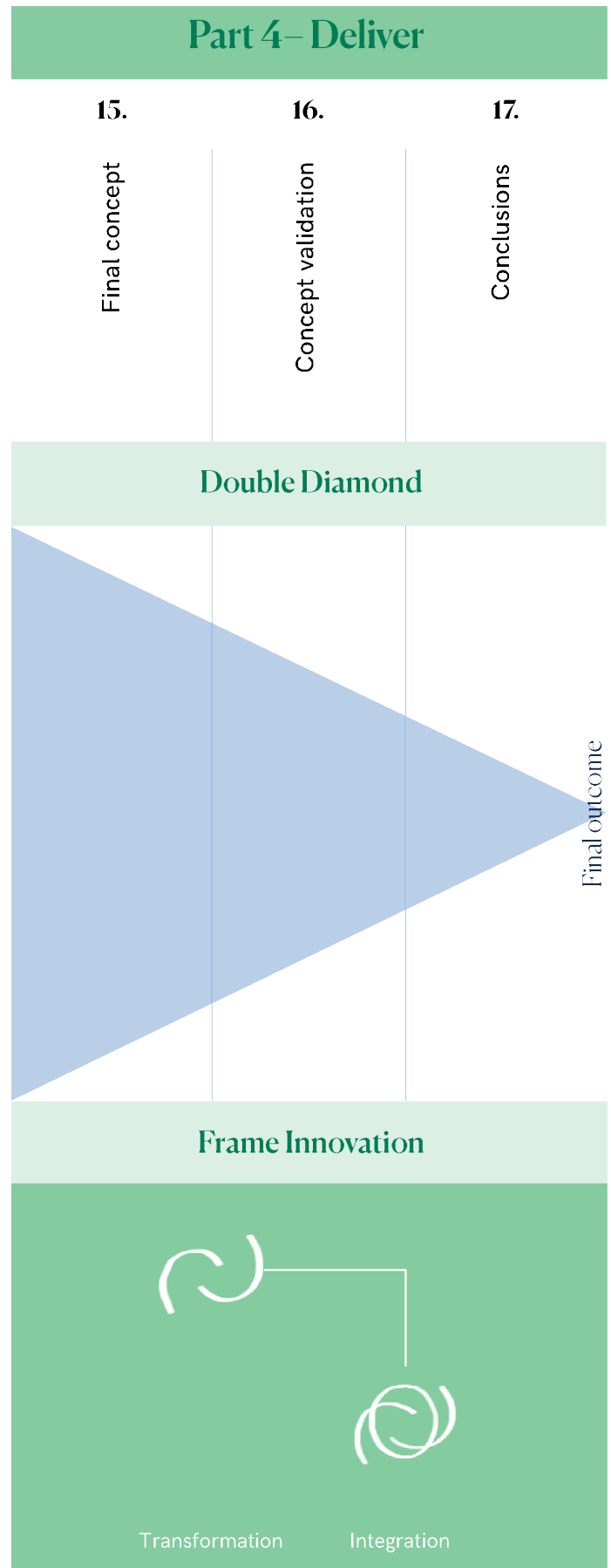
### In the report

**This part is about detailing one solution or concept that was selected in the previous part.** In Chapter 15 (Final concept) the final and detailed solution is presented. In Chapters 16 (Concept validation), 17 (Conclusions) the validation and feedback received on the concept from different stakeholders along with points of improvements and future recommendations are presented.

### Connection to Frame innovation

**Here inspiration from the last two steps of Frame Innovation, Transformation and Integration, is drawn.** Transformation is about investigating and taking into account what changes in the current practices of the stakeholders will be required to implement the chosen solution. This can include the creation of a business plan or a roadmap of how to get there (Dorst, 2015, p.78). Integration is a moment of reflection where points of improvements and future recommendations are sought out.

**This is the last part of the project and it completes the entire journey of the project by presenting the final outcome. In the closing chapters here on, the final conclusions and personal reflections are presented.**



# Key takeaways

1. This project follows a two layered approach. The first overarching layer is the Double Diamond design process, and the second layer is Frame Innovation which has been referred to for inspiration during the different phases of the process.
2. The first layer of Double Diamond is used to give structure to the process and to divide the project and this report into the four phases of Discover, Define, Develop, Deliver.
3. The second layer of Frame Innovation was chosen because of its ability to help view a problem from different perspectives, thus resulting in reframing the problem which helps to arrive at an optimal solution.
4. Various tools and methods from this method have been used to support and influence the project in different moments.



# Part 1

# Discover

(the insight from the problem)

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Main purpose: Research

## About Discover

**This is the first part (Discover) of the design process followed on this project** as described in Chapter 3. It focuses on the literature and field research - the process followed and insights gathered.

This part uses inspiration from the Archaeology, Paradox, Context and Field steps of Frame Innovation. Archaeology is about looking at literature to learn about the origin of the problem, history behind it and past attempts that have been made to solve the problem situation (Schaminée, 2018). The Context and Field steps concern empathic research (Schaminée, 2018) which helps to understand at a deeper level, what motivates, drives and blocks the stakeholders. By conducting this in-depth empathic research with the given stakeholders, we are able to explain why the problem at hand is a complex problem that cannot be solved using traditional methods. In the latter part of this chapter, insights from the research translate into the paradoxes and provide the building blocks for the next step: formulation of underlying values that are important to the stakeholders (Schaminée, 2018), called Themes in Frame Innovation.

## Frame innovation in my process

In this project the **step of Archaeology helped to define the different levels of research that had to be conducted.**

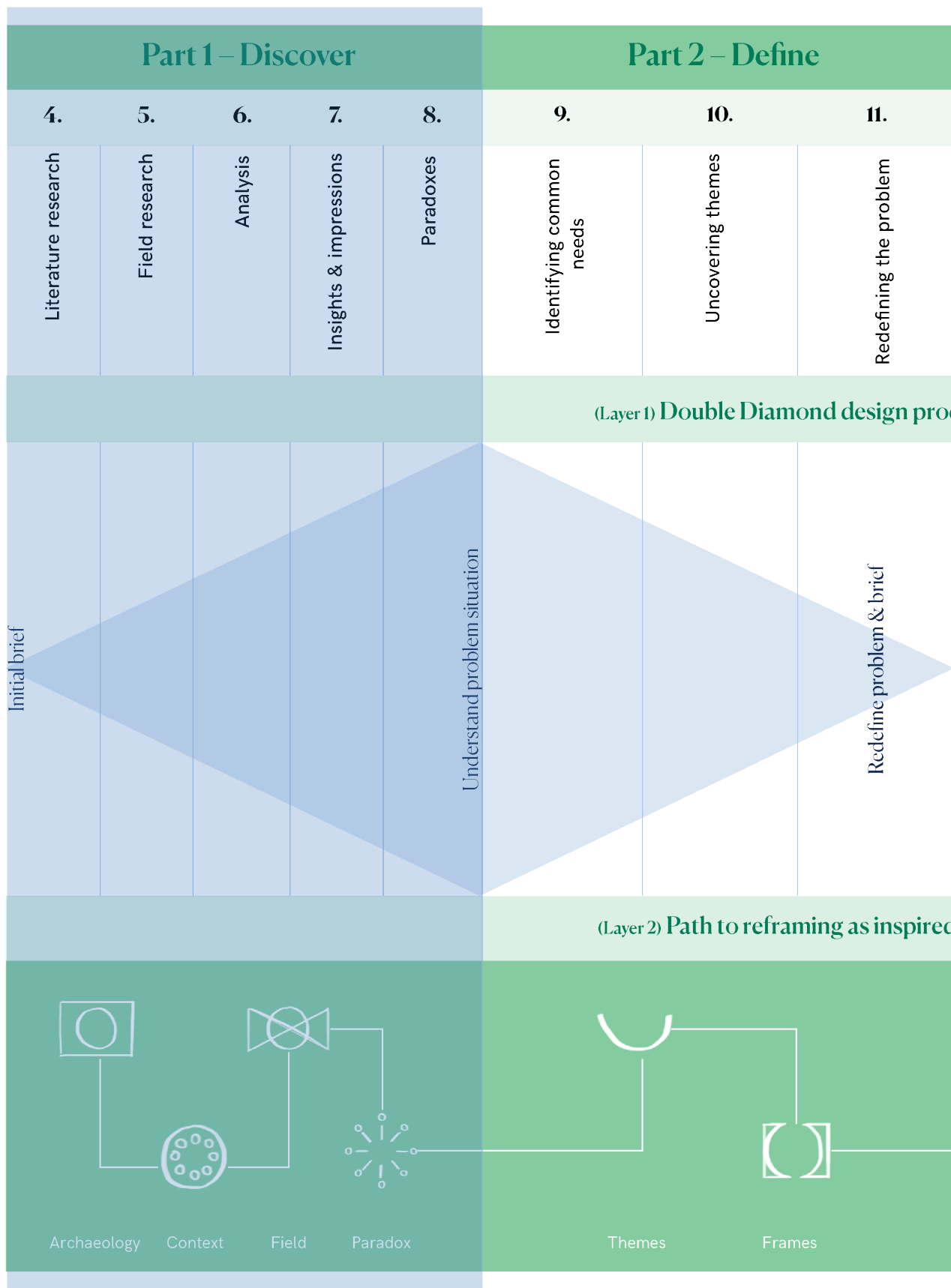
The emphasis on understanding the problem and the current attempts to solve it, helped to drive the literature research to focus on both - using scientific papers, as well as diving deep into the context of Delft and the Netherlands to understand the existing policies.

The **steps of Context, Field influenced the way the field research was conducted and the insights were derived.**

Finally the **step of Paradox helped to form meaningful conclusions from the insights**, by converting these into statements that highlight the contrast in the problem situation.

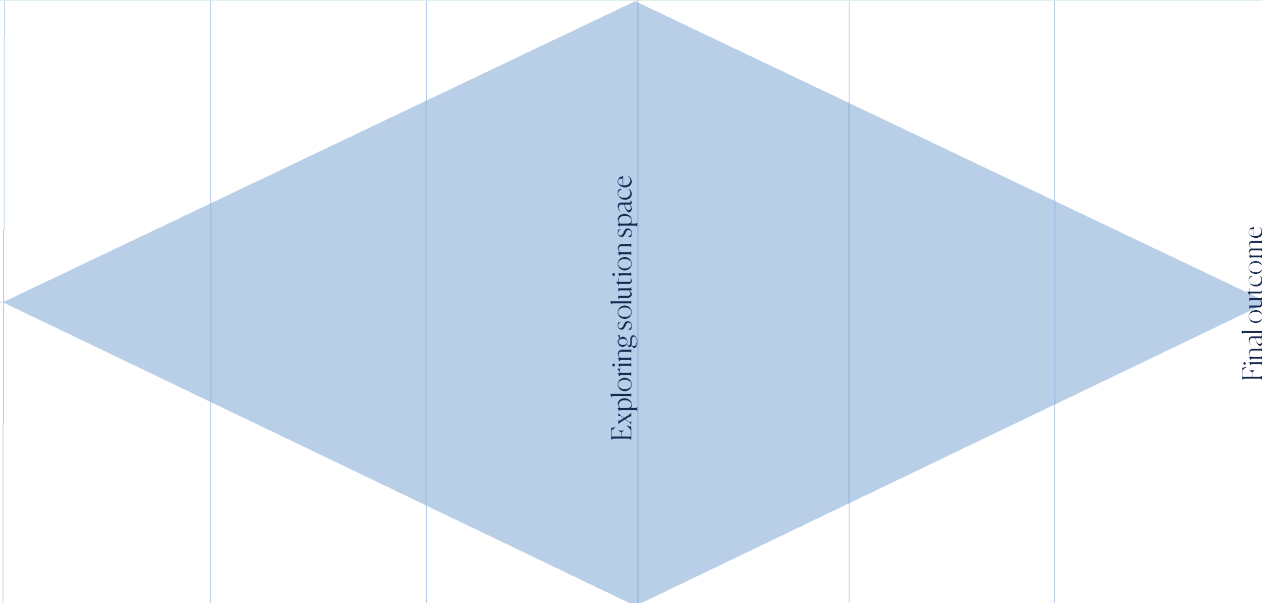
## Structure in report

In the report, this part is divided into five chapters (**Chapter 4, 5, 6, 7, 8**). **Chapter 4 (Literature research)** explains the literature research and current solutions attempted by the municipality of Delft. In **Chapter 5 (Field research)** I describe the process of conducting the field research. This includes the selection of participants and interview set up. In **Chapter 6 (Analysis)**, an overview of the analysis process, the resulting codes and categories are presented. In **Chapter 7 (Insights & impressions)** I discuss the insights supported by participant quotes from the interviews. In **Chapter 8 (Paradoxes)**, these insights have been concluded into paradoxical statements that express the problem situation as discovered from the field research.

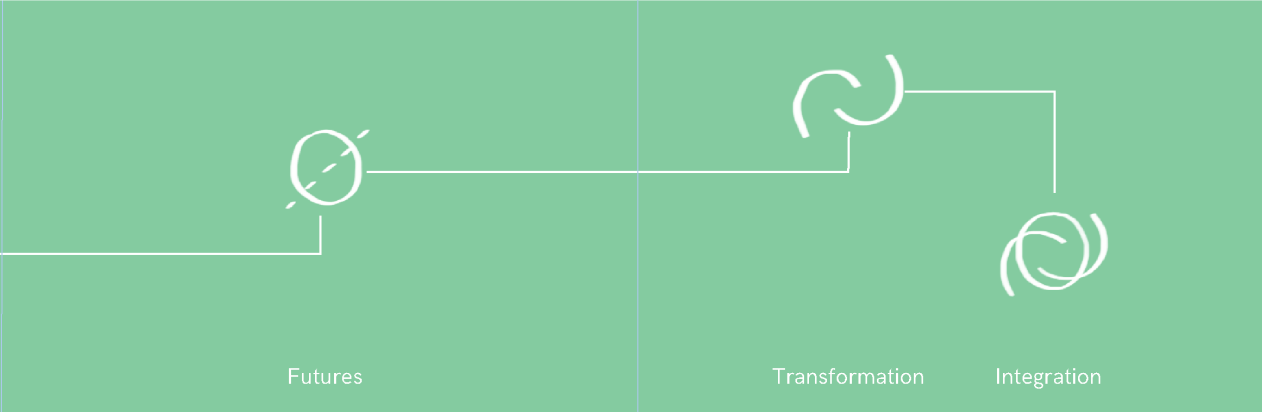


Part 3– Develop			Part 4– Deliver		
12.	13.	14.	15.	16.	17.
Bridge to design	Idea generation	Concept selection	Final concept	Concept validation	Conclusions

Process (British Design Council, 2005)



1 by Frame innovation (Dorst, 2015)



# Chapter 4

# Literature research

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## Content

- 4.1 Introduction
- 4.2 Networks within a city
- 4.3 People at the center of cities
- 4.4 Governments + local communities
- 4.5 Using participatory design for collaboration
- 4.6 Moving towards co-creation
- 4.7 Practical uses in public organizations
- 4.8 In the context of Delft

/

*Research is to see what everybody else has seen, and to think what nobody else has thought.*

*Albert Szent-Gyorgyi*

### **What you will read**

In this chapter you will go through the breadth of literature research conducted for this project. This includes a theoretical exploration of the concepts of participation and co-creation. This is followed by a more practical understanding of existing solutions which give you an insight of the context of the municipality of Delft.

# 4.1

## Introduction

### Purpose of literature research

The aim of this project is to propose how the municipality of Delft can design with the local communities, by moving them towards applying a participatory approach in their daily practice.

Therefore, for this purpose it is important to **look at the different aspects of cities and communities that reside there**. Exploring these aspects **helps to uncover the nuances of participatory design and why it is useful in the context of urban cities**.

### Frame innovation in my process

Drawing inspiration from the Frame creation method, this chapter is modeled around the Archaeology step. **The first part of this chapter** (sections 4.2 - 4.7) **explores the aspects of participation and co-creation from a theoretical and literature perspective**, in order to obtain a clear understanding of the concepts that can influence this project and its outcome (see Figure 7). The **second part of the chapter** (section 4.8) **connects these concepts to the context of Delft and explores them by discussing some of the existing solutions tried out by the Municipality of Delft** in order to try and foster participation and collaboration with the people of the city.

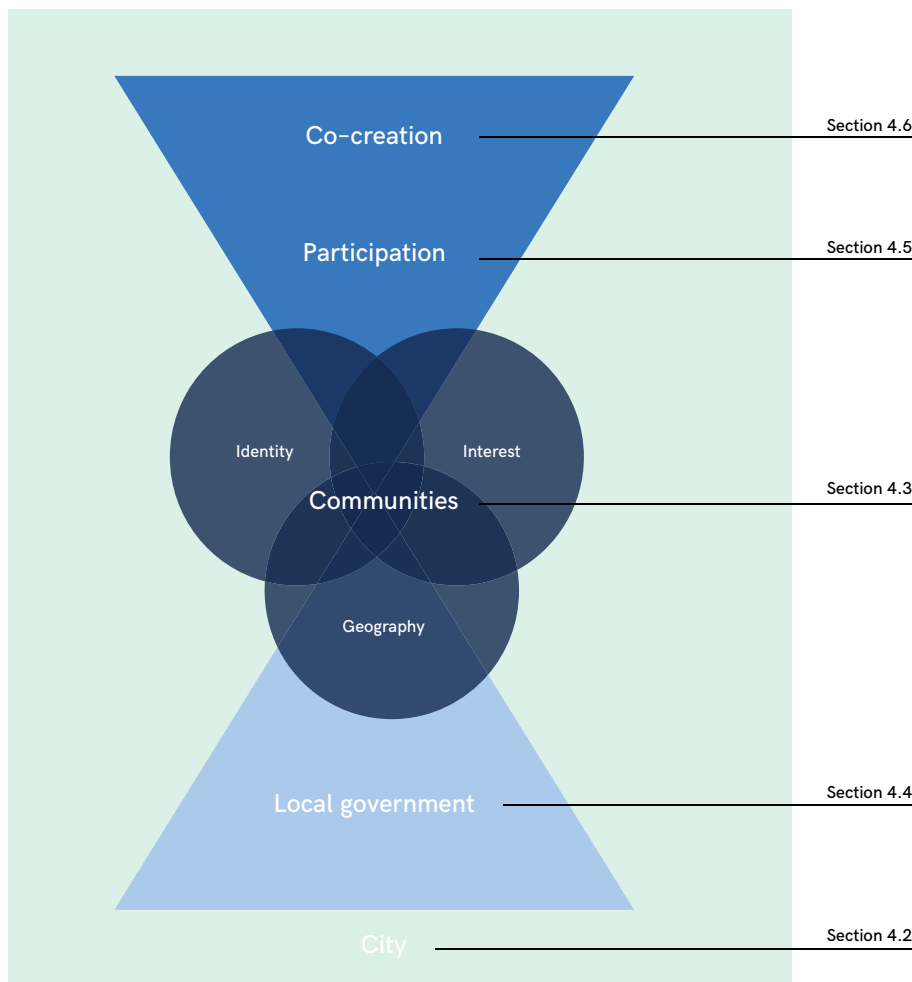


Figure 7. Concepts uncovered through literature research  
Source - Author

## 4.2

# Networks within a city

### What is a city?

To understand how to improve life and interactions within a city, it is important we **understand the essence of what makes a city**. In today's changing times, a city can no longer be viewed as a simple geographical entity. In reality, **cities are constantly changing spaces that encompass a large variety of problems, opportunities and interactions** (De Lange & Waal, 2019). Cities are more than just urban spaces. **They are people centered spaces.**

### City as a multidimensional concept

According to Abbasi et al (2019) the concept of a city should be understood from a multidimensional perspective (see Figure 8). They state that -

#### 1. City is a spatial concept

Cities are defined by the geological territory they occupy and the spaces they provide to the inhabitants. The population, size, governance and policies that form the city define its spatial capacity.

#### 2. City is an economic concept

Cities allow for a rich and constant transaction with the different businesses hosted within it. These can be monetary or development related. Also with regards to workforce and labor, cities are working spaces for those that live there and commute daily to work to earn a living.

#### 3. City is a social concept

Cities are often dense and closely linked. The given increase in social and technological development enhances connectivity and places people at the center of the city (De Lange & Waal, 2019). In this sense people shape the spatial, economic, cultural and social relations of the city. In other words, it is people that drive the function and define the character of a city. Therefore rather than being seen as object driven spaces, cities should be seen as people centered spaces.

#### 4. City is a cultural concept

A city is the confluence of relations between the different neighborhoods, people and cultures which exist within the city.

## City is a multidimensional concept

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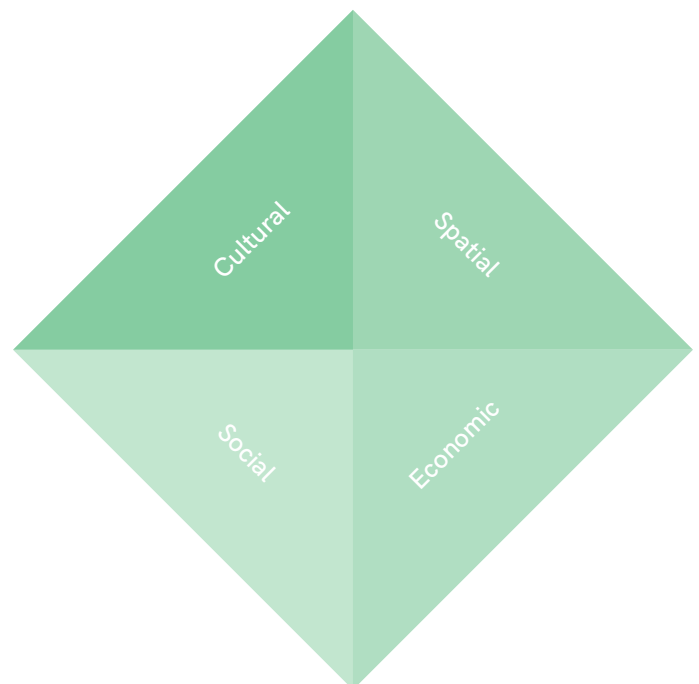


Figure 8. Dimensions of a city  
Source - Author



### The rich fabric of a city

This shows that the closely linked, complex and dynamic nature of a city (Abbasi et al, 2019) includes a multitude of actors and objects: people, relationships, values, processes and various kinds of infrastructure. **"This heterogeneity of cities, in fact, is the main indicator of the extent to which they are able to foster new lifestyles, new ways of seeing and living, new modes of coming together in a city."** (Abbasi et al, 2019, pg 38). And it is this capacity of problem and solution generation in the rich and complex fabric of a city makes it an exciting playground for governments, citizens, other professionals and innovators alike.

On observing all these different elements that work together to foster life in a city, it becomes clear that central to the concept of a city are it's people. A "humane city" (Gehl, 2013) revolves around people, their needs and desires - with the end goal of making life better and enhancing the experience of those living there (National League of Cities, 2016).

**This diverse and networked system makes cities the ideal space for innovation - of facilities, infrastructure and also of processes, by leveraging on the diversity created with the interaction between the different networked elements (Concilio et al, 2019). Therefore, bringing the different aspects of this network closer, we can design for people centered cities of the future.**

**A humane city revolves  
around people, their  
needs and desires - with  
the end goal of making  
life better and enhancing  
the experience of those  
living there**

—  
National League of Cities, 2016

## 4.3

# People at the center of cities

Cities are spaces where different people come together to exchange ideas, trade or simply to socialize and enjoy themselves (Gehl, 2013). **Designing for people centered cities means that the needs, routines and problems of people should influence and transform the direction a city should move in.** For this it is useful to take advantage of the large variety and depth of knowledge that already exists within the city – leveraging from all the different people, technologies, infrastructures and existing policies, to move towards making cities more people centered. And **for this reason it is important that people themselves are involved in expressing what are these needs and problems that they face, since they are the experts of their own experiences** (Sanders & Stappers, 2008).

### People as a part of communities

Hence, to understand more about the people that need to be involved, it is important to understand what classifies these different kinds of people that comprise a city. Based on common definition, in this project the term “community” is used to describe a group of people living in the same place. To understand more about who we refer to by this term, we dig deeper into the nuances and types of communities that exist in a city.

### What is a community?

For this purpose the classification of community from DiSalvo, Clement & Pipek (2012) is used. They state that a “community” can be considered in relation to three aspects – geography, identity and interests (see Figure 9). First, a **community based on geography** encompasses a group of people that share the same common space or boundaries, such as a neighborhood, town or region (DiSalvo, Clement & Pipek, 2012). In this sense, the neighborhood acts as an enabler of interactions. However, a community bound by geographic proximity alone, does not imply a sense of shared belonging within it. Second, a **community based around shared identities** such as age, race, gender, which are important factors in community based participation because they bind the community together and form the basis of collective design initiatives (DiSalvo, Clement & Pipek, 2012). And lastly, a **community based on common interests** or practices can be truly binding if there is a collective involvement around a particular interest. In such a community, participation can be organized around this shared activity with a goal to improve the conditions of that activity or situation around it.

This shows that **by understanding the sentiments that comprise a community, it is possible to persuade and motivate people within these communities to participate and engage in making their city more people centered.** Therefore **flexibility to let solutions evolve with local input** (Webb R. et al, 2019) **is important when it comes to designing for people centered spaces.**

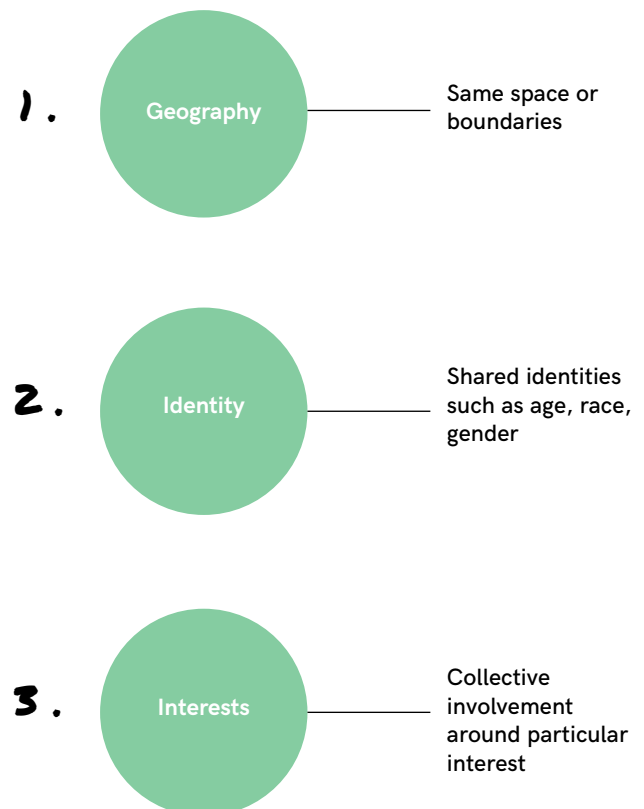


Figure 9. Classification of community  
Source – Author

## 4.4 Governments + local communities

After knowing about the needs of people, it is about converting these into actionable tasks and implementing them, **such that the city adapts to these needs and addresses the problems faced by people.** And for this purpose, it is important to understand the interaction between the local government/municipality and the communities within the city. The local government (referred to as municipality in this project) is typically the body responsible for initiating and executing changes and developments within a city. According to Webb R et al (2019) currently there are **two ways of understanding the relationship between people and the local government in a city.** One is a **top-down perspective** and the second, a **bottom-up perspective** (see Figure 10).

### Top-down perspective

From a top-down perspective, **governments play an active role in trying to find ways of involving people of the city in consultation.** These consultations which are typically organized by local governments and authorities, work towards gaining knowledge from the opinions of citizens whose lives are affected the most by the decisions and plans of the government. According to Webb R et al (2019), as of today most governments worldwide are indulging in passive participation. They define passive participation as involvement of people once most of the detailed design decisions have already been established on a project by the government and other authorities. **This implies that the involvement of people is a mere formality in a process which is still highly dominated by the local governments.** In turn this results in an output which may not fully satisfy the needs or solve the problems faced by people.

### Bottom-up perspective

From a bottom-up perspective, **citizens get together to organize initiatives that address causes that are important to them.** Recently worldwide, on a national and local level, political, social and economic unrest in many countries has resulted in a rise of this form of citizen involvement. Described by Saitta (2009) as tactical urbanism, these interventions are "short term and low cost, often initiated by a range of actors including governments, businesses, citizen groups, artists, non-profit organisations or communities, and involve actively designing, building and implementing small, incremental changes to the built environment, rather than just discussing long-term strategic plans" (Webb R. et al, 2019, p.97).

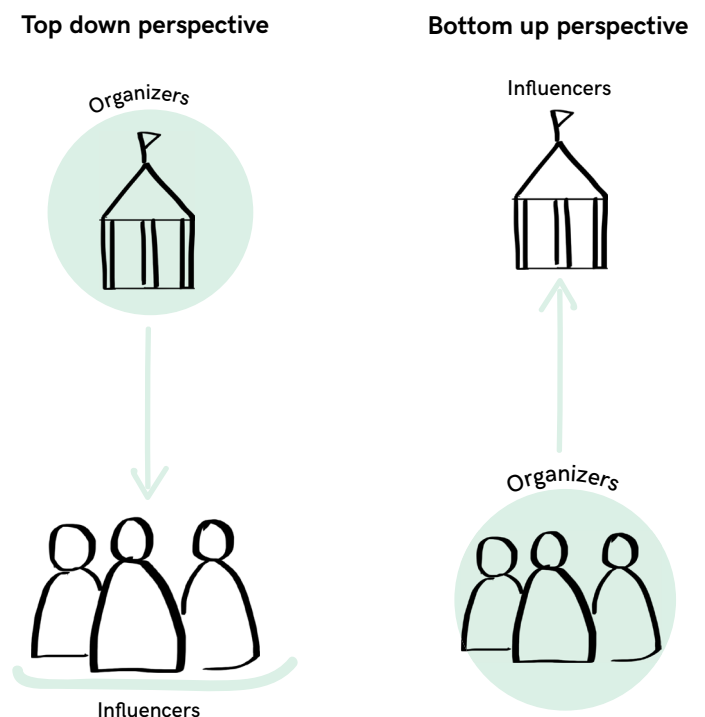


Figure 10. Top down & bottom up perspective  
Source – Author

### The need for collaboration between governments and local communities

Since the social domain of a city changes based on this evolving relationship between governments and people (Movisie, 2019) more effort is required in order to strengthen this relationship. **This would help to make sure that the city evolves in a way that it is capable of meeting the changing needs of its people.** And it is for this reason that citizen participation is considered as a fundamental right to strengthen democracy (Dibra, 2019). According to the United Nation Development Program **"Good governance is, among other things, participatory, transparent and accountable. It is also effective and equitable. And it promotes the rule of law. Good governance ensures that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the most vulnerable are heard in decision-making over the allocation of development resources"** (UNDP, 2019). However, it is a pity that despite this knowledge, governments around the world often tend to intentionally neglect engaging people in their processes for reasons such as lack of understanding of people's role in the decision making process and fear of the public agenda derailing the official agenda of the government.

### The advantages of collaboration between governments and local communities

Therefore, keeping in mind the people centered nature of cities, this need for a healthy collaboration between people and the local governments has its roots in various reasons. Dibra (2019) cites some of these, beginning at the point that since **people know best what the local needs and issues are**, engaging them in the discourse and decision making process acts as a **way of educating both people and the government about the consequences of the decisions.** It also **helps to view the situation from multiple perspectives**, ensuring that the final decision considers all actors involved. Moreover, **participation from people works two fold – one, to improve the quality of life in a city, and two, to help the government improve their performance quality.** When the government engages people in their process, they make the implementation and acceptance of the development or policy a lot easier. In turn it strengthens the trust and builds a stronger relationship with people.

This brings us closer to understanding how participatory processes can trigger the beginning of **a healthy collaboration between the government and people in order to build accountability and motivating both sides to work towards the creation of a city that is not only effective, transparent and democratic, but one that is truly people centered.**

**Participation from people works two fold – one, to improve the quality of life in a city, and two, to help the government improve their performance quality**

—  
Dibra, 2019

## 4.5

# Using participatory design for collaboration

To understand why participatory design can help foster a better collaboration between people and local governments, we need to understand the origins of it and draw parallels to the context of a city.

### Participatory design in cities

Participatory design in its conventional form was developed as a way of understanding and collaborating with trade communities within formal organizations and workplaces (Kensing & Blomberg, 1998). Given the evolution of interactions between different communities in a city, the same relation can be applied to the context of a city. Here **participatory design can help to understand these different relations and appropriate the needs and values of different stakeholders within these communities**. Dantec & DiSalvo (2013) state that the end goal of participatory processes is not to design a product. It is rather to shape the future by defining the different elements of a community and eventually to make a difference to the lives of people within that community. Therefore, cities should **focus less on the solutions but rather on the outcomes they want to achieve in accordance to what their people want to see happen** (National League of Cities, 2016). In the context of this project, this knowledge puts emphasis on the need of moving the municipality of Delft towards applying a more participatory approach in their work such that they involve the local communities in the process.

The one point of major difference between the sentiments observed at a workplace versus those in communities that exist within the urban context of a city, is that **in a workplace relations are mainly driven by extrinsic motivators such as salary, while those in a city are more intrinsically driven by factors such as need for better life quality** (DiSalvo, Clement & Pipek, 2012). For the ones designing this process of participation, it is imperative to find the balance between the commonalities that might exist in the form of geography, identity or shared interests while maintaining the essence of individual sentiments within the community (DiSalvo, Clement & Pipek, 2012). This addresses the point that **good participatory design should help to address the plurality of needs, problems and opinions that exist within a community**.

### Challenges in participatory design

Like all other theoretical concepts, when applied to practice, participatory design has its own set of challenges to overcome. Randolph Hester, professor and author of number of books central to the topic of designing for neighborhoods, argues that contrary to its original purpose, **participatory design in cities is currently being used as a way to only satisfy legal mandates and fulfill requirements, rather than to "fully engage the community"** (Hou J & Rios M, 2003). This is **similar as well to the concept of passive participation** as stated by Webb R et al (2019) in section 4.4. As a result of this, the

process of involving people in the work of the government becomes bureaucratic rather than collaborative in nature. **From the perspective of local governments, engaging in long term collaborations with local communities is challenging because the government are not sure of how to structure a participation process within their given bureaucratic constraints** (Webb R et al, 2019). Another challenge of implementing participation is **the amount of time it takes to conduct and implement participation in any project is quite large**. This results in citizens losing interest and commitment towards the project. Similarly **when the results from these participation processes are not implemented it causes a lack of motivation in people to continue participation** (Hou J & Rios M, 2003).

### Advantages of participatory design

While innovation and design practices can be used to find ways to overcome these challenges, it is also important to acknowledge the benefits of using participation, such that these can be highlighted during the process itself. Webb R et al (2019) state that **direct involvement of local communities and public officials make a city "more resilient and more liveable"** (Webb R et al, 2019, p.97). This means that input from local communities can have a direct influence on the direction of action and policy created by governments. Hence, the **formation of a strong network between local governments and communities can open the city for changes in the direction desired by the people**. In a paper from 1972, Nigel Cross states that "participatory design has the potential to arrest the escalating problems of the man-made world". This shows that participatory design has the potential to work at a transformative level to help solve some of the complex problems that face the world today.

As we aim to understand the full potential of using participatory design to facilitate collaborations for mutual benefits (De Lange & Waal, 2019), it is considered important to learn about the concept of co-creation and its relationship to participatory design in the next section.

**Participatory design has the potential to arrest the escalating problems of the man-made world**

—  
Nigel Cross

## 4.6 Moving towards co-creation

To understand how the concept of co-creation came into being and how it compares to that of participatory design, we look into literature that helps to draw parallels between the similarities and differences of the two processes.

### What is co-creation?

Sanders & Stappers (2008) **define co-creation as an act of "collective creativity"**. They define collective creativity as "creativity that is shared by two or more people". From their research they conclude that this practice of "collective creativity" has been around for almost forty years. However, **co-creation has gained traction in today's fast developing society because we are no longer only designing products for consumers**. Rather design has evolved to crafting future experiences for people, communities and cultures, something that was not thinkable a decade ago. Based on their research Sanders & Stappers (2008) state that **co-creation practiced at the early stages of a project can typically result in long term impact with positive consequences in terms of the solution developed and overall outcomes for those involved**.

### Co-creation versus Participatory design

In an article on the comparison between co-creation and participation, Dr Katrin Prager, an interdisciplinary social scientist at The James Hutton Institute, refers to the participation ladder from Arnstein (1969) (see Figure 11). This ladder of citizen participation shows who has the power regarding critical decisions and it ranges from high to low. **Each rung of the ladder relates to the extent of power citizens have in influencing the end decisions**. Based on this classification of citizen participation Dr Prager concludes that **both participation and co-creation involves active doing. In other words, neither co-creation nor participation are an end in itself but rather they are a means to an end. Both focus on the process and aim for an outcome that is collaborative in nature** (i2insights.org, 2016).

The **main point of difference is that co-creation goes beyond gaining actionable knowledge**. Co-creation requires practical outcomes in the end, where ideally all stakeholders are a part of the implementation. In other words, co-creation moves from actionable knowledge to concrete outcomes (i2insights.org, 2016). What this means is that **participation is a prerequisite to achieving co-creation**.

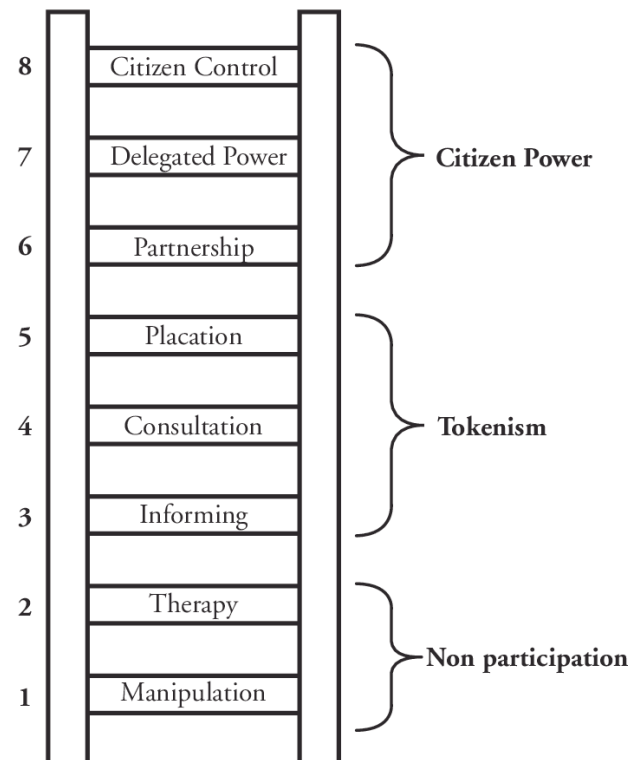


Figure 11. Overview of the Participation ladder  
Source - Arnstein (1969)

### Moving from participation to co-creation

The path from participation to co-creation, has a two fold approach. One, co-creation can be applied as **"participation during the moment of generating ideas"** which has been identified as a crucial stage in any project (Sanders & Stappers, 2008). The second is to consider **"participation during the moment of decision making"**, as a relatively less experienced approach of using co-creation. However, according to Sanders & Stappers (2008) this approach can help to address large scale social and communal problems. This shows that **within the process of participation, specific moments can be created which allow for co-creation between communities and government officials, such that it results in a feeling of mutual benefit and power allocation for both sides.**

### Challenges in co-creation

However, as with participatory design, adapting to the co-creation mindset can be challenging, especially for large and often hierarchical organizations such as municipalities. Firstly, the participatory and **co-creation mindset strongly challenges the existing power structure and hierarchy within an organization** (Alves, 2013). In a large organization it is often difficult for people to embrace the fact that all people can be creative with something of value to add (Sanders & Stappers, 2008). This makes it challenging to embrace a change in attitude because **it requires a loss of control, embracing a feeling of vulnerability and a culture shift from an "expert" mindset that is dominating businesses today.**

However, this does not mean that it is not possible to inculcate a culture of participation and co-creation in an organization such as a municipality. **What it needs is a collaborative effort that requires initiative and determination on the part of everyone involved** (Alves, 2013).

**To inculcate a culture  
of participation  
and co-creation in  
the municipality,  
what is needed is a  
collaborative effort  
that requires initiative  
and determination on  
the part of everyone  
involved**

—  
Helena Alves

# Literature

## Key takeaways

1. People are at the center of cities. Therefore they need to be involved in making any decisions regarding changes to their living environment and routines.

2. For this reason, people should have the power and opportunity to express the problems they face, since they are the experts of their own experiences. Learning from people also benefits the local governments, in two main ways.

3. One, to improve the quality of life in a city; and two, to improve their own performance quality as a local government.

4. While participation has become a popular phrase in the public sector, it is in no way an end in itself. But rather, it is a means to an end. By applying participatory practices local governments are encouraged to focus on an outcome that is collaborative in nature.

5. Participatory practices help to build accountability on all sides by being transparent about the fact that everyone involved is working towards a common goal.

6. Therefore by engaging in participatory practices the municipality can strengthen their relationship with people and gain their trust.

7. For a participatory process to truly be effective it needs to fit into the current structure of a governmental organization. This means that governments need to be more flexible in their approach to let their plans and solutions evolve with local input.

8. However, one of the greatest challenges to implement participatory approaches at an organizational level for municipalities, is to embrace a change in attitude. To be willing to lose control, be vulnerable and share the power and authority with people.



## 4.7

# Practical uses of co-creation in public organizations

Before connecting the findings from literature to the context of Delft in particular, it was deemed interesting to look at some initiatives on a global level that promote participation and co-creation between people and governments. There exists a variety of solutions – ranging from individual initiatives to those driven by large scale governmental and non governmental organizations. **Due to their popularity in current times and for the sheer diversity of topics addressed, this section will focus on design labs hosted within different government organizations from around the world.**

The purpose of looking into these labs is to learn how co-creation and participation has been tried and tested in the practical world and what are the learnings and best practices that have resulted from this (see Figure 12). While this project does not focus on creating an in house lab, the aim of researching these labs is to use these learnings and best practices to guide the final outcome of this project.

Hence, in this section we focus on some key points and learnings from the four labs mentioned below. These four labs have been chosen for their diversity in terms of geography and domains tackled, such that a more holistic overview can be obtained.

**1. The Policy Lab, UK.** Hosted within the government of UK, the Policy Lab brings new policy tools and techniques to the UK Government.

**2. Inland Design, Finland.** This is a design and innovation lab within the Finnish Immigration Service

**3. MindLab, Denmark.** In 2018 this lab was replaced by the Danish government for political reasons.

**4. The Auckland Co-design Lab, New Zealand.** The Lab is a public sector innovation team based in South Auckland. It is a unique collaboration between the central and local governments there.

### 1. The Policy Lab, UK

The Policy Lab is a creative space based in the Cabinet office within the Government of UK. It is an innovative and experimental space where policy teams across the government can try and test new ways of working to meet the goal of **“purposeful innovation”**. The focus is on three pillars of innovation as defined by the lab themselves: Design, Digital, Data (Dorgan et al., 2019).

Some of the key points particular to their way of working include an emphasis on being – (Slideshare.net, Introduction to Policy Lab, 2019)

- **Responsive to the needs** of citizens and government
- **Inclusive and open** in approach and outcomes
- **Systemic in ambition, embrace complexity** and take

all opportunities for collaboration

- Effective in delivering impactful solutions and **keep learning for the future**

In their way of working they make use of various design and ethnographic tools such as Personas, Journey mapping, Service blueprinting etc, to uncover the deep needs of people and to find ways to collaborate effectively with people. From the online research conducted on their website and publications, we learn that **in order to open up policy making to citizens and experts outside of the government it is important to rely on the input of knowledge and experience of everyone and share the responsibility of outcomes whether good or bad.** And in order **to create a sense of mutual benefit from the collaboration it is important to be transparent about processes and information.** While overall, an internal culture within the organization that is willing to embrace participation and **engagement of people is key to successful participation.**

### 2. Inland Design, Finland

Inland is a design and innovation lab within the Finnish Immigration Service (Migri). At Inland, design thinking and technology are combined to co-create services to support immigrant communities and individuals in Finland. At the core of the lab is a drive to promote organizational change in order to engage more with the different levels of public organizations with an end goal of bringing about a positive social impact (Inlanddesign.fi, 2019). This is achieved by using a people centered approach, experiments and rapid prototyping.

From the online research conducted on their projects, we can say that **the success of Inland lies in their fundamental understanding of the basic concepts of working with a collaborative approach which begins with acknowledgement of the fact that they are a small part of a bigger ecosystem.** The unique characteristic of Inland design is that all their work is directed towards making measurable things that create value (Inland design.fi, 2019). Eventually they adapt **a cycle of continuous learning, from their successes and failures, to keep improving everyday, and therein lies their true success as a public sector lab.**

### 3. Mindlab, Denmark

MindLab from the Danish government holds the prestigious title of being the world's first public innovation lab. What is particularly interesting about Mindlab is that despite a successful run of fourteen years it was shut down last year (in 2018) by the government. This was due to an executive decision from the government to replace it with another lab that focuses more on the integration of technology and digital transformation within the Danish government (Apolitical, 2019). However, through its success and multitude of projects worked on in the last many years, it sets a good example about collaborations between people and public organizations. Located in Copenhagen, it started as a lab that worked in partnership with three government ministries and one local municipality. **The vision of the lab was to place the needs of citizens at the forefront, especially in the domains of education, employment and digital advancement.**

From the success of Mindlabs **we can imbibe their mindset of involving people to be a part not only of the outcome, but of the process itself.** With this in mind, some of the things the lab strived to achieve were to create a willingness to adopt a co-creation and participation mindset within the government by massaging and nudging it into their projects slowly (Centre for Public Impact, 2019). **The success of the lab lies in the fact that they managed to shift the internal culture of the government and have them open their minds to embrace participation of people.**

**“A lab should really be focused on how to change the way the public sector works. It is also about bringing people together around a common goal of creating a new way of working in the public sector”**

—  
Thomas Prehn  
Head of Innovation, Mindlabs

#### 4. The Auckland Co-design Lab, New Zealand

The Auckland co-design lab is a public sector innovation team based in South Auckland. They work in collaboration between the central and local governments there. The lab was created to address the changing landscape of cities. To address the fact that new ways to solve complex problems are needed (New Zealand Government, 2019). The successful last four years of the lab, have been based on the constant drive to meet the changing expectations of citizens from the government.

The unique aspect of the co-design lab is that they look at a combination of the big picture and human stories to create the case for change. They believe that human stories have the power to show what the situation is now, what is the need or tension for change and visualize how the future should be (Auckland Co-Design Lab, 2019). And this applies directly to all the work they take up towards fulfilling their vision to be change agents of society.

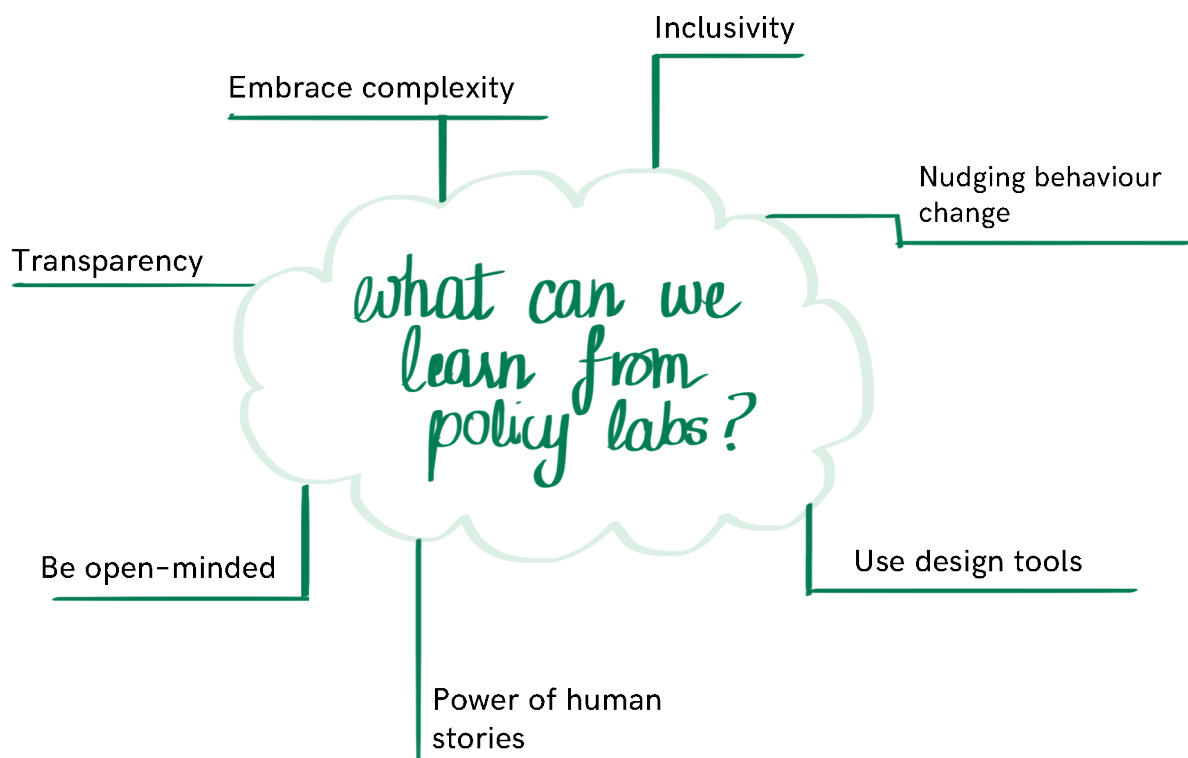


Figure 12. Overview of learnings from the four policy labs  
Source - Author

# Policy Labs

## Key takeaways

1. The main goal of using participatory approaches in the public sector is to bring people together around a shared belief and common goal. Being transparent about information and the process itself can help to create a sense of mutual benefit from collaboration. This makes people feel encouraged to participate.
2. Embracing all kinds of engagement of people is the key to successful participation. This can be possible when there is an internal culture within the organization that is willing to embrace this engagement without hesitation and fear.
3. Relying on the power of human stories to describe the problem situation helps to build the case for moving to a desired future state.
4. Using tools and approaches from a designers toolbox, such as journey mapping, personas, service blueprinting, can help to have a better understanding and collaboration within the team and makes the path to arriving at a solution easier.
5. Adopting a cycle of continuous learning by reflecting on the process and projects is the common factor contributing to the success of these labs.

## 4.8 In the context of Delft

All the findings from the literature presented in the sections 4.2 - 4.7 are now connected to the context of the project, which is how can we enable the municipality of Delft to adopt a more participatory attitude towards designing with the people of the city. Borrowing inspiration from the Archaeology step of Frame creation, **the purpose of this section is to understand how the municipality of Delft has attempted to involve local communities in their processes so far.** Research done into existing solutions related to participation and co-creation are presented in this section.

From the solutions presented in this section (see Figure 13), two of them (Omgevingswet and Compass for participation) are initiated on a national level by the dutch government, while the other three (Delfts Doen, Right to Challenge and Open dag Delft) have been incepted at a local level by the municipality of Delft. We look at these five solutions to get a big picture view of the problem context.

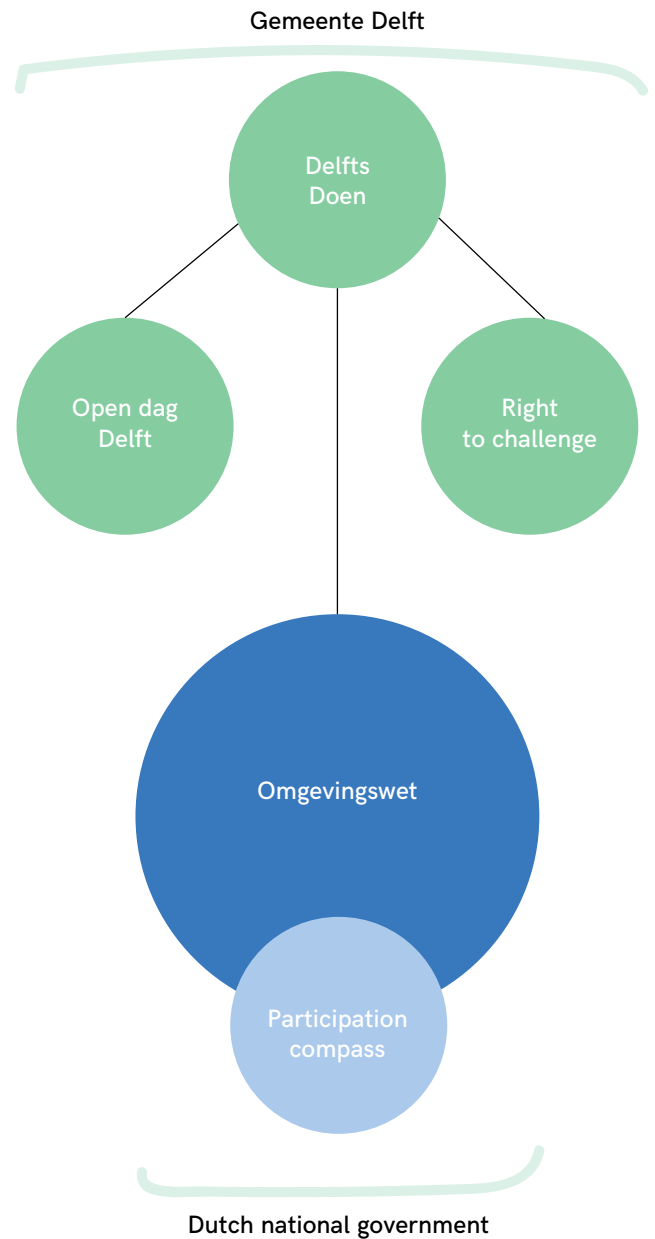


Figure 13. Overview of current solutions  
Source - Author

## 4.8.1

# Omgevingswet

### What is the Omgevingswet?

Omgevingswet or the Environment Act is a Dutch law which is expected to be in effect from 2021. This law **encourages early participation of stakeholders in all projects of local municipalities in order to get all interests, opinions and creativity on the table at the right time.** Here participation has been defined as "involvement of stakeholders at an early stage in the process of decision-making about a project or activity". By using the umbrella term of stakeholders, the law attempts to include everyone – citizens, representatives of companies, professionals from civil society organizations and administrators of governments. (Participatie in de omgevingsvisie, 2019).

### How does it work?

While officially the act is legally binding, for the practical application of it there is complete freedom given to every local authority, to make the choices for the organization of the participation process. There is **space for customization in each participation process** because it has been recognized that the context, type of decisions needed, people involved and the right moment to involve them is different for every project. Since every municipality works differently, in order to allow for the practice of participation to be integrated into the current practices of the local municipalities with ease, the government provides a four phase approach as a point of reference. These **four phases are – Idea, Plan, Realization and Evaluation.** These phases follow the phases of a typical policy cycle for governments. The law encourages local municipalities to look for a new approach to organize participation with stakeholders at the beginning of each phase.

### The four phases of Omgevingswet

- 1.Idea** – Projects in the idea phase can use participation to help get an overview of the dominant values that exist in the neighborhood/area the said project targets.
- 2.Plan** – In this phase, involvement of stakeholders helps to retrieve arguments or test the vision of the municipality.
- 3.Realization** – Projects in this phase can use participation in order to collect objective data to help set frameworks. These projects are usually expected to be related to implementation.
- 4.Evaluation** – In this phase participatory methods can be applied to gain insight into the desired impact of the project.

### In the context of this project

With the implementation of Omgevingswet, the government addresses the fact that the Dutch society is ready to move towards fulfilling the vision of being a **"full participatory society by 2023"** (Dutch King Willem-Alexander declares the end of the welfare state, 2013). **Since participation becomes a legal mandate now, it gets easier to convince and drive participation into more**

**projects on a local level within municipalities.** This makes the possibility of incorporating participation in the daily practices of the municipality a lot more feasible. However, the open ended and **generic ambition of wanting to involve all kinds of stakeholders in all phases of a project, can make the transition from law to practice, difficult to achieve.**

Currently different municipalities from across the Netherlands are getting prepared to implement the Omgevings law in their way of working. This is being done by creating participation guidelines and frameworks specific to each municipality. In addition to the municipality of Delft, the participation guidelines from the municipality of Den Haag and Utrecht were explored to develop a more holistic understanding of the situation. From this it was seen that **each municipality is trying their best to be prepared for the implementation of this law, such that their current processes can integrate a participatory approach when the time comes.** Since this project focuses on the municipality of Delft, only the participatory framework of Delfts Doen (from the municipality of Delft) is explained in detail in section 4.8.3

## 4.8.2 Compass for participation

### What is the compass for participation?

Since not all local municipalities were prepared for incorporating participation in their projects, the government decided to launch a Participation compass, which is **an approach derived from the Omgevingswet**. This approach **assists in customizing participation based on the specific project from the local authority** also referred to as the initiator.

### How does it work?

The compass **helps the team involved to view the said project from multiple angles in order to determine who will be the different people and organizations that should be involved in the project and in what moment** (Aanpak: Participatiekompas, 2019). In other words, who should participation be organized with. The compass is designed to help the initiator answer the most fundamental questions regarding their idea (see Figure 14). Working like a checklist of sorts, it poses the following questions -

#### 1. What do you want to achieve?

This step is about the defining ambitions, goals, themes and urgency of the situation

#### 2. Why do you want to work together?

This step is about the motivations for collaboration and views on participation

#### 3. Who do you want to share with?

This step is meant to define who should be invited to the table and what are the expected views and opinions of those invited

#### 4. When do you want to work together?

This is meant to help define the moments where participation would benefit the project

#### 5. How do you weigh the collaboration?

This step probes to think about how to make good agreements with all parties about the participation process to be followed on the project.

### In the context of this project

Based on this we can say that the participation compass **is a good collection of steps and questions that the initiator can ask himself to prepare a concrete plan for the proposed idea**. This would work especially in the case where the initiator or the municipality as a whole is new to the concept of participation and has never practiced it before. However, **due to the checklist like format, it is also possible that the compass limits the extent to which participation can be conducted, preventing the municipality from fully reaping the benefits of it**.



Figure 14. Steps of Participation compass  
Source - Author

## 4.8.3 Delfts Doen

### What is Delfts Doen?

**Delfts Doen is the participatory framework of the Municipality of Delft** which was created in 2017 (see Figure 15). As opposed to the Omgevingswet and Participation compass which are initiated by the national government, Delfts Doen has been specifically created by the municipality of Delft for the city of Delft. **Delfts Doen was created as a response to the Omgevingswet in order to be prepared to fulfill the requirements when the law is in effect.**

The municipality of Delft hopes that they have set a new standard and process for following participation on projects. In their own words they state, **"We have drawn up the rules together. We have shaped the approach in close consultation with the city, based on past experiences and wishes for the future."** (Delfts Doen – Gemeente Delft, 2019). In order to create the framework itself the team at the municipality went through a rigorous data collection and participation process where they tried their best to involve citizens.

### How does it work?

The **nine step framework** is shaped by the insights collected during this research and by prior knowledge about participatory design of the team in the municipality. Some of the insights that influenced the framework were based on the needs that people have – from the municipality and the city in general. The team at Delfts Doen states that most citizens mentioned that they think there is no clear vision for the city of Delft. People also asked for clarity about the topics that can and cannot be participated on. And most importantly, people wanted to know how their insights and opinions were being used in the process and final outcome.

The steps of the framework are as follows –

#### **1. Zelf aan zet/ Do it yourself**

People can get started with an idea they might have for improving the city or their neighborhood. The "initiator" can use the support of the Delfts Doen framework to organize their initiative in compliance with the municipality by using a series of useful tools provided.

#### **2. Breng in beeld/ Set the scene**

This step is to determine the key stakeholders who are interested and benefit from the initiative. Determining this helps to consider the rules that the plan must fulfill.

#### **3. In gesprek/ In conversation**

In this step the initiator should speak with all the stakeholders involved to get a deeper understanding of their needs and desires.

#### **4. Goede afspraken/ Good agreements**

In this step the initiator makes a clear plan and agreement with the stakeholders regarding the process that he wants to go through. This includes making clear who will be involved in the process, in what capacity and what are the frameworks that will be used to achieve this.

#### **5. Deel/ Share**

This step encourages sharing of ideas, findings and bottlenecks experienced along the way.

#### **6. Werk uit/ Work out**

In this step the plan should be made concrete by working it into a concept. During this step the initiator should clearly indicate what has been done with all the ideas and insights gathered so far.

#### **7. Toets/ Evaluate**

In this step the initiator should test the draft plan with all the involved stakeholders and produce a finalized plan.

#### **8. Leg vast/ Document**

In this step the initiator should produce a document which reports all the actions and outcomes (from steps 1–7) so far. This document should be shared with all those involved and any other stakeholders deemed interesting.

#### **9. Dien aanvraag in/ Submit application**

The final step is to submit the application. The final document which reports all the findings and outcomes should be enclosed with this application.



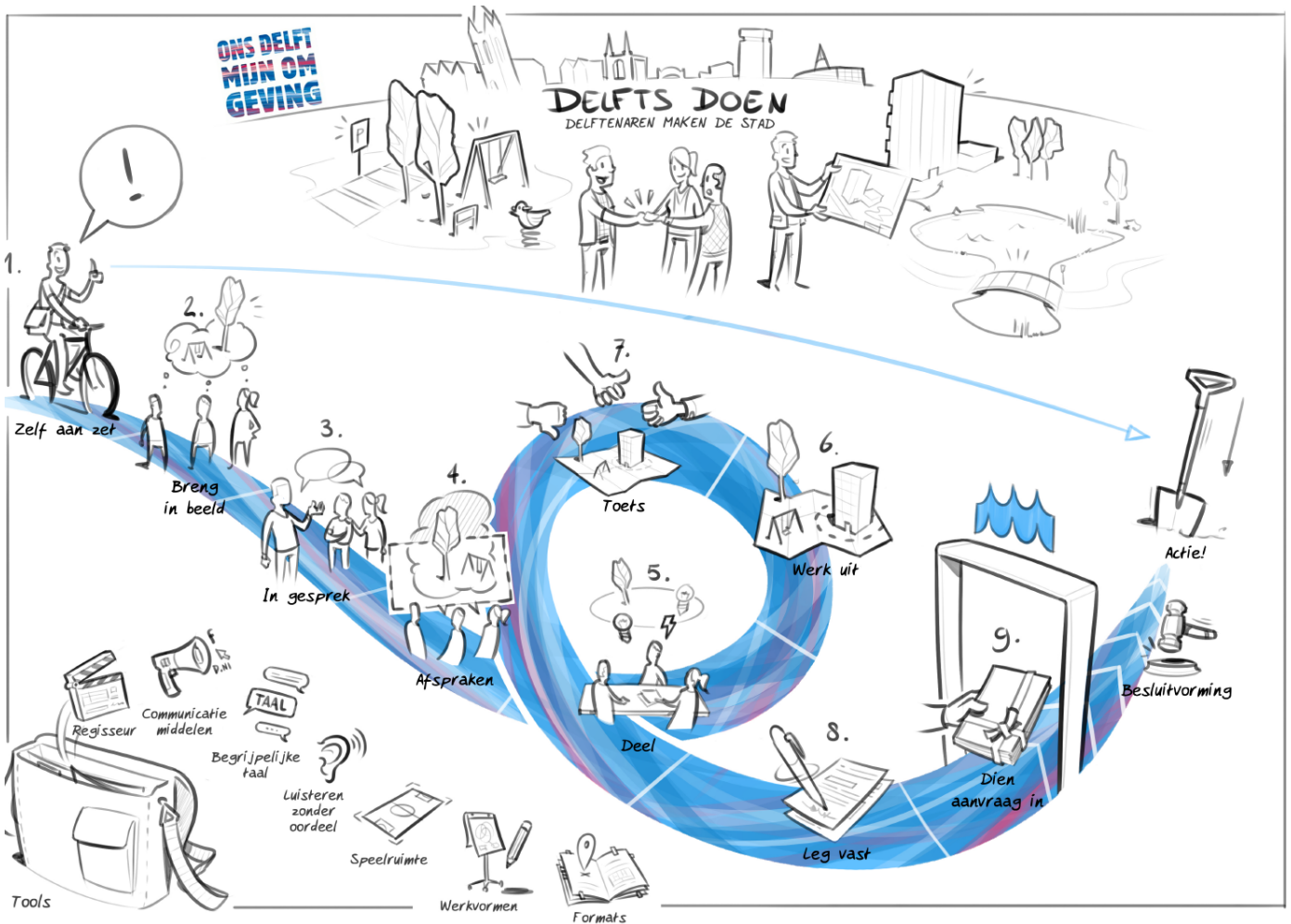


Figure 15. Delfts Doen framework  
Source - Delfts Doen (2017)

## Tips en tools

- |  |   |
|--|---|
| <ol style="list-style-type: none"> <li>1. How do you reach people from Delft? Which means of communication do you use?</li> <li>2. Communicate in understandable language</li> <li>3. Best practices: thinking in solutions (instead of objections)</li> <li>4. Factor C analysis (mapping stakeholders)</li> <li>5. Check for permits: what is needed for your initiative?</li> <li>6. Best practices: determining leeway<br/>(what are the requirements, what are the wishes and what is the free space?)</li> <li>7. Creative work forms for meetings</li> <li>8. Options for support:             <ol style="list-style-type: none"> <li>a. Independent process counselor / secretary</li> <li>b. Format for a report of the participation process</li> </ol> </li> <li>9. Tip: Contact the director of the municipality if you have questions, if you feel that the process is not going well.</li> </ol> | <ol style="list-style-type: none"> <li>1. Hoe bereik je Delftenaren? Welke communicatiemiddelen zet je in?</li> <li>2. Communiseren in begrijpelijke taal</li> <li>3. Best practices: denken in oplossingen (in plaats van bezwaren)</li> <li>4. Factor C analyse (het in beeld brengen van belanghebbenden)</li> <li>5. Check op vergunningen: wat is nodig voor uw initiatief?</li> <li>6. Best practices: speelruimte bepalen<br/>(wat zijn eisen, wat zijn wensen en wat is de vrije speelruimte?)</li> <li>7. Creatieve werkvormen voor bijeenkomsten</li> <li>8. Mogelijkheden voor ondersteuning:             <ol style="list-style-type: none"> <li>a. Onafhankelijke procesbegeleider/notulist</li> <li>b. Format voor een verslag van het participatieproces</li> </ol> </li> <li>9. Tip: Benader de regisseur van de gemeente als je vragen hebt, of je het gevoel hebt dat proces niet lekker loopt.</li> </ol> |
|--|---|

Figure 16. Tips and tools for Delfts Doen  
Source - Delfts Doen (2017)  
(Left - translated to english, Right - original in Dutch)

### In the context of this project

On one hand, the framework has been created based on insights uncovered during interviews and participatory sessions with citizens. Therefore we can say that it is thorough and considers their needs. **Since this framework was created by a team within the municipality, this also reduces the barriers that the other departments within the municipality might have in adopting it.**

On the other hand, **only having a framework in place is not enough.** The way of using the framework, including supporting tools and training needs to be made available to everyone at the municipality. **The tools provided with the framework are very high level and superficial, and do not provide any concrete steps or actions that can be taken to implement the different steps of the framework** (see Figure 16). Moreover, in order to have everyone in the municipality use this on their projects, **a shift in culture towards a mindset open to participatory processes is needed.** Especially since this participatory way of working differs largely from the current way of working of the municipality. Currently in the municipality the work is carried out in a more ad hoc manner. Even the projects that have applied participation have created their own way of working based on the knowledge of the team and the enthusiasm of the project lead. This also addresses the issue that **now there exists too many similar frameworks and solutions all addressing the cause of participation in projects from the municipality and it remains unclear as to which approach is best suited when.**

Overall, Delfts Doen remains limited to participation and informs about the ways and moments to involve people. It does not inform the municipality on how they can adopt a co-creation process to gain maximum benefit from the involvement of people.

**We have drawn up the rules together. We have shaped the approach in close consultation with the city, based on past experiences and wishes for the future.**

—  
Gemeente Delft

## 4.8.4

# Right to challenge

### What is Right to challenge?

Right to challenge is an initiative that exists in most municipalities within the Netherlands. However, each municipality adjusts the initiative based on the needs of their city. From the municipality of Delft, Right to challenge is **an initiative to which people can apply online to make a change in their neighborhood or any part of the city.**

### How does it work?

The municipality states that **“Right to Challenge is a form of participation where you can improve your own living environment”**. (Right to Challenge - Gemeente Delft, 2019). The basis of this initiative is that people of the city can challenge the municipality if they think that they can do a better municipal task in their neighborhood, because they are not happy with the way the municipality has performed the task. **Through this initiative the municipality asks people to take over a task along with other people, associations or foundations in their neighborhood.** However, to assure larger public interest and safety of Delft residents, the municipality has a list of conditions that need to be met, for every plan proposed via Right to Challenge. These include conditions such as, every plan should get the support of the intended neighborhood; specialised tasks reserved for the government such as prosecution cannot be included in the plan; costs for implementation should not be higher than the current cost.

### In the context of this project

What we can say is that Right to challenge is different from the other initiatives mentioned in this chapter because it is more **about making a change to the city by the citizens themselves, like the bottom up perspective** explained by Webb R et al (2019) in section 4.4. This makes it an initiative that will appeal more to active citizens and does not target the whole range of people living in the city.

**What is unclear is the reach of the platform** - first, whether people know about it and second, whether they are comfortable using it. Therefore, even though it is working towards involving and reaching out to people, it is possible that it is not being used to its full potential.

## 4.8.5 Open dag Delft

### What is Open dag Delft?

On Saturday 18 May 2019 the **municipality of Delft organized an open day for all the people of Delft to participate in and get more informed and excited about the different initiatives and developments happening in their neighborhoods and the city in general.** The main aim of the municipality from this day was to spread the message "Ons Delft - maak de stad" or "Our Delft - we make the city" (see Figures 17 - 20).

One of the focus areas of this day was the Delft Zuid station where the municipality had organized various activities for people to join. Representatives from the municipality were present there to talk to and answer the questions of citizens. Even businesses such as Festo that have their offices in the neighborhood had opened their doors for people to go in and know more about the businesses that are thriving in Delft. Other events such as a bike safari and talks at the Prinsenhof museum were also open for people to attend.

### In the context of this project

What this shows is that **the municipality is certainly keen to get people aware and interested in their work.** They are trying at their end to organize such days that make people feel welcome. What remains to be seen is the experience and long term effects of organizing such days. Based on conversations with representatives that were present at the event, they felt that the promotions were not clear and powerful enough because the turn up of people was not that high. However, the people that did show up had a lot of good feedback and an overall positive experience with the activities of the open day.

**This shows that people appreciate such initiatives from the municipality. It works in a two fold manner - one, it makes people feel heard and involved by the municipality, and two, it increases the visibility and trust of the municipality in the eyes of people.**



Figure 17. Invite for the event on Facebook  
Source - Gemeente Delft/Facebook



Figure 18. Promotion of the event on the website  
 Source - Gemeente Delft (2019)



Figure 19. People gathered for a talk outside station Delft  
 Source - Gemeente Delft/Facebook



Figure 20. People sharing their vision for the city  
 Source - Gemeente Delft/Facebook

# In the context of Delft

# Key takeaways

1. The Dutch government wants to fulfill their vision to make the Netherlands a full participatory society by 2021.
2. For this reason they created the Omgevingswet (or Environment Law) which mandates every local municipality to involve citizens in their projects.
3. In response to this law, the municipality of Delft created the participatory framework of Delfts Doen in order to be prepared to fulfill the requirements when the law is in effect.
4. While the framework has been created based on insights gathered during interviews and sessions with citizens, it is still at a very high level and lacks actionable steps/tools which can be used to apply the framework in practice.
5. This lack of knowledge on how to use the framework in practice can cause the municipality to treat participation as a checkbox on a list that they have to fulfill for legal reasons. Thereby not reaping any of the benefits of indulging in participatory processes.
6. The municipality of Delft is also organizing participatory events and open days to involve and inform citizens about the different initiatives and know their opinions on it. These events help to make people feel heard and involved by the municipality and it increases the visibility and trust of the municipality in the eyes of people. However, it is not clear how the inputs received during such events are considered in decisions made by the municipality.
7. Overall this shows that the municipality wants to indulge in participation with citizens but the path to implementing it is still fuzzy.

# Chapter 5

# Field

# research

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## Content

- 5.1 Introduction
- 5.2 Sample - Municipality of Delft
- 5.3 Sample - Local communities
- 5.4 Data collection

/

*We are storied folk. Stories are what we are; telling and listening to stories is what we do.*

—  
*Arthur Kleinman*

### **What you will read**

This chapter narrates the journey of the field research. Here I explain the process of sample selection, the reason behind choosing interviews as the research method and the interview guide used to conduct the field research.



# 5.1

## Introduction

As described in Chapter 2 for the purpose of this project the core stakeholders were divided into two groups -

- 1. Municipality of Delft**
- 2. Local communities**

In all twelve one-on-one, in depth interviews were conducted with participants ranging across both groups (see Figure 21).



Figure 21. Interview sample  
Source - Author

## 5.2

# Sample –Municipality of Delft

To understand the context and spread of the problem it is considered important to first understand the current way of working of the municipality. For this project participants were selected across different departments and roles that exist within the municipality.

For this project the participants interviewed belonged to the following profiles (see Figure 22) -

### Project leaders

Project leaders have an overview of the project, the vision, planning as well as a holistic view of the collaboration between all parties involved. **By interviewing some project leaders it provided a deeper understanding on their views about participation and involvement of local communities in their projects.**

### Communication team/Delfts Doen

The team working on the participatory framework of Delft Doens (refer section 4.8.3) is critical to this project. Those involved in the creation of Delfts Doen have knowledge about the participatory framework. **They are aware of the resistance and conflicts that exist internally within the municipality towards the adoption of such a framework.** They also know about how the municipality currently involves citizens in their daily practice.

### Partners

Every development project includes multiple partners. In the case of the development of Station Delft Zuid there are various partners involved such as; ProRail, NS, Housing partners (DUWO), Business owners, Developers (Certitudo), Urban planners (Marco Broekman).

**Given the scope of this project it was not deemed important to speak with all the different partners.**

However, in order to gain insight into the collaboration of the partners with the municipality and local communities, one partner (DUWO) was selected. DUWO is a housing corporation and they have a view on the planning of the project and the involvement of local communities in it. DUWO was selected as the partner to interview since they are expected to have a view on the integration between dutch and international students which is an important factor when it comes to understanding the dynamics of Delft (in terms of housing).

1. Joris Gerritsen  
*Strategic advisor for area development Municipality of Delft*
2. Sanne Broeksma  
*Area manager at the Municipality of Delft*
3. Fidan Bulut  
*Project Manager Area Development at the Municipality of Delft*
4. Natasha Viering  
*Participation pioneer & Strategic senior communication consultant*
5. Michiel Ensink  
*Director at DUWO, Delft*
6. Irma Lauwers  
*Omgevingsmanager at Municipality of Delft*

Figure 22. Participant profiles (Municipality)  
Source – Author

## 5.3

# Sample – Local communities

This project focuses on the case of Station Delft Zuid and its neighboring areas. For this reason the second group of core stakeholders identified are local communities in the neighboring areas of Voorhof and Tanthof (see Figure 23).

**The local people living in these areas are affected the most by any plans of development that the municipality has in that area.** The daily life, routines, needs and desires of these people are important factors in deciding what direction the development should take. This means that it is important that the municipality should be aware not just of the needs and problems but also of how to involve these people and also of how to implement the insights they get from these people. **The local communities in Delft Zuid neighborhoods include both dutch and international people, and both students and residents.** In order to get a holistic view of life in these neighborhoods it is considered important to understand the views of these different groups of people.

**To recruit participants for the interviews I used snowball sampling** (Sanders & Stappers, 2012). Snowball sampling is a process where participants for research are recruited from among your own acquaintances. **This was done mainly for the purpose of convenience in order to be able to conduct interviews within the given timeline of the project.**

1. **Carolina Falcao**  
*International student living in Voorhof*
2. **Sebastian Acevedo**  
*International student living in Voorhof*
3. **Micha Dijkhuizen**  
*Dutch student living in Spoorzone*
4. **Maurits ten Napel**  
*Dutch resident living in Tanthof west*
5. **Leon**  
*Dutch resident living in Voorhof*
6. **Bernadette**  
*Dutch active resident, runs the Taalcafe*

Figure 23. Participant profiles (Local communities)  
Source – Author

# 5.4

## Data collection

### Method used

In order to collect data, **a qualitative research approach of using interviews was employed.** Interviews as a qualitative research method are useful because they help uncovering information that cannot be directly observed, such as experiences, motivations and value systems of individual participants (Patton, 2002). Therefore, in-depth interviews were chosen as the data collection method since the main goal was to understand at a deeper level, what motivates, drives and blocks the stakeholders from arriving at the desired state of implementing participatory approaches in their way of working.

All interviews were conducted using an interview guide as a reference. The interview guide helped to define the main topics that should be addressed during the interview. The interviews lasted around 60 minutes and were audio taped.

### Interview guide

Below is an overview of the interview guide used for the sessions. (For detailed interview guide refer Appendix 2).

#### For interviews with the Municipality of Delft

##### Stakeholder Analysis

- Involvement in project
- Interest in project

##### Participation

- Participation in ongoing projects
- Application of Delfts Doen
- Dialogue in ongoing projects
- Use of insights from participation

##### Inclusiveness

- Opinions on inclusiveness in Delft

#### For interviews with the Local communities

##### Life in their neighborhood

- Way of life, routines
- Involvement in neighborhood
- Activities and events

##### Involvement with the municipality

- Current involvement
- Desired involvement
- Channels of communication

##### Participation

- Opinions on participation
- Desired situation

##### Inclusiveness

- Opinions on inclusiveness in Delft

# Chapter 6

# Analysis

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## Content

- 6.1 Introduction
- 6.2 Codes - Municipality of Delft
- 6.3 Codes - Local communities

/

*Design is the intermediary between information and understanding.*

-

*Hans Hoffman*

### **What you will read**

In this chapter I take you through the analysis process. You will understand the method used to zoom in on the data, as well the resulting codes and categories that emerged from this.

# 6.1

## Introduction

### Goal of analysis

The goal of this part of the process was to find the insights and analyse common patterns across all the interview data for both stakeholder groups (municipality & local communities).

Analysing the data by zooming in helps to retain the nuances and understand the context better (see Figure 24). Using in vivo coding helps to make sure that no details were missed from all the data. Eventually this helped to understand what are the more important needs and patterns that are existing in the current problem landscape of using participatory process within the development of the city of Delft.

### Process followed

After transcribing all the individual interviews (which had been audio taped), a process of in vivo coding was carried out on the data. In-vivo codes helped to retain the participant's context. From these initial codes it was possible to cluster them into further more developed categories, which helped to see the patterns occurring in the data. For a detailed codebook refer to Appendix 4 & 5.

In the following sections of this chapter, the categories and codes derived for both the stakeholder groups (municipality & local communities) are presented.

In the next chapter these categories have been analysed and clustered to form a set of common needs that are important for both stakeholder groups.

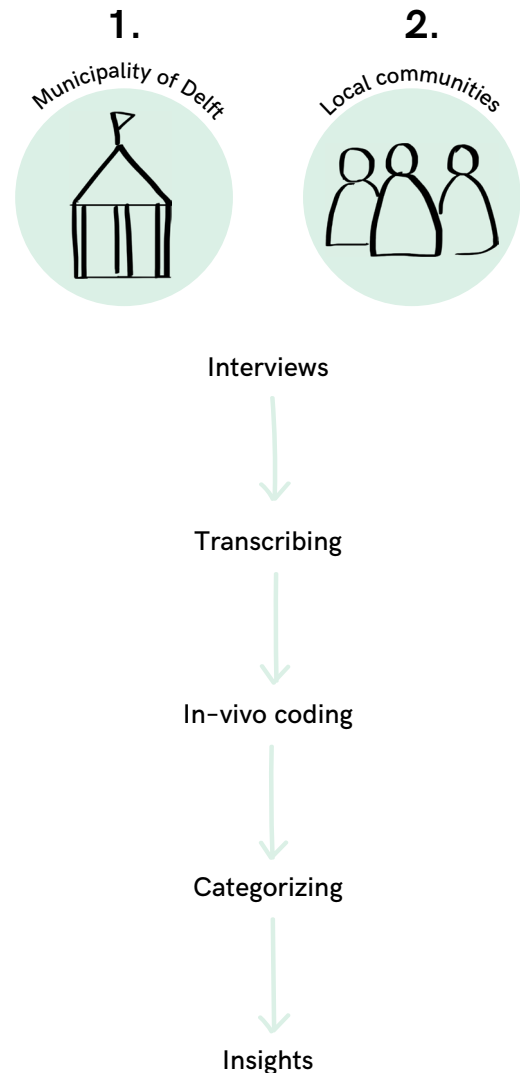


Figure 24. Analysis process  
Source - Author

## 6.2

# Codes – Municipality of Delft

Below an overview of the codes and categories from the interviews conducted with participants at the municipality are presented (see Figure 25).

### 1. Working together

This category comes from the intention stated by many participants about their understanding of participation processes. All participants state that according to them people should be free to decide for themselves if they want to participate or not. While at the same time they agree that by working together with people they can make the best decisions for the future of Delft.

#### Codes

- Making the city together
- Working together with people
- Including everyone who wants to be included
- Making it possible to involve everyone who wants to be involved
- Better results from involving people
- Strong collaborations between municipality and people

### 2. Earlier is better

This category comes from a reflection on the current way of working at the municipality. All participants agreed that if they are involving people in their processes, then it needs to be done in the earliest to gain maximum benefit from it.

#### Codes

- Better sooner than later
- Involving people early on in the process
- Important to get the timing right on participation processes

### 3. Embracing vulnerability

This category comes from statements and moments of self reflection from the interviewees. Most of them mentioned that the reluctance to embrace participation in their work was coming from a fear of being vulnerable and open to all kinds of feedback from people. That this feels like a threat to their position as the municipality.

#### Codes

- Fear of disagreement from people
- Accepting vulnerability of the process
- Learning to let go of control of the process
- Using the outcome of participation process
- Allowing people to decide the participation process themselves

### 4. Sense of connection

This category is based on the sentiments expressed by interviewees which were about building a good rapport and connection with the people of the city. It is based on two aspects of this feeling - fear of establishing this connection and the benefits of it.

#### Codes

- Fear of being too connected with people
- Using participation to create an impact
- Viewing engagement of people as a good sign

### 5. Finding balance

This category is based on the responsibility the municipality feels to learn, understand and align the needs and priorities of all stakeholders involved in their projects. These include people of the city, but also development partners and other agencies.

#### Codes

- Balancing the motives of all stakeholders involved
- Including the point of view of all stakeholders
- Aligning priorities
- Understanding personal motivations of everyone involved
- Aligning many different perspectives
- Agreement

### 6. Shared future

This category arises from the interviewees' views about the importance of creating an idea and vision of the future together with all the people that make the city.

#### Codes

- Working towards a common goal
- Thinking together about the future
- Establishing alignment and common understanding of goal
- Working towards a desired outcome

### 7. Knowledge sharing

This category is based on the municipalities understanding that by constantly learning from their own mistakes and from that of each other, will eventually result in a better way of working.

#### Codes

- Sharing learnings from participation with everyone
- Mismatch in information shared
- Awareness throughout the process
- Learning everyday
- Making desired outcome explicit to everyone

### 8. Sense of fulfillment

This category is about a two fold desire - one, to experience a sense of accomplishment for the municipality and two, to create a sense of desire in people encouraging them to participate in the processes of the municipality.

#### Codes

- Building excitement within people regarding plans of the municipality
- Gaining as much as possible from following a



participation process

- Create a feeling of wanting to participate
- Fulfilling a duty by undertaking participation

### **9. Being competent**

This category is based on sentiments expressed by all interviewees which were about a strong need to feel competent and capable at their job – both as an individual and the municipality as a whole.

Codes

- Convince people of municipalities plan
- Participation processes require a lot of effort
- Take risks
- Dealing with uncertainties
- Investment of time to follow participation
- Friction
- Bumpy ride
- Frustration with the process
- Feeling of not doing enough

### **10. Be trustworthy**

This category is based on the importance of trust as perceived by the municipality. Since the municipality believes that being trustworthy and in turn gaining the trust of people is the most important way to carry out successful participation.

Codes

- Gaining the trust of people in the municipality and their processes
- Being honest
- Being transparent about the process with everyone

### **11. Building a relationship**

This category is based on the municipalities need of wanting to build a good rapport with people in order to open up a two way communication channel, such that the needs and problems of people can be heard and reacted to properly by the municipality.

Codes

- Taking the input of people seriously
- Valuing the input of people
- Listening to people
- Making people feel heard
- Open the conversation with people
- Building a strong relationship with people

### **12. Authority**

This category emerges from a common need expressed by all interviewees about the feeling of wanting to have authority over making decisions and executing projects.

Codes

- Defining a plan
- Having a clear vision for the future

- Making decisions
- Defining clear boundaries
- Having clearly defined goals for the future

### **13. Culture change**

This is about the need to change the mindset and culture that currently exists within the municipality, to allow for a more open minded way of using participation in projects.

Codes

- Need for a change of mindset within municipality
- Finding ways to incorporate participation in current way of working of municipality
- Good internal communication within municipality
- Limitations of the current way of working for using participation in all project

### **14. Acceptance of changing role**

This category is about the importance of understanding the essence of participation and then accepting the evolution of the roles and responsibilities of the municipality within the landscape of participation processes.

Codes

- Role of municipality as a facilitator of the process
- Role of municipality as organizers of the participation process
- Learning your role in the new way of working

### **15. Responsibility**

This category is one of the most fundamental needs of the municipality. It is about the responsibility and power that the municipality has to make decisions about the future of Delft. All interviewees mention this to be an important part of their job.

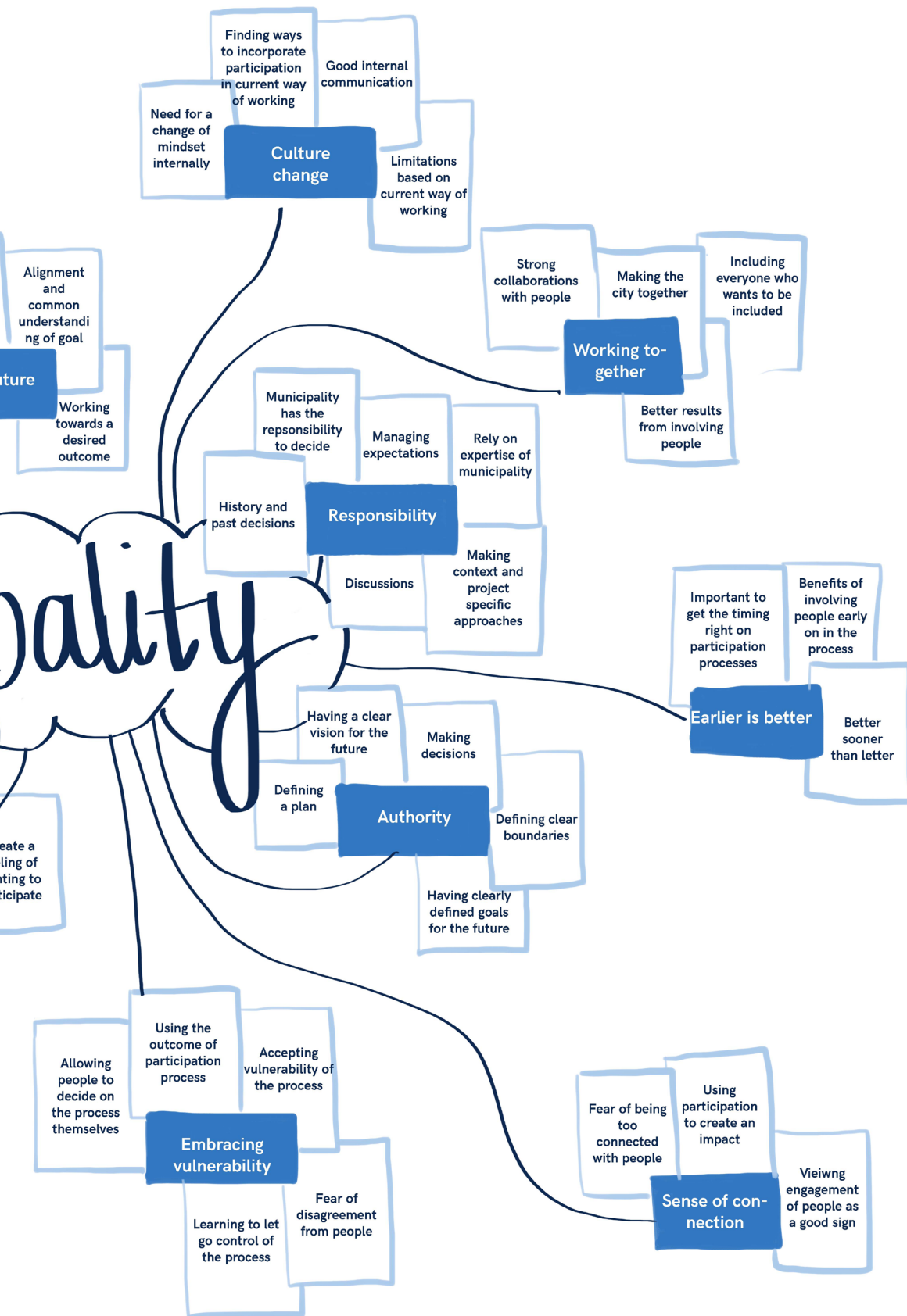
Codes

- Municipality has the responsibility to decide
- Managing expectations
- Using the expertise of the municipality
- History and past decisions
- Making context and project specific approaches
- Discussions





Figure 25. Overview of codes and categories  
Source - Author



## 6.3

# Codes – Local communities

Below an overview of the codes and categories from the interviews conducted with participants of the local communities is presented (see Figure 26).

### 1. Convenience

This category is based on one of the most important and frequently repeated statements from all interviewees, which was about convenience and ease of participating in the municipalities processes. As long as not much effort needs to be made, people are willing to get involved.

Codes

- Less effort
- Lack of motivation
- Own convenience
- Personal interests

### 2. Responsibility

This category is based on the expectation of people from the municipality. They expect and want the municipality to act in a responsible way when it comes to all decisions regarding their city.

Codes

- Balancing chaos in the city
- Trust the municipality
- Municipality has authority

### 3. Being informed

This category is about the basic needs of people from the municipality to keep them informed about all the ongoings in the city. People want to have a two way communication channel with the municipality and not be kept in the dark, even if they didn't participate in the process.

Codes

- Ways to communicate
- Being informed
- Effective communication

### 4. Respect

This category is about the need of being heard and taken seriously by the municipality. People want all their efforts and opinions to be respected and acknowledged.

- Codes
- Be heard
- Be taken seriously

### 5. Being competent

This category is about being confident that as a citizen of the city you can make the right decisions for the betterment of the city.

Codes

- Decide for yourself
- Being aware

### 6. Having opportunities

This category is about the need of people to want to have more opportunities to get involved and participate in the cause of creating a Delft together with the municipality.

Codes

- Include everyone
- Opportunities to participate

### 7. Sense of fulfillment

For people this category is about seeing their opinions taken into consideration by the municipality.

Codes

- Building excitement
- No returns on investment

### 8. Building a relationship

This category is about finding a reason and motivation to get involved with the municipality and the neighborhood.

Codes

- Sense of community
- Not inclined to be involved
- Don't feel part of community

### 9. Sense of connection

This category is about feeling like you belong, not just with the municipality but also within the neighborhood.

Codes

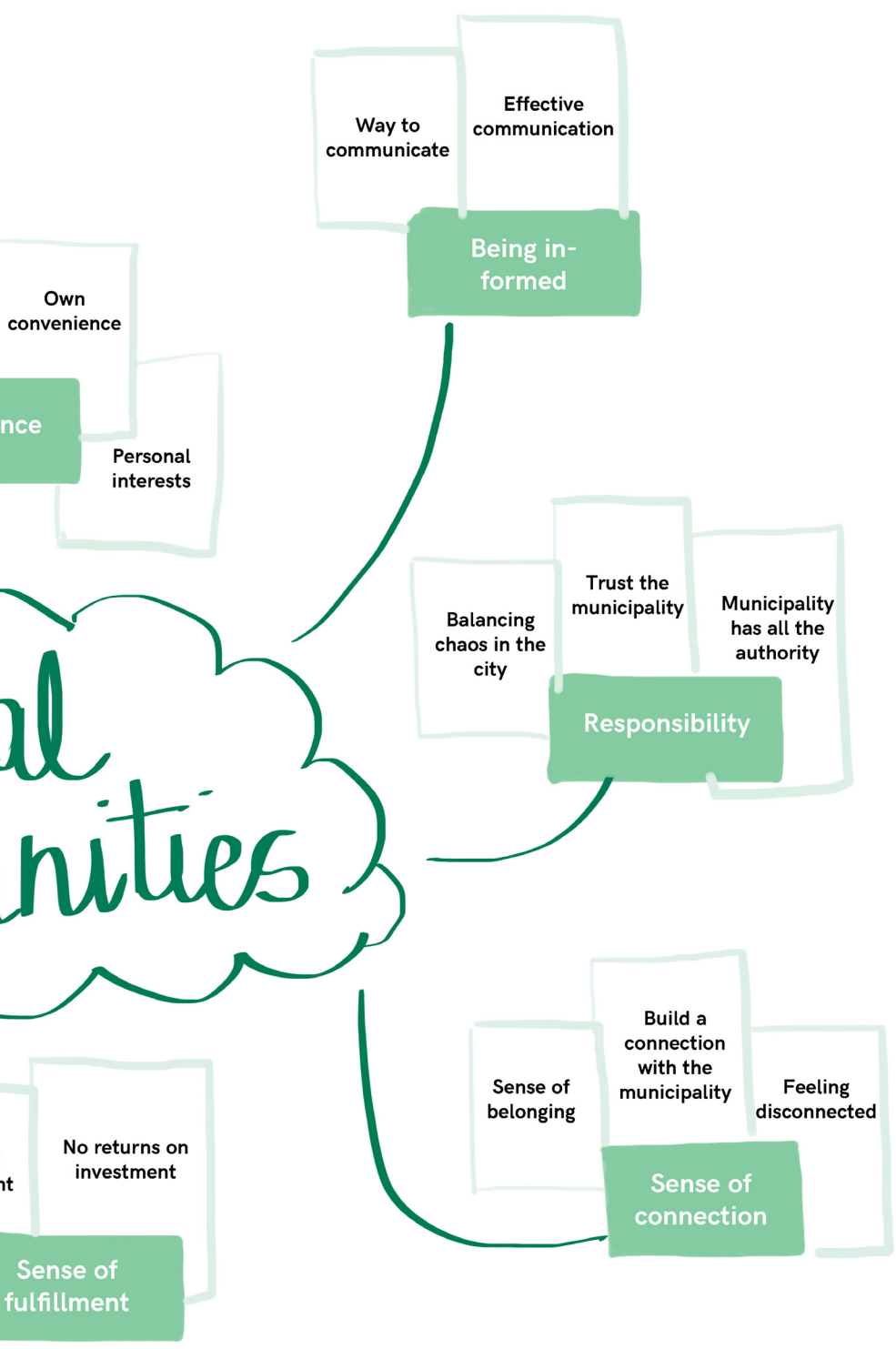
- Sense of belonging
- Feeling disconnected
- Build a connection





Figure 26. Overview of codes and categories  
Source - Author

# al nities





# Chapter 7

# Insights & impressions

---

## Content

- 7.1 Introduction
- 7.2 Insights - Municipality of Delft
- 7.3 Insights - Local communities

/

*Man will become better when you show him what he is like.*

-  
*Anton Chekhov*

### **What you will read**

In this chapter you will find out about the insights derived from the field research and analysis phase. The insights are supported using quotes from the participants and provide an overview of the problem situation.

# 7.1

## Introduction

In this chapter the insights gathered from the interviews are presented. These are supported by quotes from the participants. Here, drawing inspiration from the Frame creation method, a process of zooming out on the data collected was adopted.

The initial insights and first impressions derived based on the interviews are described. This was done with an end goal to phrase paradoxes which can help to put into perspective, why the problem is a wicked problem. In other words, what makes this problem of enabling the municipality of Delft to apply a more participatory approach in their work, a difficult one to solve.

In the next chapter these insights are concluded by formulating them into paradoxes.

## 7.2

# Insights – Municipality of Delft

### 1. Awareness about participatory processes and benefits

The municipality of Delft is **aware about participatory processes and the benefits of engaging with local communities on their projects**. The municipality wants to gain the trust of people using participation and engaging them in their work. Joris Gerritsen, project leader at the municipality believes this and he mentions that "The collective goal is the responsibility of the municipality to decide". Fidan Bulut, project leader at the municipality agrees, "We all want the good thing for the city. So then why should we know better than them, how they want to live?". However they are **still debating what is the right moment in their process to involve people that will help them to gain their trust**. As Natasha Viering, participation pioneer at the municipality of Delft, puts it, "it's all about the way you treat people". **In theory, they agree that it is best to involve people as early as possible, but in practice they have not yet internalized this mindset**. Sanne Broeksma, project leader at the municipality shares these concerns by stating "But we from the municipality have to think about how we get people interested in the whole development process. And what is the best way to do that to get the right input". Internally, the project leaders believe that if they start to use participation in all their projects, then the number of projects they can take up at a given time will reduce and this would impact the overall roadmap and output of the municipality as a whole. Fidan Bulut, project leader at the municipality says "**Two knows more than one - It takes a lot of time and effort but you get better results and projects if you do it with people**".

### 2. Resistance to acceptance of participation in the current way of working

The new Dutch law of Omgevingswet (effective from 2021) mandates citizen participation in all projects that the municipality undertakes. However the **current framework, rules and way of working of the municipality do not allow for involving citizens on all projects, mainly due to lack of time, resources and guidance**. There is internal resistance and hesitation towards the adoption of participation in the daily practices of the municipality. Fidan Bulut, project leader at the municipality states "How will you give people the voice? Because we have a lot of rules within which we have to operate, but how can we give them a voice in that setting? You have very little room within the current framework". There are some people within the municipality that are in charge of driving the cause of participation. It is their responsibility to give internal workshops within the municipality to educate everyone about these methods (Delfts Doen). The communication team is trying to push for participation in all projects, but **there is resistance internally because of the time and effort it takes**. To sum it up, Irma Lauwers, Omgevings Manager at the municipality of Delft poses the question, "**Are you willing to invest time? Are you committed? Are you willing?**".

**We all want the good thing for the city. So then why should we know better than them, how they want to live?**

—  
Fidan Bulut  
Project leader

### 3. Fear of negative feedback and embracing the engagement of people

The municipality is afraid of negative feedback and reactions from people on their plans. People in the municipality that come from a participation mindset are open to all kinds of engagement with people. One such person is, Natasha Viering, participation pioneer at the municipality, and she believes that "If people don't want to engage anymore or react to anything then that is a very bad sign for you as a local government". However, for others in the municipality it is difficult to embrace the engagement of citizens. **When citizens show up in large numbers at a participation event, they are afraid that "so many people are unhappy with what we are doing."** Hence there exists a **battle between people showing up as a sign of good engagement, versus, a mindset in the municipality where they are afraid to embrace this engagement**. Irma Lauwers, Omgevings Manager at the municipality of Delft states that "When we talk about participation we only want to tell our own story and convince people that our story is the best story and that we know it better because we are equipped and knowledgeable". There is also a factor of fear because they don't want people to have negative opinions on their plans. This shows that **the municipality is looking for positive affirmation from people on their plans**. Talking about this sentiment at the municipality, Natasha Viering mentions that "They think it's scary to talk to people. If people say yes or maybe then we are okay but if people say no - then the municipality gets scared that why are they saying no, or why don't they like our plan?". This shows that **the municipality wants to involve people but they also want people to agree with their vision and ambitions**.

#### 4. Need of wanting to be in control of the process

The municipality wants to be in control of the process themselves. Currently participation is a way to engage people and ask them for their views and opinions on the plans of the municipality. However to truly involve people, co-creation is the ideal next step or desired situation for the municipality. **Co creating with people would imply that the municipality sees them as equals - not just in sharing opinions but also in the creation and decision making parts of the process.** Natasha Viering confirms this by mentioning "We don't do co-creation as much as we would like to do. It is also a bit scary. You have to let go. It is a vulnerable process". This means that the municipality needs to get ready to be vulnerable – taking a position of "we are equal with the people, so they know as much as we know so we create this together" – and that is still scary for them. Sanne Broeksma explains this by stating that "Because it is scary and so you are looking for the right moment in which to show and share with people. Based on what you show people could have very extreme reactions." **By encouraging people to express their opinions and share feedback the municipality finds itself in a position where they are forced to let go of control on the process.** Fidan Bulut expresses this concern by mentioning that "Yes it takes a lot of time. Takes a lot of effort. **You have to show yourself vulnerable, that you don't know everything. We always say we know the best and this is the best and we are going to do this But that is the mindset we have to change**".

**They think it's scary to talk to people. If people say yes or maybe then we are okay but if people say no - then the municipality gets scared that why are they saying no, or why don't they like our plan?**

—  
Natasha Viering  
Participation pioneer

#### 5. No clear overview and guiding steps on how to apply participation

There is **lack of a clear overview of all the different processes and methods to involve citizens in projects.** There is a lack of communication internally within the municipality about the different kinds of projects going on and the processes being used. The big picture view of all the different initiatives is unclear. This builds redundancy in the efforts of different internal teams and makes the process of changing the internal mindset a slower one.

**You have to show yourself vulnerable, that you don't know everything. We always say we know the best and this is the best and we are going to do this But that is the mindset we have to change.**

—  
Fidan Bulut  
Project leader

## 7.3

# Insights – Local communities

### 1. Challenging to find relevant information in order to get more involved

People living in the neighborhoods experience a low level of engagement and involvement with the municipality of Delft. **They often find that there is a barrier in the two way communication between them and the municipality.** Carolina Falcao, international student living in Delft says that "If all the communication is in Dutch, even if I am learning Dutch, I still feel intimidated. You just don't feel invited if communication is in Dutch. We are an international community after all". Often they are not aware of the channels to reach the municipality for the different issues they might have. Finding relevant information easily is challenging for them. Some find it confusing and difficult to navigate through all the information available to them. At the same time people want to be able to decide themselves if they want to be involved or not. Maurits ten Napel, dutch resident of Delft states that "**If people want to be informed, they can inform themselves, but nothing should be mandatory about those kind of things**".

### 2. People want to feel a greater sense of belonging to the city

People living in the city are interested in having a better relationship with the municipality. **They believe that having a better relation with the municipality would result in feeling a greater sense of belonging within the city.** Carolina Falcao, international student living in Delft mentions "It would be nice to have a connection with the municipality. You feel a greater sense of belonging to the city then. Like the municipality sees me as an individual living in this city, not just a number registered somewhere". **Some find that the municipality informs them about their duty as a citizen but they are not aware of how to involve themselves beyond that.**

Sebastian Acevedo, international student in Delft says that "I am just complying to the rules and regulations to be an international student here so the minimum thing you need to have, nothing extra. I would have connection with the municipality if I find something that can add value to them". All people mentioned that currently a two way channel does not exist in their communication with the municipality. Currently it is only the municipality that communicates with them when they need to inform them about happenings around the city. Carolina Falcao mentions "What I miss is the communication from my side to the municipality. It is not so easy to communicate back, because I don't know what are the channels, how does it work if I need something" Moreover, people are not aware of the way of working of the municipality. This makes them feel uncertain and confused about how to approach the municipality for any issues or suggestions they might have. Sebastian Acevedo also mentions that "**I am not really involved in my neighborhood. So I would say I am just living my life there, not taking part in the community**".

**It would be nice to have a connection with the municipality. You feel a greater sense of belonging to the city then. Like the municipality sees me as an individual living in this city, not just a number registered somewhere.**

—  
Carolina Falcao  
International student

### 3. People are interested to contribute in a way that is convenient to them

People living in the city want to involve themselves in their neighborhood and in the practices of the municipality in a convenient way. **Most people want to be involved in a way that does not cost them a lot of time or effort.** People mentioned that to truly contribute they would have to inform themselves about the topic. And this requires time and effort. **They are more inclined to be part of activities and events if they are of direct interest to them.** Students living in Delft consider themselves as "temporary residents" of the city and feel that their opinions do not matter as much as those of the "permanent residents". Micha Dijkhuizen, dutch student living in Delft says "I often get a letter saying that there is an information night or discussion night about these new developments. But **I don't really feel inclined to go there because I have the feeling I am only living here for a couple of years, this will not be the place I end up hopefully. So why would my opinion matter?**". This makes them feel less inclined to involve themselves in the happenings of the city and their neighborhood.

#### 4. People want to be taken seriously

**People want to feel a sense of appreciation for all the efforts they put in to participate in the processes of the municipality.** They mentioned that they want their opinions to be taken seriously and they want to feel like it was worth their time and effort. Micha Dijkhuizen mentioned that "Lot of people think that they give their opinion but in the end the municipality does what they really want. So it is like your opinion is not really valued even though they make you feel like it is". This in turn also motivates them to continue participating because they see how it contributes to the work done by the municipality. Carolina Falcao states that **"It is important to know that they take you seriously. Not that you are only feeding in and not getting anything back in return"**.

**Lot of people think that they give their opinion but in the end the municipality does what they really want. So it is like your opinion is not really valued even though they make you feel like it is.**

—  
Micha Dijkhuizen  
Dutch student





# Chapter 8

# Paradoxes

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Content

8.1 Introduction  
8.2 Paradoxes

/

*The way of paradoxes is the way of truth.*

-

*Oscar Wilde*

### **What you will read**

In this chapter you will read contrasting statements or paradoxes that are based on the insights from the previous chapter. These paradoxes will shed light on the complex and nuanced nature of the problem situation.

# 8.1

## Introduction

**A paradox can be described as a statement that consists of two or more conflicting parts.** All the statements that make up the paradox are true in their own right, but they cannot be combined (Dorst & Hansen, 2011).

In this chapter the conclusions from the insights discussed in Chapter 7 are presented as paradoxes. **By formulating different paradoxes I hope to express the problem situation as discovered from the field research.**

Taking inspiration from the "Paradox" step of Frame Innovation, the aim of this section is to provide the building blocks to help the formulation of underlying values that are important to the stakeholders (Schaminée, 2018), called Themes in Frame Innovation.

## 8.2 Paradoxes

1. The municipality wants to involve people in creating the desired vision of the city while still being in control of the process themselves.

The municipality of Delft has a participatory framework of Delfts Doen in place to help them use participation on their projects. They are also aware of the Omgevings law which mandates the involvement of people in all their processes. **While the municipality is aware of the benefits of using participation in their processes, they are still not ready to let go of control over the process.** The municipality is afraid that losing control of the process would **make them more vulnerable and would question their authority.** They want to feel like they are responsible for the city and while they want to give people the opportunity to express themselves, yet they still want to be the ones who direct how this is done.

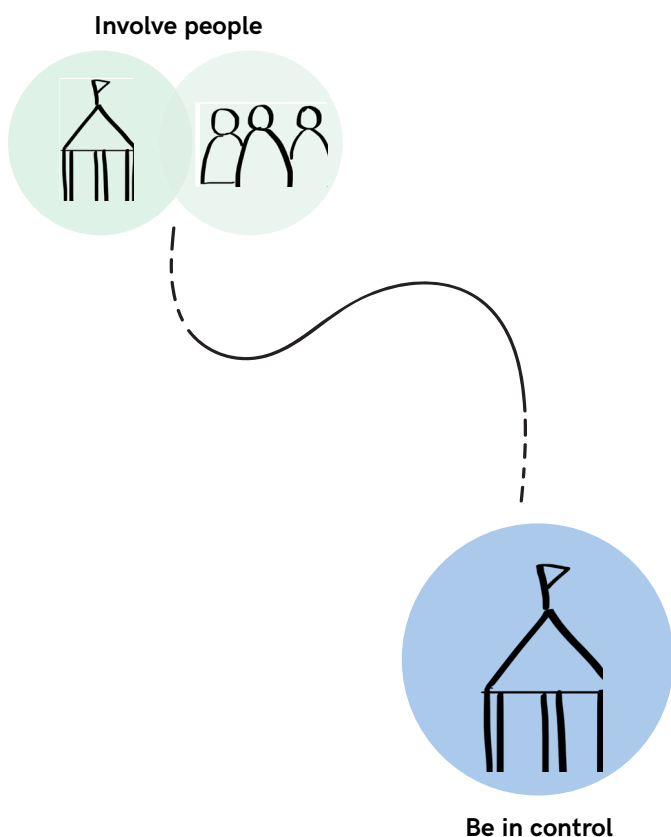


Figure 27. Paradox of involving people and being in control  
Source - Author

2. The municipality wants to embrace participation and involve people in their processes as long as people are in agreement with what they are doing.

While the municipality has a framework (Delfts Doen) to use to help them embrace participation, they are not sure of what would be the right moment in the process to involve people. This uncertainty stems less from the fact of "in which moment can we get the most insights from people" but rather it is **based on a fear of getting negative feedback from people.** The municipality wants to involve people but they **are looking for positive feedback and agreement from these people.** There is a factor of fear when too many people show up for participatory events because this leads to a feeling of "so many people are unhappy with what we are doing". **This shows that the municipality wants to protect themselves and their decisions and they don't want the involvement of people to hinder their way of working.**

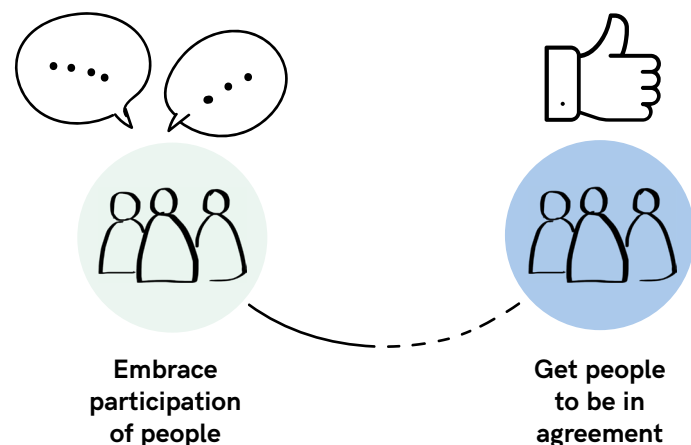


Figure 28. Paradox of embracing participation and gaining agreement  
Source - Author

**3. People are open to participating with the municipality but they don't want to go out of their way to get involved.**

Currently people rate their involvement in the neighborhood as "low". At the same time they are interested in getting more involved in their neighbourhood. They think that this would give them a better chance to connect with the city. It would make them feel like they are more than just temporary residents here. However, at the same time **people do not want to spend too much of their time or effort in getting involved. If there are activities which require preparation from them, they are less inclined to get involved.** If there are activities that are of personal interest to them, then they don't mind spending their time on it since they see a value in it for themselves. On the other hand people want to know that their opinions and sentiments will be taken seriously by the municipality. They **want the municipality to involve them not in order to fulfill a mandate or check a box on their list, but because they are genuinely interested in knowing about their experiences and stories.**

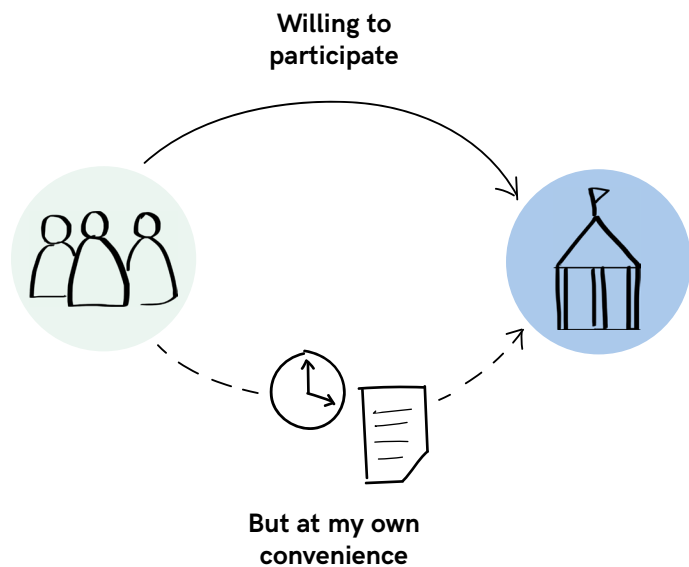


Figure 29. Paradox of willingness and convenience  
Source - Author

# Part 1 – Discover

# Conclusions

1. From literature we can conclude that participation and co-creation are necessary and helpful approaches that help make a city, a city. The value of these approaches is known and proven to be influential in making cities more people centered.

2. The government of the Netherlands and the municipality of Delft in particular are aware of this. However, previous attempts have still not made participation a part of the municipality's DNA and a part of their daily way of working.

3. From the field research, it is seen that the municipality of Delft wants to involve people in their process, yet they are afraid of doing so. There is a fear of being open and vulnerable with people and of having their authority as a municipality questioned along the way. This arises from the fact that the municipality is not confident of using and applying participation in their projects, in spite of having the framework of Delfts Doen in place.

4. This is due to two main reasons – one, a lack of clear actionable steps and tools that encourage the use of participatory frameworks (such as Delfts Doen or any other) and two, a pending shift in culture and mindset that opens up the municipality to embracing participation by means of a process that supports their current way of working.

5. What this shows is a gap and potential opportunity that this project can fulfill by encouraging the municipality to embrace participation on their projects.

# Part 2

# Define

(the area to focus upon)

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Main purpose: Analysis

## About Define

**This is the second part of the design process followed on this project as described in Chapter 3.** It focuses on the detailed analysis by zooming in on the data collected from the interviews presented in Chapter 6. This includes exploring the codes and categories developed during the analysis, eventually leading to the creation of themes during a creative session. In combination with these traditional qualitative methods, key points from the Frame creation method serve as inspiration to support the process of uncovering the deeper underlying themes from all the interview data.

**This part uses inspiration from the Themes and Frames steps of Frame innovation.** Themes are defined as universal values that underlie the needs, motivation and experiences of all the stakeholders (Dorst, 2015, p.77). Uncovering themes helps to find patterns in the data. Framing is a tool which helps to explore the relationship between different themes, providing fuel for creative exploration (Dorst, 2015, p.78).

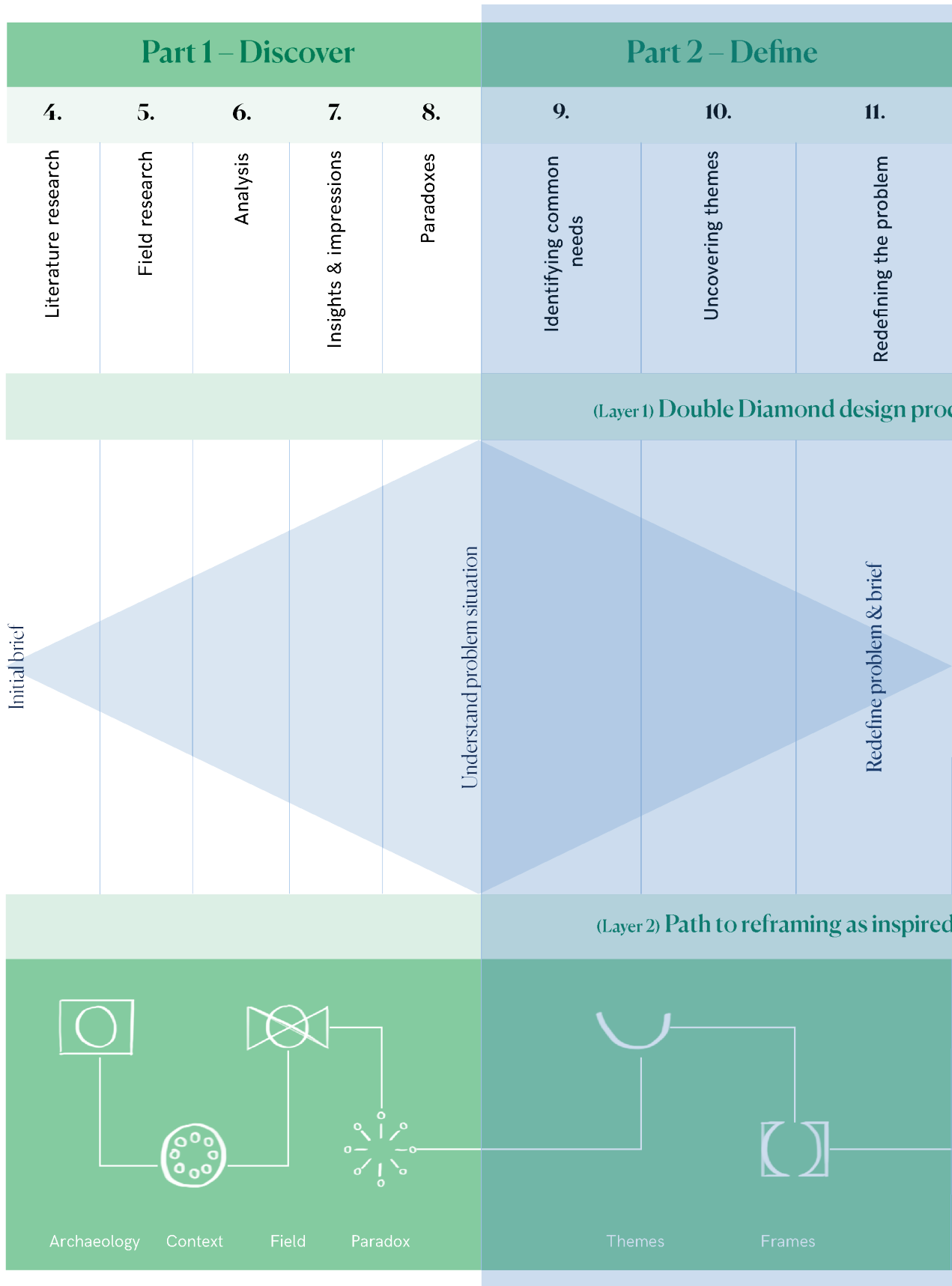
## Frame innovation in my process

**In this project the steps of Themes and Frames have been used to analyse the insights.** By following the step of Themes the underlying deeper level needs for the stakeholders were uncovered. By using the step of Frames I was able to think of these needs from different perspectives and draw analogies which helped to define the design goals that the end solution should satisfy.

## Structure in report

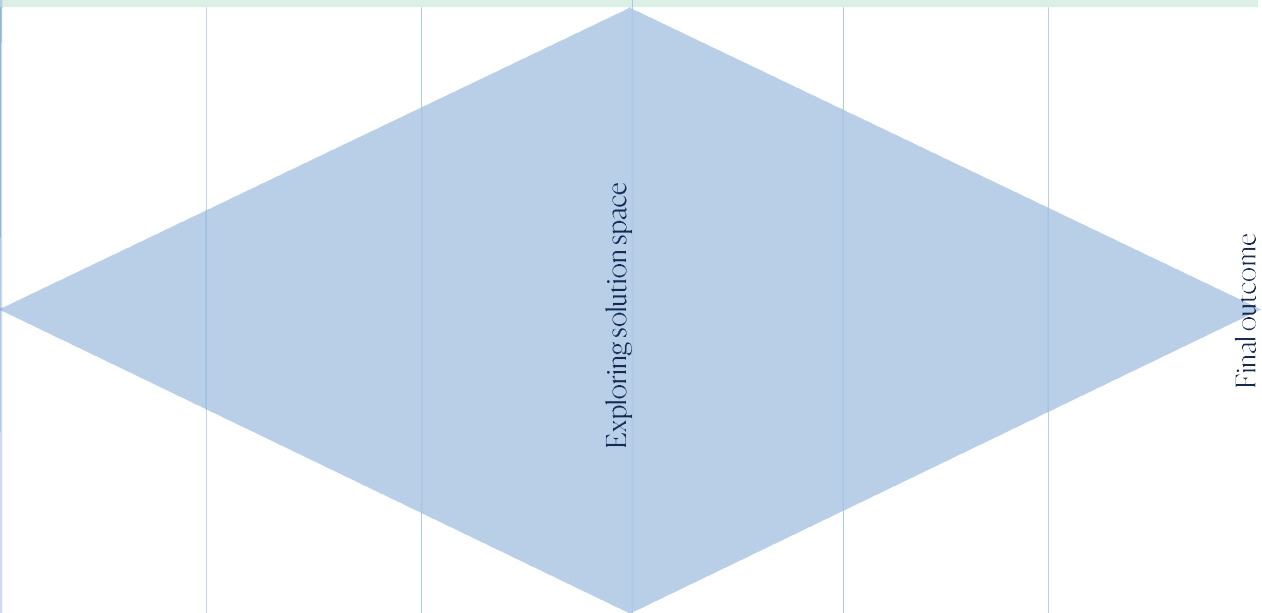
**In the report, this part is divided into three chapters.** In **Chapter 9 (Identifying common needs)**, the insights and paradoxes from the previous chapters are used to identify the common needs that exist for both stakeholder groups. **Chapter 10 (Uncovering themes)** presents the process and findings from the creative session done to uncover themes. Each theme is explained using a mind map, supported by a description of why the theme matters to the municipality. In the final chapter of this part, **Chapter 11 (Redefining the problem)**, a conclusion of the analysis is presented, in a way that it redefines the problem and presents the gap to be addressed during ideation. **The end goal of this part of the design process is to have a clearly defined gap that can be translated into design directions during the next phase of Ideation.**



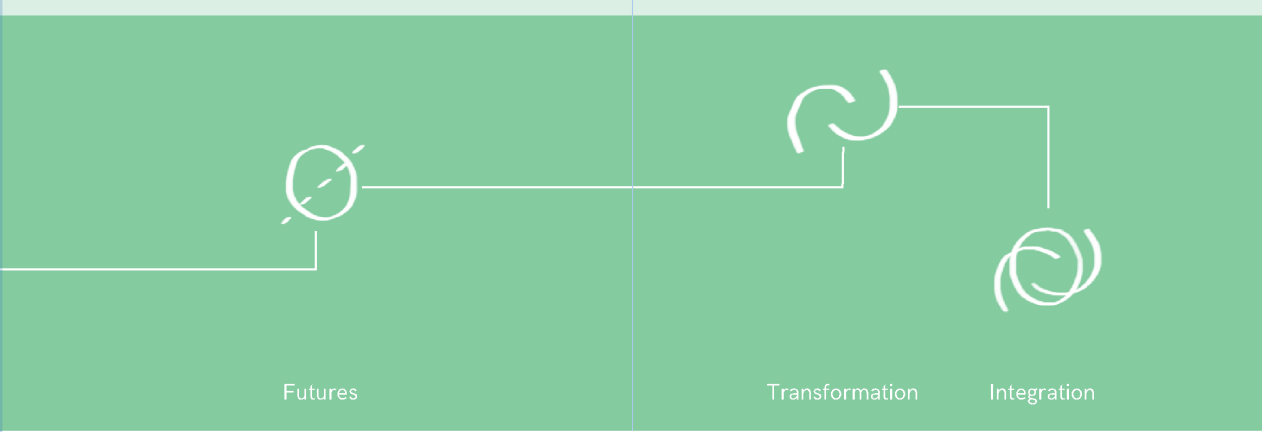


Part 3– Develop			Part 4– Deliver		
12.	13.	14.	15.	16.	17.
Bridge to design	Idea generation	Concept selection	Final concept	Concept validation	Conclusions

Process (British Design Council, 2005)



by Frame innovation (Dorst, 2015)



# Chapter 9

# Identifying common needs

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Content

9.1 Common needs

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*It isn't normal to know what we want. It is a rare and difficult  
psychological achievement.*

—  
*Abraham Maslow*

### **What you will read**

In this chapter you will learn about the nine underlying core needs about the main stakeholder groups that were identified upon analysing the insights and paradoxes.

# 9.1

## Common needs

This part of the process is inspired by tools from the Frame Innovation method. **Here the two sets of insights are analysed together in order to get to the core of the needs** (see Figure 30). The question this part of the process is trying to answer is **"What is important to the main stakeholders?"**(municipality and local communities)

### Why identify the common needs?

By answering this question we truly focus on what are the core needs important to the stakeholders. In other words, **which core need/s should the design or solution fulfill such that it tackles the problem of mismatch between the municipality and people in terms of participation processes, and nudges the municipality to start designing with the people of the city.**

### How does this help?

In terms of the design process followed on the project, this chapter brings us closer to uncovering the themes which can eventually be formulated into design directions. **The insights and paradoxes derived from the research helped to identify these core needs** (refer Chapter 7 & 8). In the next chapter the creative session conducted to explore each of these needs in detail, is explained.

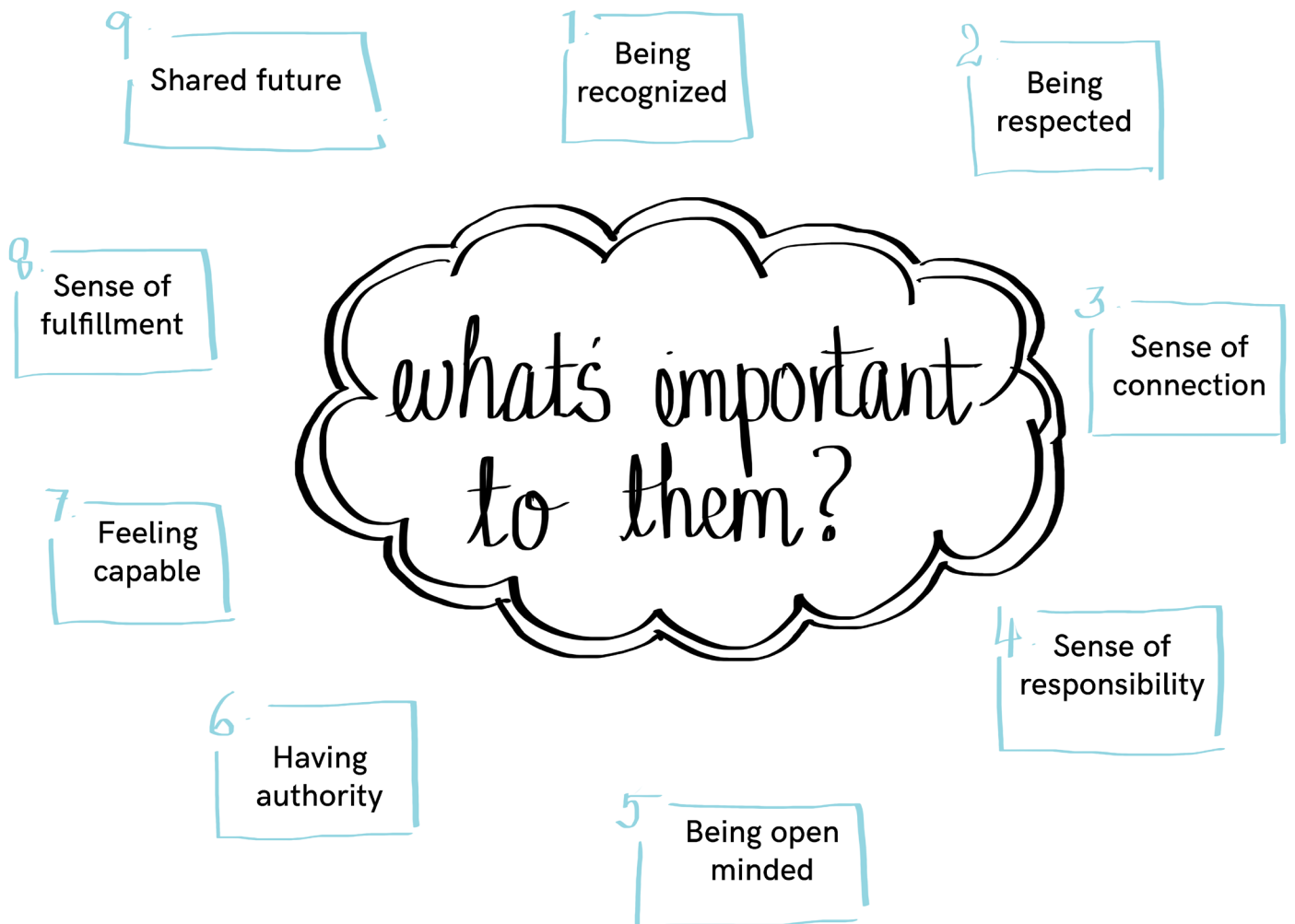


Figure 30. Overview of common needs identified for stakeholders  
Source - Author

# Chapter 10

# Uncovering themes

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## Content

- 10.1 Introduction
- 10.2 Recognition
- 10.3 Being respected
- 10.4 Sense of connection
- 10.5 Sense of responsibility
- 10.6 Being open-minded
- 10.7 Authority
- 10.8 Feeling capable
- 10.9 Sense of fulfillment
- 10.10 Shared future

/

*On the whole human beings want to be good, but not too good, and not quite all the time.*

—  
*George Orwell*

### **What you will read**

In this chapter you will go through the creative session conducted on themes and learn about the outcomes from it.



# 10.1

## Introduction

**This phase refers to the “Themes” step from Frame Creation.** This complements the analysis phase of the process because in this phase the meaning and structure of experience around each of the nine needs mentioned in Chapter 9 are uncovered. **Knowing this experience around the needs gives insight into what the design should address, hence helping to formulate the design goals and directions.**

### Creative session

From the structure of a Frame creation workshop as described in the book, *Designing for the Common Good* (Dorst et al, 2016) I decided to conduct a creative session for the purpose of exploring the needs mentioned in the previous chapter as well as for inspiring the project. For this, a session with two masters students (one Strategic Product Design, one Design for Interaction) from the faculty of Industrial Design Engineering at TU Delft was conducted (see Figures 31 & 32 ). **During this session we aimed to discuss each of these needs from Chapter 9 by using prompts mentioned in the book *Designing for the Common Good* (Dorst et al, 2016).** These include making use of personal stories, anecdotes and also seeking inspiration from movies, songs, books that resonate.

### Set-up of the session

Due to the personal nature of the session, the set up was intentionally kept informal. I was facilitating the session and also participating from time to time, to prompt and steer the discussion. Keeping in mind the prompts mentioned above, some questions were formulated that could help to get the conversation started. These were questions such as -

- When was the last time you experienced a particular need?
- Do you remember the incident?
- Who was present with you when this happened?
- Do you remember how this made you feel?

### Outcome of the session

The outcome from the session is a **mind map of the perceived meaning of each need and a supporting definition** that was created based on the insights from the participants (including me, in the capacity of a facilitator). These mindmaps express the needs in a more universal manner. By first understanding the needs from a universal perspective, the experience around it can be understood (Dorst et al, 2016).

In this chapter, these universal mind maps are supported with a narrative that relates to the context of the project which is, enabling the municipality of Delft to design with the people of the city. For this purpose, insights from the literature study, interviews and creative session about themes are referred to.

### In the context of the municipality

The goal of this project is to enable the municipality of Delft to apply a participatory approach in their daily practice. The narrative built around the themes is described in the context of the municipality and not the local communities. This is because the municipality is the driver of change in this case, with an aim that this project can enable them to involve people in their practice. For this reason it is important to understand what these themes mean for the municipality and how they affect the local communities in turn.



Figure 31. Set up of the creative session  
Source - Author



Figure 32. Set up of the creative session  
Source - Author

# 10.2 Recognition

## Why is Recognition an important need for the municipality?

The municipality of Delft is making a lot of effort and initiatives at their end to involve all people of the city in their processes, to make the Delft of tomorrow together. However **they feel like people don't recognize all the effort they are putting in and that people also don't trust them enough**. The municipality has a sense that people don't acknowledge what the municipality is doing for the city. Therefore, **getting some form of recognition will motivate the municipality to keep taking on good work for the benefit of people and the city**. In turn this will also improve the relationship between people and the municipality. Having this **feeling of being recognized will also make the municipality feel better about the work they are doing**.

**Recognition is experienced when you get something back in return for all your efforts - internally from yourself, as well as externally via validation from others.**

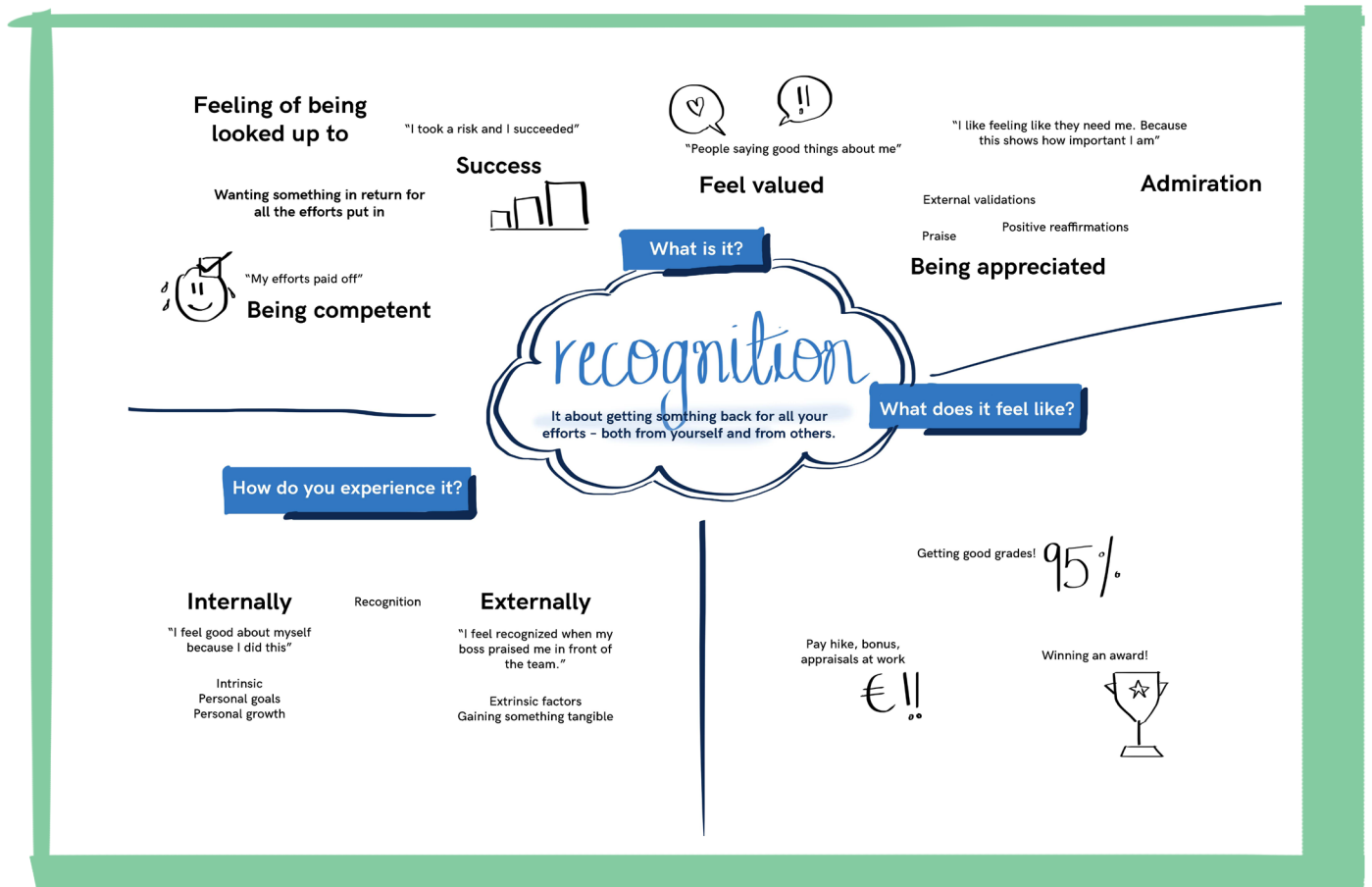


Figure 33. Recognition  
Source - Author

# 10.3 Being respected

## Why is Being Respected an important need for the municipality?

For the municipality, the way in which they feel intrinsically rewarded is by experiencing a sense of respect and appreciation from people, the city council and higher government bodies. **For all the effort they are putting in to make Delft a better city, they hope that people see that, appreciate it and respect them for their hard work.** However, this does not mean that the municipality is only working hard to gain respect from people. **They are also driven intrinsically by a sense of duty. That being said, gaining the respect of people can be a motivator and driver to continue the hard work.** This also means that they don't carry out participation on their projects for the namesake purpose of it or because it is a legal mandate. But **they do it because they are eager to learn from people about their experiences.** This shows that the essence of participation needs to be made clear for both sides so that maximum value can be extracted from the whole process.

**Respect is a way to assess your own self worth and self identity. When someone respects you, you feel better about yourself.**

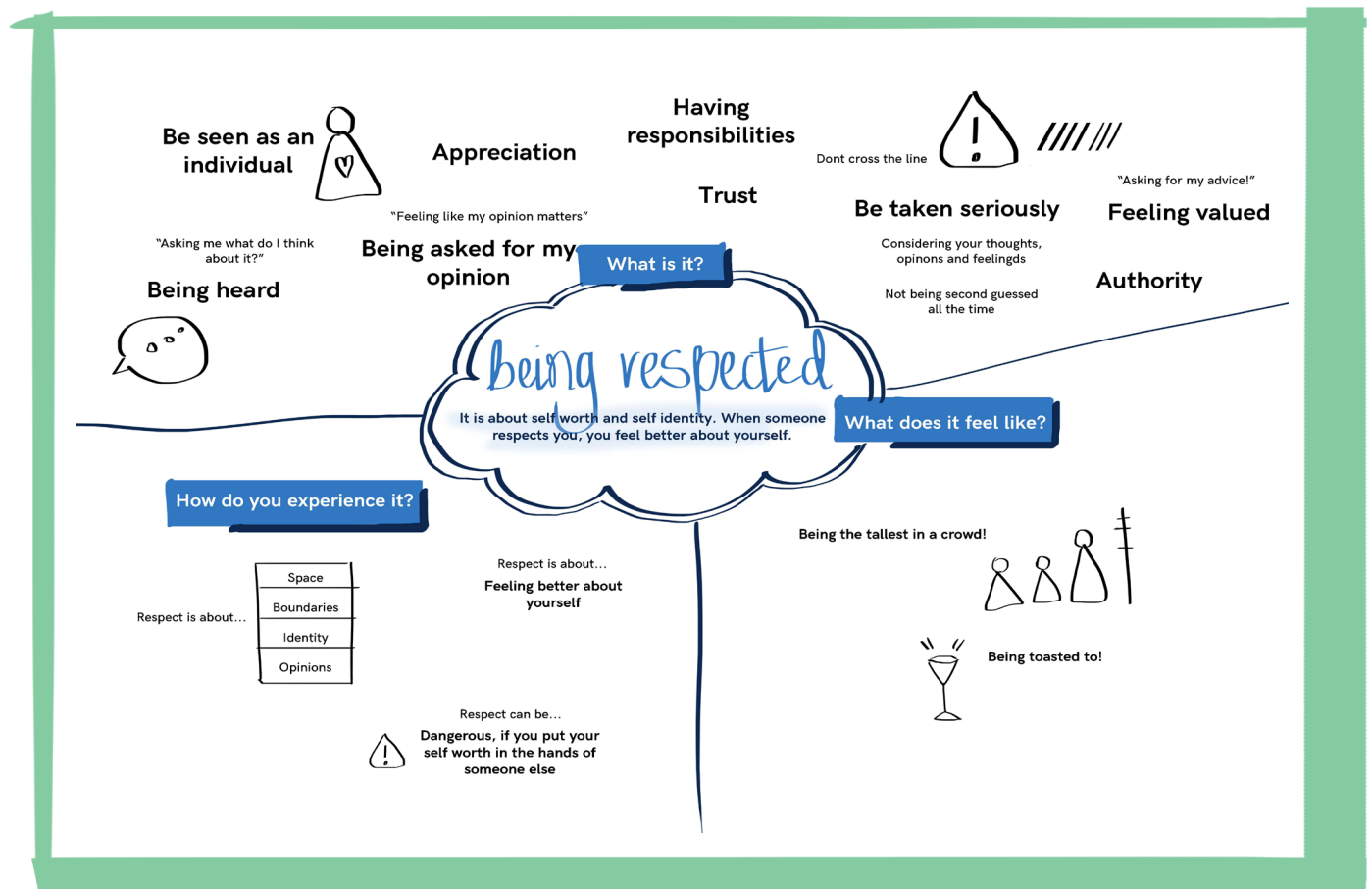


Figure 34. Being respected  
Source - Author

# 10.4

## Sense of connection

### Why is Sense of connection an important need for the municipality?

For any kind of participation or collaborative effort to truly work, all the groups involved need to feel connected to each other. There needs to be a sense of belonging together that should be established. **This helps define common goals, shared values and create a common understanding of what is needed for life in the city** (DiSalvo, Clement & Pipek, 2012). For the municipality and people it is about being on the same page with each other. It is about making clear what the opinions and ambitions of each group are, and then being genuinely heard by the other group. It is about having a clear and open communication pathway. **Overall participation is all about knowing and valuing each other. With a goal to provide a feeling of "we are in this together".**

**When you feel like you belong, in a way that you can be yourself and know that you will be valued for it, that is a sense of connection.**

**With a group of people, neighborhood, region or just an environment.**

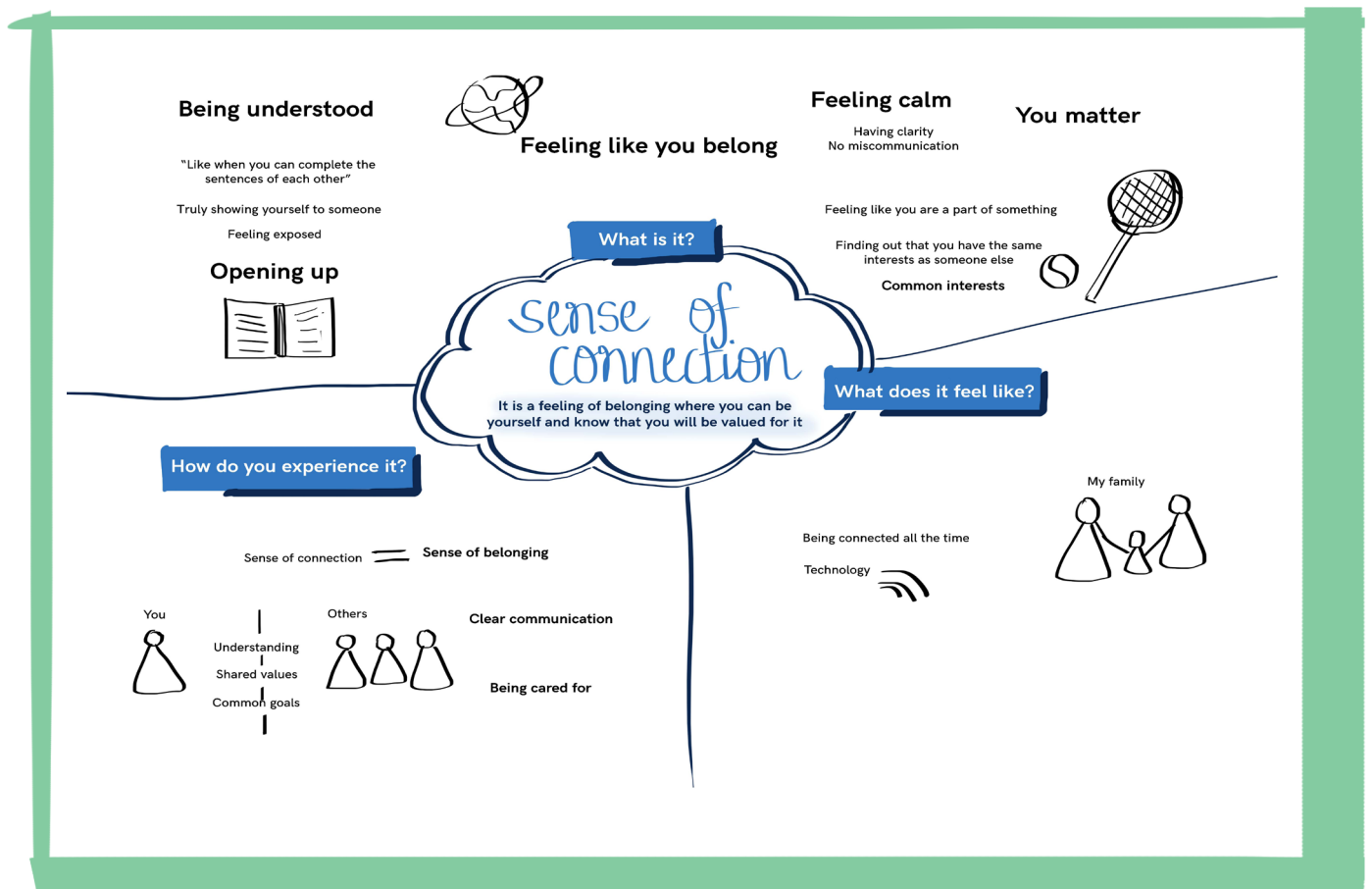


Figure 35. Sense of connection  
Source - Author

# 10.5

## Sense of responsibility

### Why is Sense of responsibility an important need for the municipality?

For the municipality it is part of their DNA and is the inherent nature of their job to be responsible for the city and its people. This sense of responsibility acts as a driving force for them – pushing them to do stuff, more and better, for the city and people living there. At the same time this sense of responsibility can also make the municipality feel like they have all the power and control to shape the city the way they want to. This in terms of decisions, priorities and even execution of plans. **And sometimes this very sense of responsibility can feel overwhelming** and even like a burden. It can be compared to the sensation of having all eyes on you. Making the municipality feel like there is not enough room to make mistakes. When it starts feeling like this, it can have an impact on the productivity, output and ability to be innovative and try new ways of working.

It is about trying to be true to yourself and to do the right thing by others. It about knowing the position to influence that you hold and trying to live up to it.

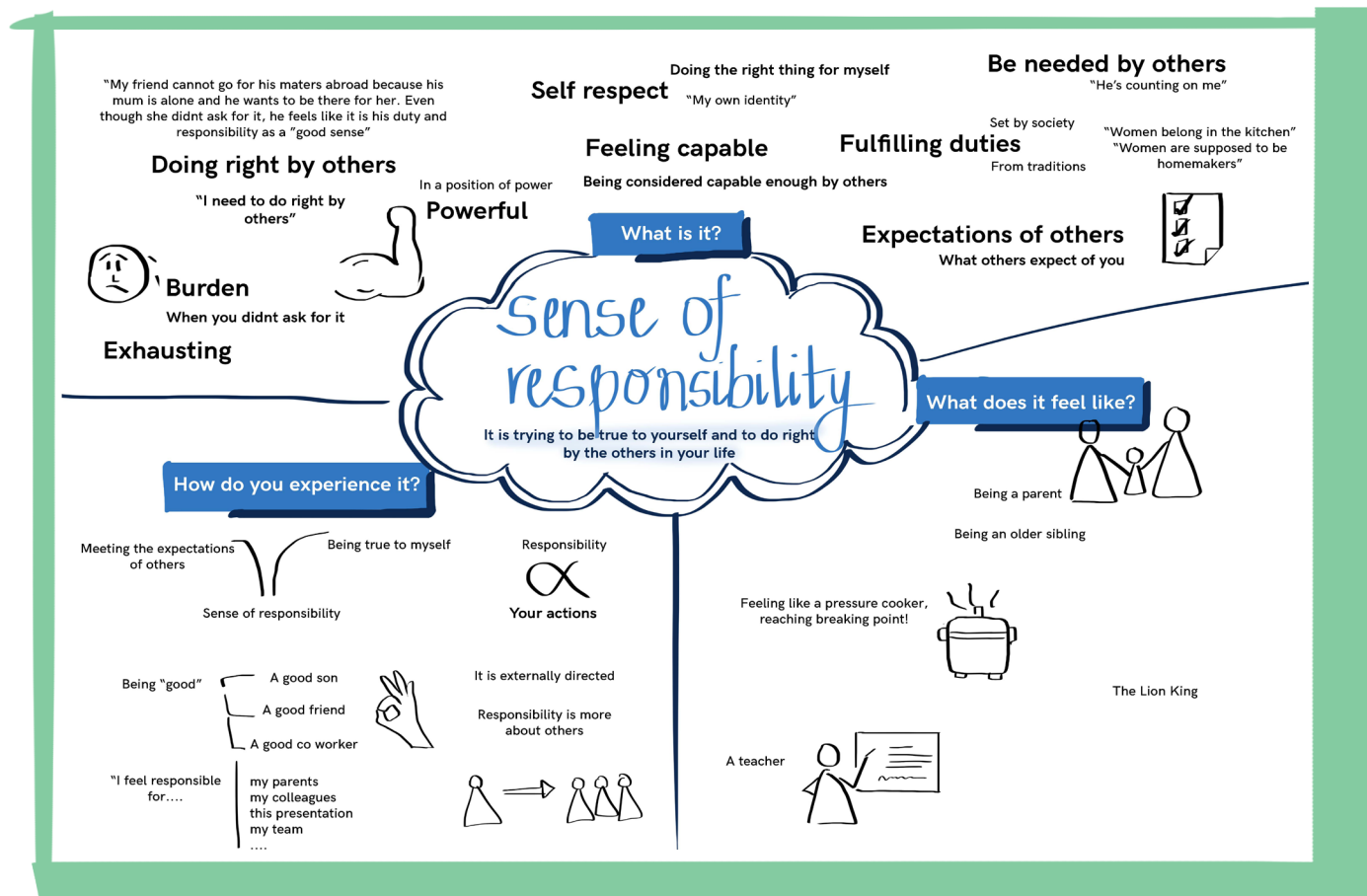


Figure 36. Sense of responsibility  
Source - Author

# 10.6

## Being open-minded

Why is Being open-minded an important need for the municipality?

The municipality **tends to see only one side of the story and hence view the context of the city and its future from their own perspective.** They have a vision and goals to fulfill - as local government but also based on orders from higher governmental authorities. However, in order to eventually create things that reflect the real needs of the city, which are the needs, problems and desires of the people, the **municipality needs to be ready and willing to go through a cycle of learning and unlearning.** This shows the need for being open minded. To not only learn new things but also to accept that some of their assumptions and preconceived notions may not hold true from the point of view of people. And **this attitude and open mindset is what would help them to imbibe the most from participation processes.**

It is about the cycle of learning and unlearning during the course of the process.

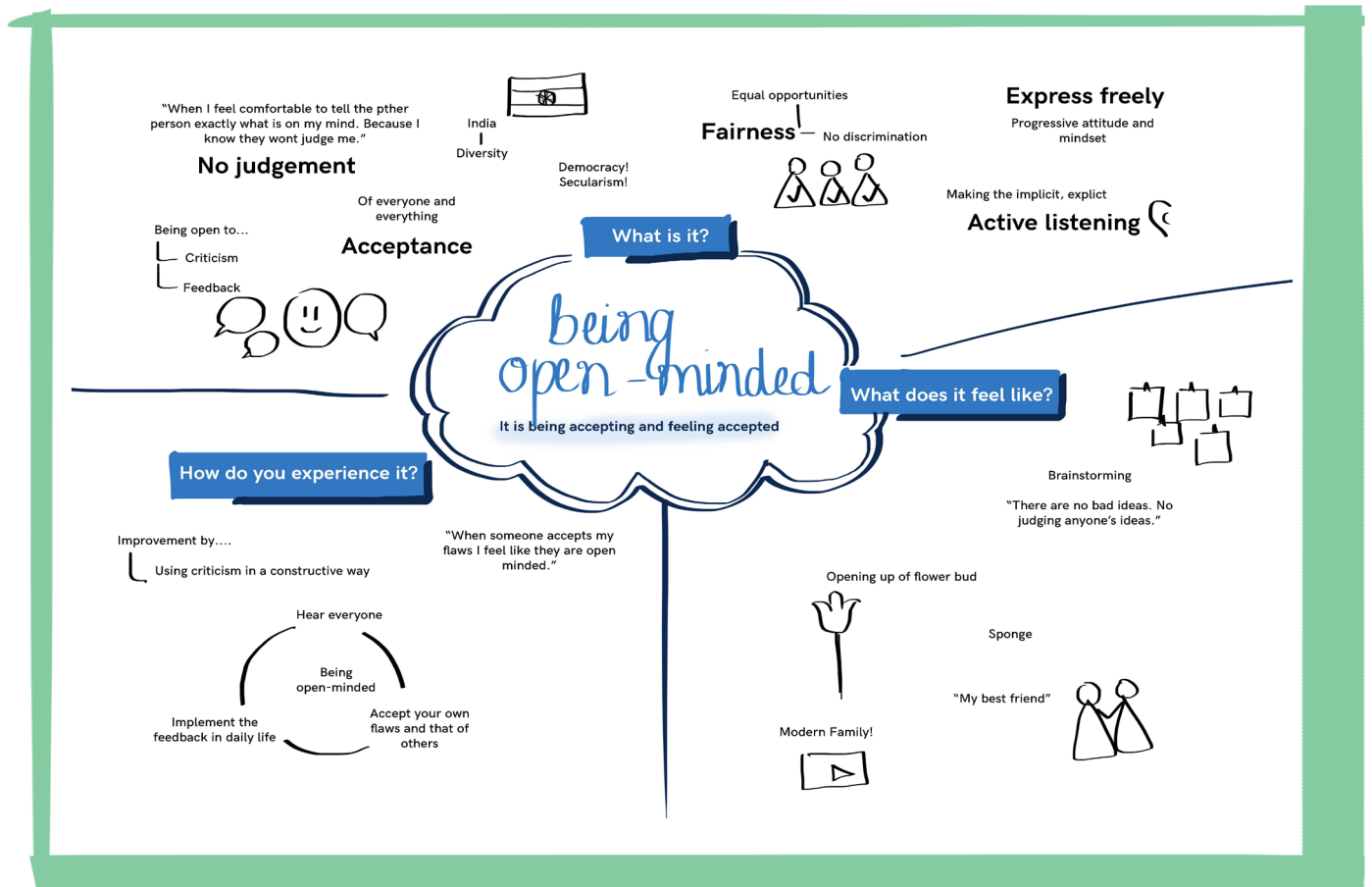


Figure 37. Being open minded  
Source - Author

# 10.7 Authority

## Why is Authority an important need for the municipality?

For the municipality, **authority means power and control over all decisions regarding the different developments and future of Delft.** For people working in the municipality, it is almost a part of their job description, to exercise power or command control over development in the city. Because someone has a job at the municipality, they have more knowledge about these processes. Hence in a way they are experts about this. And for this reason they would also like for people in the city to perceive them this way. **They want people to respect this expertise and knowledge that they possess by virtue of being the local government of the city.**

However, people are the experts of their own experience. From people, the municipality would know what exactly is the problem and by virtue of their own expertise they would know what can be done about it. Eventually this can **result in a more collaborative effort at making Delft better with everyone involved.**

**Authority is a choice. It is up to each individual whether they choose to accept or reject it. And in turn this affects all the decisions they make.**

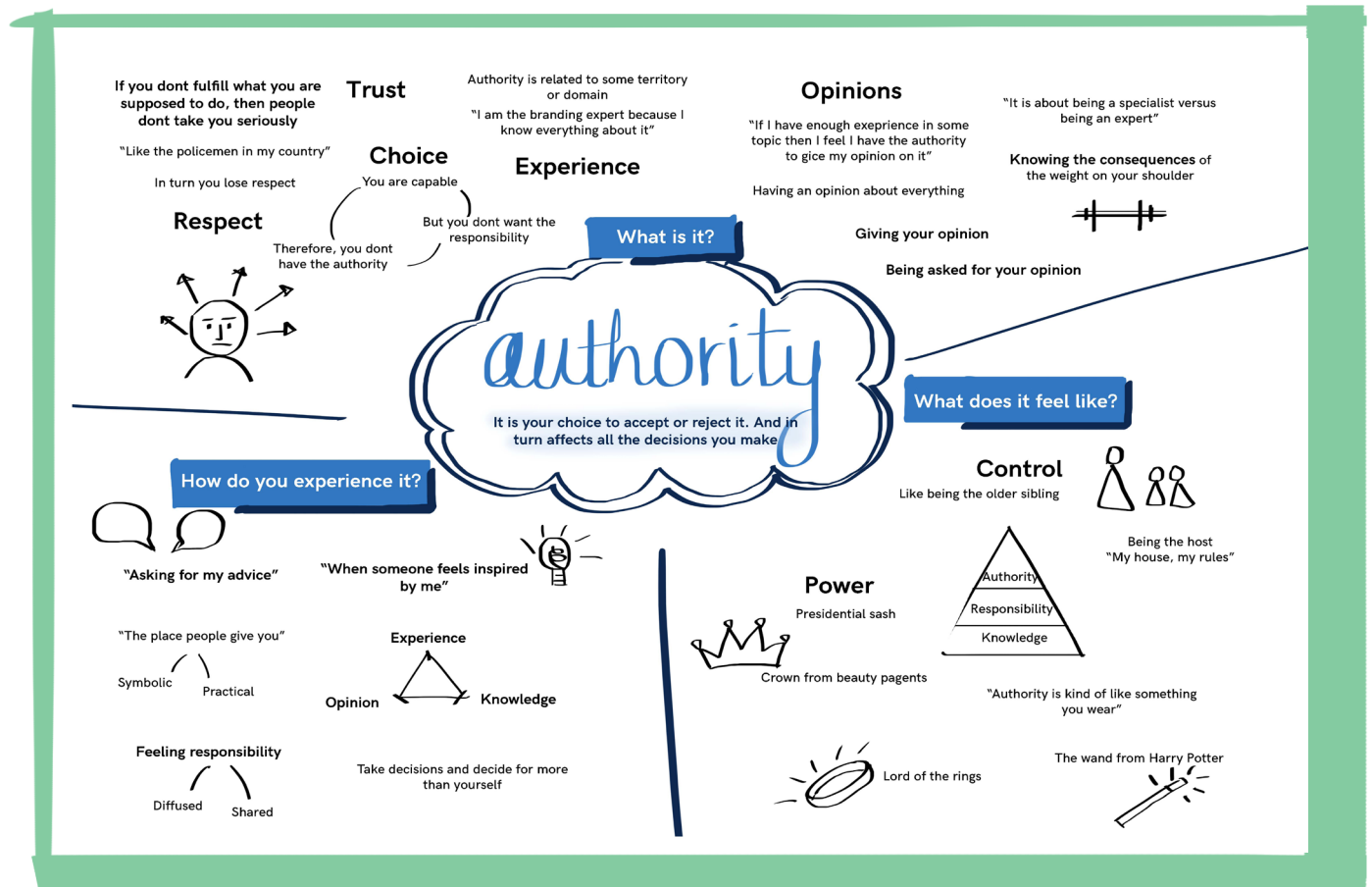


Figure 38. Authority  
Source - Author



# 10.8 Feeling capable

## Why is Feeling capable an important need for the municipality?

For the municipality **being capable is associated with their reputation**. In order to gain the trust of people, the municipality needs to prove their worth and capabilities to the people of the city and also to the city council and other higher authorities. **To experience this feeling of being capable the municipality is looking at others to tell them that they are doing a good job**. In other words, they are looking for external validation. **This validation in turn provides confidence and boosts the municipality to continue their drive for good work**. It also encourages them to take on more risks and try new and innovative ways of working/approaches.

The feeling of being capable is two fold. It is a battle to balance the expectations from yourself while still seeking validation from others.

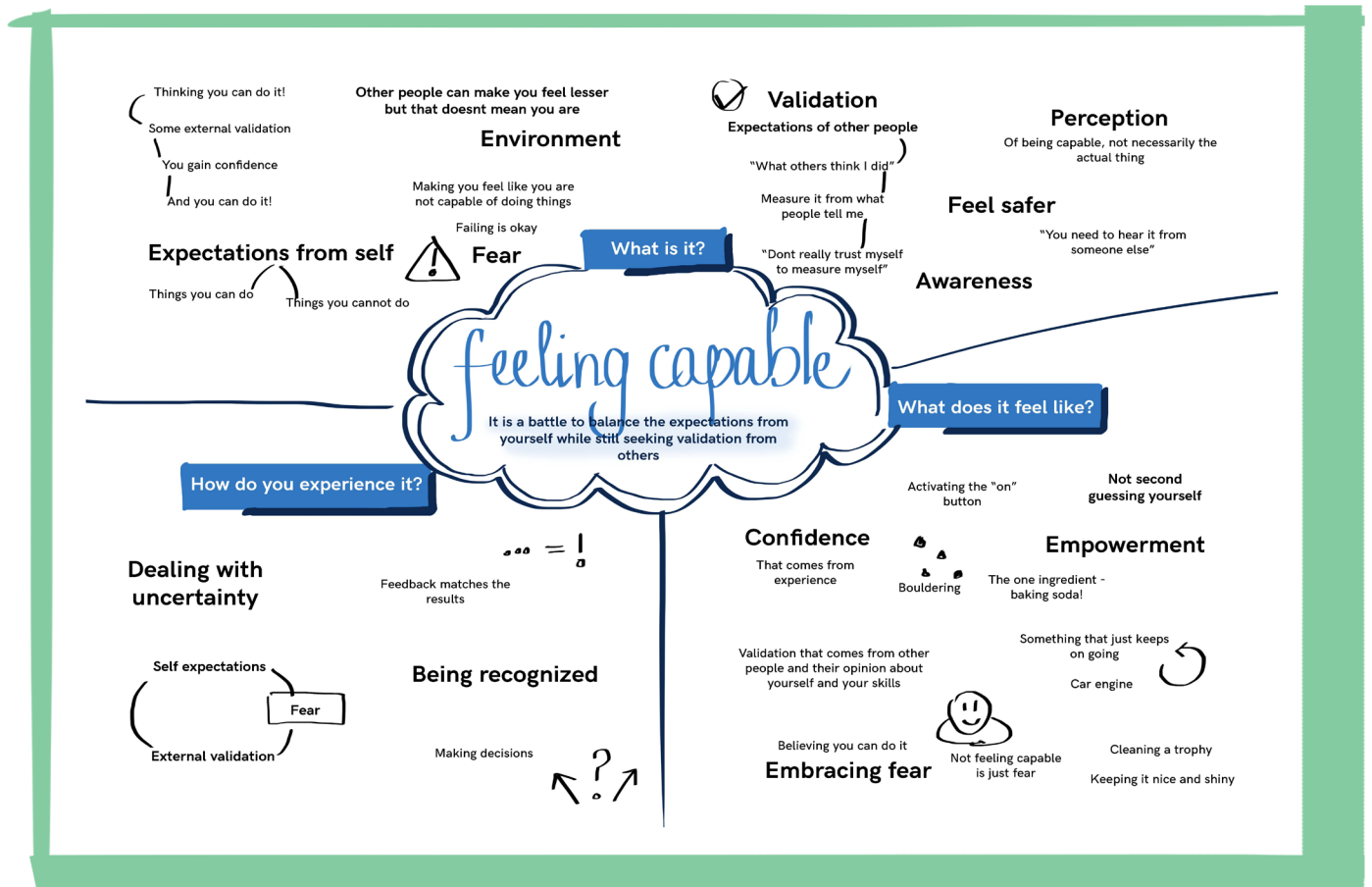


Figure 39. Feeling capable  
Source - Author

# 10.9

## Sense of fulfillment

### Why is Sense of fulfillment an important need for the municipality?

For the municipality to continue working on the cause of participation in order make Delft a more inclusive city, **they need to be intrinsically motivated.** This can be in many forms such as gaining respect and appreciation from others. But it also **comes from setting up their own goals, and ambitions, working on them and achieving them** - together with people and other contributors. Having a clearly defined vision and clear tasks for getting there and seeing those get completed will provide the municipality with a sense of fulfillment and acts as a motivator for them to keep going. **This feeling of accomplishment results in greater overall satisfaction with their work.**

**This is something that comes from within but relies on external input to be truly experienced.**

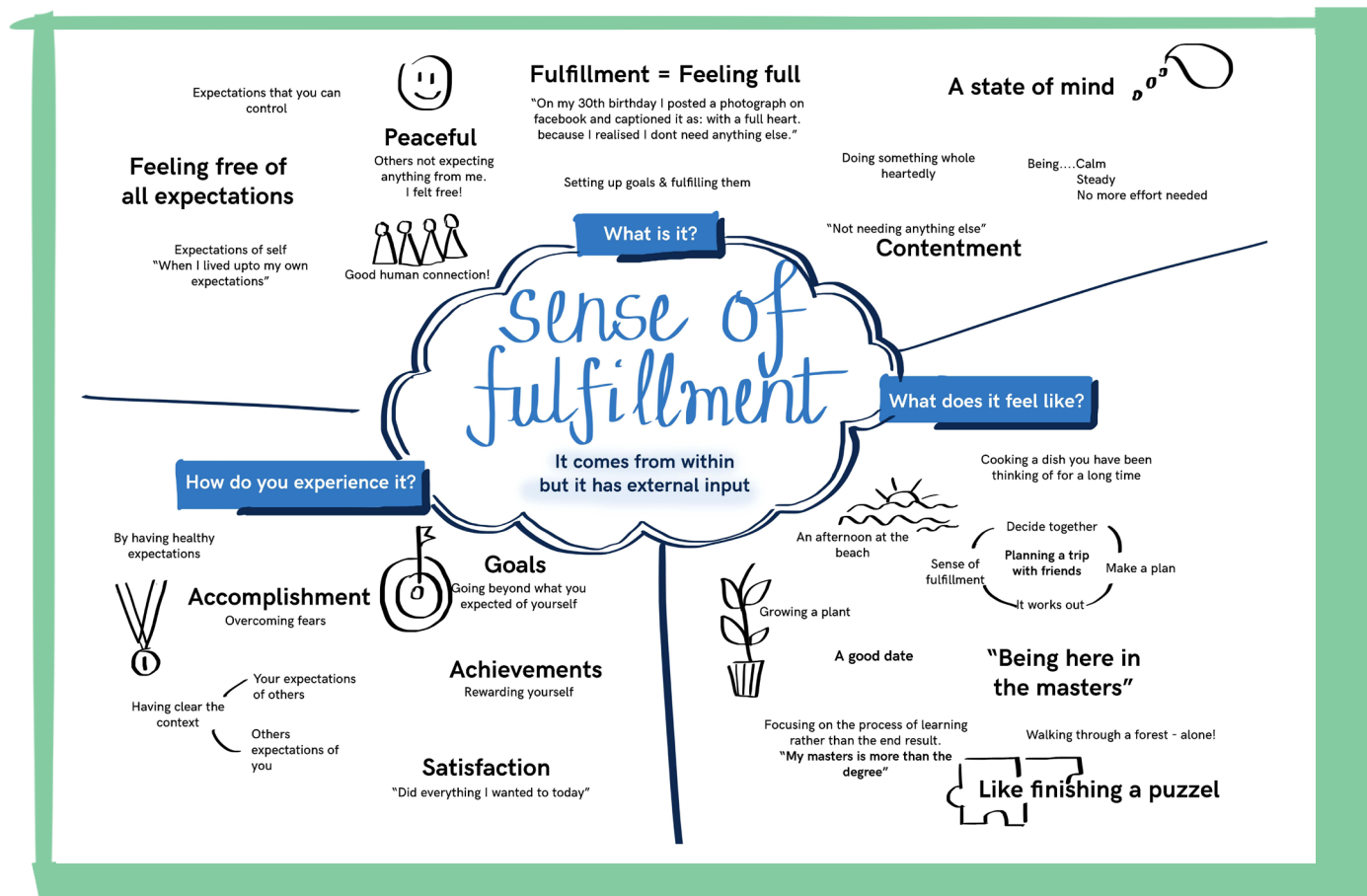


Figure 40. Sense of fulfillment  
Source - Author

# 10.10 Shared future

## Why is Shared future an important need for the municipality?

Participatory processes are iterative in nature. The most fundamental thing about participatory processes is to **learn from people about their problems, needs and opinions and then to use that feedback, implement it and continue the learning cycle.** Therefore, for the municipality a shared future is about **learning and relearning with people of the city.** It is about making the most of participation process in a way that it directly reflects in the output of their projects. It is about knowing why and how participation helps. It is about **embracing the different perspectives** and then using that to create a shared understanding. **It is also about setting expectations.** This in turn helps to develop the right kind of solutions while making it a more collaborative process and with less resistance and roadblocks along the way.

**It is about learning from your own mistakes and creating a shared understanding together. A shared future is based on understanding and not necessarily on agreement or consensus.**

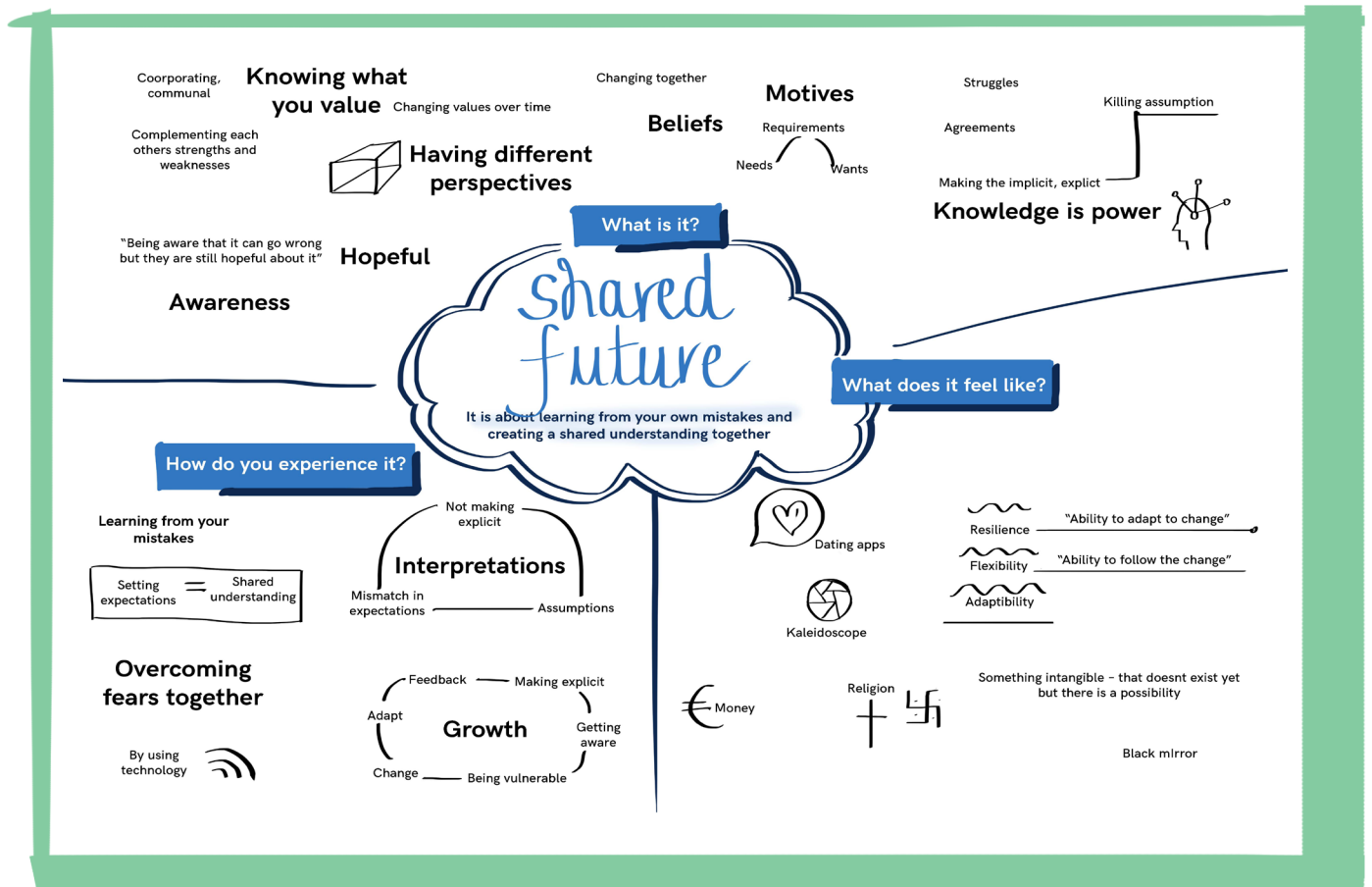


Figure 41. Shared future  
Source - Author



# Chapter 11

# Redefining the problem

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Content

11.1 Problem redefinition

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*No problem can be solved from the same level of consciousness  
that created it.*

—  
*Albert Einstein*

### **What you will read**

In this chapter I will explain how the insights from the research and analysis led to a redefinition of the original problem and what this new problem definition is.

# 11.1

## Problem redefinition

### What was the initial problem definition?

The initial problem definition of the project was to understand how the municipality of Delft can design with the local communities, by moving them towards applying a participatory approach in their daily practice. Based on the conclusions derived from the literature and field research **it is known that the municipality of Delft is aware and accepting of the reasons and benefits of involving people in their work by using participatory processes** (refer section 4.8). As well as the municipality is supported with a tailor made participatory framework of Delfts Doen in order to do this (refer section 4.8.3). What this shows is that **the problem to be addressed then is not about how can we move the municipality towards applying a participatory approach in their daily practice, but rather about how can we reduce the threshold of the municipality to embrace and adopt participation as a part of their daily way of working.**

The question that arises then is, where does the problem lie for the municipality to use participation frameworks in their work? Based on my research, I conclude this problem to be two-fold.

### First fold – Lack in ability to act

One, there is a lack in ability to act on the side of the municipality. In other words, **does the municipality have the ability to use participation in their processes?** During the interviews conducted as part of the field research, participants made comments about this lack in ability. Sanne Broeksma, Area manager at the municipality of Delft said “But we from the municipality have to think about how we get people interested in the whole development process. And what is the best way to do that to get the right input”. Similarly, Fidan Bulut, Project leader at the municipality shares her concerns by saying “How will you give people a voice? Because we have a lot of rules within which we have to operate, but how can we give them a voice in that setting? You have very little room within the current framework”. What this shows is that there is an incomplete path to move from **the concept of participation to the actual implementation of it on projects** (see Figure 42). While the overarching framework of Delfts Doen provides a structure and high level pathway to move towards the implementation of participation, **what is missing are concrete and actionable steps to go from seeing the framework on paper to putting it in practice.** This is the first fold of the problem because **some core needs identified remain unfulfilled when the people working at the municipality don't feel confident and secure to use this framework on their process.** These are the needs of “being fulfilled”, “being responsible”, “feeling capable”, “being recognized” and “being respected”. **The reason these needs remain unfulfilled is because this lack of direction on how to act questions the capability and confidence of the municipality.**

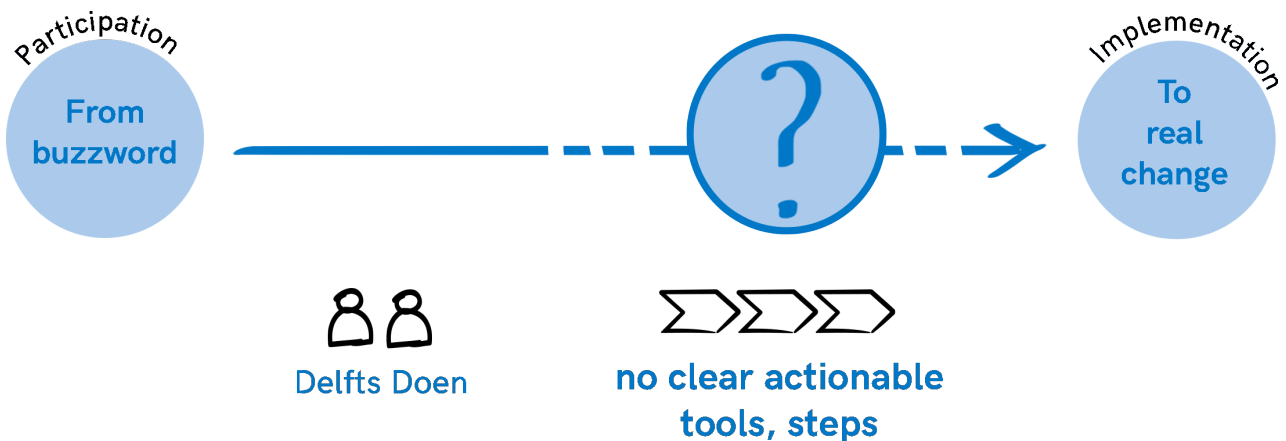


Figure 42. First fold the redefined problem  
Source – Author

### Second fold – Lack of willingness

The second fold of the redefined problem is the lack of willingness to make participation part of the DNA of the municipality. In other words, **is the municipality willing to make participation a part of their culture?** During the interviews conducted many participants expressed a hesitation towards this. Natasha Viering, participation pioneer at the municipality stated "They think it's scary to talk to people. If people say yes or maybe then we are okay but if people say no - then the municipality gets scared that why are they saying no, or why don't they like our plan?". Similarly Irma Lauwers, Omgevings Manager at the municipality said "When we talk about participation we only want to tell our own story and convince people that our story is the best story and that we know it better because we are equipped and knowledgeable". What **this shows is a path of resistance where on one side are these fears that the municipality holds, such as lack of ability to act, loss of control, fear of negative feedback and a fear of being vulnerable.** And on the other side is the openness and willingness to embrace a culture of participation within the municipality (see Figure 43). **Some of the core needs identified for the municipality, such as "build a shared future", "authority", "sense of connection" and "being open minded" remain unfulfilled because of this resistance of the municipality to participation and engagement of people.**

### The redefined problem

The goal of this project is to enable the municipality of Delft to apply a more participatory approach in their work and reduce the threshold of embracing participation in their daily way of working. Therefore **we can conclude that by first solving the problem of lack in ability of the municipality to act on participatory frameworks, we already pave the way for increasing the willingness to act and embrace participation in the DNA of the municipality.**

For this reason the focus of the next phase of ideation will be on solving the problem of lack in ability of the municipality to act on the framework of Delfts Doen.



Figure 43. Second fold the redefined problem  
Source - Author



# Part 2 – Define

# Conclusions

1. The redefined problem is to understand how can we reduce the threshold of the municipality to embrace and adopt participation as a part of their daily way of working.
2. The question that this redefined problem is trying to answer then is, where does the problem lie for the municipality to use participation frameworks in their work?
3. Based on the analysis done, this problem is described as two fold in nature.
4. The first fold is about a lack in ability of the municipality to act on participatory frameworks (such as Defts Doen). This is because the framework lacks the support of concrete and actionable tools that can guide the municipality to use it. This shows that the path of taking the framework from paper into practice is unclear and this lack of direction on how to act questions the capability and confidence of the municipality.
5. The second fold is about a lack of willingness for the municipality to make participation a part of their culture. There is a path of resistance where on one side are fears that the municipality holds, such as lack of ability to act, loss of control, fear of negative feedback and a fear of being vulnerable. And on the other side is the openness and willingness to embrace a culture of participation within the municipality.
6. Based on this we can conclude that by first solving the problem of lack in ability of the municipality to act on participatory frameworks, we already pave the way for increasing the willingness to act and embrace participation in the DNA of the municipality.



# Part 3

# Develop

(potential solutions)

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Main purpose: Ideation

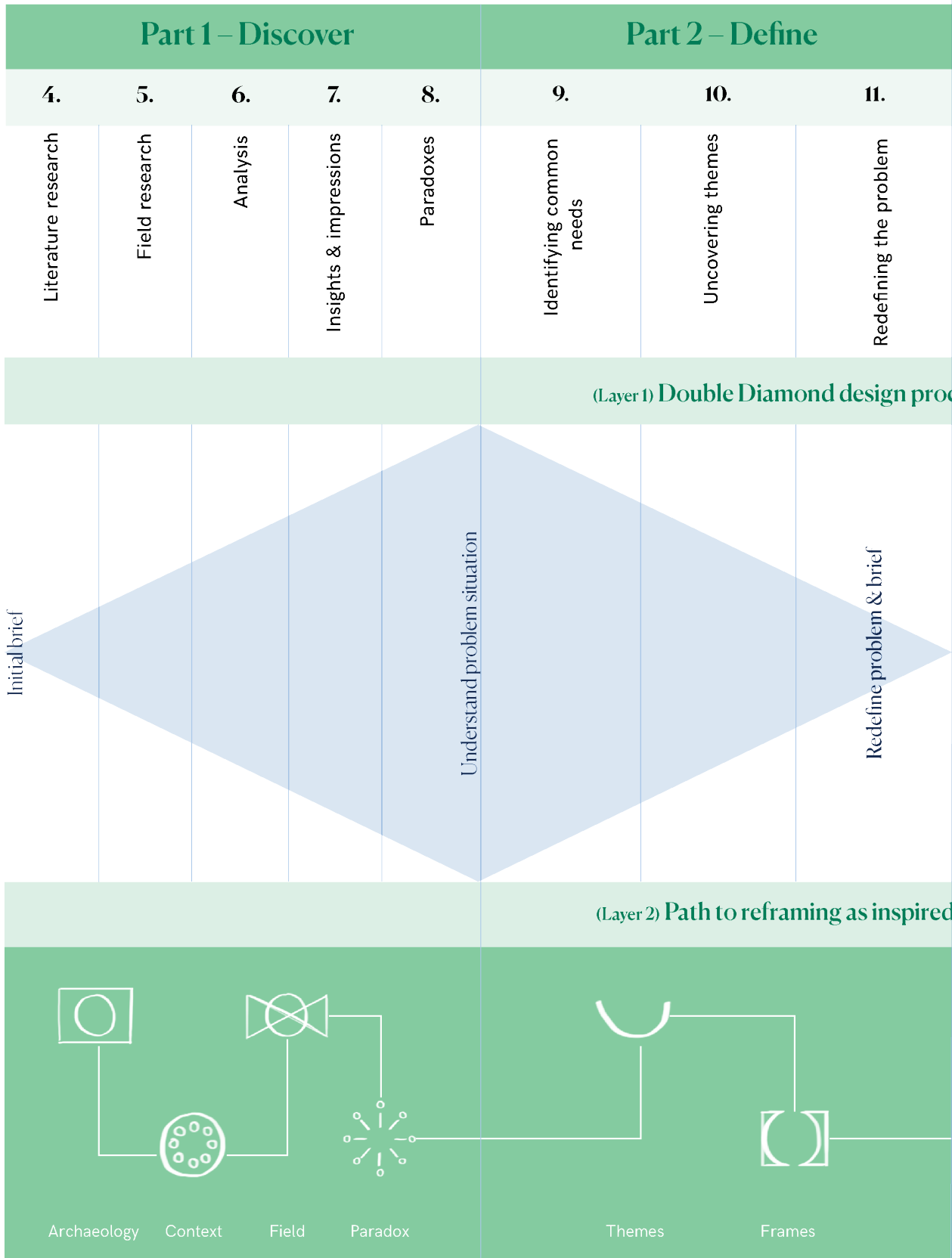
## About Develop

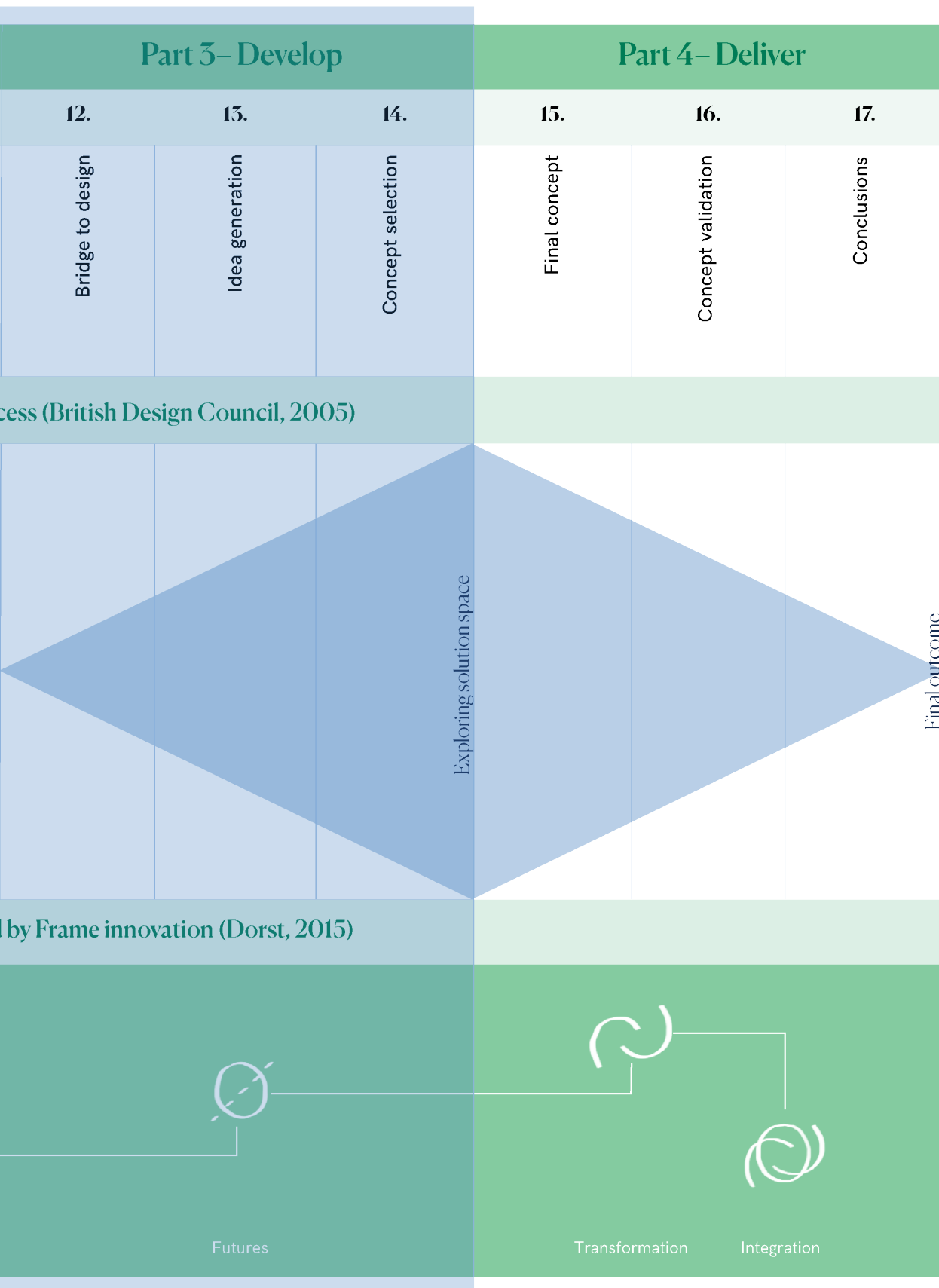
**This is the third part of the design process followed on this project as described in Chapter 3.** It focuses on the phase of ideation – the design directions explored, outcomes derived and the final concept chosen.

This part uses **inspiration from the Futures step of Frame Innovation**. Futures is about exploring different outcomes and value propositions. In this step it is encouraged to examine the potential and importance of new solutions, hence helping to make a rational decision about the selection of the final solution.

**In this project the step of Futures was used to get the ideation process started.** The emphasis laid on considering the viability of the solution in terms of implementation in the current way of working of the users, helped the selection process of arriving to the final concept.

**This part is about converging all the insights from the previous two parts (of Discover and Define) into potential solutions.** It has been divided into three chapters. In **Chapter 12 (Bridge to design)** the design brief and design goals for the ideation phase are presented. In **Chapter 13 (Idea generation)** the exploration of the solution space is shown. In **Chapter 14 (Concept selection)** the process of arriving to the final selected solution is described.





# Chapter 12

# Bridge to design

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Content

12.1 Bridge to Design

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*If you believe it will work out, you'll see opportunities. If you believe  
it won't, you will see obstacles.*

—  
*Wayne Dyer*

### **What you will read**

In this chapter you understand how the insights and redefined problem lead to the formation of the design brief. In addition to this, you will also learn about the design directions and design goals that form the starting point of the ideation phase.



# 12.1

## Bridge to design

Based on the redefinition of the problem as described in Chapter 11, in this chapter the design brief is presented. Based on this brief, design directions and goals that the concept should fulfill are listed. These were used as guiding principles for ideation and validation.

The goal of this project is to enable the municipality of Delft to apply a more participatory approach in their work and reduce the threshold of embracing participation in their daily way of working. This shows that **the municipality is the stakeholder that can drive the change in this case. In other words, the final outcome of this project should be applicable for use by the municipality and the people working there.** From the research and analysis conducted, we can conclude that by first solving the problem of lack in ability of the municipality to act on participatory frameworks, we already pave the way for increasing the willingness to act and embrace participation in the DNA of the municipality. **This means that the final outcome of this project should work towards solving the problem of lack in ability of the municipality to act on the framework of Delfts Doen.**

### Target user

People working at the municipality of Delft

### Design brief

Design a set of actionable tools that support the existing participation framework of Delfts Doen during projects at the municipality, such that the implementation of the framework on projects is easy and clear for everyone, in a way that encourages the municipality to use the framework because they feel confident and empowered to act on it.

### Design directions

1. Motivate people at the municipality to apply participation to their projects
2. Have clear actionable steps on how to use frameworks such as Delfts Doen
3. Extract maximum value from the participation process

### Design goals

1. A feeling of empowerment by knowing how to act and where to begin
2. A feeling of confidence by guiding them on how to use the framework
3. A feeling of being well informed by having clear actionable steps
4. A feeling of flexibility to use it in a way that fits their current way of working

**By following these directions and working towards these goals (see Figure 44), the resulting outcome will make using the framework of Delfts Doen easier and clearer for the municipality. Eventually reducing the threshold of embracing participation in their daily way of working because they feel confident, capable and empowered to use the participation framework.**

**Design a set of actionable tools that support the existing participation framework of Delfts Doen during projects at the municipality, such that the implementation of the framework on projects is easy and clear for everyone, in a way that encourages the municipality to use the framework because they feel confident and empowered to act on it.**

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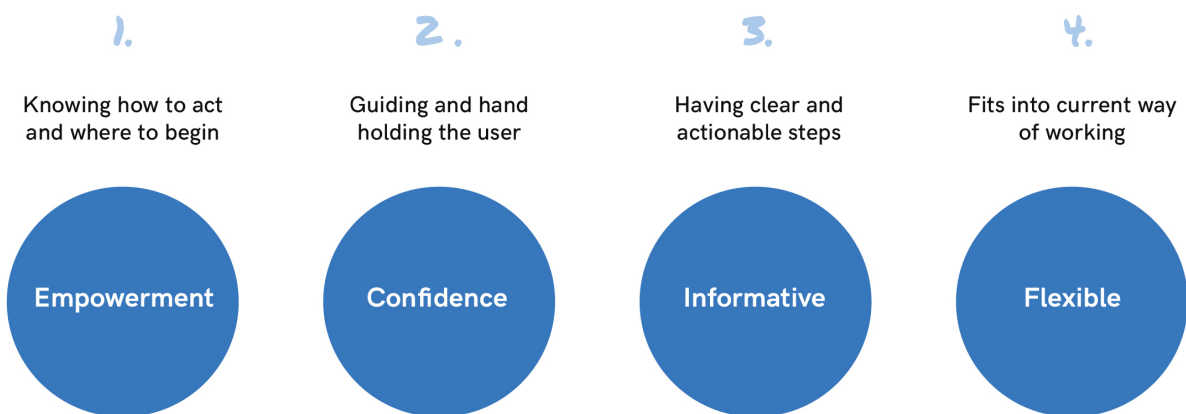


Figure 44. Design goals  
Source - Author

# Chapter 13

# Idea generation

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Content

13.1 Idea generation

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*The chief enemy of creativity is good sense.*

-

*Pablo Picasso*

### **What you will read**

In this chapter you will see an overview of the different creative techniques and ideas I explored in order to find a solution to the problem as described in the previous chapter.

# 13.1

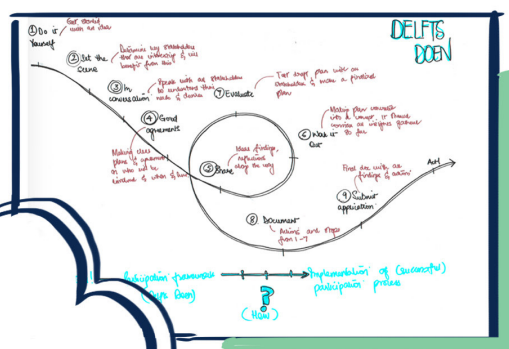
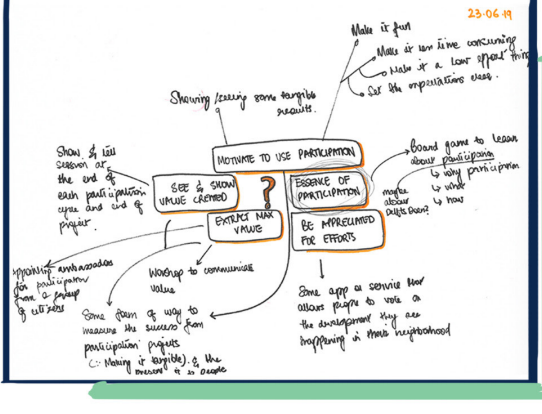
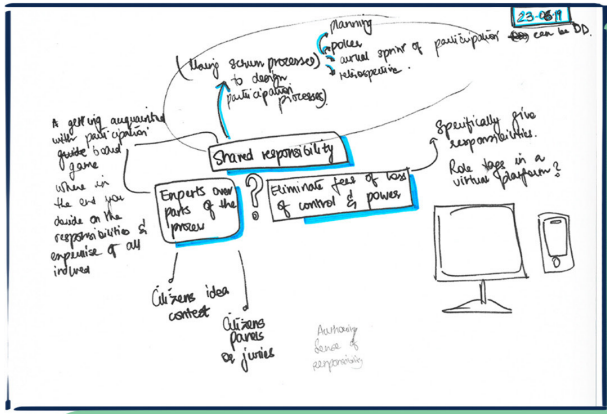
## Idea generation

**This chapter focuses on the phase of idea generation.**

Based on the design directions mentioned in Chapter 12, the solution space is explored such that a concept that fulfills the design goals can be conceived. In this chapter, some of the ideas generated are presented and in the next chapter the process of selecting a final concept is described.

**In order to move from the problem space to the solution space I relied on some creativity techniques** mentioned in the Delft Design Guide (Boeijen & Daalhuizen, 2017). Creativity techniques are useful tools that can be used as inspiration or starting points in order to generate a large number of ideas. One of the techniques used was the formulation of "How to" or "How might we" questions in order to start ideation. Such questions help to reformulate the way we look at the problem and allow for easy idea generation (Boeijen & Daalhuizen, 2017). Referring back **to the four design goals** (empowerment, confidence, being informative, flexible) **and using inspiration from Frame Innovation, I also referred to the insights from the creative session on themes** (refer Chapter 10), **to build associations** (Dorst, 2015) that can help with creative idea generation.

In this chapter you will have a glimpse of how this process looked, without getting into the details of all the different ideas. However, in the next chapter three concepts created during this phase are explained in detail and the reasons for choosing one of these ideas is motivated.



how might we...

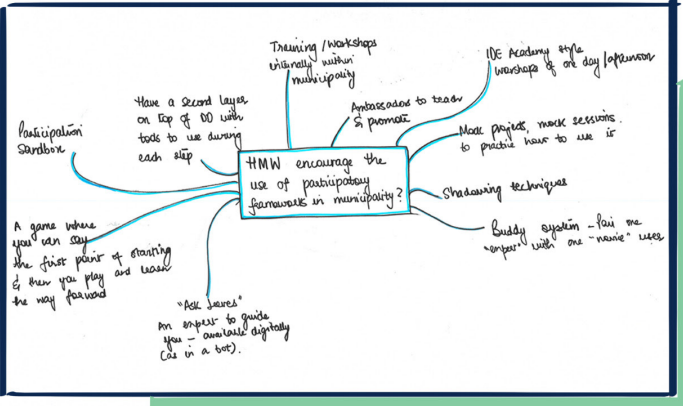
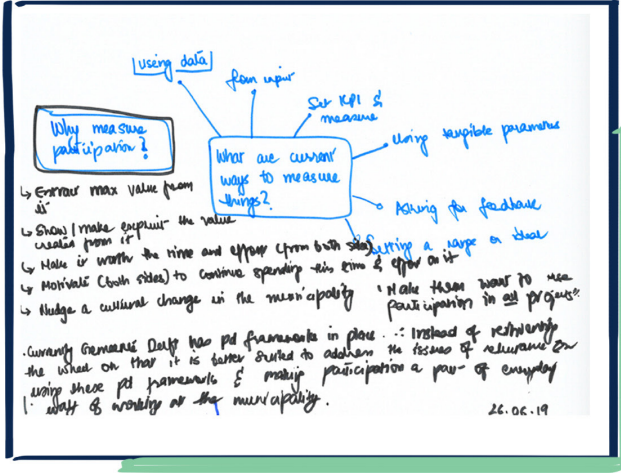
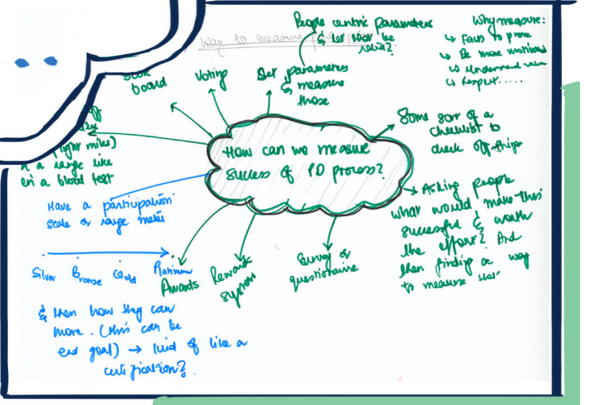
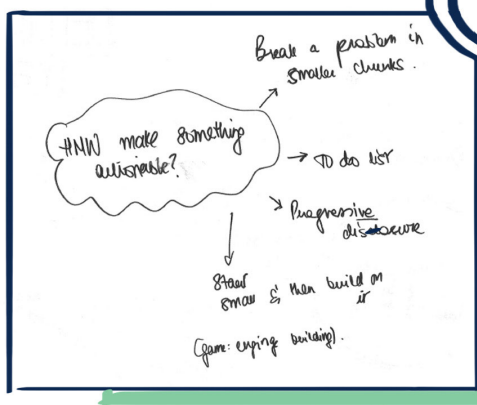
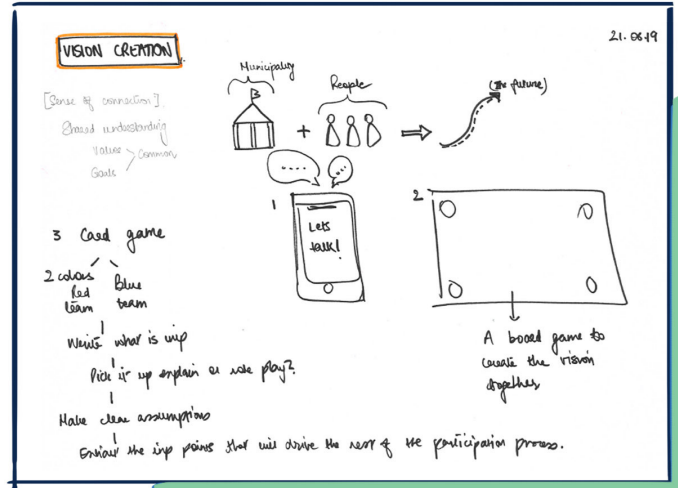
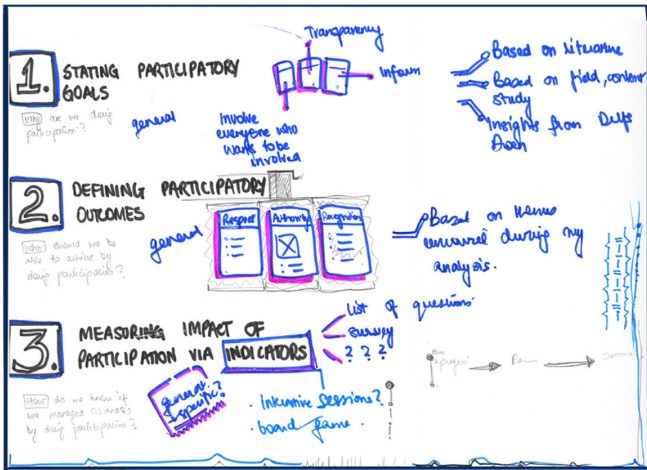


Figure 45. Applying the "how might we" technique for idea generation. Source - Author



# concept generation

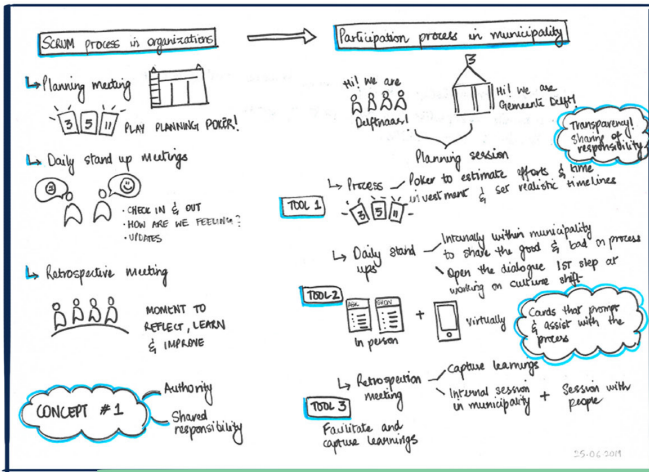
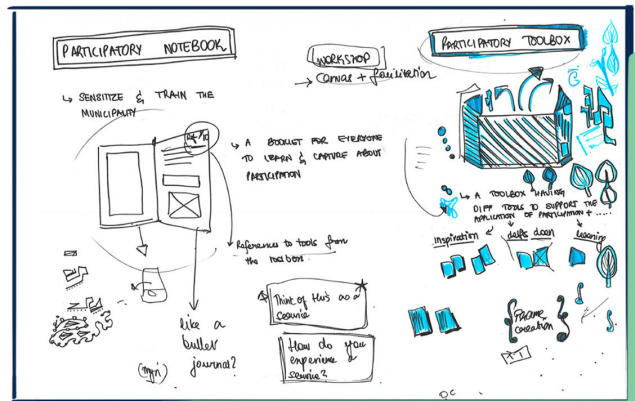
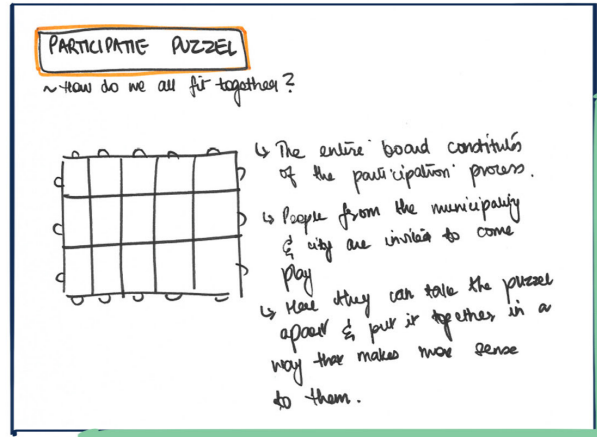
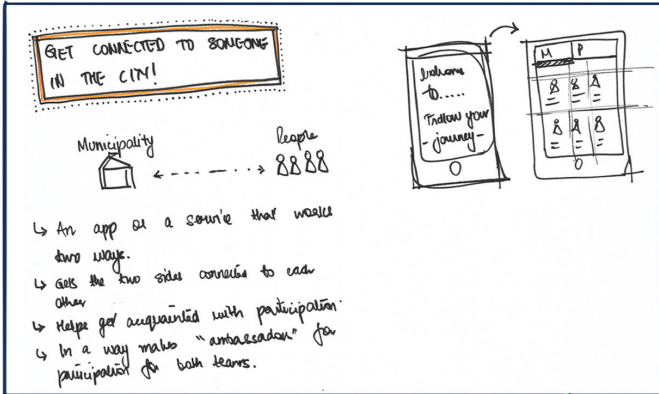


Figure 46. Concept generation  
 Source - Author



# concept generation

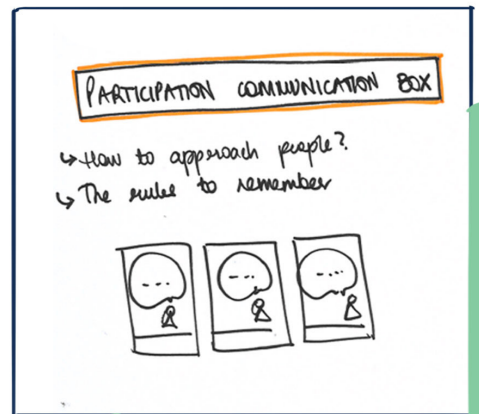
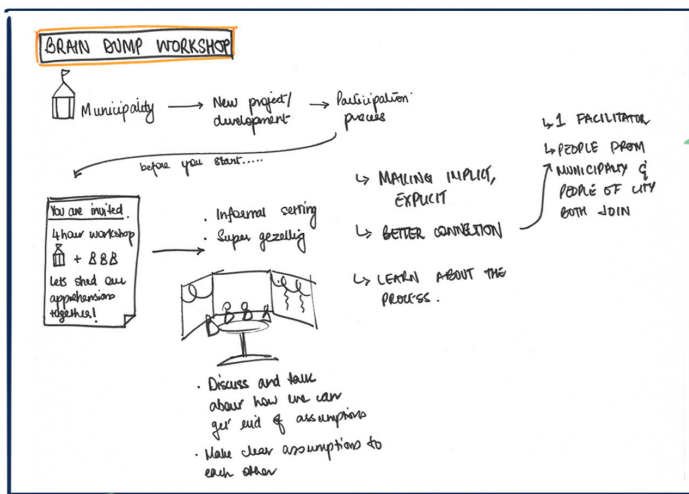
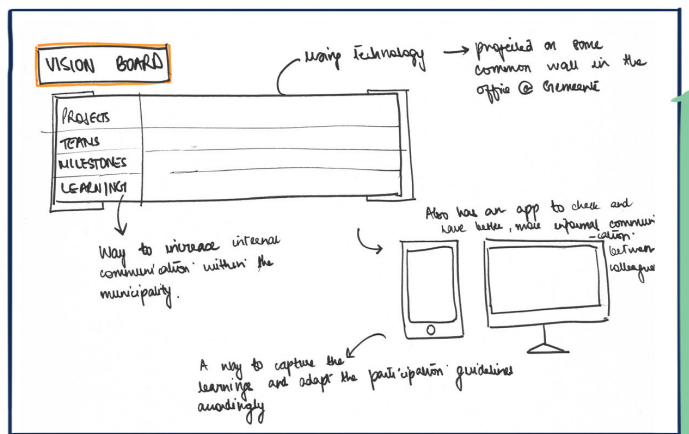
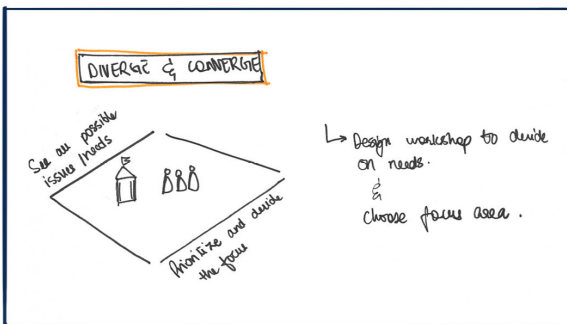
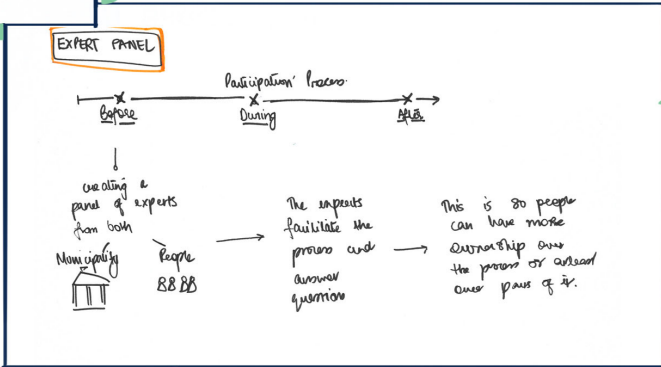


Figure 47. Concept generation  
Source - Author



# Chapter 14

# Concept selection

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## Content

- 14.1 Introduction
- 14.2 Exploring concepts
- 14.3 Selected concept

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*It is our choices....that show what we truly are, far more than our abilities.*

—  
*J.K. Rowling*

### **What you will read**

In this chapter the concepts generated during ideation are explained in detail. The chapter presents you with the selection of a final concept and concludes by explaining the fit of this concept with the redefined problem.

# 14.1

## Introduction

### Basis of selection

From all the concepts generated during ideation, one concept was chosen as the final outcome of this project. In other words, the concept that best fits the goal of enabling the municipality of Delft to apply a more participatory approach in their work and reduce the threshold of embracing participation in their daily way of working, was chosen.

The design goals listed in Chapter 12 are referred to for the selection process. **By determining which concept addresses these goals the best, the final concept is chosen.** It is expected that the final concept supports the municipality to use the framework of Delfts Doen by giving them concrete actionable steps to implement it in their projects. Thereby making the people working there feel empowered and confident to make participation part of their daily way of working, bringing us closer to the goal of inducing a participatory culture within the DNA of the municipality.

The process of arriving to the selected concept is described in this chapter. The chapter will end with a brief introduction of the chosen concept and in the next and last part of the report, this concept is explained in detail.

### Understanding the design goals

#### 1. A feeling of empowerment by knowing how to act and where to begin

For the concept to meet this goal it needs to be clear and concrete in a way that on interacting with it, users know exactly what they are supposed to do and how to use it.

#### 2. A feeling of confidence by guiding them on how to use the framework

For the concept to satisfy this goal it needs to hold the hand of the user till a point where they feel confident to apply participatory frameworks on their projects. This confidence is built when the users gain a level of experience and feel comfortable to apply the concept to their process in a way which suits their needs and that of their projects.

#### 3. A feeling of being well informed by having clear actionable steps

For meeting this goal, the chosen concept should have well defined actionable elements that all the people working at the municipality can easily comprehend and use in their way of working with Delfts Doen.

#### 4. A feeling of flexibility to use it in a way that fits their current way of working

To meet this goal the solution needs to fit into the existing routines of the municipality such that it can reduce the threshold of using the participatory framework. In other words, the concept should allow structure but be flexible such that users can intuitively apply it to their process in

a suitable way, once they reach a level of experience with the process.

### Main goal of chosen concept

Overall, as described in the redefinition of the problem (refer Chapter 11), **the chosen concept should complete the path to move from the idea of participation to the actual implementation of it on projects. It should provide concrete and actionable steps to take the high level framework of Delfts Doen from seeing it on paper to putting it into practice.**

### Selecting the final concept

From all the ideas generated using the different creative techniques, three were shortlisted based on their ability to meet the context of the problem. In the following pages of this chapter these concepts are explained in detail.

# 14.2 Exploring concepts

## Concept 1 Structure related Agile + Participatory process

This concept is about drawing parallels between the agile way of working and the current participatory approach as outlined in the Delfts Doen framework. These parallels were drawn because of the similarities of what both these processes are trying to achieve - which is a better collaboration for everyone involved and a more effective way of working. This concept proposes a new way of working where the different steps from Delfts Doen are presented as the different milestone moments as experienced in agile teams.

### Strengths of this concept

This concept is about making changes at a process level. Wherein different milestone moments and team meetings can be organized by replicating the agile way of working. Since this way of working has been tried and tested by companies around the world, it is easy to replicate.

In this sense it satisfies the design goal of providing the users with a feeling of empowerment and confidence, by structuring the process in a way that clearly illustrates how to act and where to begin.

### Weaknesses of this concept

It is not clear whether this would fit into the current way of working of the municipality and if the same set up contributes to the participatory framework of Delfts Doen that they are using. At the same time, based on the redefined problem we can see that there is a resistance and hesitation within the municipality to adopt new ways of working, specially those which put them in a position of vulnerability. This would make the implementation of this concept difficult and the acceptance of it as a part of the municipality's way of working a slow task.

Therefore this concept is not the most optimal solution for this project and is not considered for the final outcome.

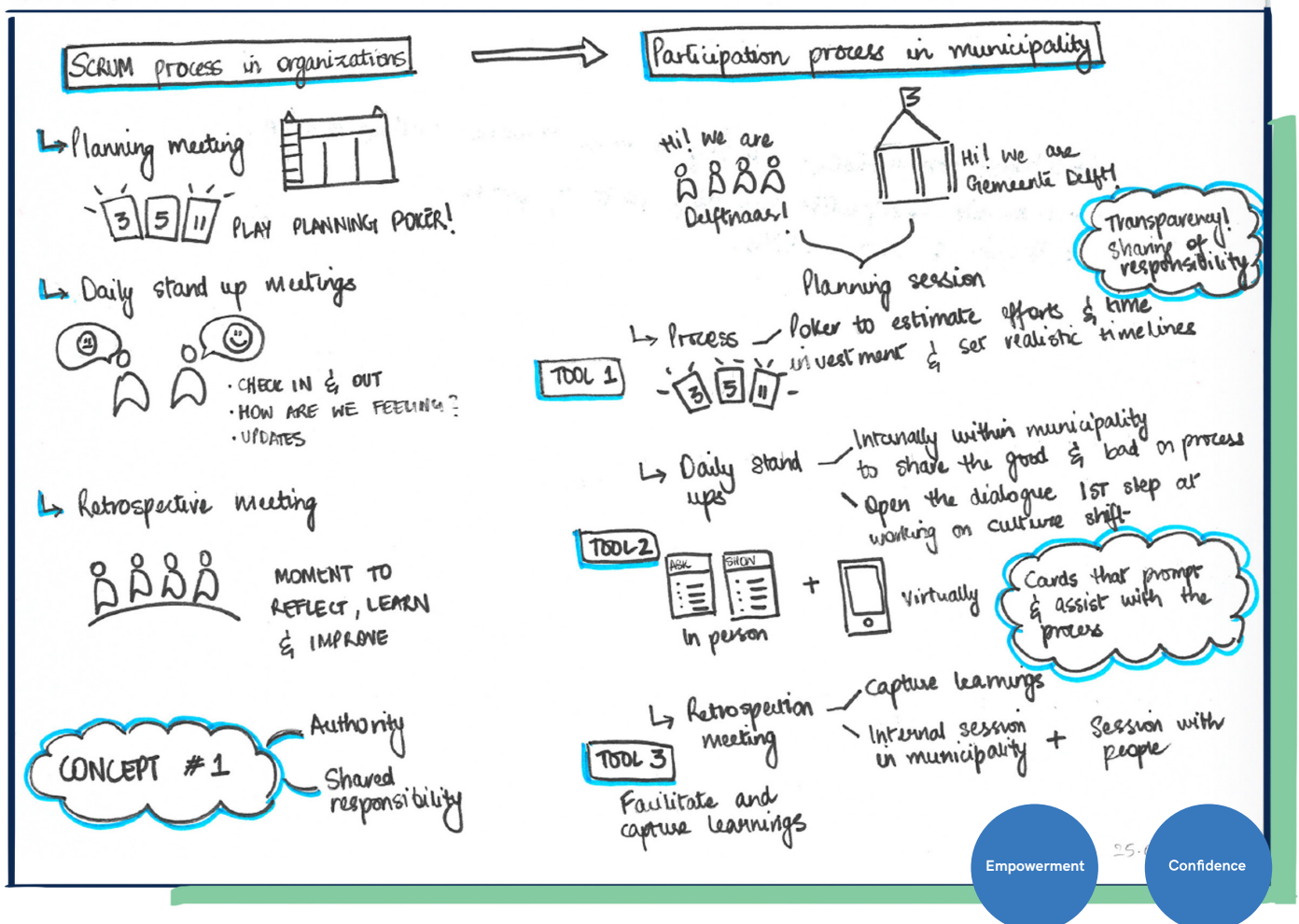


Figure 48. Concept 1  
Source - Author

**Concept 2**  
**Benefits related**  
**Impact of participatory processes**

This concept is about measuring the impact of participatory processes in the municipality. In other words, **this concept proposes a three step tool to showcase the success and advantages of using participation.** While this concept is not entirely in line with the overall design brief of having actionable steps that can encourage the use of a participatory framework in the municipality, the idea behind it is to make the impact derived from participation known to everyone working there. Such that **knowing the advantages can encourage them to use participatory frameworks as well make them feel confident of the time and effort invested in doing so.**

**Strengths of this concept**

This concept would work more to convince people to use participation by enabling them to measure the value created and compare it to the efforts. It is expected

that **by seeing the advantages that are derived from participation, people at the municipality can get more excited and interested to apply it to more and more projects.** In this sense this concept satisfies the design goal of providing the users with a feeling of confidence and being well informed, by pointing out the advantages of the process. In turn this would work towards making the municipality more willing to accept participation as a part of their culture.

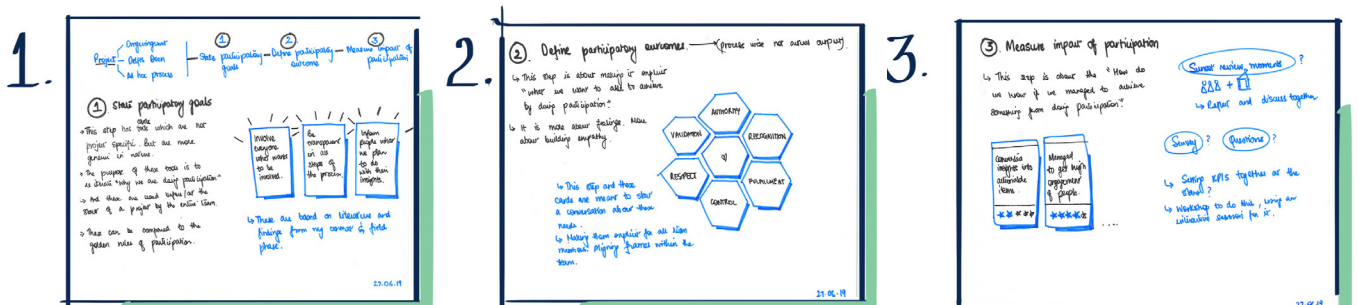
**Weaknesses of this concept**

This concept works more to spread awareness about using participation. And while this would help to bring about a culture change in the municipality, **it is not addressing the first fold of the problem - which is to empower the municipality to use the existing Delfts Doen framework on their projects.**

Therefore this concept is not the most optimal solution for this project and is not considered for the final outcome.



Figure 49. Concept 2  
 Source - Author



**Concept 3**  
**Usage related**  
**Participation handbook**

This concept is about giving the municipality a notebook accompanied by a toolbox which has a set of tools that the people working at the municipality can use during the course of a project. These tools complement the steps from Delfts Doen and are simplified but concrete in nature, thus providing guidance and a learning opportunity for the users. A concept like this **is expected to familiarize the users with using the framework, thereby making them feel confident to apply it on their projects.**

**Strengths of this concept**

**This concept would provide actionable steps and tools to use the framework of Delfts Doen for the people at the municipality.** It is expected that these tools are designed in a way that they are self explanatory and can be used by the municipality without the need of any assistance. In this case the concept would **work towards solving the first fold of the problem by empowering the municipality to**

**engage in participation because they feel confident of using the framework. In this sense this concept has the potential to fulfill all four design goals** by providing clear actionable steps to use participation with the flexibility of allowing users to apply it to their process as it suits them, once they have reached a level of confidence and comfort with it.

**Weaknesses of this concept**

It needs to be explored as to what are the different tools that would be a part of this handbook and toolbox. And whether these compliment the steps of Delfts Doen or add more steps to it. It would also be crucial to **consider if all the tools can be self explanatory and how they would evolve over time.**

Since this concept has the most promise of being a feasible solution that can solve this problem of lack in ability of the municipality to act on participatory framework of Delfts Doen, it has been selected as the optimal outcome for this project.

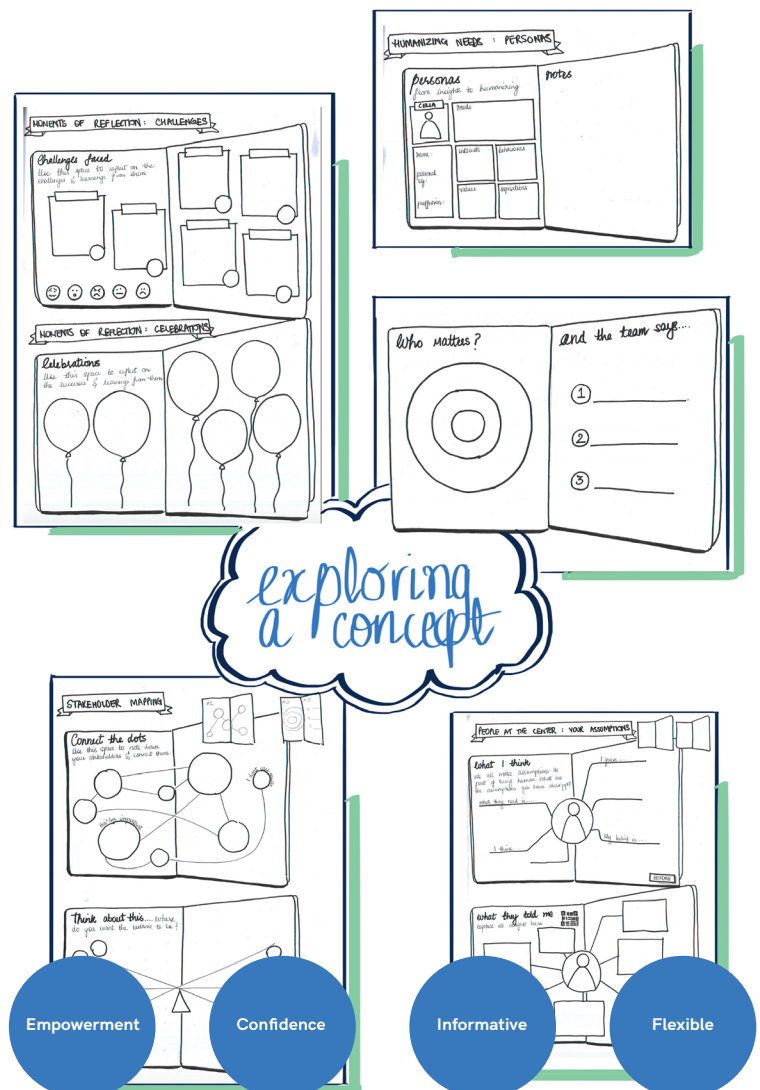


Figure 50. Concept 3  
 Source - Author

# 14.3

## Selected concept

### Selected concept

The goal of this project is to first solve the problem of lack in ability of the municipality to act on participatory frameworks, thereby paving the way for increasing the willingness to act and embrace participation in the DNA of the municipality. **Therefore the outcome of this project will focus on concept 3 – by creating a sensitizing journal that provides the municipality with clear ways to use the Delfts Doen framework – with a goal of empowering them and making them feel capable and confident of acting on it.** Figure 52 shows an overview why this concept fits the problem definition.

In the next chapter this concept is explored in detail and the different tools that comprise it are explained. You will see an overview of how this concept maps over the framework of Delfts Doen, and how it is expected to be used in practice by the municipality.

Therefore the outcome of this project will focus on creating a sensitizing journal that provides the municipality with clear ways to use the Delfts Doen framework – with a goal of empowering them and making them feel capable and confident of acting on it.



Figure 51. Final concept  
Source – Author



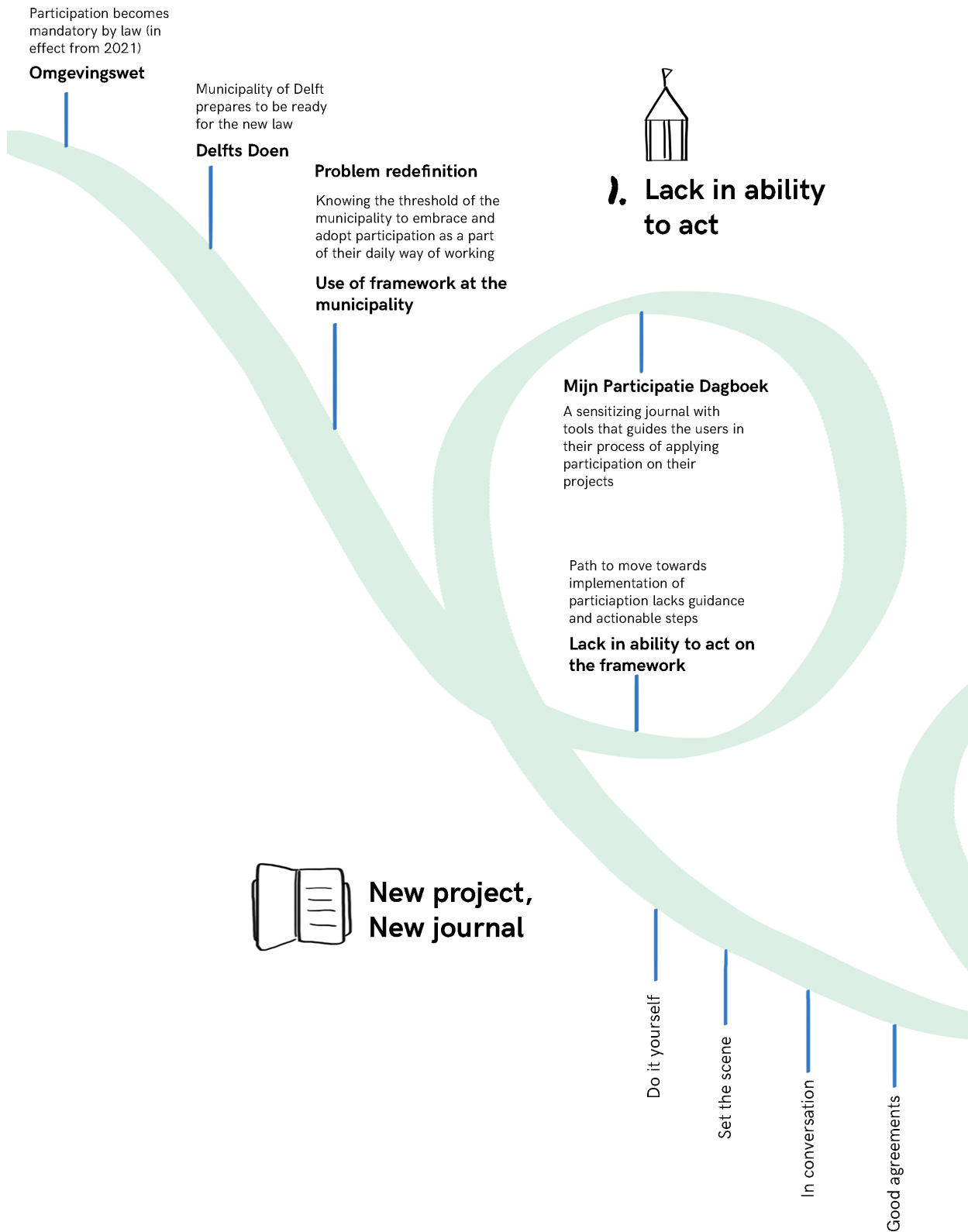


Figure 52. Concept fit with the defined problem  
Source - Author

# Why does this concept fit the defined problem?



## 2. Lack of willingness

Path to embrace participation in DNA of municipality is met with resistance owing to fear of being vulnerable

**Lack of willingness to make participation part of culture**

Once the municipality is confident of using this framework, it becomes easier to make it part of their culture

(Future development of concept)

**Steps to manifest a participatory culture in municipality**

**Future recommendations**

Evaluate

Work out

Share

Document

Submit



Steps of Delfts doen framework supported by the participation journal

# Part 3 – Develop

# Conclusions

1. The goal of this project is to enable the municipality of Delft to apply a more participatory approach in their work and reduce the threshold of embracing participation in their daily way of working.

2. This shows that the municipality is the key stakeholder that can be the driver of change for the identified problem.

3. For this the design brief formulated is to “design a set of actionable tools that support the existing participation framework of Delfts Doen during projects at the municipality, such that the implementation of the framework on projects is easy and clear for everyone, in a way that encourages the municipality to use the framework because they feel confident and empowered to act on it.”

4. Based on this, the final outcome selected for this project is a sensitizing journal for use by the municipality and the people working there. The purpose of this journal is to provide the municipality with clear ways to use the Delfts Doen framework. With an end goal of empowering them and making them feel capable and confident of acting on it.



# Part 4

# Deliver

(solutions that work)

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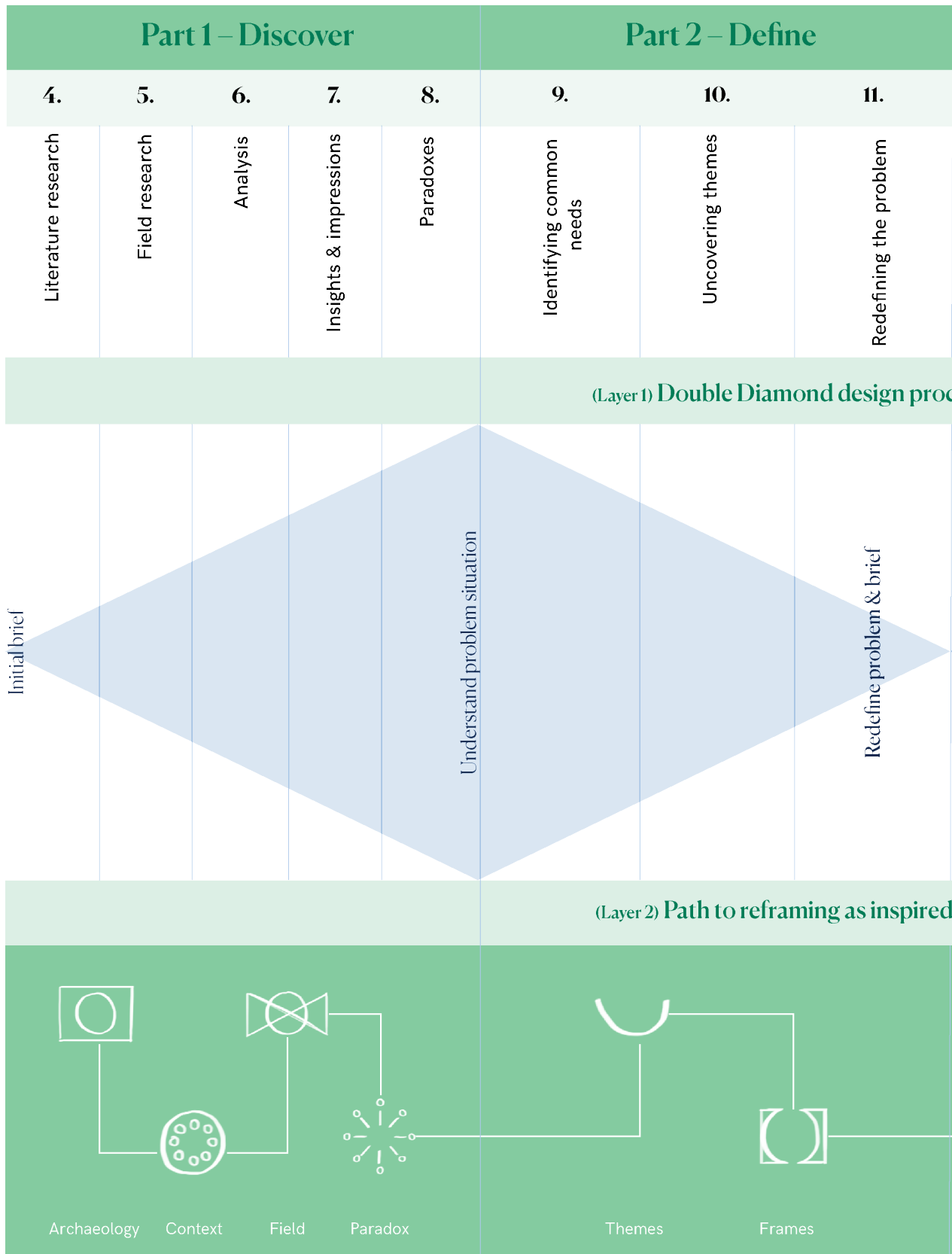
Main purpose: Detail and Validate

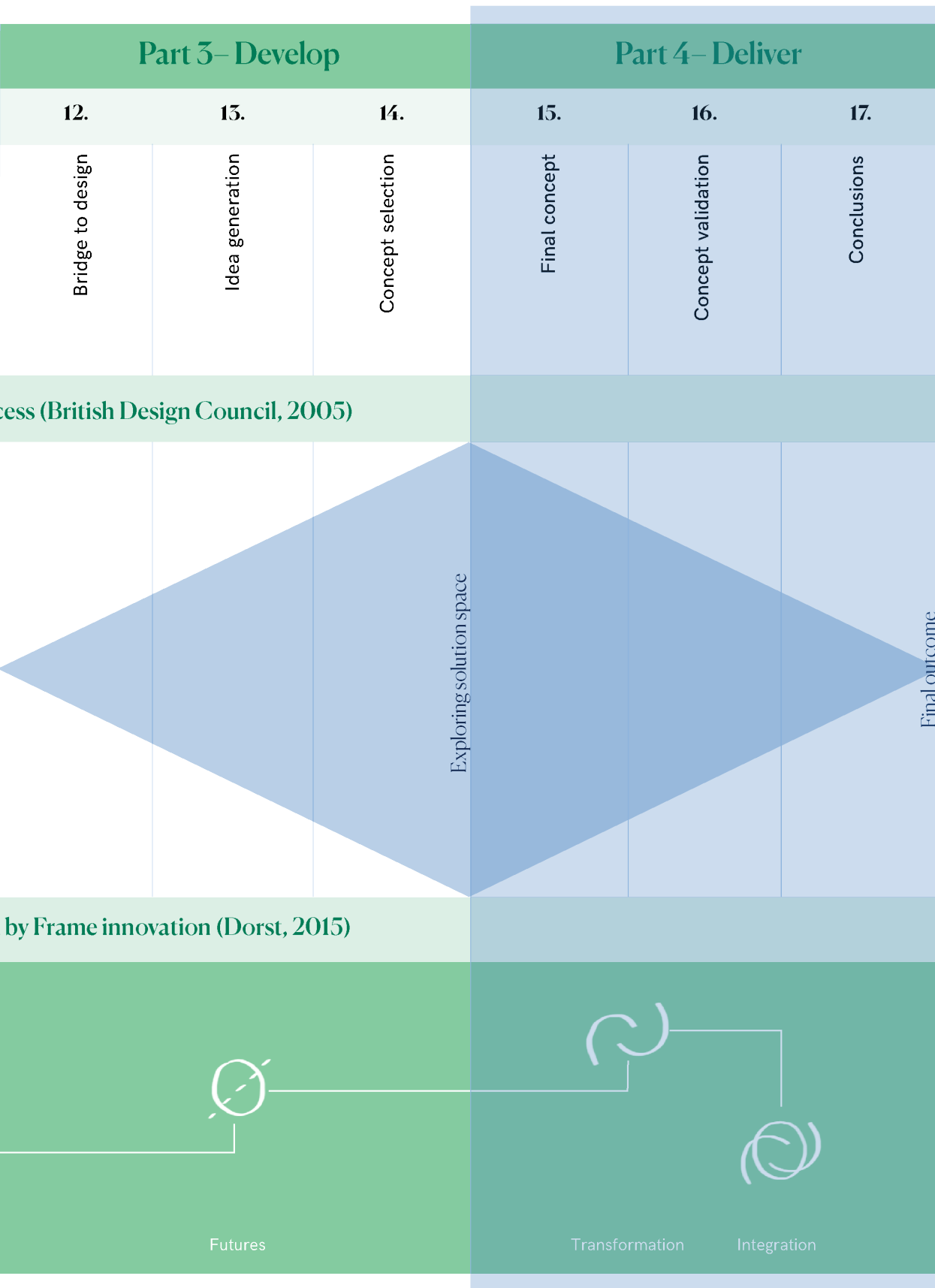
### About Deliver

**This is the fourth and last part of the design process followed on this project** as described in Chapter 3. It focuses on the phase of concept detailing and validation. **The chapter ends with future recommendations for the concept as well as overall direction for this project.**

This part is divided into three chapters. In **Chapter 15 (Final concept)** the final concept is detailed and the rationale behind it is presented such that it illustrates why this concept fills the gap in knowledge thereby satisfying the problem. In **Chapter 16 (Concept Validation)** the process of validation and results from the validation including recommendations for the concept improvement are presented. **Chapter 17 (Conclusions)** presents the conclusions and future recommendations for the overall project.

The report will end with the mention of some personal reflections and learning moments that were experienced during the course of this project.







# Chapter 15

# Final concept

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## Content

- 15.1 Mijn participatie dagboek
- 15.2 Stakeholder mapping
- 15.3 The art of interviewing
- 15.4 Making assumptions explicit
- 15.5 Humanizing needs
- 15.6 Reflections

/

*Recognizing the need is the primary condition for design.*

—  
*Charles Eames*

### **What you will read**

In this chapter you will be introduced to the final concept of "Mijn participatie dagboek" and the different tools that are a part of it. The chapter will end with an overall conclusion on the project and recommendations for future work.

# 15.1

## Mijn participatie dagboek

### Why a participation journal?

The redefined problem as described in Chapter 11 is how can we reduce the threshold of the municipality to embrace and adopt participation as a part of their daily way of working. The question this project aims to find a solution to is, **where does the problem lie for the municipality to use participation frameworks in their work?** The first fold to solving this problem is to support the municipality with concrete and actionable steps that can help them implement the participatory framework of Delfts Doen on their projects. Thereby **making them feel capable and confident of using the framework.** The second fold is to address the vulnerability of the municipality to embrace participation as a part of their culture. This project aims to solve the first fold of this problem, that is a lack in ability of the municipality to act on participatory frameworks, by the creation of a sensitizing participation journal for use by everyone at the municipality.

### What is the concept?

The final concept proposed is to design a sensitizing participation journal or booklet for use by the people working in the municipality (see Figures 53 – 55).

**The main goal of this journal is to equip folks at the municipality to act on the participatory framework of Delfts Doen by means of the tools provided in it.**

The journal also hopes to **inspire and sensitize the municipality about participation, paving the way to increase the willingness and bring about a culture change in the municipality regarding participation.** The insights gained throughout the different phases of the project by means of literature, interviews and analysis of themes are narrowed down into different tools that are comprised within this journal.

From the literature research it is seen that the framework of Delfts Doen (refer section 4.8.3) lacks the support of actionable tools that can be used in the different steps of the framework. From the field research and analysis it is seen that the path towards implementing Delft Doen is unclear for the municipality. Therefore, the **tools in this journal are modeled to fit over the different steps of the Delfts Doen framework.** In this journal you find tools spread over pages, some of which encourage the user to take action, some which help to get the team to make their assumptions and opinions explicit, some for moments of reflection and some for inspiration. In the following chapters these tools are explained in detail.

**This journal is a growing concept and it will evolve based on the changing requirements of the municipality as well as their levels of comfort and confidence in using the participatory framework.** There is a possibility to include more tools as well as to develop the existing tools in the journal over time, after observing how the journal is being used in the municipality over a considerable period

of time. For the purpose of this project, I did not create tools to support every step of Delfts Doen (see Figure 56). However, **in order to further grow this project, it is recommended to add tools that can support the framework from start to finish.**

### Who will use it?

**The journal is meant for use by individuals working in the municipality.** It is expected that each individual can keep one journal per project of theirs. This journal is then **encouraged to be used during the entire duration of a project as a personal participatory diary – to think, brain dump, brainstorm and reflect on the process and also to document on the different decisions made, both individually and with the project team.**



Figure 53. Mijn participatie dagboek  
Source - Author

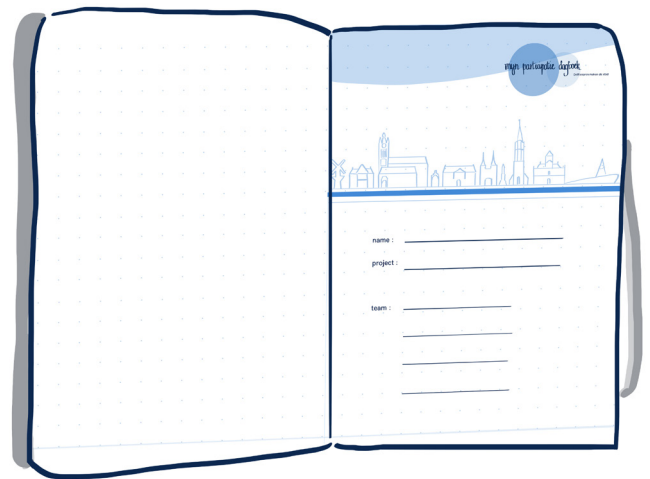


Figure 54. Title page  
Source - Author

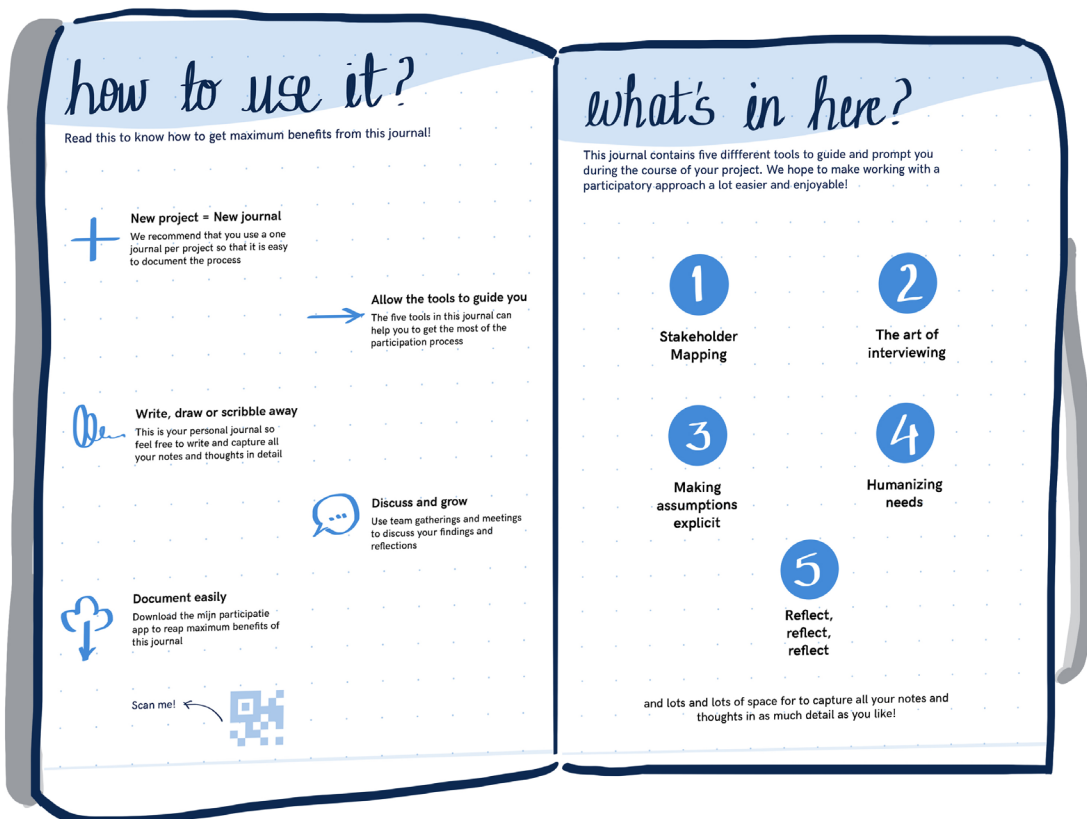


Figure 55. Overview pages in the journal  
Source - Author

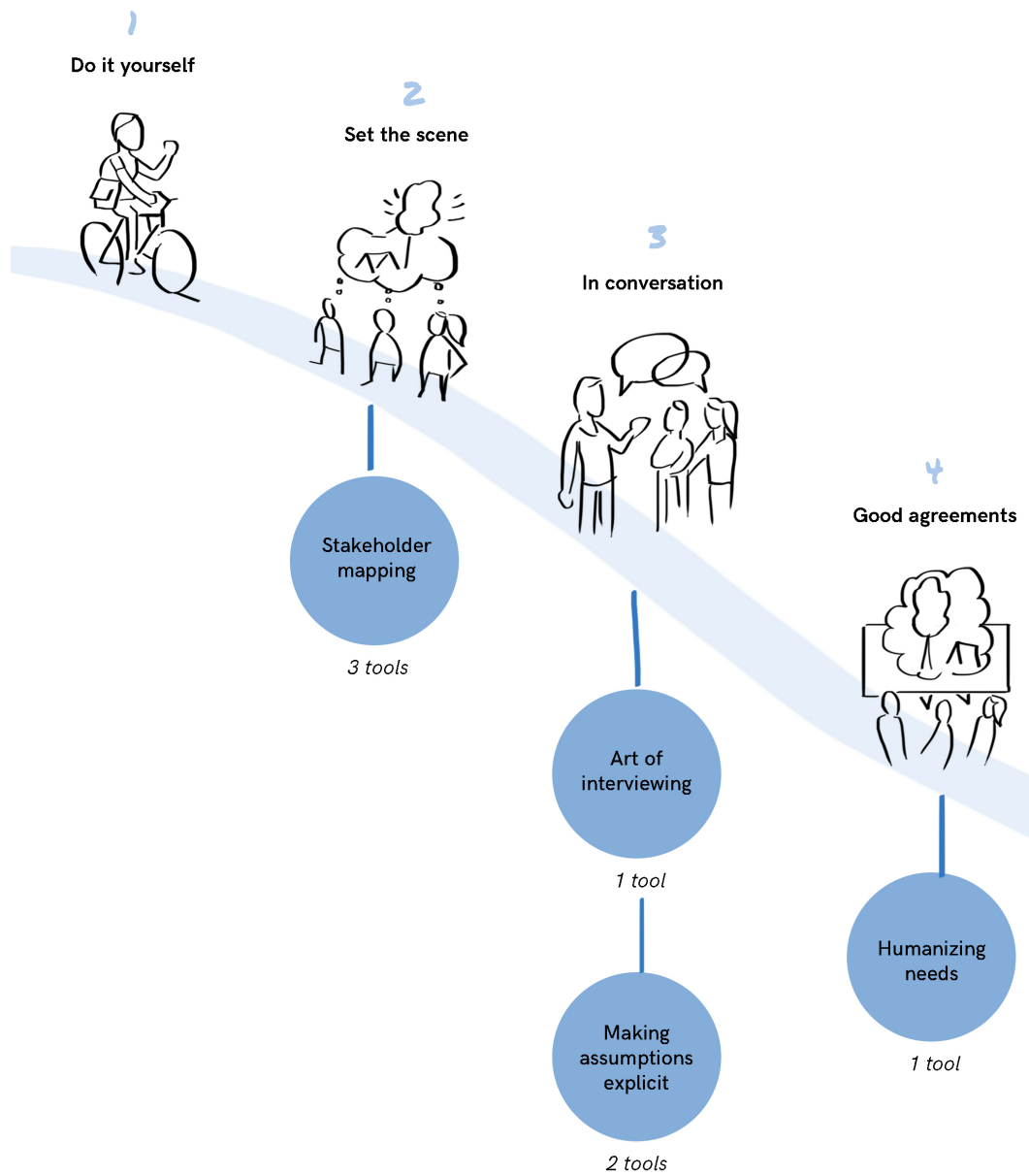
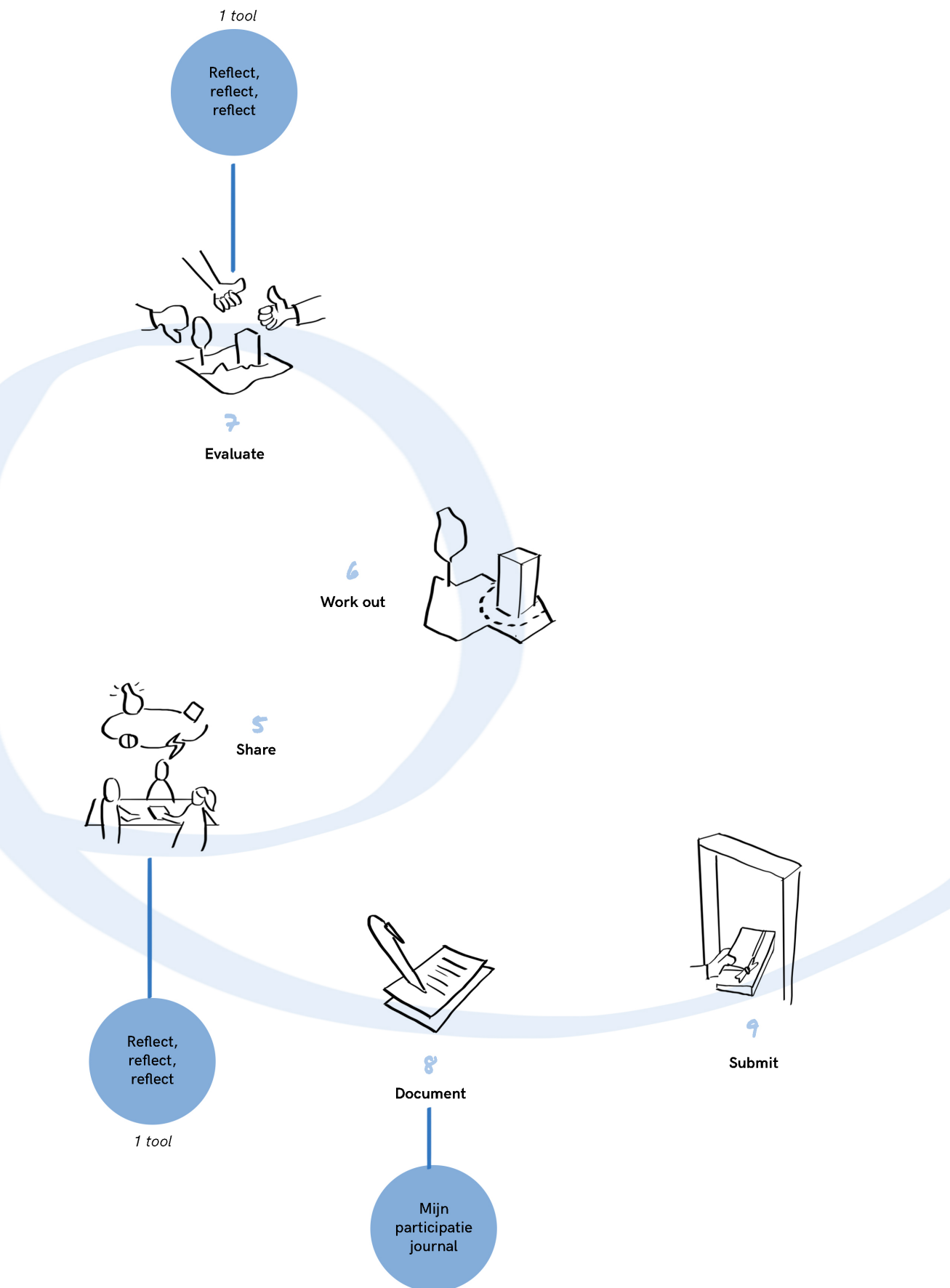


Figure 56. Mapping the concept to Delfts Doen  
Source - Author

# How does the concept map over the Delfts Doen framework?



# 15.2

## Stakeholder mapping (Tool 1)

### Why this tool?

**Stakeholder mapping is a technique that helps to understand who are the different stakeholders, how do they relate to each other and most importantly, which stakeholders are impacted the most and that should be involved in the participatory process.** The term stakeholder in accordance to participation law Omgevingswet (refer section 4.8.1) includes everyone that has something to contribute to and/or benefit from the project (Participatie in de omgevingsvisie, 2019).

### What is it?

**One of the most important goals of mapping stakeholders is that it encourages thinking from different perspectives and objectives** (Aligica, 2006). At the same time there is no single right way to map this, and often these maps differ per individual. Therefore this tool is designed in a three part process (see Figure 57). One, **to allow for this individual thought process** of considering who are all the stakeholders that will be impacted by the project at hand (see Figure 58); two, **for reflecting on the map created** and thinking about how the needs of all stakeholders can be prioritized (Aligica, 2006) and balanced (see Figure 59); and three, to **prioritize with the team** on who are the core stakeholders for the project at hand (see Figure 60). As stated by Fidan Bulut during her interview, "it is most important to work together to make the best decisions for the future of Delft."

### How should it be used?

**The first two parts of this tool are encouraged to be filled in individually** - during moments of brainstorming or reflection, while the **third part is encouraged to be filled during a discussion with the team or colleagues.**

### Connection to Delfts Doen

This three part tool supports the step of "Breng in beeld/ Set the Scene" from Delfts Doen. This step is about determining the key stakeholders who are interested and that will benefit from the initiative such that end results of the plan can be determined keeping them in mind.

# Three tools for Stakeholder mapping

Figure 57. Stakeholder mapping tool  
Source - Author

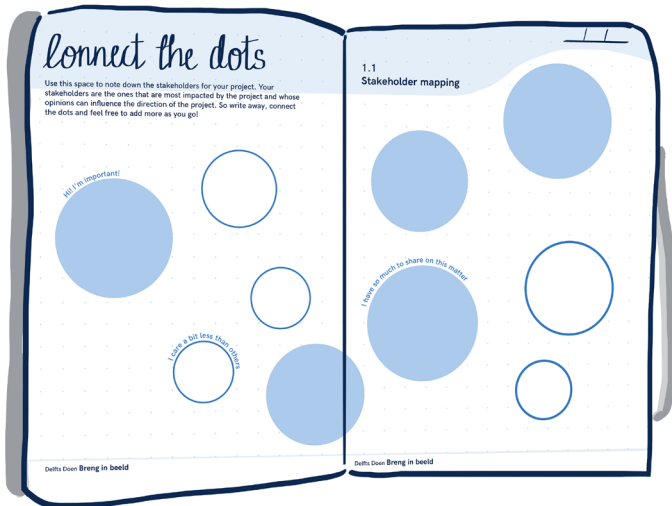
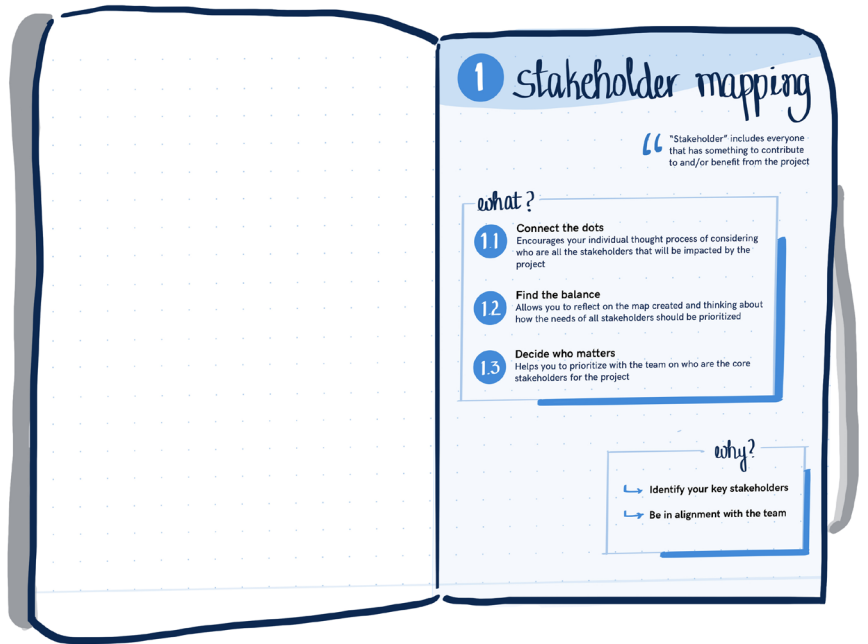


Figure 58. First tool for stakeholder mapping  
Source - Author

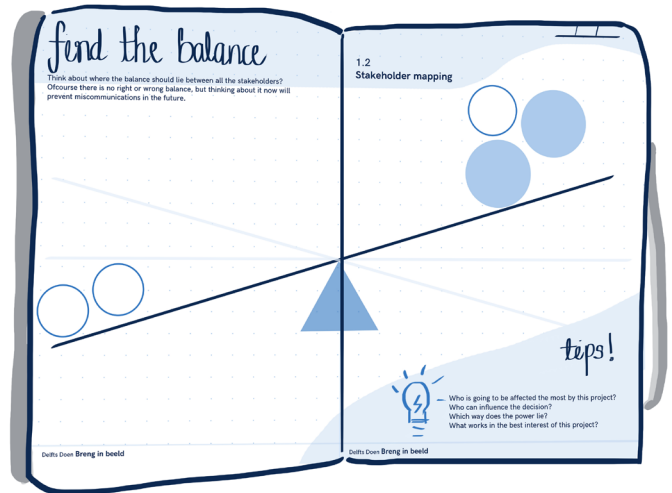


Figure 59. Second tool for stakeholder mapping  
Source - Author

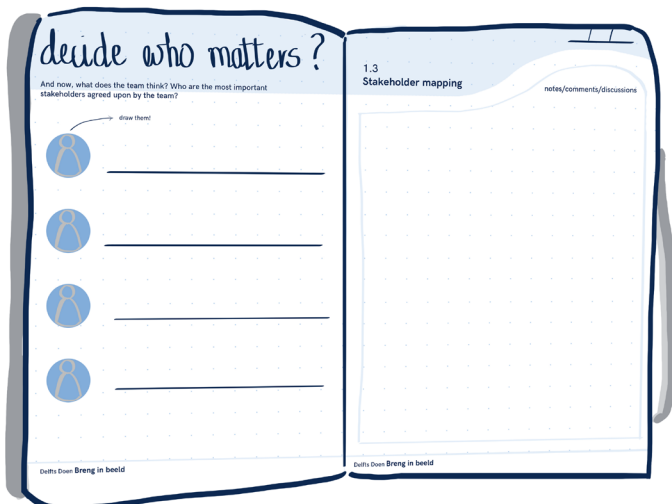


Figure 60. Third tool for stakeholder mapping  
Source - Author



## 15.3

# The art of interviewing (Tool 2)

### Why this tool?

Interviews are a way to gain in-depth knowledge into the life and experience of people (Turner III, 2010). By means of an interview you can uncover the participants mental model of a particular topic. **Most of the people working in the municipality are not trained in research techniques.** Natasha Veiring mentions in her interview that “folks at the municipality think it’s scary to talk to people.” **Therefore when they are applying a participatory method to their projects, it is important to support and guide them on the best practices of conducting research with people.** While having an open conversation with people is already a good way to apply participatory design practices, doing this with a more systematic manner with a clear end goal will **help to extract the right kind of insights from these conversations.**

### What is it?

**This part of the booklet is not so much a tool, but rather a list of golden rules or best practices to help novice researchers to gain confidence and talk to their stakeholders with the end goal of capturing meaningful insights** (see Figure 61). The rules listed on this page are based on the guidelines provided by McNamara (2009) in a paper about the art of conducting qualitative interviews (see Figure 62). These guidelines complement the second part of the Making assumptions explicit tool where users are encouraged to capture the most important insights from these interviews and conversations with their stakeholders.

### How should it be used?

These golden rules/best practices are meant to serve the **purpose of educating as well inspiring the municipality** to get out of the four walls of their office and on the streets. **The aim is that seeing these rules in their journal will serve as a constant reminder and guideline for this.**

### Connection to Delfts Doen

As with the previous tool, this supports the step of “In gesprek/In conversation” of the Delfts Doen framework. In this step a deeper understanding of the needs and desires of stakeholders is determined.

# Golden rules for the Art of Interviewing

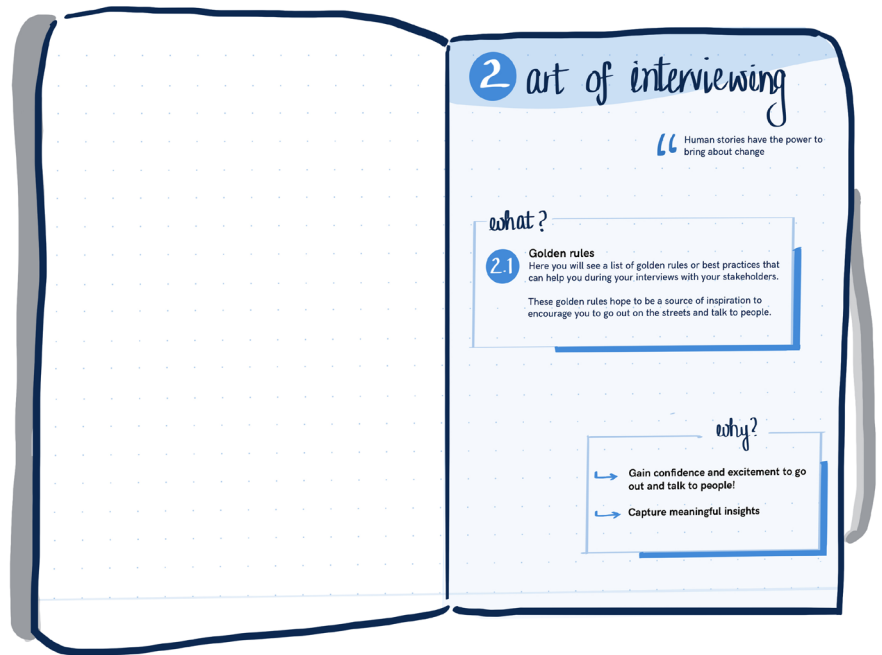


Figure 61. The art of interviewing  
Source - Author

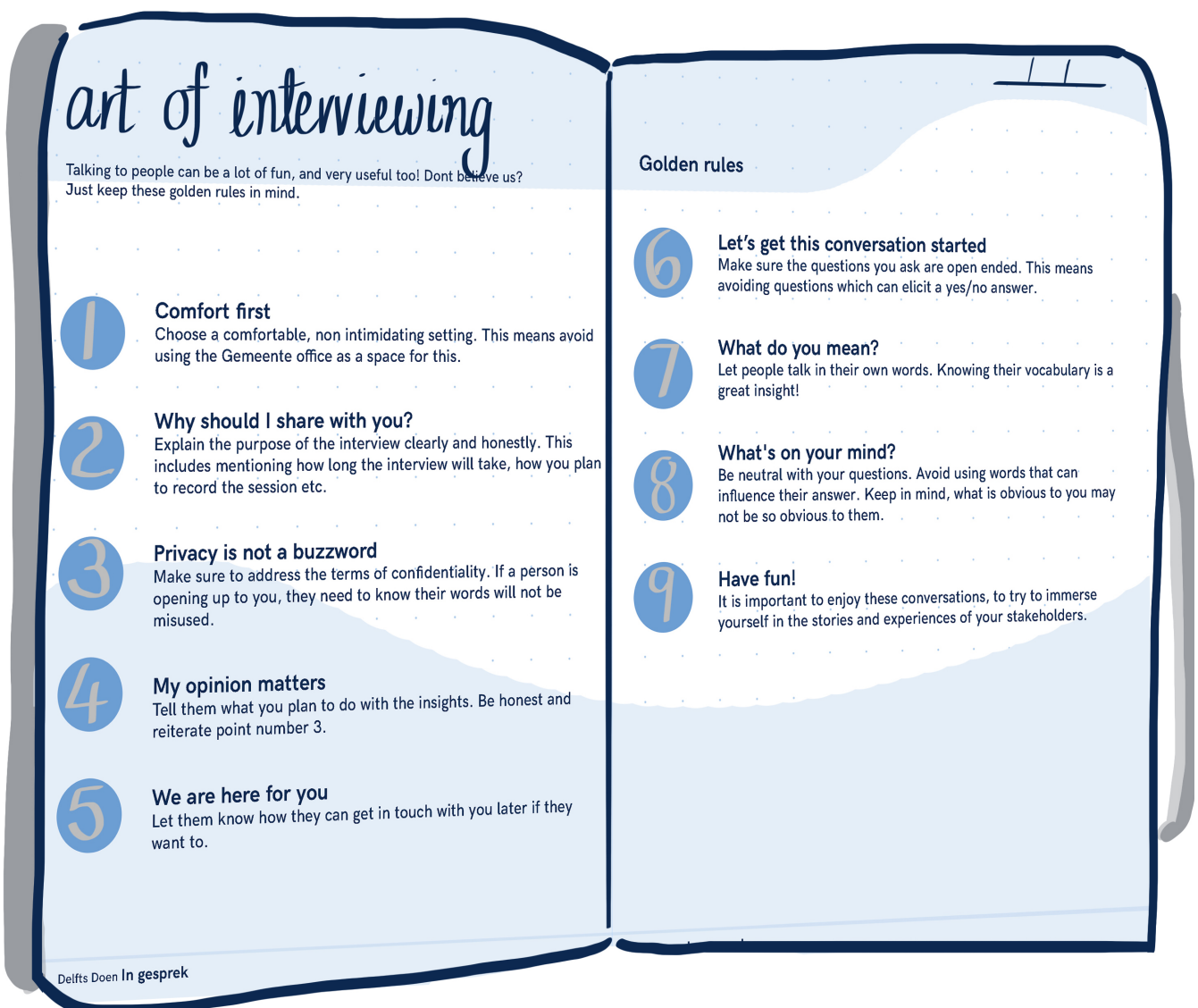


Figure 62. Golden rules for the art of interviewing  
Source - Author

## 15.4

# Making assumptions explicit (Tool 3)

### Why this tool?

Assumptions are facts, statements or beliefs that are often taken for granted (Brown, 2006). **Assumptions are not necessarily right or wrong, but they have the ability to affect the outcome of a project and are often not recognized unless a conscious effort is made to make them explicit** (Thomas, 2001). From the literature research we know that since people are at the center of cities, their needs, routines and problems are the ones that need to be addressed by the municipality (National League of Cities, 2016). This goes to show the **importance of making assumptions known so that the municipality can make space to listening to people and learning with them about their problems**. As stated by Sanne Broeskma in her interview, "people living there can tell us better than what we think we know".

### What is it?

The tool for making assumptions explicit is repeated in the booklet multiple times, since it should be used for every core stakeholder identified. Ofcourse, the most important stakeholders are the local communities, but depending on the nature of the project, business owners or other partners can be equally important. The tool is designed in two parts (see Figure 63). First, **it is a moment of individual reflection where the user can add all kinds of assumptions they hold about the problems faced by the stakeholder** (see Figure 64). Since this booklet is a "personal participatory journal" the user is encouraged to be honest about the assumptions he holds. The second part is **for capturing the main insights received after speaking with the users** (see Figure 65). Having **these two contrasting pages also helps to show how the assumptions we hold are often far from the reality of the situation, in turn encouraging the municipality to engage with their stakeholders more and more often**.

### How should it be used?

**Both the parts of this tool are encouraged to be filled in individually, such that the user can really reflect upon the process and find clarity about the real problem situation.**

### Connection to Delfts Doen

This two part tool supports the steps of "In gesprek/ In conversation" of the Delfts Doen framework. In this step a deeper understanding of the needs and desires of stakeholders is determined.

# Two tools for Making assumptions explicit

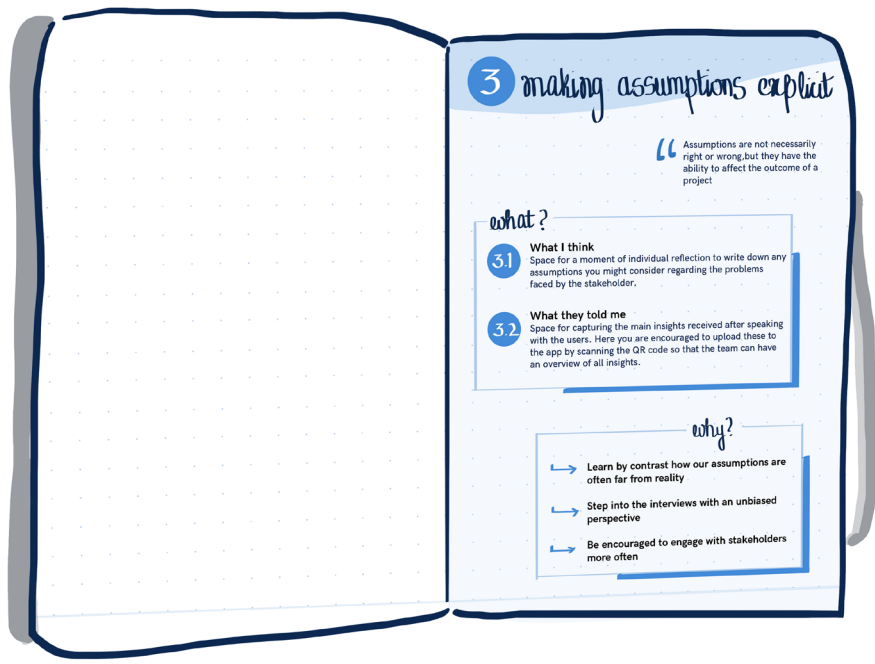


Figure 63. Making assumptions explicit  
Source - Author

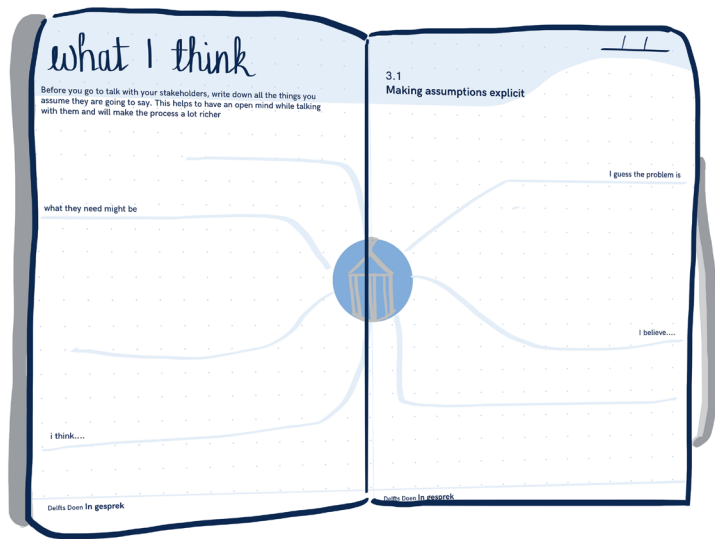


Figure 64. First tool for making assumptions explicit  
Source - Author

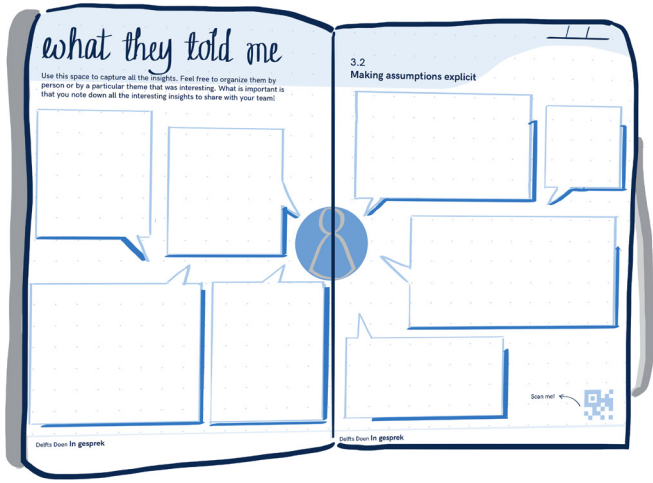


Figure 65. Second tool for making assumptions explicit  
Source - Author

# 15.5

## Humanizing needs (Tool 4)

### Why this tool?

One of the core values of the Auckland co-design lab (refer section 4.7) is to acknowledge that **human stories have the power to build the case for change**. In other words, knowing about the needs, desires, goals and values of people can help to understand what changes they need with regards to their life in the city. **The design tool of Personas have been used by many in order to capture these characteristics of their users**. Personas are not real people, but instead hypothetical archetypes of actual people (Cooper, 2004). They are defined not so much by their personal traits but instead by their goals (Cooper, 2004). Amongst the different tools that designers and researchers rely on (such as, personas, journey mapping, service blueprinting etc.) for this journal, Persona was chosen as the tool of choice. This is because of the emphasis on interacting with and learning from people that forms a core part of the participation process. **Personas can be a useful tool to help bring everyone on the same page and to open the conversation regarding people and their needs, within the walls of the municipality.**

### What is it?

In the booklet **the main goal behind having this tool, is to help the municipality to synthesize and understand the insights collected from the interviews with their stakeholders**. From literature we know that having the flexibility to let solutions evolve with local input (Webb R. et al, 2019) is fundamental to achieving true participation. For this reason, **personas can be helpful to communicate internally within a team, and can assist in guiding the decisions and evaluation of outcomes** (Chang, Lim, & Stolterman, 2008).

### How should it be used?

There will be multiple pages with this template of this tool in the book, so that the users can freely note down their thoughts about it (see Figure 66 & 67). **This tool can be filled individually or during a discussion with the team**. Either way the outcome of it is useful and can help to **generate a common understanding of the stakeholder between the project team**.

### Connection to Delfts Doen

This tool supports the steps of "Afspraken/Good agreement", "Deel/Share", "Toets/Evaluate" of the Delfts Doen framework. These steps are about understanding who is involved in the process and to what extent, while constantly being encouraged to share ideas, findings and bottlenecks experienced along the way.

# One tool for Humanizing needs

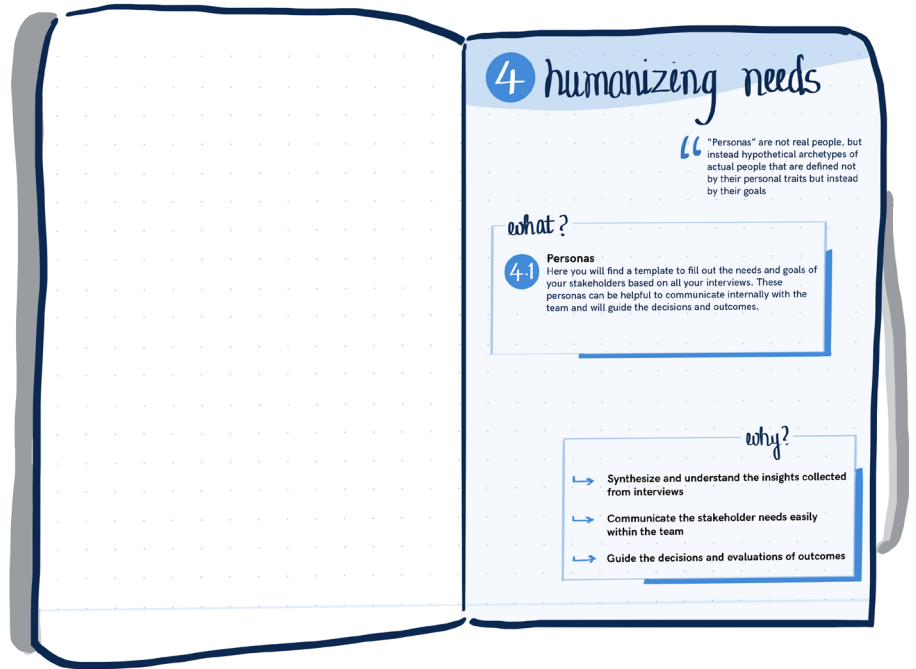


Figure 66. Humanizing needs  
Source - Author

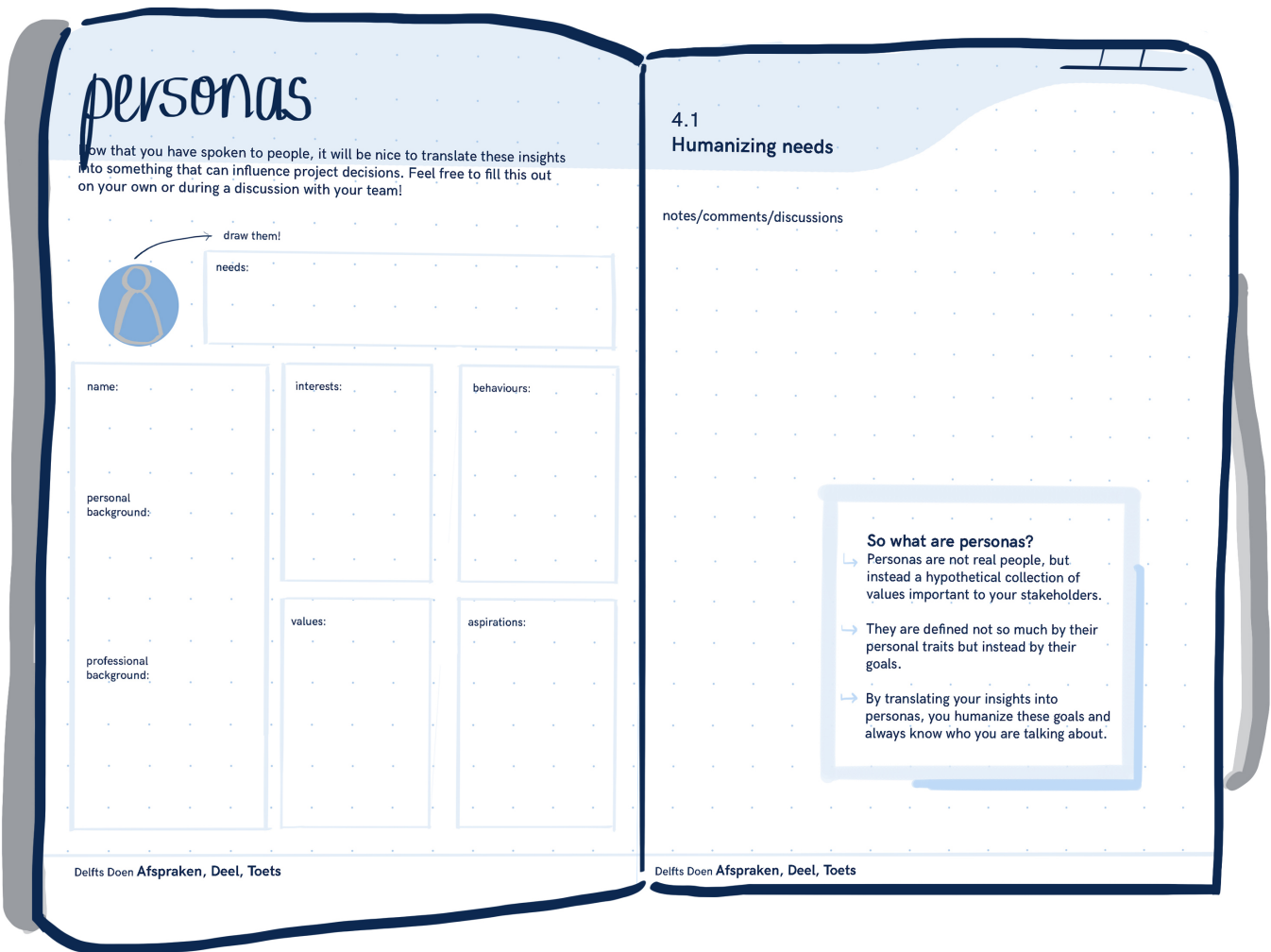


Figure 67. Golden rules for the art of interviewing  
Source - Author

# 15.5

## Reflect, reflect, reflect (Tool 5)

### Why this tool?

Baumer et al (2014) define reflections as moments of reviewing your past and ongoing experiences and putting them together in a way that helps you gain some insight into those experiences. **The goal of reflection is not always to increase self knowledge but it can also prompt the user to act upon the insights uncovered** (Baumer et al, 2014). From practical experience, the way of working of Inland design labs (refer section 4.7) highlights the importance of following a continuous cycle of learning and unlearning. Not just from the insights covered via research on the project, but also from the ups and downs of the process itself.

### What is it?

From the perspective of this journal, these **moments of reflection are meant to help the users to learn about their process – what is working well and also the pitfalls** – such that the participatory process can be iterated in a way that works well for everyone. In literature there exist many different models of reflection. For this journal, Rolfe's minimal reflective model has been used because of its simplicity and widespread use. This model is based on a cycle of three questions – **What? So what? Now what?** (Reed & Koliba, 1995). **These three questions work as a starting point for reviewing the experience and moving from reflecting on it towards making actual improvements to the process based on the learnings.**

### How should it be used?

This tool is **designed to prompt the users to reflect on the different activities** they went through during the course of the project (see Figures 68 & 69). By reflecting and sharing these reflections, these can be shared and better ways of working can be uncovered. Here the users are encouraged to upload their learnings to the app by scanning the QR code. It is encouraged for each person to reflect on their own first and then have a plenary session with the team to share learnings.

### Connection to Delfts Doen

This tool supports the steps of "Deel/Share" of the Delfts Doen framework. In this step a sharing of ideas, successes and bottlenecks experienced is encouraged.

# One tool for Reflecting

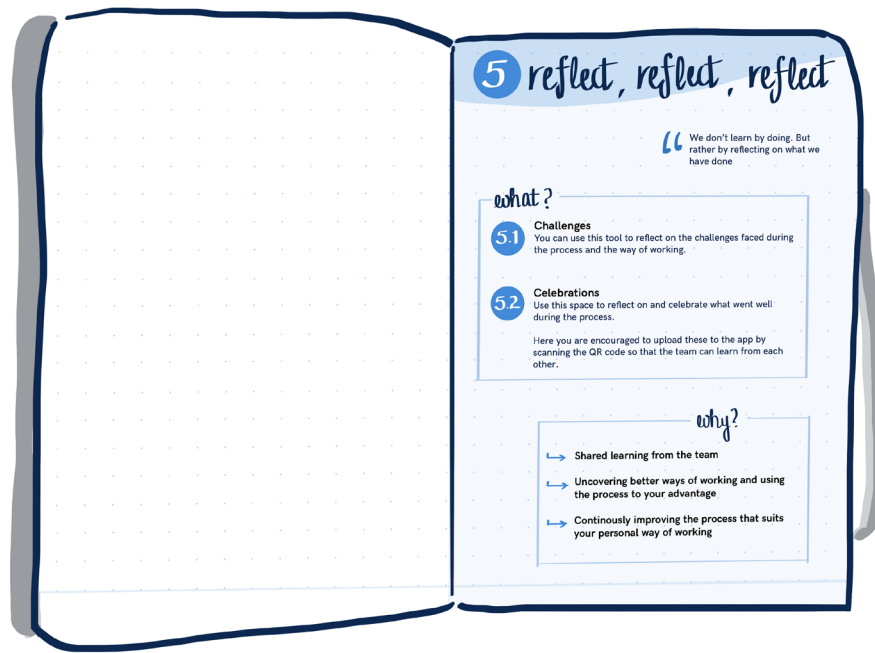


Figure 68. Reflect, reflect, reflect  
Source - Author

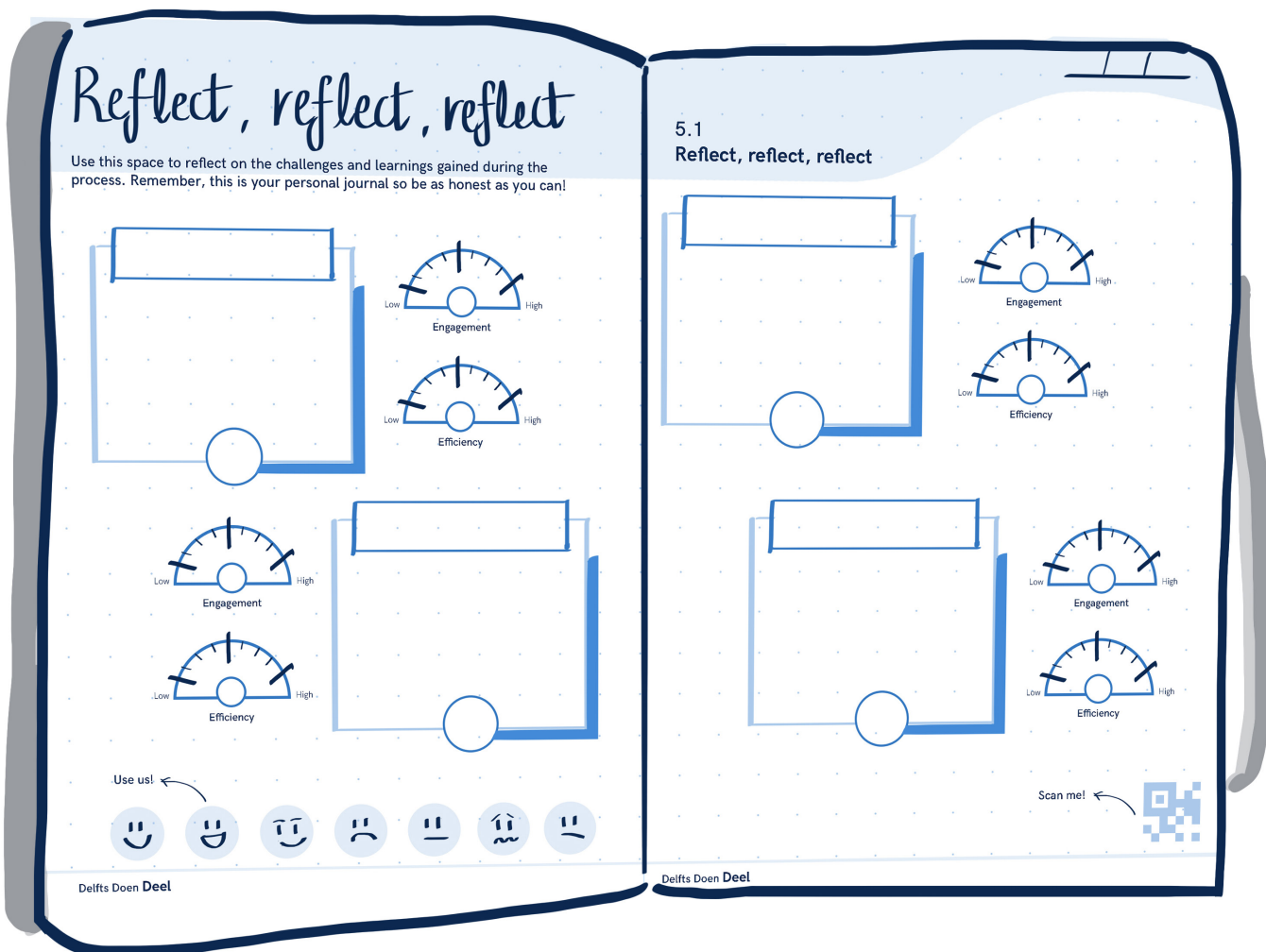


Figure 69. Tool for reflecting on the process  
Source - Author



# Mijn participatie dagboek

## Key Takeaways

1. The concept of a sensitizing participation journal for use by everyone at the municipality helps to address the problem of a lack in ability of the municipality to act on the framework of Delfts Doen.
2. It does this by providing concrete, actionable tools that support the different steps of Delfts Doen, such that the municipality feels confident about implementing the framework on their projects.
3. These tools are based on the insights gathered from the literature and field research conducted. From the analysis of research conducted it was seen that some core needs of the municipality are questioned as they try to take Delfts Doen from paper into practice.
4. These are the needs of "being fulfilled", "being responsible", "feeling capable", "being recognized" and "being respected". The reason these needs remain unfulfilled is because this lack of direction on how to act questions the capability and confidence of the municipality.
5. This journal is a growing concept and it will evolve based on the changing requirements of the municipality as well as their levels of comfort and confidence in using the participatory framework.
6. This means that there is a possibility to include more tools as well as to develop the existing tools in the journal over time, after observing how the journal is being used in the municipality over a considerable period of time
7. For the purpose of this project, the journal does not contain tools to support every step of Delfts Doen. However, in order to further grow this project, it is recommended to add tools that can support the framework from start to finish.



# Chapter 16

# Concept validation

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## Content

- 16.1 Validation metrics
- 16.2 Validation plan
- 16.3 Insights
- 16.4 Concept iteration

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*Great design is a multi-layered relationship between human life and its environment.*

—  
*Naoto Fukasawa*

### **What you will read**

In this chapter you will read about the process of validating the concept for this project, as well the findings from it. The chapter concludes by addressing the limitations of this validation process.

# 16.1

## Validation metrics

In this chapter the validation process of the concept of "mijn participatie dagboek" is described. The insights gathered from the validation that helped to iterate and refine the concept are presented, along with the limitations of the method used. This chapter paves the way for the final conclusions and recommendations for the future development of this project, which are described in the next and final chapter of the report.

### Goal of the project

The goal of this project is **to enable the municipality of Delft to apply a more participatory approach in their work and reduce the threshold of embracing participation in their daily way of working.** For this, the solution proposed is to create a sensitizing participatory journal that can support the implementation of the participatory framework of Delfts Doen at the municipality.

### Two topics for validation

To understand whether the concept of "mijn participatie dagboek" fulfills the goal, the two main topics that need to be validated are -

1. **To what extent does the solution of a participation journal address the gap** of lack in ability to act on participatory framework of Delfts Doen on the part of the municipality?
2. How well does the solution **fit into the current way of working of the municipality?**

### Referring back to the design goals

In order to validate whether these two points have been addressed by the proposed solution, **the design goals** (refer Chapter 12) **are used as a reference point.** Based on the design goals the questions were formulated to ask participants during the validation sessions (see Figure 70). These design goals and the pertaining questions are presented below.

#### 1. Empowerment

A feeling of empowerment by knowing how to act and where to begin.

##### Validation metric

For the concept to meet this goal it needs to **be clear and concrete in a way that on interacting with it, users know exactly what they are supposed to do and how to use it.**

##### Questions to validate

1. How well do the tools in the journal guide users in understanding where to begin their participatory process?
2. Does the journal guide the user to apply Delfts Doen on their projects?

#### 2. Confidence

A feeling of confidence by guiding them on how to use the framework.

##### Validation metric

For the concept to satisfy this goal **it needs to hold the hand of the user till a point where they feel confident to apply participatory frameworks on their projects.** This confidence is built when the users **gain a level of experience and feel comfortable to apply the concept to their process in a way which suits their needs and that of their projects.**

##### Questions to validate

1. How do the users think they would act on the tools provided in the journal?
2. How does the journal impact the users ability to use Delfts Doen on their project?

#### 3. Be informative

A feeling of being well informed by having clear actionable steps.

##### Validation metric

For meeting this goal, the chosen concept should have well defined actionable elements that all the people working at the municipality can **easily comprehend and use in their way of working** with Delfts Doen.

##### Questions to validate

1. Are the tools provided in the journal clear and how do they prompt users to act upon them?

#### 4. Be flexible

A feeling of flexibility to use it in a way that fits their current way of working.

##### Validation metric

To meet this goal the solution needs to fit into the existing routines of the municipality such that it can reduce the threshold of using the participatory framework. In other words, the concept **should allow structure but be flexible such that users can intuitively apply it to their process in a suitable way, once they reach a level of experience with the process.**

##### Questions to validate

1. How do the tools fit into the current way of working of the municipality?
2. What are the moments of opportunities to use such a journal in the daily way of working of the municipality?

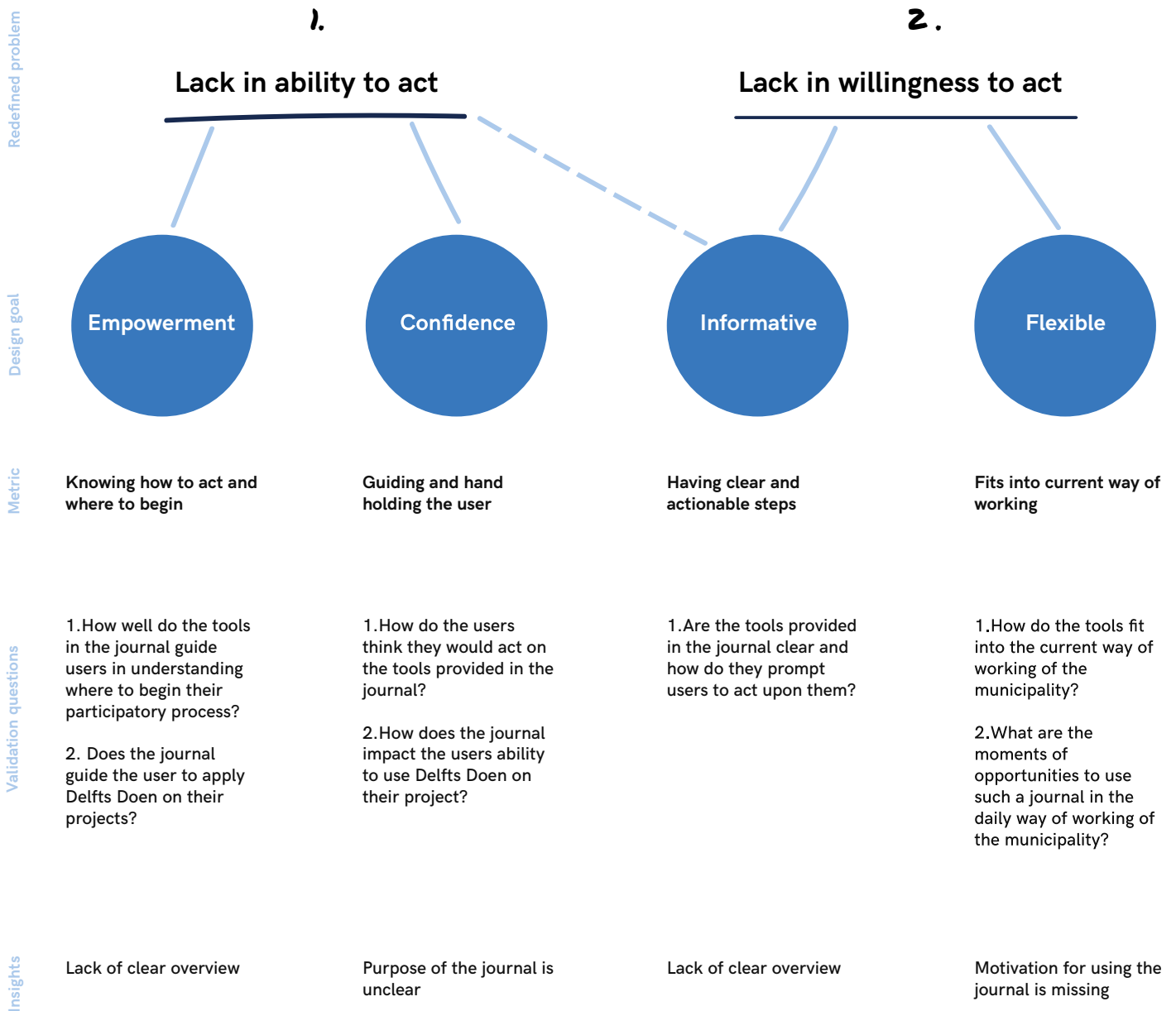


Figure 70. Overview of validation process  
Source - Author

## 16.2

# Validation plan

### Sample selection

For the purpose of this project, the **validation was conducted in the form of one-on-one sessions with two participants**. The **first participant, Irma Lauwers, works at the Municipality of Delft as an Omgevings manager** and was chosen because of her role in the municipality and her experience with using participatory approaches on her previous projects. The **second participant, Gerben Helleman, is the coordinator of Delft Tanthof living labs** which is a connector between the municipality of Delft and three knowledge institutes (Delft University of Technology, The Hague University of Applied Sciences, Inholland University of Applied Sciences). He was approached to be a participant in this study because of his experience in connecting the municipality with the Tanthof neighborhood.

### Method

During the interviews, **participants were presented with a printed copy of the journal and asked for their feedback on it**. The questions mentioned in section 16.1 were used as prompts in order to validate the concept. Both the sessions were audio taped and transcribed. A conscious effort was made to keep the questions at a conceptual level, to avoid getting feedback regarding the visual style but instead **focus more on the fit of the concept for the problem of reducing the threshold of the municipality to work with the participatory framework of Delfts Doen**. This was done because for this concept to solve the problem of a lack in ability of the municipality to act on participatory frameworks, it is more **important to understand whether the journal works as intended for the users**.

Due to her interest in the project, one of the participants decided to show the journal around to her colleagues. Later she sent me some feedback from her colleagues via email. Since this feedback was shared with me remotely, I do not mention this as a part of my validation plan. However, the insights received were extremely valuable and I will mention them in the following sections of this chapter.

### Limitations and recommendations of the method

For the validation conducted on this project, **the tools in the journal were not tested on the field**. Rather the journal was shown to participants and their feedback in the form of a one-one interview was captured. While the insights received from this set-up were valuable and assisted in iterating the concept, I found that this was not the ideal validation set-up for this project. Hence, this is also stated as a limitation of this study.

The ideal conditions to validate this project would be to **observe how the journal is being used in practice by the municipality over a considerable period of time and conduct in-depth sessions with the municipality during**

**this period**. This period of time should be at least over the span of two different projects, since this is expected to be enough time to gauge the experiences derived from using the journal, such that it can be clearly identified whether the journal helped in solving the lack in ability of the municipality to use Delfts Doen on their projects. The sessions with the municipality will help to understand the question "To what extent does the solution of a participation journal address the gap of lack in ability to act on participatory framework of Delfts Doen on the part of the municipality?". By observing the journal in use we can address the question of "How well does the solution fit into the current way of working of the municipality?".

However, **given the time constraints on this project it was not possible to achieve this condition**. Therefore **this project is considered to be a step forward towards making the municipality feel confident and capable of working with participatory frameworks**. Thereby paving the way to make participation a part of their culture. **To develop this project further a long term validation approach is recommended**.

# 16.3

## Insights

Here I present the main insights derived from the two interviews based on the different design goals that they relate to.

### 1. Lack of a clear overview

A clear overview on the contents of the journal were missing. A remote participant mentioned, **"I find the chapters behind the overview sheet with the five steps somewhat confusing.** I think this is mainly because the Insight gathering heading cannot be traced to the overview sheet with the 5 steps. But that may also be because the set of leaves is not in order and there are no page numbers on it."

### 2. Purpose of the journal is unclear

The overall idea of the concept was met with positivity. However, the motivation for using it was unclear. Irma Lauwers, Omgevingsmanager at the municipality said **"It looks nice and the idea is fun. But I miss the purpose of using the journal,** it resembles duplication, and seems more a notebook than transferable at this point. **I need to know what will be the outcome of using these tools."**

**It looks nice and the idea is fun. But I miss the purpose of using the journal. I need to know what will be the outcome of using these tools.**

—  
Irma Lauwers  
Omgevings Manager

### 3. Motivation for using the journal is missing

Gerben Helleman, coordinator of Delft Tanthof living labs, stated that he lacks orientation on why he should use the journal. He said, **"The journal now has a fitting what and how. But I am missing the why."** He mentions that people at the municipality might have a different starting point and that makes it **important to orientate them to how the journal fits their process.**

### 4. Fit with the current way of working of the municipality is missing

The idea of incorporating tools within the format of a journal was understood and seemingly easy to use. However, the **link to the current process of the municipality is missing and should be made more explicit.** A remote participant mentioned, "The five steps sound logical to me, these are mostly steps that are also in existing methods. Whether or not under a different name."

**The journal now has a fitting what and how. But I am missing the why.**

—  
Gerben Helleman  
Coordinator Tanthof living labs



# 16.4

## Concept iteration

**The iterated version of the concept is already presented in Chapter 15.** Here I mention the different iterations made to the concept based on the insights derived.

The goal of this project is to encourage the municipality to apply a more participatory approach in their work and reduce the threshold of embracing participation in their daily way of working. For this reason the concept of "mijn participatie dagboek" should meet the four design goals of - empowerment, confidence, being informative and flexible.

From the insights gathered, it is seen that **the main point of concern for the journal is a lack of clear motivations and reasons to encourage the use of it.** This lack can prevent users from using the journal as a part of their daily work, which in turn prevents us from solving the first fold of the problem definition which is to solve a lack in ability of the municipality to act on participatory frameworks. For this reason iterations were made to the concept. (For the final concept refer Chapter 15).

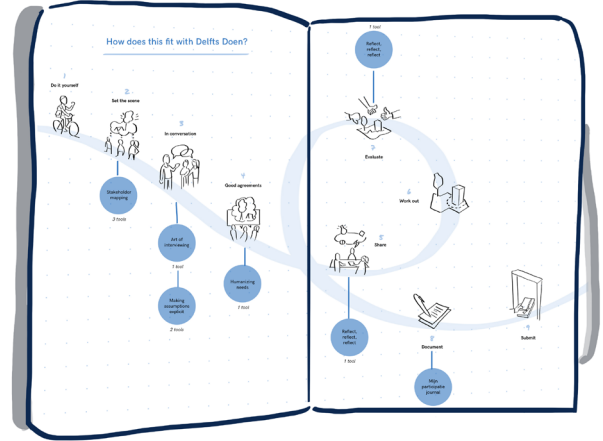
**Insight - Motivation for using the journal is missing**



**Iteration - Introduction pages for tools**

A page before each tool to explain what it is and why you should use it. In other words, what is the expected outcome of using the tools.

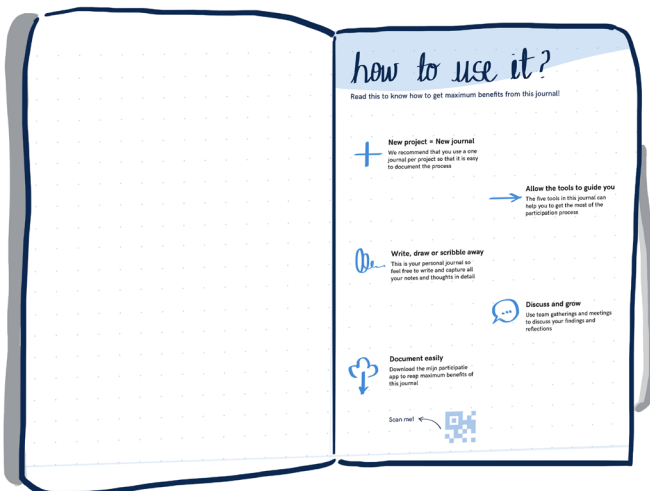
**Insight - Fit with the current way of working of the municipality is missing**



**Iteration - Fit of the tools with Delfts Doen**

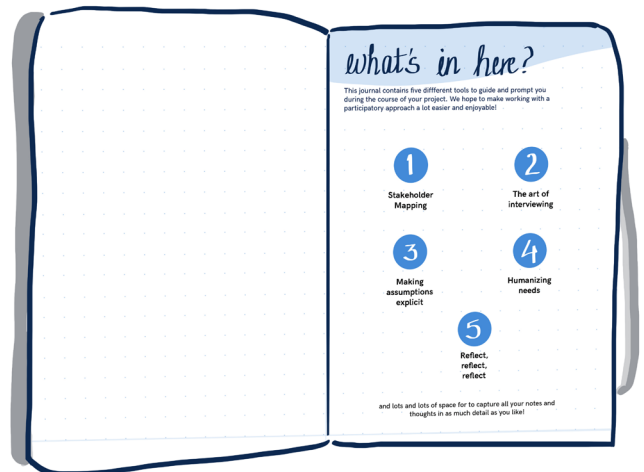
A page which explains how the tools work in combination with the current framework being used in the municipality

**Insight - Lack of clear overview**



**Iteration - Guiding page**

A page which explains the process of using and personalizing the journal for each user



**Iteration - Contents page**

A page which explains what you can expect to find in this journal

# Chapter 17

# Conclusions

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## Content

- 17.1 Limitations and recommendations
- 17.2 Contributions
- 17.3 Personal reflections
- 17.4 Sources

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*There is no real ending. It's just the place where you stop the story.*

—  
*Frank Herbert*

### **What you will read**

This is the last chapter of the report. Here I present to you the limitations, recommendations and contributions of this project to the academic and practical world. This chapter and report ends with some personal reflections experienced during the course of this thesis.

# 17.1

## Limitations and recommendations

This is the last chapter of the report where I conclude the journey of this thesis. I present the limitations and recommendations for the future development of this project. As well as mention the contributions to literature and practice as identified during the course of this project. This chapter ends with a reflection on my personal experience during this thesis.

### Limitation with validation

One of the main limitations identified for this project has been the validation of the final concept of "mijn participatie dagboek". The recommended ideal condition to validate this project would be to **observe how the journal is being used in practice by the municipality over a considerable period of time** (at least over the span of two different projects) such that it can be clearly identified whether the journal helped in solving the lack in ability of the municipality to use Delfts Doen on their projects.

### Limitation with tools proposed

The final outcome is a growing concept which will evolve once the use of the journal is observed in practice. For this reason one of the limitations of the concept is that it does not contain tools for each one of the nine steps of the Delfts Doen framework (see Figure X). It is expected that after a more detailed cycle of validation as mentioned above, tools can be modified and added as required.

### Limitations of process

This project was not done using participation as part of the process, but rather with the intention of having a participatory design tool as its outcome so that it can facilitate a participatory process for the stakeholders. For this reason, not many participatory sessions were organized with stakeholders during the course of this project. However **in the future having these sessions would be valuable to develop the concept further.**

### Recommendation to the concept

One of the recommendations to the concept during the validation was that it could also **include a way to help the municipality decide which projects require a complete participation approach and which don't.** While this is definitely a gap and opportunity of the current situation, it was not within the scope of this project to explore this aspect. However, in the future to address the second fold of the problem of enabling the municipality to embrace participation as a part of their culture, this is a point that should be addressed in order to make a more comprehensive end to end solution.

### Recommendation to the municipality

From all the research and understanding I gained into the municipality and their way of working over the past few months I can conclude that while the municipality is equipped to embrace participation by means of having a framework and supporting tools in place (as proposed

by my project), they are still not ready to make it a part of their culture. There are certain insecurities and fears embedded within the general mindset of the municipality, such as a "fear of being vulnerable" and open, and a fear of "people being unhappy with their decisions". For this, **first hand experience by engaging with people as often as possible, would help them break out of their shell.** Once they see that engaging with people is not "scary" they will be more open to involve them in different moments and in different capacities on their projects. **Eventually the municipality needs to find the right balance while using participation in a way that works for them and for the benefit of the city and its people.**

# 17.2

## Contributions

### Contributions to new knowledge

This research set out to investigate how the municipality can be more participatory in their approach. How they can design with people of the city and involve them in their processes.

The findings of this thesis help to see the barriers the municipality faces in achieving this. We know that contrary to what may appear on the surface, the real problem for the municipality of Delft is not that they don't have a participatory framework that can be used, but rather of a lack in abilities and guidance to apply these frameworks to practice. We learn that the core needs of the municipality are not being met when they are asked to apply participation on their projects, resulting in resistance to embracing participation and engagement of people in their process.

As mentioned by Alves (2013) **the challenges with participatory design lie in the adoption of a new mindset within large organizations such as municipalities** (refer section 4.6). This is because a participatory mindset strongly challenges the existing power structure and hierarchy within an organization. Therefore **the findings of this thesis contribute to this knowledge by building on how these challenges can be overcome by uncovering the core needs that must be fulfilled for people working in such organizations as municipalities.**

### Contributions to practice

The participatory journal ("mijn participatie dagboek") is intended to contribute to design practice by sensitizing people at the municipality towards a new, more participatory and inclusive way of working with the intention of making them feel confident and empowered to use participatory frameworks. There exists a few other tools and platforms which help with the decision making about participation on projects. However, these are generic in nature and not modeled specifically to fit the way of working for the municipality of Delft.

The aim of developing this journal is to eventually pave the way towards embracing a culture of participation within the municipality, by sensitizing them and making them feel capable of working with these frameworks. This would help to arrive at the intended future vision of a "full participatory society" as stated by Dutch King Willem-Alexander.

This topic and the findings of this thesis also **contribute to the field of design and design education by highlighting the need to sensitize public organizations like the municipality towards a more people-centered approach in their work.** What this shows is that there is an **evolving role for strategic designers in the public sector.** As well as the demand and respect for designers in the public sector is growing. This is seen from the rise of professions

such as "social designers", "social innovators", "social transformers". In my opinion this is a big step forward for the field of design, where designers can go beyond designing conventional product-service systems. However, that being said, the education provided to designers needs to evolve as well, in order to train them to handle the complexities of designing for the public sphere.

## 17.3

# Personal reflections

I would like to end this report by reflecting on the journey of this project and my personal growth during this journey. While I am proud of the process I went through, I observed certain characteristics of myself as a designer during my moments of reflection that I will share here.

I found that for me the most interesting phase of the project was the field research. Which is why I spent a lot of time going over all the data I collected through the interviews and discussions I had with the stakeholders. While immersing myself in the lives of the users was exciting and interesting, what it resulted in was a lot of time spent in analyzing and reanalyzing the data. This made it difficult for me to step out of the research phase because I had found my comfort zone there. This showed me that I consider research to be one of my strong skills as a strategic designer.

For this very reason, I find that the research and analysis part of the project are more detailed, while the ideation and validation parts lack as much detail and could benefit from spending more time on it. If I were to do this project again, I would plan for a more extensive validation phase which would hopefully result in a more robust and concrete solution.

It was one of my personal learning goals to experiment with new frameworks on this project. For this the framework I chose at the beginning itself was Frame Innovation by Kees Dorst. During the project trying to find the right moment to draw inspiration from this method resulted in a lot of moments of uncertainty where I did not know how to proceed. However, eventually with the help of my supervisors and other professors/researchers at the faculty I managed to find the balance between using my innate design process and compliment it with the steps from the Frame Innovation method.

One of the biggest challenges as well as victories of this project, is the completion of this report! While writing an extensive thesis report such as this one it is very easy to get lost in the process. A big point of learning for me here was knowing how to make my thoughts and process explicit in a concrete and easily understandable way for the readers. I observed that I tend to work in a more intuitive manner and sometimes this results in a loss of information from my mind to the paper. A trick that worked for me while writing this report was to think of it as a conversation and put everything down, and then later editing the text to make it more coherent.

In the end, this project is the outcome of six intensive months of working, failing, learning and growing and I am proud of it. I hope you have enjoyed reading it!

# 17.4

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*We shape cities, and they shape us.*

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*Jan Gehl*