

Designing Private Organised Participation by Optimising Market Initiatives

P5 Research report

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Preface

This master thesis marks the end of my MSc program in *Management in the Built Environment* at *Delft University of Technology*. The research into *Kijk op de Wijk* has offered me a new perspective on the possibilities and role of participation in urban area development. It broadened my understanding of how citizen involvement can be shaped within a professional development context.

The journey has been highly educational, though not without its moments of stress, and I look back on it with satisfaction. Fortunately, I was able to rely on the valuable support of my mentors throughout the process.

I would especially like to thank *Fred Hobma* and *Gerard van Bortel* for their academic guidance at TU Delft. I am also grateful to *Mo Sedighi* from VORM for providing the opportunity to carry out this research and gain practical experience in an innovative development environment.

This thesis represents a meaningful conclusion to my master, and I am proud of the path I have taken to reach it.

Ties de Boer

Delft, June 2025

Abstract

The Environment and Planning Act (EPA) places a strong emphasis on citizen and stakeholder participation in area developments. Developers are encouraged, and in some cases required, to organize participation efforts prior to applying for permits or zoning changes. However, due to the EPA's deliberately flexible framework, many developers face uncertainty in meeting participation expectations. In response, they are exploring and optimizing new methods. One such initiative is *Kijk op de Wijk* (KodW), a market-based participation tool that leverages digital means. The practical use of digital tools in participation processes remains relatively underexplored, this study investigates the following question: ***How can developers use Kijk op de Wijk as a Private Organised Participation in area developments under the Environment and Planning Act?***

The research adopts a qualitative approach, combining literature and document review with interviews, a case study on the development project *The Kaai*, and validation through an expert panel. The findings suggest that KodW holds conceptual potential as a POP method, particularly in its ability to reach a wide audience through digital platforms. However, practical challenges persist, including the need for better internal integration and strategic deployment. Aligning expectations among stakeholders and establishing a clear plan that combines both physical and digital tools is essential for successful implementation.

This thesis offers concrete recommendations for enhancing KodW so that it can be more easily integrated into the development process and more closely aligned with EPA requirements. Ultimately, such improvements can make participation more accessible for developers and help shift it from a legal obligation to a valuable standard practice.

Keywords: Kijk op de Wijk, private organised participation, Environment and Planning Act, municipal frameworks, balance of interests, area development

Abbreviations and terms

Abbreviations	Description
BF	BuurtFormule (step 3 in Kijk op de Wijk)
BPa	BuurtPanel (Step 4 in Kijk op de Wijk)
BPe	BuurtPeiling (Step 2 in Kijk op de Wijk)
BVV	BuurtVisieVormer (Step 1 in Kijk op de Wijk)
EPA	Environment and Planning Act (Omgevingswet)
POP	Private Organized participation
KodW	Kijk op de Wijk
Terms	Dutch translation
Views	Zienswijzen
Environment Plan	Omgevingsplan
Environment Ordinance	Omgevingsverordening
Water Board Ordinance	Waterschapsverordening
Environmental Permit	Omgevingsvergunning

Executive summary

Introduction

In recent years, spatial development projects in the Netherlands have increasingly faced delays due to formal objections and community resistance. One-third of projects experience delays for this reason, while 83% of municipalities report related challenges (Zonneveld, 2024). This has brought renewed attention to public participation as a key strategy to build support and reduce legal pushback. In this context, the Environment and Planning Act (EPA), presents both an opportunity and a challenge. While the EPA formally integrates participation into spatial planning procedures, it leaves much of the process deliberately undefined, especially for privately led projects. This flexibility allows for tailored approaches but also creates ambiguity in execution.

For private developers, who are now often required to initiate participatory efforts as part of their permit applications, this has introduced a new layer of responsibility. Participation is no longer the sole domain of public institutions; instead, developers are expected to engage meaningfully with stakeholders and residents from the outset. There is a growing need to examine practical applications of participation methods that can facilitate more inclusive and effective engagement. Especially the methods which make use of digital tools are relatively understudied.

Kijk op de Wijk (KodW), a digital participation methodology developed by VORM, is one such initiative. Designed to collect and interpret public input through a structured, data-driven process, KodW aims to help developers meet EPA requirements while adding value to their planning outcomes. This thesis investigates the use of KodW as a Private Organised Participation (POP).

Research Aim and Question

This research explores KodW as a practical example of Private POP within the framework of the EPA. It aims to evaluate the viability and effectiveness of KodW as a structured, digital tool for early stakeholder engagement in spatial planning. By doing so, the study seeks to offer valuable insights into how private actors can design legally compliant and meaningful participation processes. In addition to informing the broader discourse on participatory planning, the research supports developers in understanding KodW's potential, assessing its real-world performance, and enhancing its applicability in area development projects under the EPA.

The central research question addressed in this study is: **How can developers use Kijk op de Wijk as a Private Organised Participation method in area developments under the Environment and Planning Act?**

To answer this main question, there are four sub-questions:

1. SQ1: What are the characteristics of Kijk op de Wijk compared to traditional participation methods?
2. SQ2: What are the results of using Kijk op de Wijk in practice?
3. SQ3: What challenges arise when implementing Kijk op de Wijk?
4. SQ4: How can Kijk op de Wijk be improved?

These questions guide the analysis of KodW from both a theoretical and empirical perspective. By answering them, this thesis contributes to a broader understanding of how private participation tools can be designed and deployed to align with evolving legal and societal expectations for urban development in the Netherlands.

The conceptual framework provides a structured overview of the key components and relationships in this study. It shows how the digital participation tool KodW, the EPA, and POP are connected through the main research question and four sub-questions.

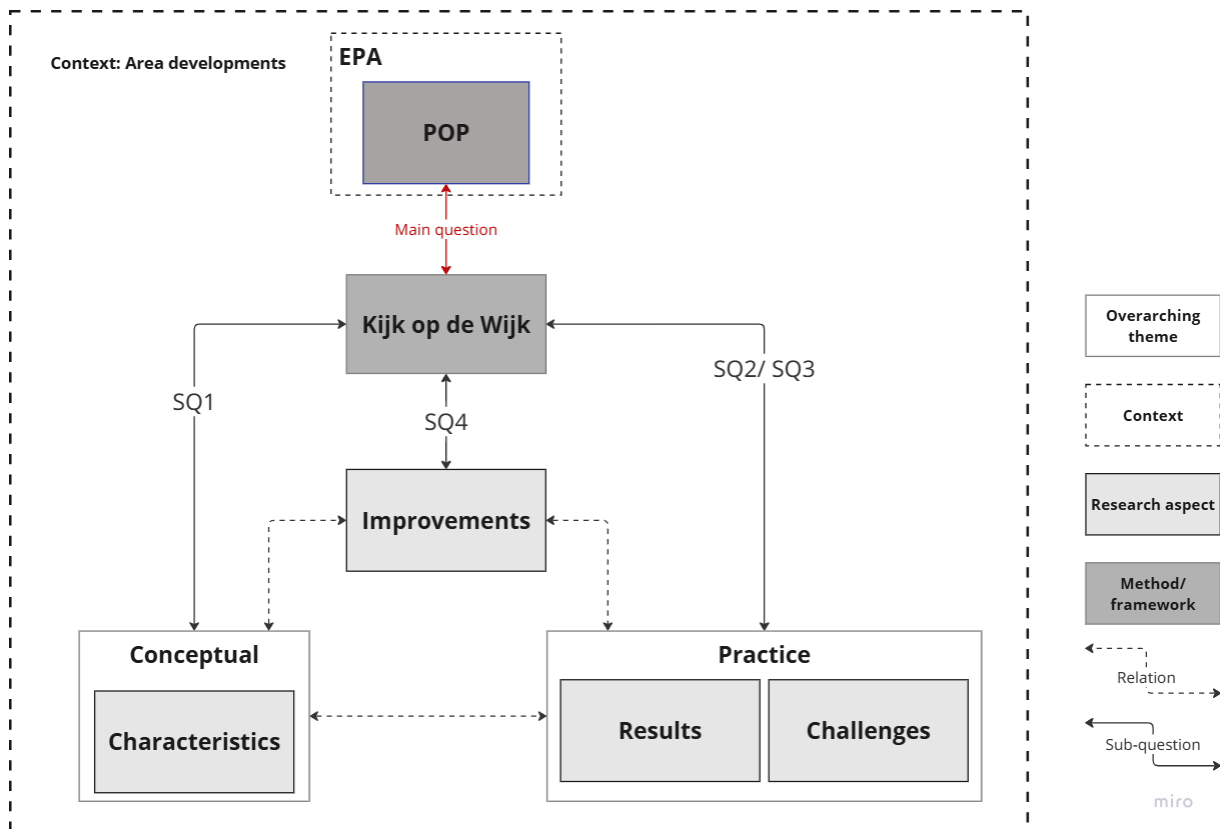


Figure a Conceptual framework. Created by author using Miro.

Methodology

This study adopts a qualitative exploratory approach to investigate KodW. Given the limited availability of prior data, the research aims to deepen understanding of KodW's structure, practical application, and potential for improvement. A deductive research strategy is used to evaluate how the method aligns with existing theoretical frameworks and practical demands. This qualitative approach enables a detailed analysis of how KodW's various components function together and how it operates as a strategic tool within participatory planning processes.

The research consists of a theoretical and an empirical component. The theoretical part provides the conceptual foundation for the empirical analysis. It is based on a literature review of key topics, including the EPA, participation practices, the KodW approach, and relevant municipal frameworks.

The empirical component addresses the main research question and its four sub-questions using a combination of data sources and methods. Sub-questions 1 and 2 are addressed through a review of literature and internal documentation, supplemented by interviews. Sub-question 3 builds on the findings of the first two sub-questions, with further insights drawn from in-depth interviews. Sub-question 4 primarily relies on interview data and is subsequently validated through an expert panel. To maintain a focused scope, specific selections and case boundaries were established prior to addressing the sub-questions.

Data collection involved both primary and secondary sources. Primary data was gathered through semi-structured interviews and an expert panel. Secondary data included internal documents from VORM, academic literature, and other relevant datasets. Materials were selected to provide both conceptual background and practical examples, with a particular emphasis on The Kaai case, participatory methods, and the KodW tool.

Two types of semi-structured interviews were conducted: one exploratory interview for sub-question 1 and six in-depth interviews covering sub-questions 2, 3, and 4. Interview participants were selected for their diverse roles and relationships to the KodW method, allowing for a broad range of perspectives. The findings and

proposed improvements generated through the study were validated in an expert panel session held at the end of the research process.

To analyse the collected data, a combination of deductive coding, thematic and comparative analysis, and qualitative content analysis was employed. This methodological approach allowed for a systematic and nuanced interpretation of the findings, contributing to an informed assessment of KodW's effectiveness and applicability within the framework of the EPA.

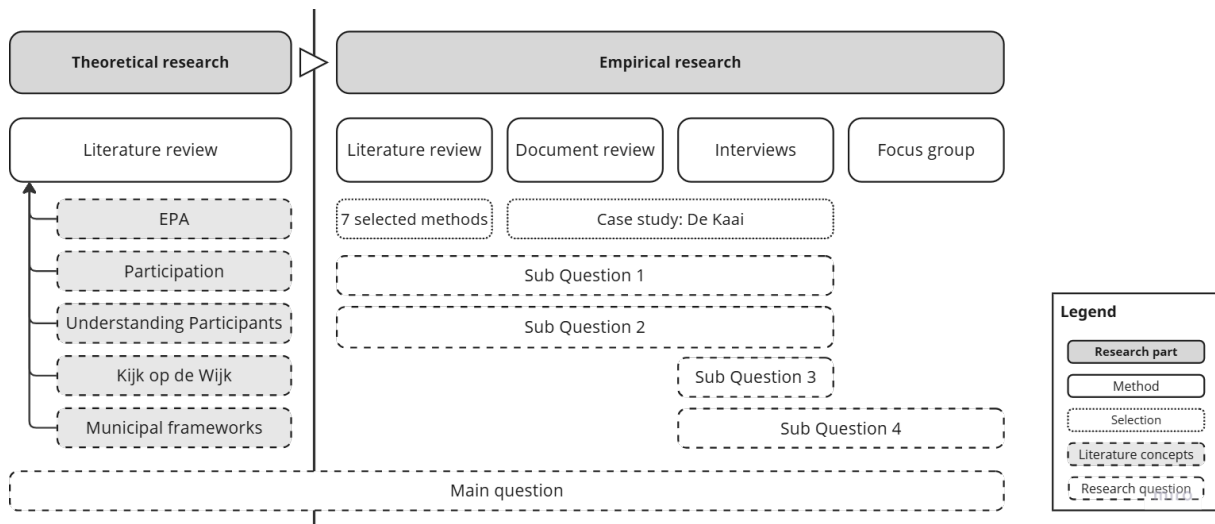


Figure b Research design. Created by author using Miro.

Kijk op de Wijk

Kijk op de Wijk (KodW) is a digital engagement method developed by VORM, a Dutch developer and contractor active in residential and area developments. KodW consists of three phases and four sequential tools: Buurtvisievormer, Buurtpeiling, Buurtformule, and Buurtpanel (see figure c).

Phase 1: Mapping and Validation Phase 1 includes two tools:

1. Buurtvisievormer: Developers analyse public data (e.g., CBS) to identify strengths and opportunities in a neighbourhood. This tool is only used by the developer.
2. Buurtpeiling: The findings are validated through resident feedback via an app. Residents respond to targeted statements related to the themes. This tool ensures the analysis is grounded in local perceptions and highlights which aspects need improvement or are considered strengths. This app is intended to be used by the residents to validate the data.

Phase 2: Translating Needs into Design:

- Buurtformule: Based on the outcomes of Buurtpeiling, the developer selects appropriate design tools to address areas for improvement. Tools are selected based on the local context and liveability goals. This tool is used by the developer to connect the needs of the residents to the physical design measures, which will be used in the BuurtPanel.

Phase 3: Resident Decision-Making

- Buurtpanel: Residents participate in an interactive, gamified app where they allocate a fictitious budget across design choices (e.g., greenery vs. parking). This game helps prioritise preferences and makes trade-offs visible. The results feed directly into the planning process and can be shared with the community in follow-up sessions.

KodW enables resident involvement at multiple stages, using both data-driven analysis and interactive engagement tools. Its digital format, particularly in Buurtpeiling and Buurtpanel, supports broader reach and flexibility in implementation.

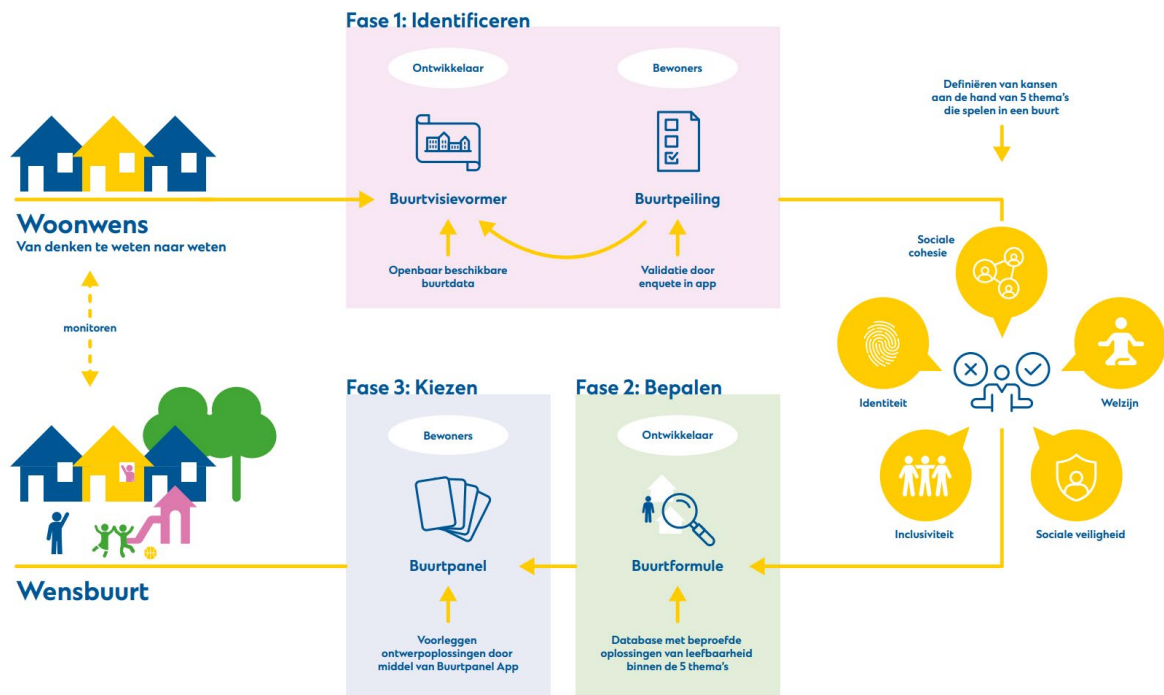


Figure c Infographic Kijk op de Wijk (Van Woonwens Naar Wensbuurt, Kijk Op de Wijk, 2025)

Key Findings

Figure d presents patterns identified in the research, revealing how different characteristics of participatory methods interact. These patterns demonstrate how specific characteristics interact and influence each other across the methods.:

- (-) Greater room for participant input may reduce accessibility.
- (-) Broader engagement can lower overall effectiveness; more influence can hinder reaching wider audiences.
- (+) Increased participant input tends to enhance effectiveness.
- (++) Greater participant influence allows for more expression and negotiation.
- (0) Higher citizen influence does not necessarily lead to higher effectiveness, contradicting theoretical expectations.

Pattern matrix	Participation level & influence	Formats & techniques		Stakeholders involved	Effectiveness & impact
		++	+	-	0
Participation level & influence	N/A	++	-	0	
Formats & techniques	++	N/A	-	+	
Stakeholders involved	-	-	N/A	-	
Effectiveness & impact	0	+	-	N/A	

Figure d Pattern matrix. Created by author using Miro.

In the radar diagram in Figure e, KodW is positioned as an average method, particularly in participant influence, accessibility, and overall effectiveness. While the platform allows for wide engagement, ultimate decision-making remains with the initiators, placing it within placation-level participation. KodW’s digital design integrates gamification, data validation, and analytical tools, improving accessibility and structuring participation. However, statistical analysis revealed a negative pattern between digital formats and stakeholder involvement, suggesting potential exclusion of participants with lower technological proficiency.

KodW scores highly in stakeholder inclusion, particularly among underrepresented groups. Yet, findings indicate that broad inclusion can reduce effectiveness due to challenges in building consensus. Despite this, KodW maintains an above-average effectiveness score, demonstrating its ability to balance inclusivity with structured engagement. A weak positive pattern between participatory formats and effectiveness suggests that while KodW is not the most impactful method, it contributes meaningfully to organised and predictable participation processes.

The case of the Kaai project provides insight into how KodW performed in practice. While the conceptual ambitions of the tool were clear, its practical contributions varied:

- **BuurtVisieVormer** effectively mapped local characteristics and themes. However, these insights were not sufficiently integrated into the participatory design process.
- **BuurtPeiling** was used internally to validate assumptions and refine survey design. Though not made public, it supported tool development and procedural reflection. Its earlier implementation could have increased its relevance.
- **BuurtFormule** played a technical role in linking BuurtPeiling to BuurtPanel. While invisible to users, it was essential for maintaining workflow efficiency and structuring content.
- **BuurtPanel** reached a wide audience but suffered from low response rates and limited strategic integration. Due to rushed implementation and minimal promotion, it had little impact and was excluded from the final participation report.

Two main categories of challenges emerged in the application of KodW. First, implementation-related challenges involved strategic, procedural, methodological, communicative, participatory, and content-related factors. Strategic and process-related issues were most pressing, particularly the absence of clear coordination and planning. These foundational weaknesses undermined transparency, outreach, and the integration of participation outcomes.

Second, challenges in balancing stakeholder interests were tied to municipal participation frameworks, which require early dialogue, transparency, mutual trust, and shared decision-making. When these principles were not met, meaningful participation became difficult. Misaligned roles and expectations—such as municipalities acting as facilitators of public interest, while developers focus on project delivery—further complicated collaboration. Without early and consistent communication between stakeholders and the community, participatory efforts remained fragmented and limited in their effectiveness.

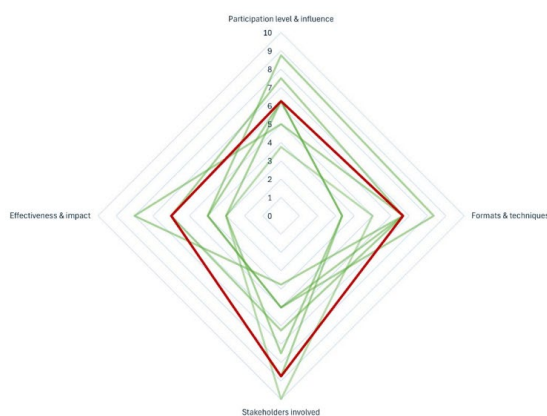


Figure e Combined radar diagrams. Created by author.

Proposed Improvements

The expert panel confirmed the relevance of the proposed improvements to KodW and emphasized the need for stronger integration and practical feasibility. Panelists noted that many of the suggested improvements are interdependent and must be treated as part of a cohesive approach rather than isolated interventions. Key challenges discussed, such as unclear timing, limited procedural guidance, and difficulties in embedding KodW within existing project structures, directly informed the refinement of the final improvements.

Two main improvement areas emerged in response. First, to support clearer integration into development processes, the internal structuring of KodW must be strengthened. This includes defining when and how each tool is used, particularly in early phases, and standardizing participation scenarios to promote consistency and reduce uncertainty for developers.

Second, enhancing participant engagement was identified as essential. The panel reinforced the need for combining digital tools with physical interaction to enhance deeper dialogue. Ensuring accessible contextual information and transparent communication of results, particularly around areas of actual influence, will improve both inclusivity and trust.

In sum, the panel's input validated the direction of the proposed improvements and highlighted the need for better alignment between methodology, project workflows, and stakeholder dynamics. The resulting refinements aim to make KodW more structured, transparent, and responsive to both developer practices and participatory ambitions under the Environmental and Planning Act.

Conclusion

Developers can use KodW as a viable method for privately organised participation under the EPA, but this requires more than simply applying its tools. KodW must be strategically embedded into the full development process. Developers should define roles, coordinate early with municipalities, and establish a clear participation plan that incorporates both digital and physical methods. Transparent communication, timely feedback, and inclusion of multiple perspectives are key. KodW can help meet EPA requirements, but only if developers view participation as a continuous, relational process rather than a one-time data collection effort.

In practical terms, this means starting with the BuurtVisieVormer in the preparation phase to identify key themes and social dynamics. The insights gained can shape the participation plan and inform communication strategies. The BuurtPeiling and BuurtPanel can then gather input from a wider audience, while in-person activities ensure feedback, dialogue, and accountability. Although the BuurtFormule functions as a technical backend, its legitimacy increases when stakeholders are offered an opportunity to validate or reflect on its outputs. Developers must also ensure transparency in how input is interpreted and integrated into the design, and communicate clearly about where participants can and cannot influence decisions.

KodW becomes most effective when its tools are used not in isolation, but as facilitators of interaction and collaboration. When strategically applied, KodW provides developers with a practical and legally compliant framework for engaging communities, managing expectations, and legitimising decisions in spatial development. The strength of KodW lies not only in its structure and scalability, but in its potential to support developers in fulfilling their participatory responsibilities under the EPA while also enhance a more inclusive and informed area development. It is therefore crucial that developers look beyond the technological aspect of KodW and focus on embedding it within a comprehensive process that actively involves all relevant stakeholders. In doing so, KodW can become a valuable asset in creating participatory area developments that reflect local values, mitigate conflicts, and improve the quality and legitimacy of spatial plans.

Recommendations

To strengthen the application of KodW as a method for privately organised participation under the EPA, the following recommendations are proposed.

Method: Strategic Use of Digital and Physical Participation Tools

1. Emphasize the digital strengths, but do not neglect physical interaction
2. Use the BuurtVisieVormer primarily as an internal strategic instrument
3. Use the tools as a means of support, not as an end in themselves

Process: Internal Clarity and External Coordination

1. Establish a shared participation strategy from the outset
2. Promote transparency to build trust
3. Clearly position KodW within the development process

Balance of Interests: Stakeholder Engagement and Documentation

1. Ensure a comprehensive and transparent consideration of all interests
2. Prioritize active engagement over passive data collection

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Section 1 Introduction

1.1 Problem statement

In recent years, growing numbers of objections have delayed spatial development projects in the Netherlands. One-third of these projects face delays due to formal objections, with 83% of municipalities reporting related challenges (Zonneveld, 2024). These objections lead to cost overruns and delays for all stakeholders. While participation is often seen as a way to reduce such resistance through early engagement (Fokkema & Zandvliet, 2024), its value also lies in improving decision-making, legitimacy, and societal acceptance.

The EPA aims to strengthen participation but does so with limited specificity. It requires participation only for "outer physical plan activities" and remains optional for projects within an existing environmental plan (Informatiepunt Leefomgeving, 2024e). Even when mandatory, the EPA only requires participation to be conducted and results to be reported, offering no guidance on its scope, depth or execution. While this flexibility allows for project-specific tailoring, it also introduces ambiguity and uneven implementation.

As a result, developers tend to take a cautious, minimal approach. High public expectations, coupled with vague legal requirements, can lead to superficial engagement and public disappointment (Hollanders et al., 2024). Participation is sometimes treated as a "tick-off" obligation, lacking the depth needed to build support or reduce objections. Although there are calls for clearer guidance (Bouwhuis & de Gruyter, n.d.), the EPA's open-ended nature leaves responsibility with initiators to define the process.

Beyond ambiguity, participation also faces practical challenges. In early-stage or non-urban developments, relevant participants may be hard to identify. In contrast, in established areas, vocal minorities may dominate discussions, while neutral or supportive voices remain unheard. These issues raise questions about how to ensure participation is both inclusive and representative.

In summary, developers face legal, procedural, and structural challenges in organizing meaningful participation. While the EPA promotes flexibility, it can result in uncertainty and minimal engagement. To prevent participation from becoming a formality, this study investigates how private actors, specifically developers, interpret and apply participatory methods. By evaluating tools such as *Kijk op de Wijk*, this research aims to contribute to more effective and inclusive participation under the evolving EPA framework.

1.2 Critical overview and main findings from the literature

Participation is widely recognised in academic literature as a multifaceted concept, varying from basic information sharing to co-creation in decision-making. Classic models such as Arnstein's ladder (1969) and Fung's frameworks (2006) underline the role of power distribution and stakeholder involvement in shaping meaningful participation. However, translating these theoretical principles into practice, especially within the legal framework of the EPA, remains a challenge.

The EPA positions participation as a key element in spatial development. It mandates participation for specific types of plans but intentionally leaves much undefined: the method, scope, involved stakeholders, and success criteria are not specified. While this flexibility allows for contextual adaptation, it also creates ambiguity. Municipalities attempt to bridge this gap through their own guidelines, yet these vary greatly in approach, leading to an inconsistent participation landscape.

Private actors, particularly developers, are increasingly expected to shape participation strategies independently, especially in large-scale projects. However, the literature offers limited practical guidance on how to do so effectively. While examples of public participation exist, there is a lack of concrete research into POP, especially in relation to digital methods. As developers begin to adopt innovative tools and methods such as *Kijk op de Wijk* (KodW), a digital platform using gamification and data analysis, there is a growing need to understand their actual effectiveness and alignment with EPA requirements. Section 2.4 provides a detailed explanation of this private-initiative.

1.3 Identification of problems that remain to be resolved

The shift toward developer-led participation reflects broader societal changes, as private parties aim to align their methods with evolving norms and values. However, this transition is occurring within a legal environment that is still in development. The EPA's open-ended nature, combined with diverse local interpretations, leaves developers navigating unclear expectations.

This research responds to these challenges by examining KodW as a practical case of POP under the EPA. It aims to provide insight into how private actors can design meaningful, legally compliant participation processes, while also contributing to the broader discourse on structuring participation in spatial planning.

1.4 Societal and Scientific Relevance

End-user involvement is a key principle of the EPA, reflecting a broader move toward inclusive decision-making in spatial development (Informatiepunt Leefomgeving, 2024e). As the built environment shapes daily life (Rashidfarokhi & Danivska, 2023), individuals increasingly seek influence over their surroundings. This is evident in the growing engagement of municipalities, developers, and residents. While the built environment does not dictate social behaviour, it enables or restricts interaction (Larsen, 2013). As more actors participate, diverse perspectives emerge, enriching the process but also creating potential for conflict. Managing these differences is therefore essential to successful, inclusive participation.

This research is socially relevant in its contribution to improving participation practices in spatial planning. By examining how stakeholders engage and how potential conflicts can be addressed early, it supports the development of more inclusive, transparent, and effective participation strategies. As the EPA places greater emphasis on end-user involvement, understanding how to implement participation meaningfully has become essential for both developers and public authorities.

The legal obligation introduced by the EPA has increased interest in participation but has also exposed a lack of practical guidance, especially for private actors. Addressing this gap can lead to stronger community support, reduced resistance, and more efficient and accepted area developments.

Scientifically, the study contributes to the evolving field of POPs, where academic research remains limited. The use of digital participation tools, such as *Kijk op de Wijk*, has yet to be systematically explored. By analysing how such tools align with legal frameworks and stakeholder needs, this research aims to bridge the gap between participation theory and practice. Ultimately, the study offers insights for improving engagement strategies, with broader benefits such as increased public trust, fewer objections, and accelerated project implementation, supporting societal goals like addressing the housing shortage.

1.5 Research questions

In this section, first the main and sub questions will be discussed, followed by the conceptual framework and context.

1.5.1 Main and Sub-questions

This study investigates the following main question:

“How can developers use Kijk op de Wijk as a Private Organised Participation in area developments under the Environment and Planning Act?”

The research focuses on the developer's perspective, exploring how *KodW*, a digital participation tool, can be used to facilitate POP within the legal framework of the EPA. POP refers to participatory processes initiated by private actors rather than public institutions. The study assesses how *KodW* meets both the practical needs of

developers and the legal requirements for participation under the EPA, including challenges related to stakeholder inclusion, timeline management, and process structure.

To answer the main research question, the following sub-questions are addressed:

SQ1: *What are the characteristics of Kijk op de Wijk compared to traditional participation methods?*

This question explores KodW's distinctive features and situates the tool within the broader literature on participation, forming the theoretical foundation of the study.

SQ2: *What are the results of using Kijk op de Wijk in practice?*

Focusing on recent implementations, this question evaluates how developers perceive KodW's effectiveness and efficiency in achieving their participation goals.

SQ3: *What challenges arise when implementing Kijk op de Wijk?*

This question identifies both practical and municipal policy challenges developers face, particularly in relation to municipal frameworks derived from the EPA. Together with sub-question 2, this forms the basis for assessing KodW in practice.

SQ4: *How can Kijk op de Wijk be improved?*

Building on the previous findings, this question proposes improvements to enhance KodW's alignment with EPA requirements, municipal expectations, and the needs of both participants and initiators.

Together, these sub-questions create a structured approach to evaluating KodW as a POP method. The research aims to support developers in understanding its potential, assessing its real-world performance, and improving its applicability in area development projects under the EPA.

1.5.2 Conceptual framework

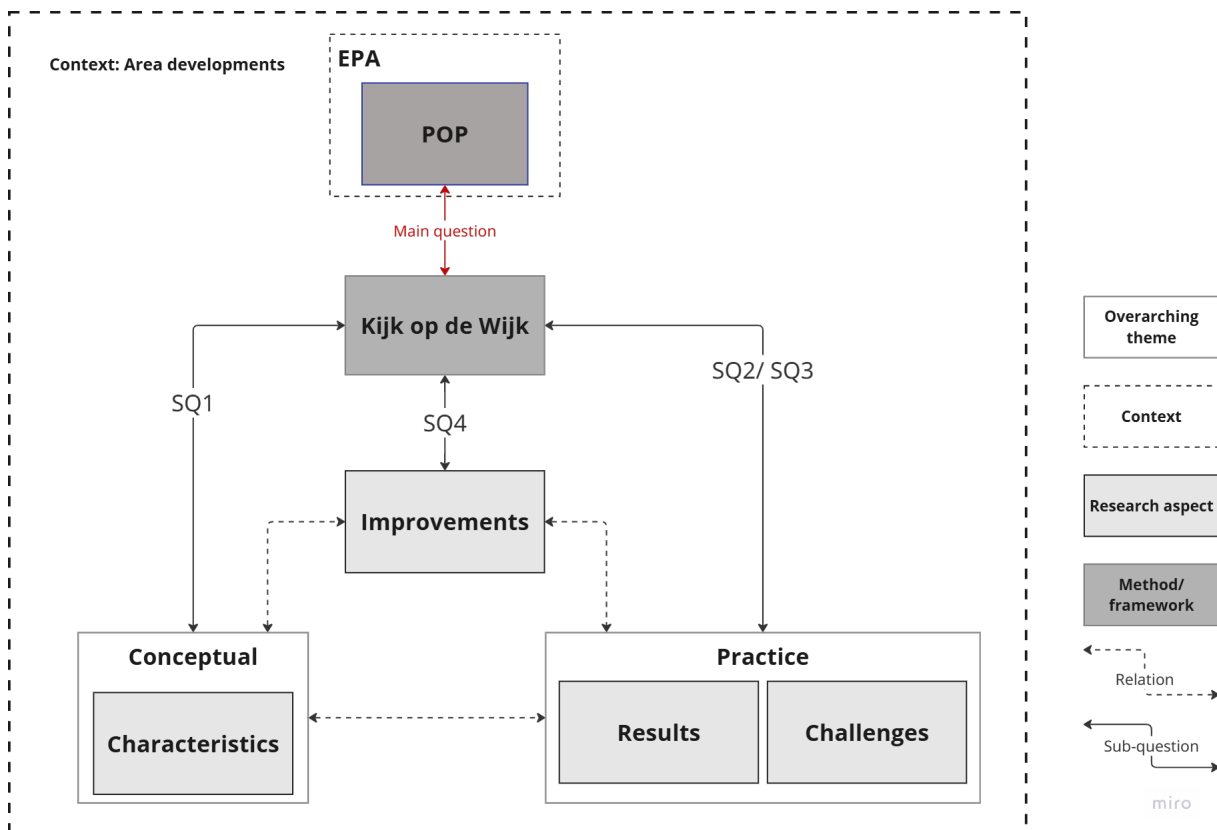


Figure 1-1 Conceptual framework. Created by author using Miro.

The conceptual framework (Figure 1-1) provides a structured overview of the key components and relationships in this study. It shows how the digital participation tool KodW, the EPA, and Privately Organised Participation (POP) are connected through the main research question and four sub-questions. An important element in the conceptual framework is the overarching theme of the characteristics, namely that the characteristics outline the conceptual foundation of KodW, while the results and challenges highlight its practical application. On one hand, the framework examines the theoretical basis of KodW, and on the other, how it functions in practice. Based on these two themes, potential improvements can be identified to enhance KodW. These improvements may help position KodW as a suitable form of a POP within the context of the EPA, thus contributing directly to answering the main research question.

This research is set in the context of area development projects, which are large-scale and involve multiple stakeholders. These projects make participation complex, especially when trying to reach the right participants and ensure input is balanced and representative. Segmenting participants into clear target groups is often necessary.

The study takes the developer's perspective, focusing on private developers who hold land positions and typically initiate participation processes. While municipalities may impose participation requirements under the EPA, it is usually the developer who designs and manages the process. Developers are therefore well positioned to provide insight into both the benefits and difficulties of private participation efforts.

1.6 Dissemination and Audiences

This research will be published in the TU Delft repository and will include the final report, the P5 presentation slides, and the appendix. Within this report a separate section with practical recommendations and key focus areas for developers to improve their privately organised participation in line with the EPA. This document will be shared with VORM, accompanied by a condensed presentation of the findings based on the P5 presentation. The final report is intended for TU Delft staff, students, researchers, and other interested stakeholders.

1.7 Goals

The primary goal of this research is to develop actionable, evidence-based recommendations that enable project developers to more effectively tailor privately organized participation processes (POPs) to the requirements of the EPA. This study seeks to support the design of inclusive and responsive community engagement practices that enhance meaningful involvement in area developments.

Another goal is to accelerate the development process for project developers and reduce the risk of objections at later stages. Furthermore, the research aims to provide guidance on innovative participation methods, tailoring these approaches to specific situations, and assessing the effectiveness of new methods.

1.8 Personal study targets

In this research, several personal goals have been set. The idea behind these goals is to stay motivated and focused throughout the research. The first goal is to establish clear deadlines. These deadlines help ensure a structured process and contribute to motivation by providing opportunities to reach milestones. This creates a sense of progress, which can be valuable in research, where progress is not always immediately visible.

Another personal goal is to independently conduct academic research. Delving deeply into a specific topic over an extended period is not always a given in the master's program, as courses were often limited to 10 weeks. Now there is an opportunity to focus on a topic for several months. The goal is to independently manage the planning and ensure a high-quality research outcome.

The final personal goal relates to the content of the research. This goal is to gain a deeper understanding of the participation process and to streamline the process from the idea and planning phase to the actual implementation phase.

1.9 Thesis outline

Section	Description
1. Introduction	Covers the introduction to the topic, problem statement, relevance, and research questions.
2. Theory	The theoretical section delves deeper into the literature review in relation to the empirical research. Key elements in this context include the EPA, participation, understanding participants, KodW, and the municipal frameworks.
3. Methodology	The methodology section outlines how this research was conducted and the steps taken throughout the process. It includes a description of the data collection methods, analysis techniques, and selection criteria. Additionally, the chosen case study and the accompanying interviews are explained in detail.
4. Empirical research	The empirical part of this study first outlines the key characteristics of <i>KodW</i> , followed by its practical outcomes and the challenges encountered during implementation. This section concludes with potential improvements to the method. Each chapter is structured consistently: it begins with the presentation of findings, followed by analysis and/or discussion, and ends with a summary conclusion that reflects on the insights gained.
5. Discussion, Conclusion and Recommendations	The closing section of this thesis presents the discussion, conclusion, recommendations, and reflection.

Table 1.1 Thesis outline. Created by author.

Section 2 Theory

This section outlines and analyses the key findings from the literature, forming the conceptual foundation for the empirical research. It begins with an in-depth examination of the EPA, followed by a discussion of the concept of participation, including its definitions, available methods, and relevant assessment frameworks. Additionally, *KodW* is introduced as a privately organised participation method, which will be explored further in the empirical section. Lastly, this section reviews municipal participation frameworks to contextualise how participation is interpreted and applied at the local level under the EPA.

2.1 Environment and Planning Act (EPA)

The Environment and Planning Act (EPA), which took effect on 1 January 2024, merges approximately 26 old laws into one. This law deals with the space where people live, work and play. The EPA concerns the physical living environment and the activities that impact it. According to Article 1.2, paragraph 1 (Omgevingswet, 2024), the physical living environment consists of buildings, infrastructure, water systems, water, soil, air, landscapes, nature, cultural heritage, and world heritage. Given that people live in the physical living environment, it is important that this law is well-organized. There is a balance between utilizing and protecting the physical environment, the EPA helps facilitate this balance.

2.1.1 Focus points of improvements

The EPA was introduced to simplify and unify the various laws governing housing, infrastructure, the environment, nature, and water. The reform is guided by four key improvements:

1. *Insightful environment law* - The EPA aims to make environmental legislation more transparent, predictable, and easier to navigate. By reducing legal complexity, it becomes more accessible to a broader group of stakeholders and helps prevent issues during implementation.
2. *Living environment central* - A core principle of the EPA is that all policy, regulation, and decision-making should consider the interconnectedness of spatial elements. This includes the relationships between buildings, infrastructure, environmental quality, and cultural heritage, ensuring a holistic approach to spatial planning.
3. *Room for local customization* - The Act provides municipalities with greater autonomy to tailor regulations to their local context. As stated in the EPA (2025), *“in principle, everything is managed locally unless there is an overarching interest that requires central regulation.”* This decentralised approach enables communities to respond to their specific needs and circumstances.
4. *Faster decision-making* - By streamlining procedures and simplifying complex regulations, the EPA seeks to accelerate planning and permit processes. This aims to reduce delays and improve the efficiency of spatial developments

These four pillars form the foundation of the EPA and are intended to create a more responsive, flexible, and efficient planning system.

2.1.2 Core instruments participation

The EPA sets societal goals in Article 1.3 and assigns a duty of care to governments, businesses, and citizens in Article 1.6 to help achieve them. Participation is a key mechanism to support these objectives and is integrated into decision-making procedures. The Act requires early involvement of stakeholders in environmental decisions (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, 2021).

Regels over participatie

Instrument	Regels	Wie is verantwoordelijk voor het naleven van de participatieregels?	Waar staat het?
Omgevingsvisie	Motiveringsplicht*	Bevoegd gezag	Omgevingsbesluit (art. 10.7)
Programma	Motiveringsplicht*	Bevoegd gezag	Omgevingsbesluit (art. 10.8)
Omgevingsplan	Het bevoegd gezag geeft bij de kennisgeving van een omgevingsplan aan hoe de participatie wordt vormgegeven.	Bevoegd gezag	Omgevingsbesluit (art. 10.2, eerste lid)
	Motiveringsplicht*		Omgevingsbesluit (art. 10.2 tweede lid)
Omgevingsverordening	Motiveringsplicht*	Bevoegd gezag	Omgevingsbesluit (art. 10.3 a)
Waterschapverordening	Motiveringsplicht*	Bevoegd gezag	Omgevingsbesluit (art. 10.3 b)
Projectbesluit	Het bevoegd gezag publiceert uiterlijk bij de start van de verkenning voor het projectbesluit een 'kennisgeving participatie'. In deze kennisgeving staat: - wie worden betrokken, waarover en wanneer - wat de rol is van het bevoegd gezag en de initiatiefnemer - waar meer informatie beschikbaar komt Bij de verkenning mag iedereen mogelijke oplossingen aandragen voor de beschreven opgave. Degene die dit doet, kan het bevoegd gezag vragen om daarover advies te vragen aan een onafhankelijk deskundige. Zowel voor de voorkeursbeslissing als voor het projectbesluit geldt een motiveringsplicht. Het bevoegd gezag geeft hierbij aan hoe derden zijn betrokken en wat de resultaten zijn van de verkenning. Daarbij wordt ingegaan op de aangedragen oplossingen en de uitgebrachte adviezen daarover.	Bevoegd gezag Als een ander dan het bevoegd gezag initiatiefnemer is, kan het participatietraject wel een gezamenlijke actie zijn. Het bevoegd gezag en de initiatiefnemer bepalen samen de rolverdeling, waarbij het bevoegd gezag uiteindelijk beslist. Het bevoegd gezag geeft in de kennisgeving participatie aan wat de rollen zijn van het bevoegd gezag en de initiatiefnemer.	Omgevingswet (art. 5.47, 5.48 en 5.51) en Omgevingsbesluit (art. 5.3 en 5.5)
Omgevingsvergunning	De initiatiefnemer moet aangeven of en zo ja hoe hij aan participatie heeft gedaan, en wat de resultaten daarvan zijn. Het bevoegd gezag betreft deze informatie bij de integrale belangenafweging.	Initiatiefnemer	Omgevingswet (art. 16.55) Omgevingsregeling (art. 7.4)

* Het bevoegd gezag geeft bij het besluit aan hoe inwoners, bedrijven, maatschappelijke organisaties en bestuursorganen zijn betrokken bij de voorbereiding en wat de resultaten daarvan zijn. Gemeenten, provincies en waterschappen geven ook aan op welke wijze invulling is gegeven aan het eigen participatiebeleid.

Dit is een uitgave van het
**Ministerie van Binnenlandse Zaken
en Koninkrijksrelaties**
Postbus 20011 | 2500 EA Den Haag
www.aandeslagmetdeomgevingswet.nl
Januari 2021

Figure 2-1 Participation rules by instrument. (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, 2021).

While participation is mandatory in some cases, the EPA deliberately allows flexibility in how it is structured, aligning with its principle of local customization. Participation requirements vary by legal instrument. As shown in Figure 2-1, most obligations rest with the government, except in the case of an environmental permit, where responsibility shifts to the private party. This research focuses specifically on the environmental permit, as it places the duty of organising participation on developers.

The EPA includes six core legal instruments that govern the use and protection of the living environment: the environmental vision, programme, decentralised rules (including the environment plan, ordinance, and water board ordinance), general state rules, environmental permit, and project decision. Each of these instruments comes with its own participation requirements (Informatiepunt Leefomgeving, 2024b).

Environment vision

The Environmental Vision is a strategic instrument used by municipalities, provinces, or the state to develop an integrated plan for the living environment. When preparing this vision, the competent authority must justify how participation was conducted, as required by Article 10.7 of the Environment Decree. This includes explaining how citizens, businesses, civil society organisations, and other public bodies were involved. While the authority has flexibility in designing the participation process, it must clearly state how its approach aligns with its own policies (Informatiepunt Leefomgeving, 2024a).

Programme

The programme addresses policies to manage, use, protect and develop the living environment (Informatiepunt Leefomgeving, 2024f). The programme is binding only on the relevant governing body and is a flexible tool for different phases of a policy cycle. An environment vision defines the general strategic policy for the long term. The programme builds on this vision and gives more concrete details such as designating certain areas or working areas. Article 10.8 of the Environment Decree states that the competent authority has a duty of justification in terms of participation to adopt a programme and has the obligation to include it in the adoption decision.

Decentralised instruments

The decentralised instruments Environment Ordinance (Omgevingsverordering) and Water Board Ordinance (Waterschapverordering) are subject to the same justification obligations as the instruments Environment Vision and Programme. The Environment Ordinance contains provincial rules for the physical living environment, the Water Board Ordinance contains the rules for the water system. When notifying the decentralised instrument Environment Plan (Omgevingsplan), the competent authority must indicate how participation will be shaped and in doing so, it also has a Motivation obligation (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, 2021).

Project decision

The project decision is a procedure in which decisions are made on complex projects such as the construction of a road, wind farm or nature reserve and can count as an environmental permit. The competent authority must publish a “*notification participation*” before the start of the exploration. This must describe, among other things, who will be involved, about what and when (Informatiepunt Leefomgeving, 2024g). This also includes an obligation of justification as described earlier.

Environmental permit

The environmental permit is about authorising activities in the physical environment. The competent authority herein grants permission to initiators such as citizens, companies and public authorities for the activity. An example of such an activity could be carrying out a technical construction activity or demolition work. The participation rules for this instrument contain different components and are different from the other instruments. The responsibility for participation here lies with the initiator of the activity. Applicants for an environmental permit (omgevingsvergunning) are required to indicate whether they have engaged in participatory activities. If the applicants have engaged in participatory activities, they should indicate how participation has been done and what the results are. It is not an obligation for the applicant, but voluntary in most applications and is meant to encourage applicants to engage in participation (Barnhoorn & Van Mannekes, 2024).

There are however some exceptions where participation is an obligation. In case of an out-of-plan environment plan activity, which are projects where the plan deviates from the environment plan, the applicant is obliged to carry out a participation process. This obligation only applies if it is a type of project for which the municipal council has indicated that participation is required in the case of an out-of-plan activity. It can therefore vary from one municipality to another whether developers are required to participate in out-of-plan activities. If an applicant fails to carry out participation or does not do so sufficiently, the application may be disregarded by the

competent authority. In the case of mandatory participation, the EPA does not set any obligations as to when participation is considered sufficient. The effort for participation must be proportionate to the activity requested. In time, the framework of participation may become clearer through future case law (Barnhoorn & Van Mannekes, 2024).

The essence of participation under the EPA is an obligation of effort rather than an obligation of result. This means that developers are required to make a serious and genuine effort to facilitate participation, ensuring that the procedure is as thorough as possible. However, this does not imply that the outcome must satisfy everyone involved. In this context, the results are considered secondary to the effort put into the participation process.

2.1.3 Regulatory principles

Three key regulatory principles apply to the national government, provinces, and municipalities under the EPA: the Duty to State Reasons, the Duty to Notify, and the Participation Policy (Barnhoorn & Van Mannekes, 2024). As of 1 January 2025, the Act on Reinforcement of Participation at the Decentralized Level requires municipalities to adopt a participation ordinance (participatieverordening), outlining how they involve stakeholders in decision-making.

This requirement aligns with the broader goals of the EPA, which emphasises meaningful and locally tailored participation. These participation policies apply across all areas of municipal governance, not just environmental planning, and must guide the use of instruments such as programmes, environmental plans, regulations, and water board rules.

To support municipalities, the Association of Dutch Municipalities (VNG) has published a practical guide for initiating participation (Blok et al., 2023). In addition, a broader participation framework was jointly developed by VNG, IPO, UwV, and the national government (Vereniging van Nederlandse Gemeentes (VNG) et al., 2024). While the EPA requires municipalities to establish participation policies, it deliberately leaves flexibility in terms of methods, involved parties, and duration.

These policies also play a role in assessing environmental permit applications. Although there are no fixed criteria, municipalities are encouraged to evaluate the quality and scope of the participation efforts carried out by the applicant as part of their decision-making process.

2.1.4 Case law

The EPA in the Netherlands introduces the duty to participate as a cornerstone of its approach to sustainable and inclusive spatial planning. This duty emphasizes the involvement of stakeholders in decision-making processes, aiming to enhance transparency, collaboration, and the quality of outcomes. However, the interpretation and application of this duty can raise questions about when and how participation is fulfilled.

Case law can play a crucial role in addressing these uncertainties and providing guidance over time. By examining specific cases, courts can establish benchmarks for what constitutes meaningful and sufficient participation. Case law can provide an interpretation of legal rules (Universiteit Utrecht, 2024). Rulings may for example clarify whether certain groups were given a fair opportunity to participate or whether the efforts made by the initiator were sufficient. These precedents will help both policymakers and initiators navigate the practical implementation of the EPA's participation requirements. Since the EPA is relatively new, there are also relatively few cases. Over time, the accumulation of case law can contribute to a more consistent and predictable interpretation of the duty to participate.

2.1.5 Critical reflection

Participation is a central element of the EPA, aimed at achieving an integrated solutions to societal challenges by promoting greater public support and improved decision-making (Vereniging van Nederlandse Gemeentes (VNG) et al., 2024). The Act offers governments flexibility in shaping participation policies through various legal instruments, enabling tailored approaches that reflect local needs and challenges.

Municipalities are responsible for developing their own participation policies, guided, but not bound, by national frameworks and recommendations. This results in significant variation across municipalities: while some offer detailed participation requirements, others take a more flexible approach. For private initiators such as developers, this creates complexity and uncertainty, as participation strategies must be adapted to the specific policies of each municipality.

This variation presents both opportunities and challenges. On one hand, it allows for participation processes that are tailored to the specific context of each area development. On the other, it demands that private parties adjust their methods for each jurisdiction. Ideally, private participation approaches align with the foundational principles outlined in national guidelines, while remaining adaptable to local conditions.

By combining flexible, context-specific solutions with proven strategies, developers can achieve a more inclusive, collaborative, and effective participation. This approach supports meaningful engagement among all stakeholders and helps to achieve better outcomes across diverse area developments.

2.2 Participation

Participation plays a central role in the EPA and is defined as “involving stakeholders at an early stage in the decision-making process regarding a project or activity” (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, 2021). While widely discussed in the literature, participation lacks a single, universally accepted definition. It is a broad and flexible concept, open to varying interpretations depending on context (Bobbio, 2019; Oakley, 1991). As Bobbio (2019) notes, participation may involve few or many people, be brief or long-term, occur online or in person, and range from low to high influence.

In policy design literature, participation is seen as a procedural tool available to policymakers during development processes (Howlett, 2019). Although the EPA positions participation as essential, academic debate continues over its actual value and impact. Critics such as Oakley (1991) argue that participation is often stronger in rhetoric than in practice, frequently promoted as a key to success, yet rarely backed by effective mechanisms for implementation. This gap between intention and execution remains a recurring challenge in participatory development efforts.

2.2.1 Participation ladder

A foundational concept in the theory and practice of participation is Sherry Arnstein’s *Ladder of Citizen Participation* (1969), which remains a cornerstone for initiators of participatory processes (Gaber, 2020). Arnstein defines participation as a redistribution of power, allowing previously excluded citizens to take part in political and economic decisions. The ladder conceptualizes participation based on the level of influence citizens hold, distinguishing between symbolic involvement (“empty ritual”) and genuine influence (“real power”).

The ladder (see Figure 2-2) consists of eight steps, grouped into three categories:

- Non-participation (1. *Manipulation*, 2. *Therapy*): These forms serve more to educate or pacify than to engage.
- Tokenism (3. *Informing*, 4. *Consultation*, 5. *Placation*): Citizens may be heard but have limited or no assurance of influence.
- Citizen power (6. *Partnership*, 7. *Delegated power*, 8. *Citizen control*): Here, citizens begin to share or hold real authority in decision-making.

While the degree of power is central to Arnstein’s model, it does not determine the success of participation alone. Other factors, such as the representativeness and organisation of participant groups, also affect outcomes (Bobbio, 2019). Participation can be mediated through representatives, associations, or self-organised groups, each influencing the process differently.

The ladder serves as both a conceptual and evaluative framework. It allows initiators to classify participation methods based on the intended level of citizen influence and provides a reference point for assessing whether participatory practices offer meaningful engagement.

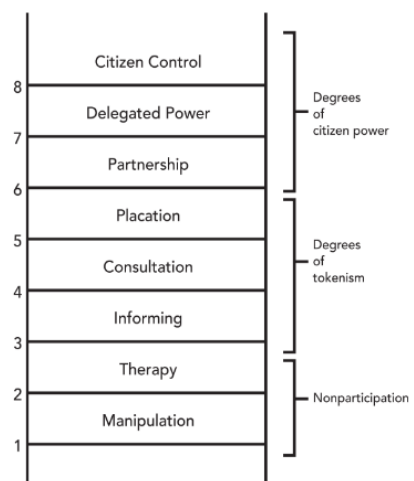


Figure 2-2 Ladder of Citizen Participation. (Arnstein, 1969).

2.2.2 Three-dimensional classification

In the classification of participation, Arnstein's model is one-dimensional which addresses the level of involvement and the weight of influence, but this is not the only dimension of participation (Bobbio, 2019). To design and evaluate a participation, another dimension in addition to Arnstein needs to be considered. The model of Fung (2006) contains three dimensions and are shown Figure 2-3. In Figure 2-3, the extent of authority and power is relatively similar to the ladder of Arnstein. Participant selection methods, reflects the dimensions of participants and in what way the participants are included in the participation. Modes of communication and decision, addresses the intensity of a participation. Together these models can form a three-dimensional framework to assess and categorise participation processes. "... participation serves three particularly important democratic values: legitimacy, justice, and the effectiveness of public action. Furthermore, no single participatory design is suited to serving all three values simultaneously; particular designs are suited to specific objectives." (Fung, 2006). According to Fung not all participation designs can serve all these values since it is not a one-dimensional model, but three dimensional, see Figure 2-4 This figure is a combination of the three separated models of Fung. All participation methods can be placed in such a three-dimensional model and indicate three elements in a participation, the participants, communication and power, or in short who, how and what. A combination of these elements constitutes a participation.



Figure 2-3 Model of Fung. (Fung, 2006).

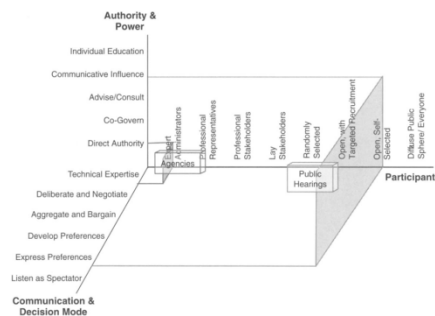


Figure 2-4 Three-dimensional: Democracy Cube. (Fung, 2006).

2.2.3 Participation methods

Now that a theoretical background has been established on what participation entails, its impact and importance, and a categorization framework based on Fung and Arnstein, we can explore the methods associated with participation in greater depth. “ *‘Participatory methods’ is an umbrella term describing approaches for assessment in which nonscientists, such as policy people, stakeholders or even lay people, play an active role.*” (Rotmans, 2001). According to Rotmans (2001), there are three classes of methods: Dialogue-method, Policy exercises and mutual learning methods. The dialogue method uses input from the intended user group and could for example take the role of the designer or just a continuous dialogue. Dialogues can take place in any phase of the development process. The basis of Policy exercises is within the tradition of a simulation game (Rotmans, 2001). “*A policy exercise can be described as a flexibly structured process designed as an interface between scientists and policy makers, in which a complex system is represented by a simpler one with relevant behavioral similarity, and from which decision making is part through human participants*” (Parson & Fisher-Vanden, 1997). The mutual learning approaches are founded on the idea that involving stakeholders and citizens enhances assessments through diverse perspectives, skills, and knowledge. Participants are viewed as co-creators of knowledge (Rotmans, 2001). Examples of this approach are focus groups where scientists are the facilitators and interactive approaches where scientists actively participate.

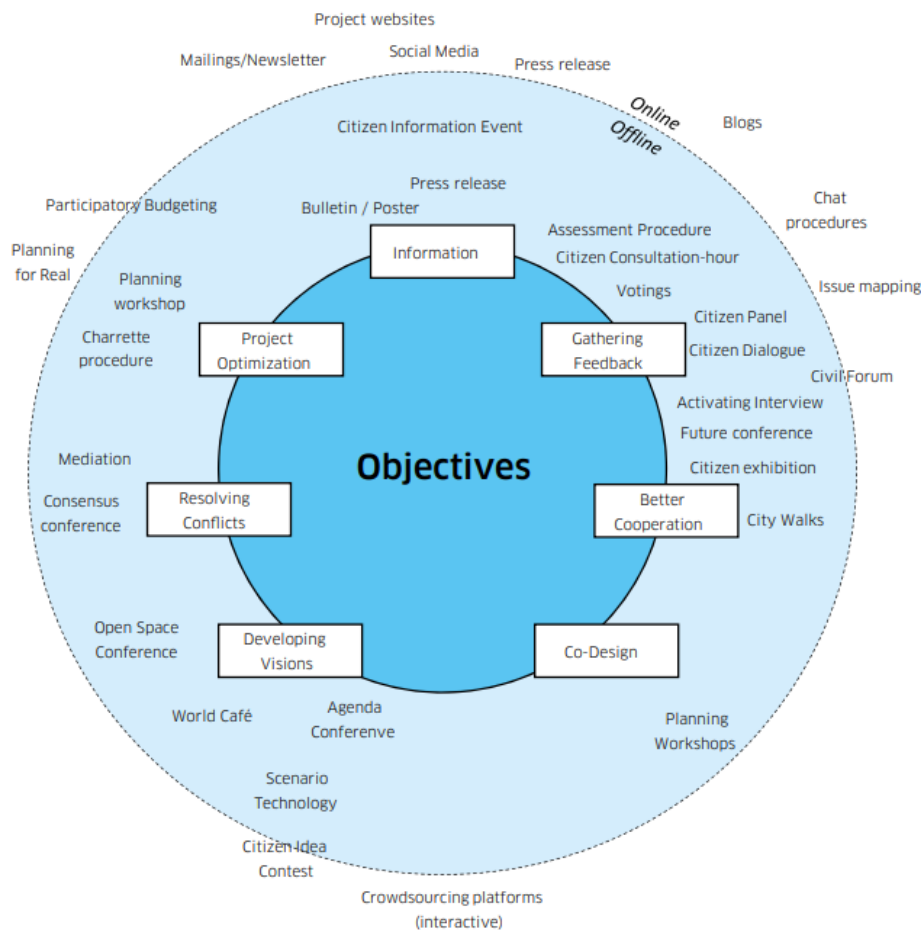


Figure 2-5 Participation methods and their objectives. (Stelzle & Noennig, 2019).

In the research of Stelzle & Noennig (2019), an attempt has been made to inventory the most common participation methods in urban development. Depending on the objectives of the participation, different methods are associated with it (see Figure 2-5). Some participation methods can be used for multiple objectives (Stelzle & Noennig, 2019). When the goal is to receive feedback or provide information, online tools are generally more prevalent. For objectives such as problem-solving, offline methods are more commonly used due to their higher communication effectiveness (Stelzle & Noennig, 2019). As shown in Figure 2-5, there are numerous

methods available, providing opportunities for customization. Higher levels of participation require well-informed participants, necessitating multiple methods to achieve this (Stelzle & Noennig, 2019). In such cases, informing is not the sole objective; methods related to co-designing, for example, also play a role. The higher levels of participation are based on a greater degree of "power" and interests, as previously explained using the frameworks of Arnstein and Fung. According to Stelzle and Noennig (2019) "online tools or methods for massive co-design are still an unexplored field.". This demonstrates that there is still significant room for development in the field of online participation.

2.2.4 Successful participation

Once a goal is defined, the question arises whether it has been successfully achieved. Assessing success in participation processes is complex and depends on various factors, particularly the roles of the initiator and the participant. Since the initiator must tailor their methods to match specific objectives, understanding how participants perceive success is equally important.

For initiators, success is often goal-driven. In legal contexts, participation is considered successful if it meets procedural requirements and gains approval from the relevant authority (Verheul et al., 2021). However, this perspective does not necessarily align with that of participants. Participants tend to judge success based on their personal experiences, which may diverge significantly from official goals. Some may focus on individual interests, while others aim to achieve broader, collective outcomes (Verheul et al., 2021).

Figure 2-6 illustrates how different stakeholders perceive success. For municipalities and developers, success is easier to measure against predefined objectives. Governments typically aim to serve the public interest, while private developers often balance legal obligations with business goals. The participant's perspective is inherently more varied due to differing norms, values, and expectations. This diversity makes it challenging to define a universal measure of success across all stakeholders.

	Sociaal-communicatieve denkwijze	Financieel-economische denkwijze	Juridisch- planologische denkwijze	Politiek-democratische denkwijze
Private initiatiefnemer	<ul style="list-style-type: none"> • Goede verstandhouding met omgeving en overheid • Geen negatieve pers 	<ul style="list-style-type: none"> • Kostenreductie door voorkomen van vertraging door procedures • Planverrijking • Beperkte kosten voor aanpassing of compensatie 	<ul style="list-style-type: none"> • Verkrijgen van omgevingsvergunning • Geen of geen langdurige juridische procedures met opposenten 	<ul style="list-style-type: none"> • Voldoende steun in gemeenteraad voor plannen
Overheid	<ul style="list-style-type: none"> • Participanten hebben belangen en voorkeuren kunnen uitwisselen, behartigen of overeenstemming over kunnen bereiken • Duidelijke belangenafweging van initiatiefnemer 	<ul style="list-style-type: none"> • Participatie en private planvorming leidt tot zo min mogelijk (begeleidings)kosten 	<ul style="list-style-type: none"> • Belangen zijn opgehaald, afgewogen en gemotiveerd • Vergunningverlening volgens de regels • De rechter heeft een bindende uitspraak kunnen doen in geval van beroep 	<ul style="list-style-type: none"> • Betrokkenheid van pluriforme samenleving • Behartiging van uiteenlopende belangen • Zorgvuldige afstemming in raad
Participant	<ul style="list-style-type: none"> • Serieuze inbreng mogelijk • Overeenstemming over voorkeuren • Gevoel van erkenning • Helderere terugkoppeling 	<ul style="list-style-type: none"> • Geen of beperkte planschade • Positieve uitstralingseffecten op vastgoed • Ruime compensatie • Publieke voorziening 	<ul style="list-style-type: none"> • Geen kostbare rechtszaken nodig • Erkenning van rechter in geval van beroep 	<ul style="list-style-type: none"> • Ruimte om te participeren • Belangenbehartiging door raadsleden • Erkenning in besluitvorming gemeenteraad

Figure 2-6 Perception of Success within Participation. (Verheul et al., 2021).

Responsibility for conducting participation depends on the relevant legal instrument. For environmental permits, the initiator, whether public or private, is typically responsible for organizing participation. In some cases, this participation is carried out voluntarily. Public participation involves the broader community, while private participation is often led by market actors, such as developers.

2.2.5 Private Organised Participation (POP)

As discussed in section 2.1, the EPA places the responsibility for participation primarily on the initiator, typically a private party. While municipalities define the framework and must be motivated in their assessment, private actors have considerable freedom in how they implement participation. To better understand this dynamic, it is essential to examine the organisational structure and motivations behind POP.

Private parties, particularly developers, may pursue participation for various reasons. According to Verheul et al. (2021), the five main motivations for privately initiating participation are:

1. Meeting public policy frameworks and building political-administrative support
2. Avoiding lawsuits and costly project delays
3. Gaining market insights and improving the quality of plans
4. Enhancing the image of both the project and the developer
5. Connecting ambassadors and co-creators to strengthen project support

These motivations often revolve around reducing risk and accelerating the development process, especially given the profit-driven nature of private actors. Participation is also used strategically, to generate ideas, build alliances, and prevent objections by fostering early support.

In POP, the relationship between private developers and municipalities is central. While developers are responsible for organising participation, especially when applying for an environmental permit, the municipality evaluates whether sufficient effort has been made. Successful participation thus relies on close coordination between public and private actors (Verheul et al., 2021).

This structure reflects broader trends in private sector-led urban development, where developers increasingly manage and deliver urban projects (Heurkens, 2018). With greater influence comes greater responsibility, particularly in participation. Citizens expect to voice their views and see those views reflected in plans. However, if outcomes fall short, frustration is often directed at municipalities, even though the participation was privately organised. This can result in disillusionment and diminished trust in government (Greenwood, 2007).

Both developers and municipalities therefore share responsibility in managing expectations and outcomes. When participation is successful, both parties benefit, through smoother processes, stronger community support, and improved public perception. Over time, as POP becomes more established, public understanding and expectations may also evolve.

2.3 Understanding Participants

Understanding participants is essential for designing effective participation processes. Categorisation serves as a key tool in this regard, as it helps identify patterns in decision-making and engagement. As Hamilton et al. (2010) note, “*categorization is a core psychological process that is central to decision making.*” By segmenting participants into meaningful groups, participatory approaches can be tailored to better match their motivations, behaviours, and psychological preferences.

In the context of area development, participants form a highly diverse group, each with distinct interests, expectations, and motivations. This diversity significantly shapes how individuals perceive participatory efforts, particularly those initiated by private developers. As Källström and Smith (2023) highlight, participants do not enter processes with a shared understanding of what participation means or what role they expect to play.

Källström and Smith (2023) offer a typology that categorises participants based on their level of engagement, interaction, influence, and empowerment. This typology is visualised in Figure 2-7, outlining eight participant types, ranging from those who simply want to be informed, to those seeking active consultation or influence. Each type reflects a different understanding and expectation of participation.

However, while this spectrum offers valuable insights into engagement styles, it does not fully address participants’ lifestyles or preferred modes of interaction. A deeper understanding of how people wish to engage, aligned with their daily routines, digital habits, or social contexts, remains an important consideration for designing inclusive and responsive participation methods.

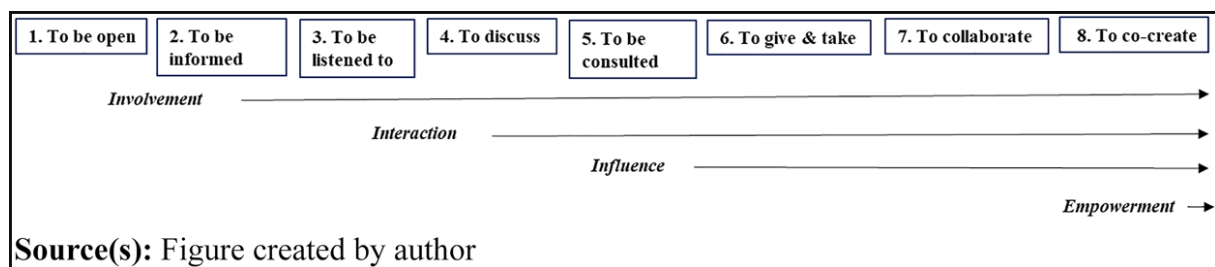


Figure 2-7 Participation Spectrum. (Källström & Smith, 2023).

2.4 Kijk op de Wijk (KodW)

A central component of this research is Kijk op de Wijk (KodW), a digital engagement method, developed by VORM, a Dutch developer and contractor active in residential and area developments. KodW is a participant engagement method aimed at assessing, improving, and monitoring neighbourhood liveability with the involvement of residents. It consists of three phases and four sequential tools: *Buurtvisievormer*, *Buurtpeiling*, *Buurtformule*, and *Buurtpanel*.

Phase 1: Mapping and Validation

Phase 1 includes two tools:

1. *Buurtvisievormer*: Developers analyse public data (e.g., CBS) to identify strengths and opportunities in a neighbourhood. Data is grouped under five liveability themes: *Social Cohesion*, *Identity*, *Inclusiveness*, *Social Safety*, and *Wellbeing*. This tool is only used by the developer.
2. *Buurtpeiling*: These findings are validated through resident feedback via an app. Residents respond to targeted statements related to the themes. This tool ensures the analysis is grounded in local perceptions and highlights which aspects need improvement or are considered strengths. This app is intended to be used by the residents to validate the data.

Phase 2: Translating Needs into Design:

- *Buurtformule*: Based on the outcomes of *Buurtpeiling*, the developer selects appropriate design tools to address areas for improvement. These tools are based on ethnographic research and include interventions like public seating, greenery, or traffic calming measures. Tools are selected based on the local context and liveability goals. This tool is used by the developer to connect the needs of the residents to the physical design measures, which will be used in the *BuurtPanel*.

Phase 3: Resident Decision-Making

- *Buurtpanel*: Residents participate in an interactive, gamified app where they allocate a fictitious budget across design choices (e.g., greenery vs. parking). This game helps prioritise preferences and makes trade-offs visible. The results feed directly into the planning process and can be shared with the community in follow-up sessions.

KodW enables resident involvement at multiple stages, using both data-driven analysis and interactive engagement tools. Its digital format, particularly in *Buurtpeiling* and *Buurtpanel*, supports broader reach and flexibility in implementation. The method is still under development and has been applied in approximately five projects, mainly in *Phase 1*. In one project, the full Phase 3 was implemented. As KodW evolves, new projects are planned to further test and refine the approach. This research explores stakeholder experiences with KodW to assess its performance and identify opportunities for improvement, particularly its alignment with the participation requirements under the EPA.

2.5 Municipal frameworks

The Dutch central government is actively involved with provinces and municipalities in various urban development projects that have both regional and national significance (Ministerie van Algemene Zaken, 2024). Two key urban development initiatives include the Amsterdam metropolitan area projects and the urban renewal of Stadshavens Rotterdam. The importance of these locations extends beyond municipal interests, as they are considered essential by the national government. Given the focus of the Dutch central government and the complex nature of urban development, this study examines the participation policies of the municipalities of Amsterdam and Rotterdam.

As the two largest cities in the Netherlands, Amsterdam and Rotterdam have the highest population densities, making them particularly relevant for investigating how residents are engaged in urban and spatial development processes. It was therefore chosen to analyse the policies of Amsterdam and Rotterdam. The policy examined in this study is limited to participation policy under the EPA. Policies related to political decision-making or procedural frameworks are not included in this analysis.

2.5.1 Amsterdam

The Municipality of Amsterdam has established a structured Participation Guide aimed at supporting individuals, businesses, and organisations initiating projects that impact neighbourhoods (Gemeente Amsterdam, 2024). The guide emphasizes early engagement, tailored communication, and collaborative decision-making, particularly for initiatives requiring environmental permits. Larger or more impactful projects are expected to follow more comprehensive participation procedures.

The city defines three levels of engagement:

1. Informing – Sharing project information with residents.
2. Consulting – Gathering feedback and input from stakeholders.
3. Advising – Actively involving the community in decision-making.

The municipality has drawn up a road map of participation which consists of three steps.

The first step 1 is assessing the project impact. To determine the appropriate level of participation, a four-question impact assessment is conducted:

1. Type/Size of Initiative – Ranges from small (1 point) to major developments (3 points).
2. Traffic/Parking Impact – Ranges from negligible (1 point) to significant increase (3 points).
3. Impact on Green Space – Minimal (1 point) to major (3 points).
4. Change in Neighbourhood Perception – Minimal (1 point) to major transformation (3 points).

The total score determines the project category, which can be Category 1: Limited impact, Category 2: Moderate impact or Category 3: Significant impact. Projects that conflict with the environmental plan are automatically escalated one category. In the case of an area development, this typically results in a Category 3 designation.

The second step is matching the participation method. Each category corresponds to a recommended participation method. Category 1 is informing, notify neighbours via letters, emails, or signage. Category 2 is consulting, Conduct surveys, meetings, or workshops to collect feedback. Category 3 is advising, actively involve stakeholders through co-creation sessions, advisory committees, or public consultations. A justification is required if final decisions deviate from stakeholder advice.

The last step is Reporting & Evaluation. The initiator must submit a participation report as part of the environmental permit application. This includes the list of stakeholders involved, the methods used to engage them and a summary of how concerns were addressed. The municipality assesses the participation process but

does not guarantee permit approval. Instead, it balances various interests and evaluates whether the process was fair, transparent, and inclusive.

2.5.1.1 Participation assessment

The results of participation are ultimately weighed against all the interests at stake in a project. Therefore, a successful participation process does not guarantee obtaining an environmental permit. It is therefore a balancing of interests on the part of the municipality. It is important for the municipality to get the best possible understanding of the various interests of both local residents and initiators and to clearly explain how the initiator will respond. The way in which the participation process was carried out, the results and the level of public support weigh in the municipality's consideration of interests (Gemeente Amsterdam, 2024). Table 2.1 shows how the municipality makes a decision on a permit application as a result of participation. This figure consists of general principles and specific circumstances are considered in specific cases.

Vorm participatie	Past binnen Omgevingsplan/ wettelijke toetsingsgronden	Wijkt af van Omgevingsplan (binnenplans)	Participatie verplicht (raad: alles buitenplans)
Niet vermeld bij aanvraag	Aanvraag buiten behandeling (na geboden hersteltermijn)	Aanvraag buiten behandeling (na geboden hersteltermijn)	Aanvraag buiten behandeling (na geboden hersteltermijn)
Geen participatie	Geen gevolgen voor beslissing op aanvraag als dit buiten wettelijke toetsingsgronden valt	Meenemen in belangenafweging. Zwaarwegend belang dat zich verzet tegen vergunningverlening.	Aanvraag buiten behandeling (na geboden hersteltermijn)
Onvoldoende participatie (uitgangspunten Handreiking niet/ onvoldoende gevolgd)	Geen gevolgen voor beslissing op aanvraag als dit buiten wettelijke toetsingsgronden valt	Meenemen in belangenafweging. Belang dat zich verzet tegen vergunning-verlening	Meenemen in belangenafweging. Zwaarwegend belang dat zich verzet tegen vergunningverlening
Participatie conform Handreiking – onvoldoende draagvlak bij betrokken	Geen gevolgen voor beslissing op aanvraag als dit buiten wettelijke toetsingsgronden valt	Meenemen in belangenafweging. Belang aanvrager wordt afgewogen tegen belang betrokkenen.	Meenemen in belangenafweging. Belang aanvrager wordt afgewogen tegen belang betrokkenen.
Participatie conform Handreiking – voldoende draagvlak bij betrokkenen	Geen gevolgen voor beslissing op aanvraag als dit buiten wettelijke toetsingsgronden valt	Meenemen in belangenafweging. Belang dat zich uitspreekt voor vergunningverlening	Meenemen in belangenafweging. Belang dat zich uitspreekt voor vergunningverlening

Table 2.1 Decision permit application. (Gemeente Amsterdam, 2024).

2.5.2 Rotterdam

The Municipality of Rotterdam has introduced a participation policy specifically aimed at large initiatives, such as area developments, that significantly affect the physical environment of a neighbourhood. While participation is encouraged for all projects, it becomes mandatory when the proposed development does not comply with the current environmental plan.

The municipality emphasizes early stakeholder engagement to address potential issues, such as noise, traffic, or environmental concerns, prior to the formal submission of permit applications. The degree of required participation depends on the project's scale, its impact on the community, and the diversity of involved stakeholders.

To support initiators, Rotterdam provides a structured guideline known as the Grote Participatie Samenvatting (GPS). This framework promotes inclusive and effective participation by clarifying which elements of a project can be influenced, encouraging broad stakeholder engagement, and ensuring that public input is integrated into the decision-making process.

For mandatory participation cases, a participation report must be submitted along with the environmental permit application. This report must address for example the questions "What is the initiative's goal and purpose?", "Were the participants representative of all relevant stakeholders?", "Who was consulted, what topics were discussed, and what agreements were made?", "How was inclusivity ensured in the participation process (e.g., methods used)?", "How were different interests weighed and balanced?", "What was done with the input (what was adopted or rejected, and why)?" and "How were the results and considerations communicated back to participants?" (Gemeente Rotterdam, 2025).

The report should clearly document the stakeholder landscape and interests involved, the nature of their input, adjustments made in response, and the feedback loop used to inform participants of final outcomes. The municipality evaluates this report as part of the permit decision-making process.

2.5.3 Differences and similarities

There are clear distinctions between the participatory frameworks adopted by the municipalities of Amsterdam and Rotterdam. Amsterdam uses a structured, points-based approach, guiding initiators through a step-by-step assessment based on project size, traffic impact, green space interference, and neighbourhood perception. This system supports clear decision-making, particularly for projects where the impact is initially uncertain.

In contrast, Rotterdam classifies projects more broadly, distinguishing only between small and large-scale initiatives. A “large initiative” is one that significantly affects the physical environment, but this classification is interpretative rather than based on quantified criteria, making the process more flexible but less predictable.

Amsterdam provides detailed procedural guidelines, clearly outlining what constitutes a complete participation process and specifying the components required in the participation report. Rotterdam’s framework is less prescriptive, focusing instead on eight guiding questions to help initiators shape their participation reports.

While both cities require documentation of involved stakeholders, feedback collection methods, and responses to objections, Rotterdam goes a step further by emphasizing inclusivity and demanding a preliminary assessment of competing interests. This includes a justification of how these interests were weighed and addressed. Amsterdam’s approach is more descriptive, concentrating on reporting the factual course of participation, with the balancing of interests conducted by the municipality during permit evaluation. In summary, Rotterdam places more evaluative responsibility on the initiator, while Amsterdam emphasizes procedural completeness and transparency, with the municipality leading the final assessment.

2.6 Conclusion

The literature review provides a comprehensive foundation for this research by exploring the EPA, participation in urban development, private initiatives, the KodW methodology, and relevant municipal frameworks. It highlights the evolving legal and practical context in which private developers must operate.

The EPA consolidates various regulations into a single framework, aiming to streamline procedures and accelerate spatial development. Participation is a core principle, particularly for initiatives outside existing environmental plans. While the EPA grants flexibility in implementation, it delegates operational responsibility to initiators, often private developers, who must align with locally defined municipal participation frameworks. This delegation introduces both complexity and opportunity, requiring developers to adapt to varying local expectations.

Participation methods range from symbolic consultation to shared decision-making. Frameworks such as Arnstein's Ladder and Fung's model categorize engagement strategies and emphasize the need to match these to stakeholders' capacity and context. Stelzle and Noennig further outline objectives such as informing, co-designing, and conflict resolution, which must be addressed strategically throughout the development process.

POP has emerged as a tool for developers to meet legal requirements while enhancing project outcomes. Motivations for POP include risk mitigation, image-building, and fostering community support. However, poorly executed participation can lead to mistrust and resistance.

KodW represents a potentially innovative POP approach, combining digital tools, data analysis, and gamification across development phases. Its structured format supports POP goals but must be responsive to municipal frameworks and stakeholder expectations to be effective.

A key insight from the literature is the growing emphasis on balancing competing interests. Municipal frameworks, especially in cities like Amsterdam and Rotterdam, now require initiators to identify, document, and justify how input from diverse stakeholders influences planning decisions. This elevates participation from a procedural task to a deliberative process, making interest-balancing a key criterion for both permit approval and public legitimacy.

In conclusion, participation in urban development is shaped by legal obligations, institutional context, and stakeholder diversity. Developers must navigate municipal guidelines, meet regulatory standards, and foster trust, all while managing conflicting interests. These insights form the analytical basis for evaluating KodW and developing recommendations for improving participation under the EPA.

Section 3 Methodology

This chapter outlines the structure and implementation of the research, highlighting how the different components are interconnected. The theoretical exploration in Section 2 forms the foundation for the empirical part that follows in Section 4. Section 3.2 explains the research design and the relation between theory and empirical. Sections 3.3 and 3.4 describe the methods of data collection and analysis, each linked to the sub-questions. Section 3.5 presents the key choices that shaped the scope and focus of the study. Section 3.6 addresses the ethical considerations and measures taken to safeguard data and participants. This structure clarifies how each element contributes to answering the central research question.

3.1 Type of study

This research adopts a qualitative exploratory approach to investigate *KodW*, a recently introduced participation method. Due to the limited availability of data, this study aims to deepen understanding of *KodW*'s structure, use, and potential for improvement. A deductive strategy is applied to assess how the method aligns with existing theoretical frameworks and practical requirements.

The qualitative methodology enables detailed analysis of the relationships between *KodW*'s components and its role as a strategic tool in participatory planning. Data collection combines both primary and secondary sources. Primary data is obtained through semi-structured interviews and an expert panel, while secondary data includes internal documentation from VORM and other relevant datasets.

3.2 Research design

The research is structured into a theoretical and an empirical part. The theoretical part (as explained in Section 2) reviews existing studies and builds on current knowledge. This foundation is then used to inform and support the empirical part of the study. Figure 3-1 shows the research design for this research.

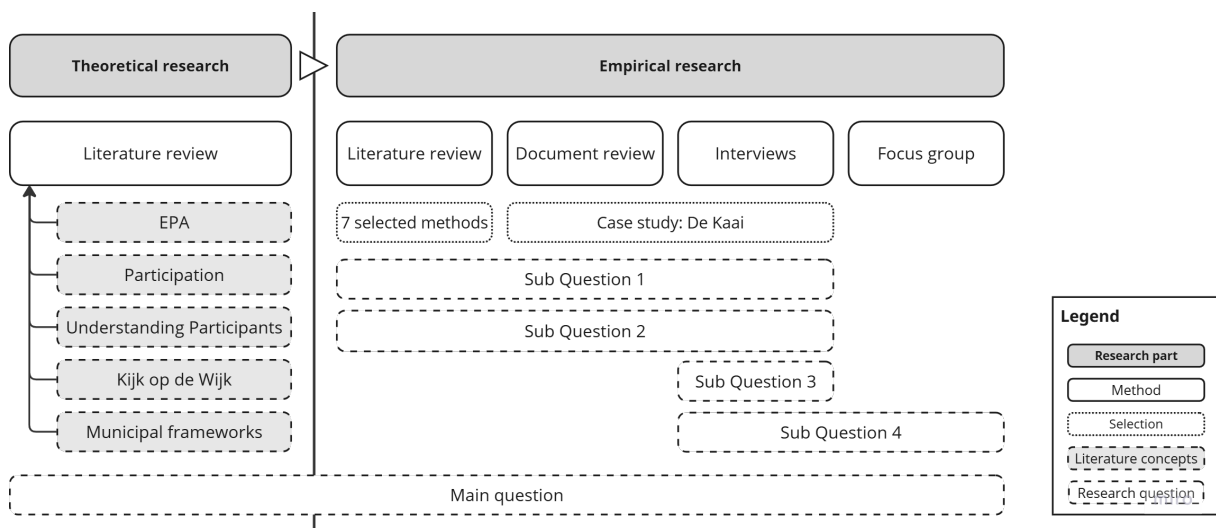


Figure 3-1 Research design. Created by author using Miro.

The theoretical research focuses on the background of this study and is based on a literature review. This review, presented in Section 2, was conducted in preparation for the empirical part. The key concepts covered include the EPA, participation, *KodW*, and municipal frameworks. These concepts are reflected in the conceptual framework of the study.

The empirical part of this study addresses the main research question and its sub-questions, using a combination of methods to ensure a comprehensive approach. Sub-questions 1 and 2 are answered through a literature and document review, supported by interviews. Sub-question 3 builds on the data collected in sub-questions 1 and 2, using insights from those interviews. Sub-question 4 draws primarily from interview data across the earlier sub-questions and is validated through an expert panel.

To help narrow the scope of the research, specific selections were made prior to addressing the sub-questions. For sub-question 1, a set of participation methods used to compare with *KodW* is defined in Section 3.5.1. For sub-questions 2 and 3, the case study *The Kaai* has been selected, and will be explained in Section 3.5.2. The rationale and selection criteria for both are outlined in Section 3.5.

3.3 Data collection

This section discusses the various data collection methods in more detail. While the previous section explained these methods in relation to the specific sub-questions, the focus here is on what data is collected and how the collection process is carried out.

3.3.1 Literature & document review

To systematically collect the characteristics of various participation methods and examine the practical outcomes of KodW, data collection has drawn on a combination of literary sources and both internal and external documents from VORM. For each method, insights were gathered from at least three distinct sources, offering either conceptual frameworks or practical examples. Additional sources were consulted where necessary to ensure a comprehensive understanding. The selected materials primarily focused on the The Kaai case, participatory methods, and the KodW approach.

The data collection of sub-question 1 is placed in APPENDIX B and for sub-question 2 is placed in APPENDIX H. The data collected for sub-question 1 consists of excerpts from various sources, selected for their relevance to answering the research question. The data for sub-question 2 includes document excerpts, supplemented with quotes obtained through interviews (see following section).

3.3.2 Interviews

To address the research sub-questions, two types of semi-structured interviews were conducted: an exploratory interview for sub-question 1, and six in-depth interviews for sub-questions 2, 3 and 4. Each interview had a maximum duration of 60 minutes and followed the interview protocols from APPENDIX D AND APPENDIX K. Interview questions were not shared in advance with participants to allow for open-ended responses. Table 3.1 provides an overview of all interviewees, including their affiliations, roles, and the sub-questions they contributed to.

Interview #	Organisation	Function	Sub-question(s)	In-text Reference
1	VORM Ontwikkeling	Manager Social Impact	1	(1-A, 2025)
2	VORM Ontwikkeling	Project Developer	2, 3, 4	(2-A, 2025)
3	Kickstad	Project Manager & Urban Detective	2, 3, 4	(2-B, 2025)
4	Heijmans Vastgoed	Commercial Manager Real Estate	2, 3, 4	(2-C, 2025)
5	VORM Ontwikkeling	Project Manager	2, 3, 4	(2-D, 2025)
6	Starling Associates	Developer	2, 3, 4	(2-E, 2025)
7	Havensteder	Manager Neighbourhoods	3, 4	(3-A, 2025)

Table 3.1 Interviewees overview. Created by author.

3.3.2.1 Exploratory interview

To identify and validate the key characteristics of KodW, a single exploratory interview was conducted. This interview focused on understanding KodW in the context of other participatory methods and served to both confirm existing theoretical insights and generate new ones. Given the exploratory nature of this interview, one expert participant was considered sufficient.

3.3.2.2 In-dept interviews

To explore the implementation, effectiveness, and broader challenges of KodW, a series of in-depth interviews has been conducted using the Kaai project as a case study. These interviews have addressed the following subject in relation the different sub-questions:

- Sub-question 2: Evaluation of the concrete goals and outcomes of KodW in practice.

- Sub-question 3: Exploration of challenges relevant to the participatory process in the Kaai.
- Sub-question 4: Collecting and identifying possible improvements related to KodW and participation processes.

Due to the semi-structured nature of the interviews, questions have been slightly adapted to each interviewee based on their expertise and role. Not all questions have been asked in every session, as this has depended on relevance and the flow of the conversation.

3.3.3 Expert panel

To ensure the relevance and applicability of the proposed improvements, an expert panel has been convened to validate them. The panel has consisted of five individuals selected for their expertise, with the primary aim of assessing the feasibility of each improvement in practice. Table 3.2 has provided an overview of the panel members.

#	Organisation	Function	In text reference
1	VORM New Business BV/ BuurtBoost	Neighbourhood developer	(4-A, 2025)
2	VORM Ontwikkeling	Concept developer	(4-B, 2025)
3	Free lance illustrator	KodW expert	(4-C, 2025)
4	APPM	Process manager & advisor area development	(4-D, 2025)
5	VORM New Business BV/ BuurtBoost	Manager neighbourhood development	(4-E, 2025)

Table 3.2 Expert panel members. Created by author.

The improvements have been evaluated in relation to the practical constraints of area development projects, such as time, resources, budget, and political context. While feasibility may vary across cases, each proposal has needed to remain within the boundaries of realistic implementation.

APPENDIX O has included the diagrams shared with the panel. Each diagram has been explained during the session to facilitate a structured discussion. The panel has focused on both the feasibility and implementation potential of the proposed improvements, offering critical feedback to refine and position them more effectively.

The session has lasted approximately two hours and had been recorded and transcribed for further analysis. The central question guiding the discussion has concerned the practical feasibility and contextual relevance of the proposed improvements. These suggestions have served as a conceptual framework to support reflection and help position them within the broader KodW methodology.

3.4 Data analysis

The following data analysis method pertains to the empirical component of the study. Figure 3-2 shows the different data analysis methods in relation to the specific sub-question and research method. This section is structured according to the different sub-questions and explain how each analysis was conducted.

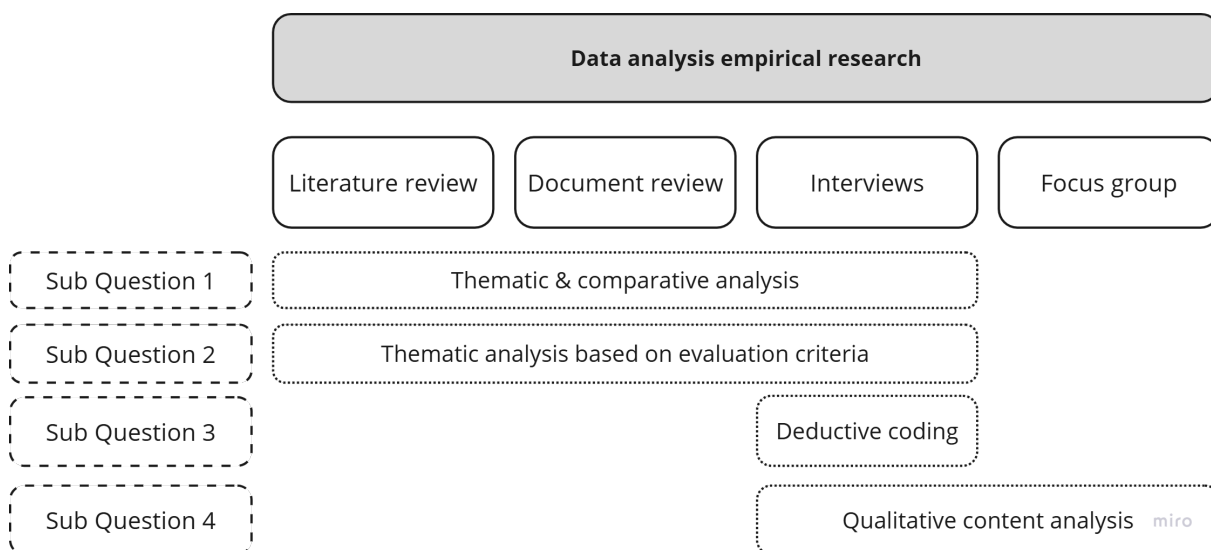


Figure 3-2 Data analysis overview. Created by author using Miro.

3.4.1 Sub-question 1

Sub-question 1: *What are the characteristics of Kijk op de Wijk compared to traditional participation methods?*

The position of each analysis in the structure of SQ1 is shown in Figure 3-3. The literature review, document review and interviews for sub-question 1 has employed a thematic analysis guided by a set of deductive themes:

- Participation level and influence
- Formats and techniques used
- Stakeholders involved
- Strengths and benefits
- Challenges and limitations
- Effectiveness and impact
- Suggested improvements

APPENDIX F provides a detailed overview of each deductive theme, including their rationale and application within the analysis. These themes served as deductive codes to systematically classify and interpret the data and findings. For selected sources, Atlas.ti was used to extract and organize relevant excerpts, which have been compiled in an Excel file included APPENDIX B. The initial phase of the analysis focused on categorizing content according to these deductive themes, without yet identifying relationships between sources.

In the subsequent phase (APPENDIX C), cross-source relationships were explored through synthesis within the thematic framework. While the structure remained consistent throughout, the depth of interpretation varied across themes. This approach enabled a comparative evaluation of participatory methods and contributed to the formulation of key conclusions.

Finally, a comparative analysis has been conducted in which KodW is compared to the seven other selected participation methods. Matrices have been used in this analysis to identify patterns and relationships.

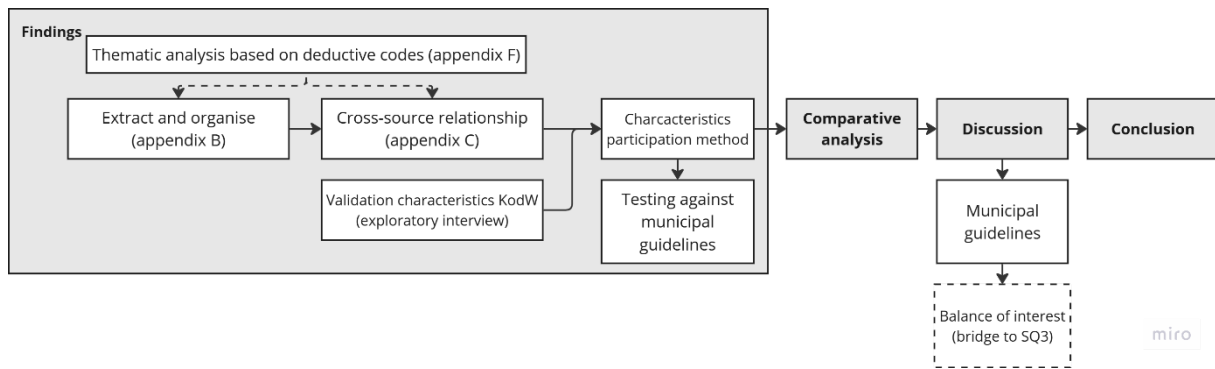


Figure 3-3 Data analysis structure sub question 1. Created by author using Miro.

3.4.2 Sub-question 2

Sub-question 2: *What are the results of using Kijk op de Wijk in practice?*

Figure 3-4 illustrates the structure and interrelation of the various components and analyses conducted to answer SQ2. To investigate Sub-question 2, this study applies evaluation criteria to assess the participation process in the case study. Data were collected through a literature and document review and interviews. The analysis is guided by the OECD (2021) evaluation framework, which defines six key criteria: relevance, coherence, effectiveness, efficiency, impact, and sustainability.

However, due to the early stage of KodW the limited availability of concrete cases, this study focuses specifically on effectiveness and efficiency. These criteria are well-suited to the project’s scope, as they reflect the core concerns of developers, namely, achieving intended goals and making optimal use of resources within practical constraints.

Evaluation, as defined by Rogers (2025), serves as a measure of performance and helps establish benchmarks. Standards may vary by context but generally represent minimum requirements or indicators of best practice. While theoretical models provide a starting point, participation methods can diverge in practice. Therefore, assessing how methods perform under real-world conditions is essential.

By applying effectiveness and efficiency as analytical lenses, the study examines whether the participation methods used in KodW deliver meaningful results and do so in a resource-conscious way. The effectiveness refers to the participation outcomes and the efficiency refers to how it is achieved within the process.

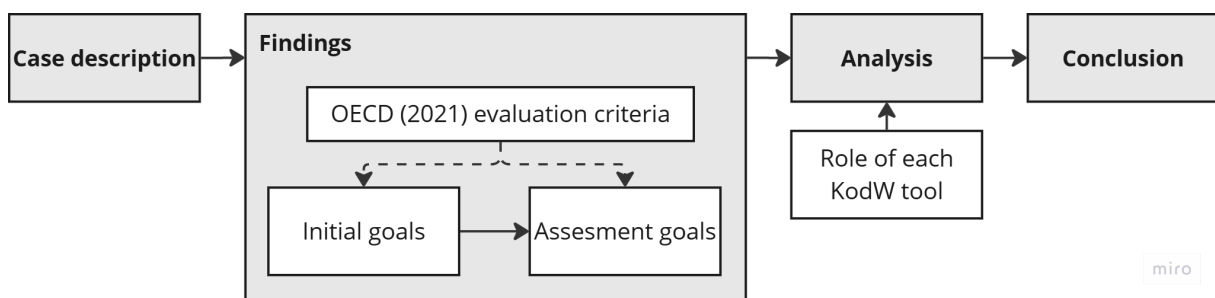


Figure 3-4 Data analysis structure sub question 2. Created by author using Miro.

3.4.3 Sub question 3

Sub-question 3: *What challenges arise when implementing Kijk op de Wijk?*

In Figure 3-5 the structure to answer SQ3 is shown. The interviews addressing sub-question 3 have been coded using Atlas.ti, applying a set of deductive codes. These codes are divided into two categories: those related to the balance of interests as result of the municipal frameworks (as explained in section 2.5) and those concerning KodW and other participation methods. A detailed explanation of these deductive codes is provided in the following chapter.

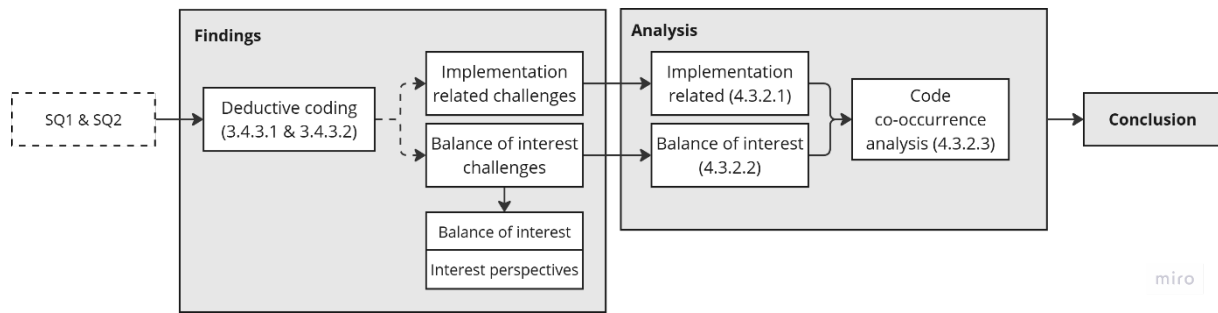


Figure 3-5 Data analysis structure sub question 3. Created by author using Miro.

3.4.3.1 Deductive codes (related to KodW and participation)

Deductive codes were applied to identify challenges related to both participation in general and KodW specifically. As detailed in Table 3.3, these codes are derived from findings in the previous sub-questions and offer a structured framework for categorizing the various challenges. The resulting categories encompass the full range of issues affecting KodW's performance, covering both internal process efficiency and external impact effectiveness.

Deductive codes (related to Participation and KodW)	Description
Strategic & process challenge	Focus the challenges related on how to implement and integrate it in the participation strategy of a company.
Method related challenge	Focus on challenges related to usability, interface, functionality and other operational related challenges.
Communication challenge	Focus on interaction between the different stakeholders and tools. How the information will be shared and include various perspectives.
Participation challenge	Challenges related to the participation process from a more general perspective.
Content related challenge	Challenges related to the content in the tool itself. It addresses the missing aspects and identifies the missing scope of the method.
Other challenge	All not categorizable challenges

Table 3.3 Deductive codes participation. Created by author.

3.4.3.2 Deductive codes (related to balance of interest)

The deductive codes were related to the balancing of interests and were derived from the document analysis of municipal frameworks discussed in Section 2.5. These deductive codes are described in Table 3.4. These deductive codes help to identify the different perspectives in a balance of interest and helps to structure the analysis. These codes were developed based on the various perspectives involved in area development. Through the interviews, the interests described by the interviewees were identified and categorized accordingly. Given that this research focuses on the perspective of the developer, the analysis emphasizes those stakeholders who hold the greatest influence and play the most significant roles in the participation process.

Deductive codes (related to balance of interest)	Description
Balance of interest	Covers all aspects related to the balancing of interests—both the situations in which these trade-offs occur and what exactly is being weighed.
Interest developer	Everything related to the interests of the developer.
Interest municipality	Everything related to the interests of the municipality.
Interest residents	Everything related to the interests of the residents.
Interest others	Everything related to the interests of the others.

Table 3.4 Deductive codes balance of interest. Created by author.

3.4.4 Sub question 4

Sub-question 4: *How can Kijk op de Wijk be improved?*

Figure 3-6 shows the structure to answer SQ4. Sub-question 4 has been addressed through a qualitative content analysis, focusing on what was said about each proposed improvement. This analysis was focused on the transcripts of the expert panel. The improvements have been categorized into process-related and method/tool-related enhancements. The analysis primarily focused on practical feasibility, objections raised, and general critique.

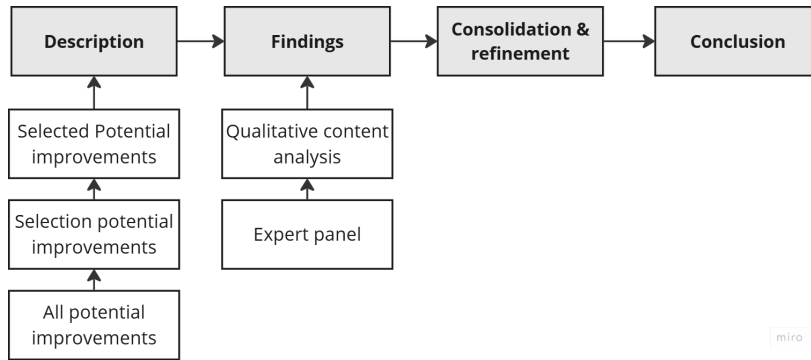


Figure 3-6 Data analysis structure sub question 4. Created by author using Miro.

3.5 Selections

To maintain a clear and structured scope, several selections have been made in this study. Some of these were determined at the start of the research. The various selections which were made at the start are outlined below.

3.5.1 Participation methods (SQ1)

To begin examining the characteristics of *KodW* compared to other participation methods for Sub-question 1, it is important to first determine the other participation methods being compared. This is done using Stelzle & Noennig's (2019) research. The reason for selecting this study is the scarcity of research that has attempted to systematically inventory various participation methods. Moreover, both Noennig and Stelzle possess experience and expertise in the fields of urban development, management, and digital innovation, making their work a relevant foundation. Additionally, the journal in which the paper was published has been awarded 40 points on the ministerial list of journals in Poland, where the publisher is based. In this study, the most common participation methods in Germany were inventoried and then categorised. This forms the basis for the process of selecting methods. From this inventory, a selection is then made based on a number of criteria.

3.5.1.1 Selection criteria

The selection of participation methods for comparison with *KodW* is based on four key criteria:

- **Participation Objectives**
The first criterion is based on the goals that participation processes aim to achieve, as defined by Stelzle & Noennig (2019). These include: better cooperation, vision-making, gathering feedback, providing information, project optimisation, conflict resolution, and co-design. One method is selected for each goal to ensure a broad and balanced comparison across different participatory aims.
- **Level of Public Influence**
To capture a range of citizen involvement, the selection incorporates Arnstein's Ladder of Participation. This ensures at least one method per level: information, consultation, involvement, collaboration, and empowerment. This helps contextualise *KodW*'s position in terms of participant power.
- **Mode of Interaction**
Because *KodW* is a digital tool, both online and offline methods are included to enable meaningful comparison. This distinction allows an evaluation of how interaction formats influence engagement and outcomes.
- **Applicability**
Only methods that have been applied in the Dutch context are included. This ensures relevance to the legal and cultural framework in which *KodW* operates.

3.5.1.2 Selected methods

Based on these criteria, seven methods were selected (see APPENDIX A): Citizen Information Event, Voting, Citizen Exhibition, Participatory Budgeting, Mediation, Citizen Idea Contest, and Planning Workshops. These methods represent a range of goals, levels of influence, interaction types, and national relevance.

3.5.2 Case study (SQ2 and SQ3)

To address sub-questions 2 and 3, a case study was selected. *KodW* is a relatively new methodology and has been applied in only a limited number of projects. Since its steps can be implemented at different stages of a development process, specific selection criteria were necessary.

The first criterion was the use of *KodW* in the participation process, enabling assessment of its impact. Although it is preferable that multiple steps of the method were followed, this was not strictly required due to the method's recent introduction. The second criterion related to the type of project. As this research focuses on participation under the EPA, the case had to involve either a zoning plan amendment (*bestemmingsplan*) or an environmental permit application (*omgevingsvergunning*), ensuring it falls under a formal planning procedure with a participatory component. The final criterion was that the case must involve area development, in line with the research's thematic focus.

The only project that met all criteria was *The Kaai*, which is further detailed in Section 4.2.1. While other projects plan to apply KodW, they fall outside the timeframe of this research and were therefore excluded from the research scope.

3.6 Data Management Plan and HREC

All aspects of this study were conducted in accordance with the Data Management Plan (DMP), provided in APPENDIX P. Ethical approval was sought through a formal application to the Human Research Ethics Committee (HREC), included in APPENDIX Q.

To protect participant privacy, interview and expert panel transcripts are not included in this report, as they contain sensitive personal information. Access to this data was restricted solely to the responsible researcher, and confidentiality was maintained throughout the research process. The safeguarding of personal data followed the protocols detailed in both the DMP and the HREC submission.

Section 4 Empirical research

This section on the empirical research is structured as follows: first, the characteristics of KodW are described in relation to the broader context, including other methods and municipal frameworks (SQ1). Next, the practical outcomes, specifically in the case of The Kaai, are discussed (SQ2), followed by a deeper exploration of the associated challenges (SQ3). Finally, all findings are used to propose improvements to KodW, aligning it more closely with the requirements of a POP and the EPA.

The structure of each section follows a consistent format: it begins with a general description, followed by the findings, then an analysis and/or discussion, and concludes with a sub-conclusion.

4.1 Characteristics Kijk op de Wijk – sub question 1

This chapter explores the sub-question 1: “*What are the characteristics of Kijk op de Wijk (KodW) in comparison to traditional participation methods?*” To answer this, a combination of literature review, document analysis, and an explorative interview was conducted as explained in section 3.4 and 3.5. This chapter is structured as follows:

- **Section 4.1.1** presents the findings from a thematic analysis of eight participation methods and KodW, including an evaluation against municipal frameworks (Amsterdam and Rotterdam) and validation through an expert interview.
- **Section 4.1.2** offers a comparative analysis, identifying patterns between key characteristics across methods.
- **Section 4.1.3** discusses KodW’s positioning in relation to the identified patterns and its alignment with municipal frameworks.
- **Section 4.1.4** concludes by answering the first sub-question and summarizing KodW’s distinctive traits and implications.

This structure provides a step-by-step comparison to evaluate how KodW differs from and relates to more conventional methods of citizen participation.

4.1.1 Findings

The findings in this chapter are divided into three parts: the findings on other participation methods, the validated perspective on KodW based on interviews, and finally, the assessment of the participation methods in relation to the municipal frameworks.

4.1.1.1 Findings other participation methods

The findings from the thematic analysis of eight participation methods, based on the six themes defined in Section 3.5.1. Radar diagrams have been used to visualize the performance of each method, providing a symbolic yet informative basis for comparison. These radar diagrams, along with a detailed discussion of the methods’ characteristics, are included in APPENDIX G. By combining at least three different sources, the characteristics of each method has been defined.

Citizen Information Events are characterized by broad accessibility and low barriers to entry, typically involving general presentations followed by Q&A sessions. While these events encourage transparency and allow residents to raise concerns, participant influence remains minimal. The method is largely informative, with limited formats and modest impact unless supplemented by follow-up communication or active input mechanisms.

Voting methods, including popular and assembly-based formats, offer participants a relatively high level of influence, particularly when results are integrated into decision-making. While control over the agenda remains with initiators, voting can involve large audiences and utilize flexible formats. However, inclusivity and deliberative depth vary depending on the format, and effectiveness is contingent on how outcomes are utilized.

Citizen Exhibitions offer an open and flexible form of engagement, allowing residents to access curated project information at their convenience. Though accessible and transparent, this method provides limited opportunities for participant feedback and influence, resulting in low direct impact on decision-making.

Participatory Budgeting grants citizens a high degree of influence by involving them in the allocation of public funds. It combines structured decision-making with diverse communication formats. Despite its democratic potential, the method’s overall impact is often constrained by limited budget scopes and selective participation, though it significantly contributes to civic engagement and shared governance.

Mediation is a targeted, small-scale method used primarily for conflict resolution. While it allows for flexible, case-specific dialogue and can produce high-impact outcomes in terms of relationship-building and consensus, it lacks scalability and depends heavily on participants’ willingness to engage constructively.

Citizen Idea Contests stimulate public creativity by inviting idea submissions from a broad audience. Participants have high influence if their ideas are selected, but the method lacks depth in interaction and often provides limited feedback to non-winning contributors. Its primary value lies in symbolic engagement and awareness-raising rather than structural influence.

Planning Workshops are interactive and collaborative in nature, encouraging active input and idea generation. Though participants do not hold decision-making power, the method supports mutual understanding and can significantly shape outcomes when feedback is meaningfully integrated. However, workshops are resource-intensive and difficult to scale, making them more suitable for targeted engagement.

KodW blends digital accessibility with long-term community feedback mechanisms. While direct participant influence is moderate, the method scores highly on stakeholder involvement and long-term impact due to its inclusive, gamified, and data-driven design. Its effectiveness depends on consistent participation and the digital literacy of residents.

4.1.1.2 Validation interview

This section presents the validation of KodW’s characteristics through an exploratory interview. The interview protocol is included in APPENDIX D, and the interviewees are listed in Section 3.4.2. A comprehensive analysis of the interview can be found in Section 6APPENDIX E. The interview results provide a validated profile of KodW, offering empirical support for the characteristics previously identified in the literature.

Figure 4-1 Validated radar diagram Kijk op de Wijk. Created by author. Figure 4-1 compares the literature-based profile with the validated version using a radar diagram. The two profiles are largely consistent, with the exception of the *Formats & Techniques* theme, where the validated profile scores higher. Insights from interviewee 1-A further indicate that the participatory process involves a greater degree of negotiation and compromise across a broader range of stakeholders, rather than simply reflecting the majority’s preferences.

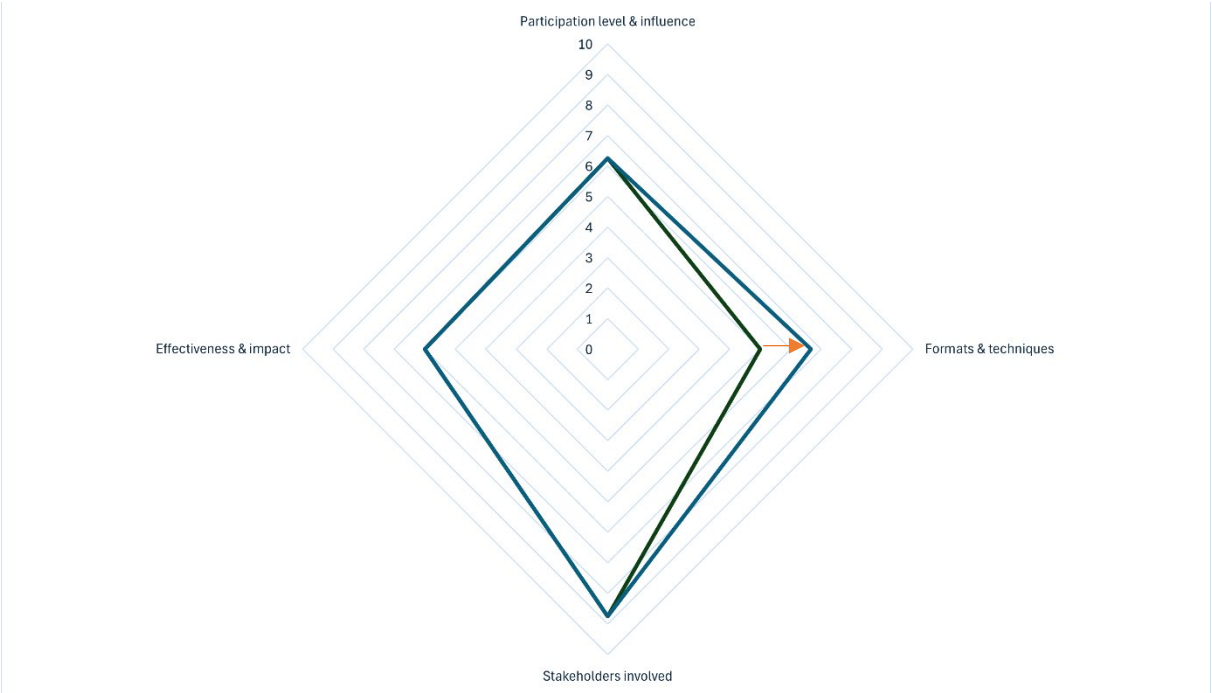


Figure 4-1 Validated radar diagram Kijk op de Wijk. Created by author.

The limitations and constraints of *KodW* are less emphasized in the literature than in the interview findings. One key issue that emerges is that developer input can introduce biases and restrictions, potentially limiting the influence of public participation. The developer’s approach plays a crucial role in shaping how *KodW* is implemented, as they may selectively incorporate only the elements they deem realistic or suitable. These decisions are often based on data collected through the *Buurtvisievormer* tool, which, if outdated, could lead to choices that no longer reflect the current needs of a neighborhood.

A defining characteristic of *KodW* is that the method is fundamentally rooted in the 2008 Bristol Accord, which defines sustainable communities. The five pillars of *KodW*, social cohesion, identity, social safety, well-being, and inclusivity, originate from this agreement, highlighting the importance of clearly defining and understanding key concepts. This well-structured methodology and critical evaluation of its components make *KodW* a distinctive, rigorous and impactful approach.

4.1.1.3 Testing against municipal guidelines

Section 2.5 outlined the participation frameworks of the municipalities of Amsterdam and Rotterdam. In this section, the various participation methods are assessed against these frameworks.

Assesment participation methods Amsterdam			
	Category (Informing, Consulting, Advising)	Who is involved?	Complies completely with Category 3 obligations.
Category 3 requirements	<i>Advising</i>	<i>Local stakeholders; including residents, tenants, property owners, business owners, environmental and water authorities</i>	
Other methods:			
<i>Citizen information event</i>	<i>Informing</i>	<i>All local stakeholders</i>	
<i>Voting</i>	<i>Consulting</i>	<i>All local stakeholders</i>	
<i>Citizen exhibition</i>	<i>Informing/ Consulting</i>	<i>All local stakeholders</i>	
<i>Participatory budgeting</i>	<i>Consulting/ Advising</i>	<i>All local stakeholders</i>	
<i>Mediation</i>	<i>Advising</i>	<i>Few people</i>	
<i>Citizen idea contest</i>	<i>Consulting</i>	<i>All local stakeholders</i>	
<i>Planning workshops</i>	<i>Consulting/ Advising</i>	<i>All local stakeholders</i>	
<i>Kijk op de Wijk</i>	<i>Consulting/ Advising</i>	<i>All local stakeholders</i>	

Table 4.1 Assessment participation methods Amsterdam. Created by author.

Table 4.1 presents an assessment of how various participatory methods align with the data requirements outlined in the participation guidelines of the municipality of Amsterdam. Specifically, Category 3 stipulates that participants must have the opportunity to provide advisory input, a criterion that not all methods can fulfil. Furthermore, the municipality of Amsterdam mandates the involvement of all relevant local stakeholders. Based on these criteria, the methods were evaluated to determine their capacity to meet the municipality's participatory requirements in urban development projects. The analysis indicates that four methods do not meet these criteria, one method is conditionally applicable under specific circumstances, and three methods demonstrate the potential to fulfil the participation requirements.

Assesment participation methods Rotterdam				
	Potential to include all stakeholders	Ability to collect input from participants	Potential for making an interest assessment based on the participation method	Complies completely with Category 3 obligations.
Large initiatives requirements	<i>Needs to be representative for stakeholders in the area</i>	<i>Input needs to be collected from participants to test whether their perspective is included in consideration</i>	<i>Method should provide opportunity for balancing of interests to be included in report</i>	
Other methods:				
<i>Citizen information event</i>	<i>All stakeholders</i>	<i>Limited to Q&A</i>	<i>Minimal potential</i>	
<i>Voting</i>	<i>All stakeholders</i>	<i>Limited to results</i>	<i>Moderate potential</i>	
<i>Citizen exhibition</i>	<i>All stakeholders</i>	<i>Minimal opporunity</i>	<i>Minimal potential</i>	
<i>Participatory budgeting</i>	<i>All stakeholders</i>	<i>Opportunities to collect input</i>	<i>Moderate potential</i>	
<i>Mediation</i>	<i>Selection of stakeholders</i>	<i>Opportunities to collect input</i>	<i>High potential</i>	
<i>Citizen idea contest</i>	<i>All stakeholders</i>	<i>Opportunities to collect input</i>	<i>Moderate potential</i>	
<i>Planning workshops</i>	<i>All stakeholders</i>	<i>Opportunities to collect input</i>	<i>High potential</i>	
<i>Kijk op de Wijk</i>	<i>All stakeholders</i>	<i>Limited to open question</i>	<i>High potential</i>	

Table 4.2 Assessment participation methods Rotterdam. Created by author.

Table 4.2 evaluates which participatory methods align with the participation guidelines set by the municipality of Rotterdam. This assessment focuses on key factors essential for data collection, including potential to include all stakeholders, ability to collect input from participants (one-way or two-way communication), and the extent to which the method facilitates the balancing of competing interests. If a method adequately addresses these three components, it can be deemed capable of providing responses to the questions posed in the municipal guidelines. The findings indicate that three methods do not meet the required criteria, four methods partially fulfil the requirements, and one method fully satisfies the participation criteria.

It is important to note that a participatory method’s inability to meet all criteria does not necessarily imply that it cannot contribute to the participation process. When combined with other methods, it may still serve a complementary role. This analysis provides a simplified evaluation of the extent to which different methods can meet the participatory requirements of the respective municipal guidelines. However, while the assessment identifies the potential of each method to collect the necessary data, the effectiveness of participation remains contingent upon the practical implementation of these methods. Therefore, this preliminary inventory offers a general overview of the extent to which each method can be utilized for participatory processes in urban development projects.

4.1.2 Comparative Analysis

The participation methods were analysed using the deductive themes outlined in APPENDIX F. Each method was assigned a score for the following four themes: *Participation Level & Influence*, *Formats & Techniques*, *Stakeholders Involved*, and *Effectiveness & Impact*. These scores were then compared through a comparative analysis to identify potential patterns and relationships between the themes.

The results of this analysis are presented in Table 4.3, where the symbols represent the strength and direction of the patterns:

- ++ = strong positive pattern
- + = positive pattern
- O = no pattern
- = negative pattern
- = strong negative pattern

These patterns are intended to illustrate potential trends, not to serve as statistically significant or absolute measures. They are based on assumptions derived from the analysis of participation methods in APPENDIX C. The numerical representation is grounded in the thematic framework described in APPENDIX F, where methods were placed along a standardized scale to enable comparison.

Pattern matrix	Participation level & influence	Formats & techniques	Stakeholders involved	Effectiveness & impact
Participation level & influence	N/A	++	-	O
Formats & techniques	++	N/A	—	+
Stakeholders involved	-	—	N/A	-
Effectiveness & impact	O	+	-	N/A

Table 4.3 pattern matrix. Created by author.

4.1.2.1 Patterns

Based on Table 4.3, a negative pattern is observed between *Formats & Techniques* and *Stakeholders Involved* (--). This may suggest that methods offering greater room for individual input and discussion reduce overall accessibility for stakeholders. In other words, increasing opportunities for input can inadvertently create entry barriers for certain groups.

A negative pattern is also present between *Stakeholders Involved* and *Effectiveness & Impact* (-). This could indicate that participation methods involving a broader range of stakeholders tend to be less effective. However, KodW appears to be an exception. Despite engaging a relatively large number of stakeholders, it achieves moderate effectiveness. This suggests that KodW's structured approach may offset the inefficiencies typically associated with wide stakeholder involvement.

The negative pattern between *Participation Level & Influence* and *Stakeholders Involved* (-) may reflect the challenge of scaling participatory influence. As more decision-making power is granted to participants, it becomes harder to engage a wide audience and sustain large-scale participation.

The pattern between *Effectiveness & Impact* and *Participation Level & Influence* is negligible (0). Contrary to expectations, increasing the level of participant influence does not necessarily lead to greater effectiveness. This may be due to the specific variables considered in this study, where certain combinations of factors could reduce both influence and impact.

A weak positive pattern exists between *Formats & Techniques* and *Effectiveness & Impact* (+). Methods that allow participants to share input and engage in consultation tend to produce greater impact and effectiveness. This supports the general expectation that greater participant influence correlates with increased effectiveness. Several factors may contribute to this, such as improved accessibility through digital tools, which may also enhance the relationship between *Formats & Techniques* and *Stakeholders Involved*.

Finally, the strong positive pattern between *Participation Level & Influence* and *Formats & Techniques* (++) suggests that greater participant influence is associated with a broader range of methods that enable individuals to express preferences and negotiate outcomes.

The pattern between *participation level & influence* and *Formats & techniques* (++) could indicate that once you increase the amount of influence of participants, the higher the possibility for participants to express their preferences and are able to negotiate about the results.

4.1.2.2 KodW in relation to patterns

It becomes clear that *KodW* is more effective than conventional participation methods, based on the theoretical approach. *KodW* balances broad stakeholder involvement with structured formats & techniques and maintaining a moderate level of impact, which is in contrast to other methods where the effectiveness & impact and formats & techniques are affected according to the patterns.

The patterns confirms that methods with a lot of stakeholder input limits stakeholder involvement but improves effectiveness. *KodW*'s *Formats & Techniques* score is relatively high, supporting the observation that higher stakeholder input often results in fewer stakeholders, but is mitigated by the digital tools used in *KodW*'s method.

KodW also breaks the patterns of low effectiveness in high stakeholder involvement methods. Typically, methods that involve many stakeholders suffer from inefficiencies, as seen with *Citizen Exhibition* and *Citizen Idea Contest*. However, *KodW*'s structured data-driven approach counters this, making it an outlier with both high inclusivity and moderate effectiveness.

4.1.3 Discussion

4.1.3.1 Characteristics

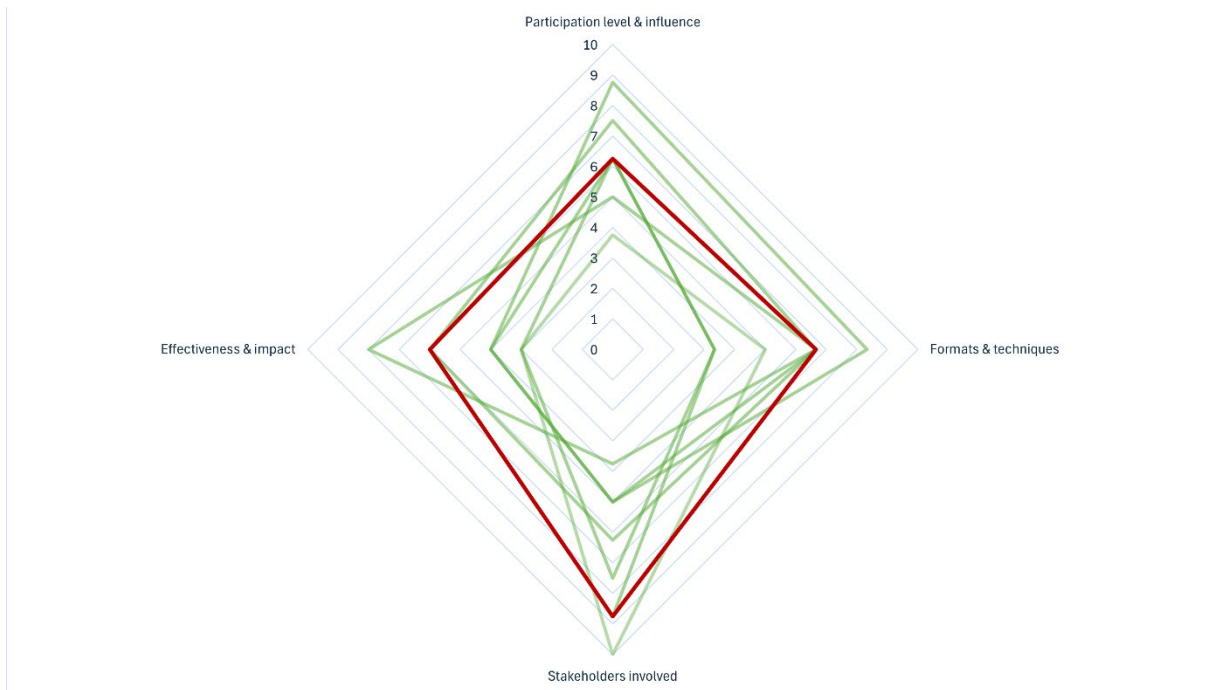


Figure 4-2 Combined radar diagrams. Created by author.

In Figure 4-2, the combined radar diagrams of the various methods are presented, with the red line representing the validated findings from the interview of *KodW*. This diagram provides a comparative overview, illustrating the relative positioning of different approaches. The results indicate that *KodW* performs relatively average compared to the other methods.

KodW falls into an intermediate position regarding participant influence. While it allows for broad resident engagement, the final decision-making authority remains with the initiators. This aligns *KodW* with placation-level participation rather than full citizen empowerment. Compared to Participatory Budgeting, which offers the highest level of influence, *KodW* provides less decision-making power but is more participatory than Citizen Information Events and Exhibitions, which primarily serve at most as consultation tools.

KodW utilizes a digital approach, integrating gamification, validation, and data analysis. This makes it more accessible for participants to share their input, formats & techniques, than information sessions, allowing for broader engagement. However, statistical analysis reveals a negative pattern between participation formats and stakeholder involvement. This suggests that while digital platforms like *KodW* improve accessibility, they may also create barriers for those with lower technological proficiency. *KodW*'s emphasis on information sharing potential (Formats & techniques) places it at a midpoint between high formats & techniques (Participatory Budgeting) and lesser formats & techniques, citizen exhibitions, methods.

KodW ranks high in stakeholder involvement, indicating a strong emphasis on broad participation. Compared to methods like Mediation, which are more exclusive, *KodW* ensures open participation, particularly for underrepresented groups. However, a negative pattern exists between stakeholder involvement and effectiveness, suggesting that broader participation can sometimes dilute the overall impact due to challenges in consensus-building. *KodW*, despite involving many stakeholders, maintains an above-average effectiveness score, highlighting its ability to balance inclusivity with structured decision-making.

KodW's effectiveness is comparable to that of Voting and Citizen Information Events. This suggests that while it may not offer the highest impact, its structured approach ensures a more predictable and organized participation process due to the relatively low score on formats & techniques and participation level & influence. Furthermore,

statistical analysis shows a weak positive pattern between formats & techniques and effectiveness, implying that KodW's formats contributes to its moderate impact.

4.1.3.2 Municipal frameworks balancing interests

Based on the findings from the assessment of participation methods against the municipal frameworks in section 4.1.1.3, as well as the literature review in section 2.5 on these methods, several notable elements emerge within these frameworks.

A key distinction between the participation guidelines of Amsterdam and Rotterdam lies in their approach to the assessment and balancing of stakeholder interests. In Rotterdam, it is assumed that the balancing of interests has already taken place during the participation process itself. Participatory methods are therefore expected to include this evaluation as an integral part of their design and implementation. In contrast, Amsterdam takes a different approach. While the municipality expects that participatory methods consider stakeholder interests, it retains the responsibility of independently assessing and weighing these interests. This evaluation is based on the findings presented in the participation report, allowing the municipality to form a comprehensive understanding of the perspectives of all involved parties.

These differing approaches directly impact the requirements for participatory methods. Amsterdam's guidelines are more flexible, allowing a broader range of methods to be deemed suitable, provided they are thoroughly substantiated. Rotterdam's guidelines are more stringent, often necessitating a combination of multiple methods to meet the municipality's informational and evaluative needs. As a result, fewer individual methods can independently satisfy Rotterdam's requirements.

The integration of multiple participatory methods within a single process can help capture a more complete picture of stakeholder perspectives. By making diverse interests more visible, this approach can enhance the effectiveness and legitimacy of participatory processes in urban development.

In conclusion, both frameworks recognize the importance of balancing interests, but interpret this requirement differently. Rotterdam expects this balance to be embedded within the participation process itself, while Amsterdam requires transparency in presenting stakeholder perspectives, enabling the municipality to conduct the balancing of interests independently. In both cases, a successful participatory approach depends on the ability to account for and address the full range of interests present in the area development process.

4.1.4 Conclusion

The first sub-question is: "What are the characteristics of *Kijk op de Wijk* in comparison to traditional participation methods?" To answer this question, five recurring patterns were identified in the comparison of different participation methods:

1. **Formats & techniques** versus **Stakeholders involved** (negative pattern)
2. **Participation level & influence** versus **Formats & techniques** (positive pattern)
3. **Participation level & influence** versus **Stakeholders involved** (negative pattern)
4. **Stakeholders involved** versus **Effectiveness & impact** (negative pattern)
5. **Formats & techniques** versus **Effectiveness & impact** (positive pattern)

KodW positions itself as relatively average compared to other participation methods, yet simultaneously demonstrates unique characteristics that distinguish it from more traditional approaches. Through the use of digital tools such as mobile applications, KodW is able to engage a broader and more diverse audience than is typically reached via conventional participation methods. This challenges the negative pattern between formats & techniques and the number of stakeholders involved (1), as the accessibility of KodW expands the participant base.

However, this digital approach also presents certain challenges. The degree of influence that participants can exert is largely dependent on how input is selected and presented by the developer within the method. Consequently, the actual level of participation and influence remains limited, which aligns with the negative pattern between participation level & influence and stakeholders involved (3).

Conversely, KodW aligns well with the positive pattern between participation level & influence and formats & techniques (2), as it enables participants to easily express their preferences. Nevertheless, the tangible influence of this input is still restricted, resulting in an overall average performance in this area.

Remarkably, KodW proves to be effective in terms of impact, despite the broader stakeholder involvement (4). The use of digital tools enhances the overall effectiveness of the method, setting KodW apart from traditional methods that often experience reduced effectiveness when the number of stakeholders increases. This indicates that KodW defies the negative pattern between stakeholder involvement and effectiveness.

In relation to the fifth pattern (5), where a positive pattern is observed between formats & techniques and effectiveness & impact, KodW again demonstrates strong alignment. The method not only facilitates participation but also translates input into tangible outcomes.

Finally, the analysis indicates that KodW holds potential to meet the standards of commonly used participation frameworks, such as those applied by the municipalities of Amsterdam and Rotterdam. Nonetheless, some critical points remain. To fully align with these frameworks, KodW must improve its ability to balance diverse interests and ensure transparency throughout the process.

In conclusion, KodW does not adhere strictly to the identified patterns, occasionally deviating due to its digital nature. This digital character is both the strength and the challenge of the method. While KodW performs at an average level compared to traditional methods, it shows promising potential to function as a viable participation approach, provided that its digital tools are implemented thoughtfully and the participatory process is well-managed in practice. The practical feasibility and real-world outcomes of KodW are further explored in section 4.2, where sub-question 2 is addressed.

4.2 Results of Kijk op de Wijk in Practice – Sub question 2

This chapter addresses sub-question 2: “*What are the results of using KodW in practice?*” The aim is to assess how the KodW methodology has been applied in a real-world spatial development project and to evaluate its outcomes in terms of both effectiveness (participatory results) and efficiency (process-related performance), as defined in Section 3.5.2.

To answer this question, the urban redevelopment project *The Kaai* in the Feijenoord district of Rotterdam is used as a case study. This project offers a relevant context in which KodW was employed during multiple phases of the participatory process. The analysis is based on a combination of document review and in-depth interviews with key stakeholders. The interviewees related to this sub-question are listed in Section 3.4.2, and the interview protocol is provided in APPENDIX K.

The structure of this chapter is as follows:

- **Section 4.2.1 Case: The Kaai** provides an overview of the project context and the sequence of participatory actions undertaken.
- **Section 4.2.2 Findings** evaluates the extent to which initial participation goals were achieved, distinguishing between effectiveness and efficiency, and highlights the role of KodW in achieving these goals.
- **Section 4.2.3 Analysis** presents a detailed assessment of each individual tool within the KodW methodology, focusing on their operational contributions and limitations in the context of The Kaai.
- **Section 4.2.4 Conclusion** summarizes the findings and provides a direct answer to sub-question 2.

This structured approach enables a comprehensive evaluation of KodW’s performance in practice, offering critical insights into its strengths and the contextual factors that may limit its effectiveness. The outcomes from this chapter also inform sub-question 3, which explores the broader challenges and constraints encountered during implementation.

4.2.1 Case: The Kaai

4.2.1.1 Description

The Kaai is a large-scale urban redevelopment project located on the former Unilever margarine factory site along the Nassaukade in Rotterdam’s Feijenoord district (Wieles, 2024). The project transforms a historically industrial, closed-off area into an open and vibrant urban neighbourhood, integrating housing, public amenities, commercial activity, and heritage preservation (VORM et al., 2023). The closure of the Upfield (formerly Unilever) margarine plant in 2021 initiated the project, releasing a strategically located industrial site along the Nieuwe Maas River (Gemeente Rotterdam et al., 2023). The goal is to create a new, authentic part of Rotterdam (Gemeente Rotterdam et al., 2023).



Figure 4-3 The Kaai, Rotterdam. (VORM et al., 2023)

The zoning plan allows for 1,100 residential units (Wieles, 2024), divided into 10% social housing, 50% mid-segment (rental or purchase), 27% free sector, and 13% top segment. Additionally, 10,000 m² of non-residential space will accommodate quayside restaurants, work-living spaces for local stakeholders, cultural or social functions, and neighbourhood-oriented retail (Wieles, 2024). The full programme includes a minimum of 100,000 m² gross floor area (GLA), with a floor space index (FSI) of approximately 4 (Gemeente Rotterdam et al., 2023).

Preservation of industrial heritage plays a central role. Key features of the former factory, including the monumental front building, will be retained and integrated into the new design (VORM et al., 2023). The project also includes high-quality public space, with a focus on liveability and vibrancy. Achieving this requires active engagement with the surrounding community (VORM et al., 2023).

Although not legally required at the time, the developers voluntarily initiated a participation process in collaboration with the municipality. The original zoning did not permit housing, so a new zoning plan (*Bestemmingsplan The Kaai*) was drafted and formally adopted by the municipal council in 2024. During public consultation, fourteen views were submitted, three of which were upheld (Wieles, 2024).

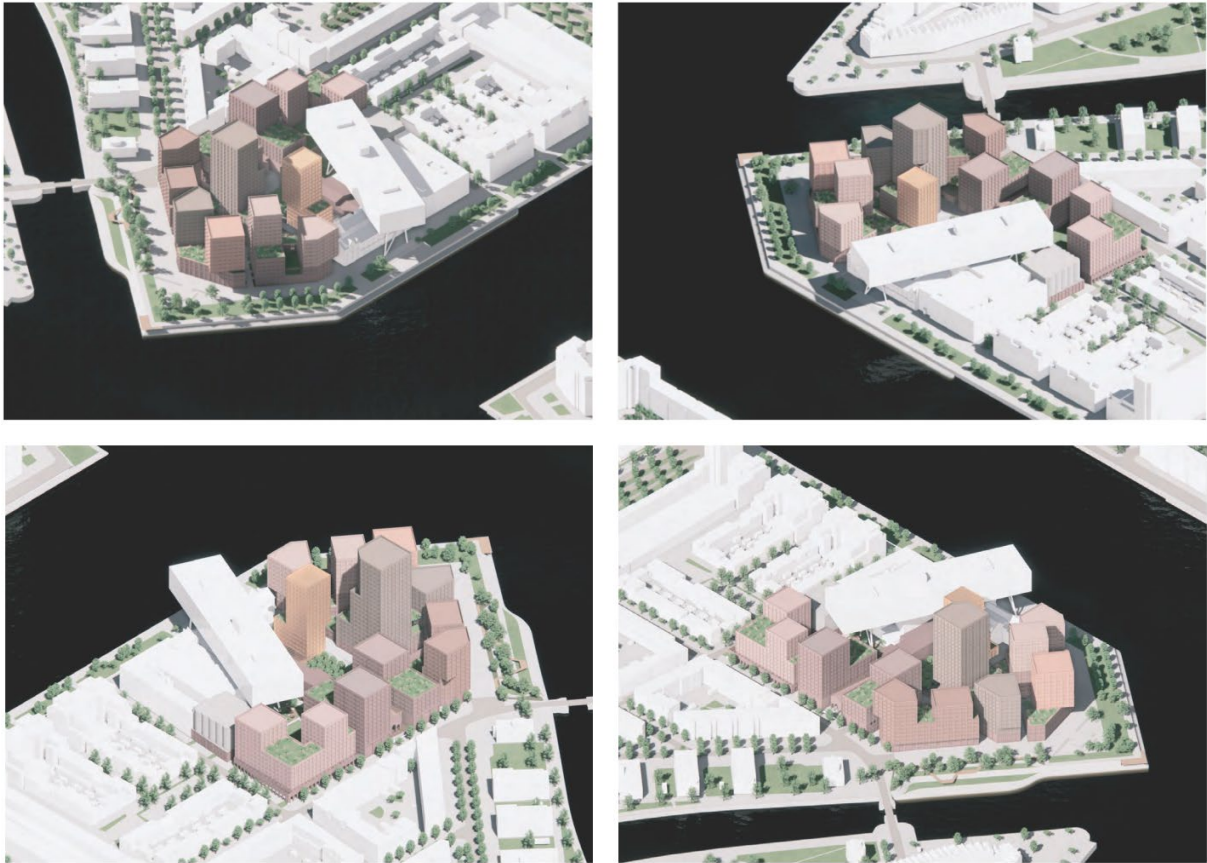


Figure 4-4 Masterplan the Kaai, Rotterdam. (VORM et al., 2023)

The project timeline is arranged as follows:

- 2021:
 - Closing of the Unilever Factory
 - Acquisition of the site by VORM
- 2022:
 - Analysis and preliminary vision of urban development
 - Start of community engagement
- 2023:
 - Q1: Adoption ambition document by municipality of Rotterdam
 - Q1/Q2: Participation phase
 - Q3: First draft urban design and approval of Masterplan by City Council
 - Q4: Public review zoning plan
- 2024:
 - Q1: 14 views/ objections on public review
 - Q2/Q3: Formal adoption zoning plan
- 2025:
 - Start demolition/ start construction
- 2026:
 - Planned first delivery of housing and facilities
- 2026 – 2029:
 - Phased delivery
- 2029 Q4
 - Estimated project completion

4.2.1.2 Participation actions

The participation process of the Kaai in the Feijenoord district of Rotterdam was a complex and extensive process. It consisted of several phases in which there had been active efforts to involve local residents. It focused on actively involving local stakeholders in shaping the new spatial plans for the area. In 2022, the margarine factory closed and the surrounding area was marked as a transformation area with various mixed-use functions, publicly accessible including housing, shops and businesses.

Preparation

The participation process was initiated by VORM and Amvest in collaboration with the Municipality of Rotterdam. Its objective was to gather local insights and aspirations to inform the urban design and create a sense of ownership (de Jong, 2023). The process involved various forms of participation, including informing, placemaking, co-creation, and community building (de Jong, 2023).

Thorough preparation preceded the participation activities with residents. The initial step was a desk study conducted by the participation agency to identify key themes and outline preliminary steps. This was followed by joint brainstorming sessions between the agency, the municipality, and the developers to structure the participation process and define priorities for the first workshop. These sessions aimed to embed participation meaningfully within the project and ensure a context-specific approach.

A stakeholder and issue analysis was then conducted to gain a comprehensive understanding of the local context. Exploratory interviews with key community members helped define concrete objectives and thematic areas. Additionally, an Urban Detective video was produced to engage the broader community and collect further insights. Based on these preparatory activities, both a participation plan and a communication plan were developed, forming the basis for the participation process with residents. The next steps are detailed in the following section.

Implementation of participation

Several steps were undertaken as part of the participation process. The timeline and corresponding activities were as follows:

- Kick-off (13 February 2023) – Informing, Thinking, and Acting: Over 500 participants visited the site and contributed ideas across five key themes, resulting in more than 400 suggestions.
- Participatory Sessions (21–22 March 2023) – Thinking and Acting: Interactive workshops focused on three urban components: the quay, buildings, and public squares. As *KodW* centers on public space, the quay and squares were particularly relevant.
- Placemaking Event (26 August 2023) – Thinking and Acting: Activities on the Kaai included factory tours and community events, emphasizing experiential engagement. A brainstorming session was also held on temporary uses for public space; however, *KodW* was not involved in this phase.
- One-on-One Conversations (January–June 2023) – Informing, Thinking, and Acting: Individual interviews, informal meetings, and spontaneous conversations were held with residents, business owners, community leaders, and local officials. These interactions provided insights into stakeholders' wishes, concerns, and aspirations, which informed the design process.
- Website, Social Media, and Flyers (Ongoing) – Informing: These tools supported continuous communication and transparency. The website served as both an information hub and a feedback portal. Flyers and newsletters, some containing QR codes linked to the *BuurtPanel* app, enabled residents to share their views at their convenience.
- Presentation of Initial Design (31 May 2023) – Reflection: A session was held for stakeholders to engage with the project team regarding the first draft of the urban plan. *KodW* was applied during this phase through the *BuurtPanel*, which gathered feedback on the draft and identified additional needs not yet addressed.

The facts and figures in the participation process are as follows:

Informing:

- Walk-in information event (5)
- Digital newsletter (3) with 500 subscription
- Approximately 8,000 flyers distributed

Thinking and acting:

- Approximately 50 one-to-one talks
- Participatory session (2)
- Approximately 650 participants and approximately 1000 visitors in the area

Feedback:

- Design presentations (2)

The participation process culminated in a shared vision for the future. Feedback and ideas gathered during the process were integrated into the urban plan, with some contributions to be included in later phases of development. Although the current phase concludes with the urban plan's delivery, participation will continue throughout the full project timeline (2023–2030). Future stages will emphasize transparency, sustained co-creation, and ongoing placemaking initiatives.

Elaboration role of KodW

In the participation process of The Kaai, efforts were made to implement various tools from the KodW methodology. Interviews with stakeholders revealed a range of experiences regarding the application of these tools.

BuurtVisieVormer (BVV)

Figure 4-5 presents the results of the BVV for the Kaai, which was collected during the early phase of the participation process in the Feijenoord district. This tool provides insight into how a neighbourhood performs based on publicly available data. These data sources are called subthemes.

The data reveal notably low scores on the subthemes of smart housing, public green space, well-being, and the rental housing market. In contrast, subthemes such as income equality, amenities, mixed-use, accessibility, self-reliance, housing costs, circularity, and energy score relatively high.

The findings suggest a lack of pleasant public spaces and innovative or new housing options in the area. Additionally, affordability appears to be a concern in the neighbourhood. The remaining indicators show average performance relative to other neighbourhoods.

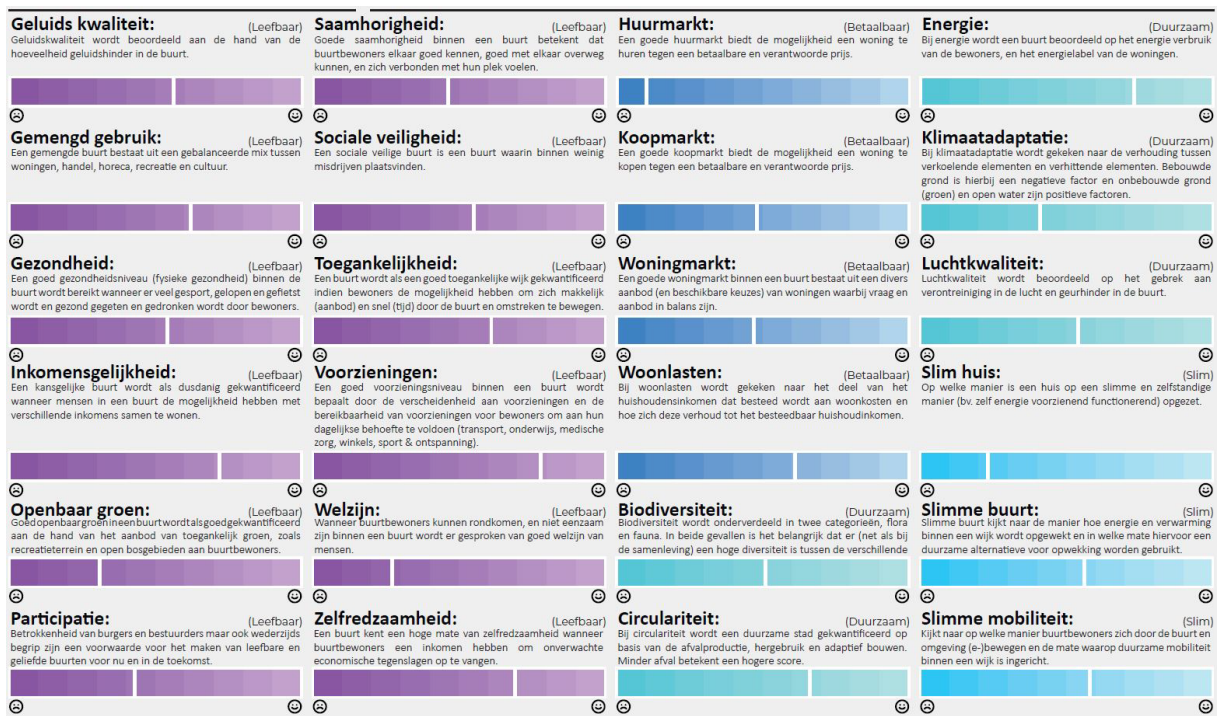


Figure 4-5 BuurtVisieVormer the Kaai. (VORM, 2023)

In a later stage of the development of KodW, several subthemes were reclassified or excluded by the developers, based on the relevance, reliability, and validity of the underlying data sources. Subthemes related to Affordability, including Rental Market, Homeownership Market, Housing Market, and Housing Costs, were omitted. The same applies to the Smart category, which included Smart Housing, Smart Neighbourhood, and Smart Mobility. Additionally, the data originally linked to the subthemes Circularity and Energy were reassigned to other themes such as Biodiversity, Air Quality, or Climate Adaptation.

BuurtPeiling

According to the KodW methodology, the next step following the initial analysis in the *Buurtvisievormer* is the implementation of a *Buurtpeiling*. However, as revealed in the interview with 2-C, this step was not carried out in the The Kaai project.

2-C explained that extensive thematic research had already been conducted in the neighbourhood, and a considerable amount of input had been collected: *"By that point, we had already been active in the neighbourhood for quite some time and had carried out so many analyses and collected so much input that we already had a solid understanding of the area. So that more generic data from a first neighbourhood survey became less relevant."* (2-C, 2025 [translated]).

Consequently, the decision was made to omit the *Buurtpeiling*. Additionally, the project was ahead of the development timeline for the survey tool itself. At that stage, both the developers and the municipality were not fully convinced of its added value or ready for its implementation: *"Yes, by then we had already conducted that analysis ourselves, so it didn't really add anything at that point."* (2-C, 2025 [translated]).

Despite this, a draft version of the *Buurtpeiling* was created. The statements were directly linked to the subthemes identified in the BVV and aimed to validate those themes through resident input. An internal assessment was then carried out to evaluate the extent to which the proposed statements reflected actual neighbourhood conditions, serving as a means to verify the BVV's thematic relevance.

BuurtFormule

To prepare the BuurtPanel, the BuurtFormule is used as an internal intermediate step. This tool serves to select the most relevant “cards” (design interventions) based on a theoretical foundation. The basis for the Buurtformule lies in Christopher Alexander’s book *A Pattern Language*, which provides a structured set of design principles aimed at enhancing liveability. As one interviewee explained: “[*A Pattern Language*] is valuable because it offers a wide range of design tools to create for liveability.” (2-C, 2025 [translated]).

In selecting the appropriate cards for The Kaai, practical considerations also played a role, especially the physical constraints and opportunities along the quay. This step had to be carried out relatively quickly to ensure the Buurtpanel could be prepared in time. During the process at *The Kaai*, the *BuurtFormule* had not yet been fully developed within the current dashboard. Instead, the selection of design tools was made using Excel sheets, based on proven patterns from existing neighbourhoods. While the core principle behind the selection remained the same, the process at that time required more manual effort to identify and compile the appropriate tools. It is not a participatory step, residents do not have direct insight into it. Instead, it functions more as an internal knowledge base to inform the design process behind the scenes.

BuurtPanel

The *Buurtpanel* for *The Kaai* was developed based on the selection made through the *Buurtformule*. The selected cards from the BuurtFormule aligns with the spatial possibilities and constraints of *The Kaai*, particularly in relation to the design and layout of the quay area.

The actual deployment of the Buurtpanel took place during the presentation of the 90% version of the master plan. As one interviewee described: “We also tried to make [the Buurtpanel] available, so people could still share their final thoughts [digitally] ... their ideas about the design. So, we added a QR code to the flyer.” (2-B, 2025 [translated]). The promotion of the *BuurtPanel* was carried out through a mailing campaign distributed to 7,000 households in the surrounding area. The letter served as an invitation to a community evening, and included an insert containing a QR code that allowed residents to access and complete the *BuurtPanel* (2-E, 2025).

During this event, participants were given the opportunity to engage with the Buurtpanel game in order to express their preferences and needs. However, according to those involved, the implementation of the tool was rushed, which made it difficult to integrate it strategically and effectively into the broader participation process (2-B, 2025).

4.2.2 Findings

The findings in this sub-question are based on the initial participation goals and the subsequent assessment of those goals, as outlined in the following sections. As discussed in the literature review on the perception of success (Section 2.2.4), the success of participation is often defined by the goals established by the initiator. In this context, the results can be interpreted as the degree of success. Therefore, this section focuses on examining the goals set by the developer, as the initiating party.

4.2.2.1 Initial participation goals

The setting of objectives in the Kaai were done using the two evaluation criteria as explained in section 3.5.2. The focus of identifying these goals are related to participation, interaction between different stakeholders and the EPA. Through interviews and document analysis, these goals are determined. Goals outside the focus of the study that are, for example, related to sustainability, number of homes and environment are not considered in this inventory given the nature of the study.

Effectiveness

Table 4.4 describes the goals related to effectiveness. APPENDIX H shows the evidence from the different sources underpinning the different goals.

#	Goal – effectiveness	Description	Source
1	Obtaining zoning plan	One of the steps in the area development of the Kaai is applying for a zoning plan change.	(Gemeente Rotterdam, 2024), (2-C, 2025)

1a	Preparing participation report	For the zoning plan amendment application, it was advisable to include a participation report. The participation process had been carried out on the initiative of the project team and can therefore also serve as supporting documentation in the response to potential objections.	(Gemeente Rotterdam, 2024), (2-A, 2025)
2	Realistic and improved plans using the knowledge of local residents	Since local residents have considerable knowledge of the surrounding area, they can offer valuable insights that make involving them a goal.	(Gemeente Rotterdam et al., 2023), (2-B, 2025) (VORM et al., 2023), (Kickstad, 2023), (2-C, 2025)
3	Creating insight and understanding of different interests in the area	This goal helps create support among the various participants. This creates an increase in trust and helps to substantiate choices.	(Gemeente Rotterdam et al., 2023), (2-B, 2025), (Kickstad, 2023), (2-C, 2025)
4	Transparent and understandable communication that is accessible to all stakeholders.	Thinking along and participating, according to the ambition document of the Municipality of Rotterdam, is only possible when there is good and clear communication between the various stakeholders. That is why communication is an essential component.	(Gemeente Rotterdam et al., 2023), (2-B, 2025), (Kickstad, 2023)
5	Cohesion as team	An important objective was to present a unified image as one team, in order to ensure clarity and cohesion.	(VORM et al., 2023), (2-B, 2025), (2-C, 2025)
6	Pilot project for KodW - effectiveness	Implementation of <i>KodW</i> in a physical project serves to examine how the methodology functions in practice and how it is operationalized during the development process and if it is possible to connect it to a different participation event.	(2-B, 2025), (2-C, 2025)

Table 4.4 Initial goals effectiveness. Created by author.

Efficiency

Table 4.5 describes the goals related to effectiveness. APPENDIX H shows the evidence from the different sources underpinning the different goals.

#	Goal – efficiency	Description	Source
1	Avoid duplication of efforts and leverage existing initiatives and networks.	Several organisations and initiatives are already active in the area. These already have knowledge and experience of the area and the aim is to harness them so that no blank start is made.	(Gemeente Rotterdam et al., 2023), (2-C, 2025)
2	Clear boundaries that people can or cannot participate in discussions about	The aim is that there is clarity among those involved about what they can or cannot talk about. In doing so, it is important that the frameworks of the process are clear and the initiators facilitate the process.	(Gemeente Rotterdam et al., 2023)
3	Inclusive communication strategy	The communication strategy should tie in with the existing resources from the Rotterdam municipality and serve all stakeholders. It should consist of a combination of online and offline.	(Gemeente Rotterdam et al., 2023), (2-B, 2025)
3a	Tailor-made participation for all	Participation is structured according to different lifestyles so that everyone has the opportunity to participate and contribute in an appropriate way.	(Gemeente Rotterdam et al., 2023), (2-B, 2025)
4	Accelerating the process by preventing objections and views.	By preventing objections and views, this speeds up the process and ultimately allows for faster construction. Through a comprehensive process, efforts are being made to speed this up.	(2-C, 2025), (2-D, 2025)
5	Aligning goals among different stakeholders.	The aim was to establish a shared objective for the participation process at an early stage, in order to ensure that all parties were aligned and working toward the same direction from the outset.	(2-B, 2025), (2-C, 2025)
6	Pilot project for KodW - efficiency	Implementation of <i>KodW</i> in a physical project serves to examine how the methodology functions in practice and how it is operationalized during the development process and if it is possible to connect it to a different participation event.	(2-B, 2025)

Table 4.5 Initial goals efficiency. Created by author.

4.2.2.2 Assessment participation goals

This section presents the assessment of the participation goals as outlined above, with a particular focus on the role of KodW. A distinction is made between participation results and process results. Participation results provide insight into the role of the method within the participatory approach, while process results support a broader reflection on the overall use of KodW. Since the quality of participation outcomes is closely tied to the effectiveness of the process, it is important to consider both dimensions. In this context, participation results are associated with effectiveness, whereas process results relate more directly to efficiency.

Table 4.6 and Table 4.7 present all the assessments of the goals. In the “Goals achieved” column, each goal is assessed as “yes” if there is clear evidence that the intended outcome was met, supported by at least two distinct sources such as documentation or stakeholder confirmation. While interviews provided valuable insights, there is a risk of biased or overly positive responses. To account for this, the interviews included critical questions about what did not go well and where improvements were needed, enabling a more balanced and reflective assessment.

Participation results: Effectiveness

Table 4.6 is a qualitative overview of the extent to which the objectives have been achieved and the role that *KodW* played in this process. An in-text reference is also included, pointing to a more detailed explanation in the APPENDIX I of the individual objectives. This includes quotes that substantiate why relevant goals were met.

#	Goal description Effectiveness	Goal achieved?	Role of KodW	Reference to appendix I text
1	Obtaining zoning plan	Not yet, under review by the Council of State (Raad van State)	Not included in the participation report	7.1.1
1a	Preparing participation report	Yes, Participation report compiled as part of the application for the zoning plan amendment	Not included	7.1.2
2	Realistic and improved plans using the knowledge of local residents	Yes, residents played a role in shaping the plans	The <i>Buurtpanel</i> was a small component in the overall evaluation of the design	7.1.3
3	Creating insight and understanding of different interests in the area	Yes, efforts were made to gather as many insights as possible during various events	In the 90% design phase, insights on the proposal were gathered using the <i>Buurtpanel</i> , while at the beginning of the process, the <i>Buurtvisievormer</i> was used to extract insights from data	7.1.4
4	Transparent and understandable communication that is accessible to all stakeholders.	Yes, communication was open and transparent	<i>KodW</i> did not play a role in this aspect, due to the absence of feedback to the participants	7.1.5
5	Cohesion as team	Yes, for each event, the various parties collaborated closely and acted jointly.	VORM played a key role within <i>KodW</i> , which made it challenging for other parties to participate equally as a collaborative team within <i>KodW</i> , which resulted in a negative impact on the cohesion as a team	7.1.6
6	Pilot project for KodW - effectiveness	On the one hand, the pilot was successful in terms of insights into the implementation of KodW. But the process side (efficiency) and the participation results side (effectiveness) can be said that the pilot was not successful, given the limited deployment and difficulties in implementation.	<i>KodW</i> held a central role in the pilot.	7.1.7

Table 4.6 Assessment goals effectiveness. Created by author.

Process results: Efficiency

Similar to the analysis of participation effectiveness, Table 4.7 provides a qualitative overview of the extent to which the objectives have been achieved, as well as the role played by KodW in this process. An in-text reference is included, directing the reader to APPENDIX I, where a more detailed explanation of the individual objectives can be found. This appendix also includes supporting quotes that illustrate how and why specific goals were met.

#	Goal description Efficiency	Goal achieved?	Role of KodW	Reference to appendix I text
1	Avoid duplication of efforts and leverage existing initiatives and networks.	Yes, local businesses and organizations were involved in the implementation of the participation and provided involvement from the neighborhood. This made them part of the process.	Has not been able to help strengthen local initiatives	7.2.1
2	Clear boundaries that people can or cannot participate in discussions about	Yes, whole process had clear frameworks on which stakeholders could or could not participate. This was indicated per event and helped structure and set expectations for participants..	The apps themselves provided clear boundaries digitally and physically, but provided relatively little context, which created dependence on explanations provided. This made a lot of steering necessary.	7.2.2
3	Inclusive communication strategy	Yes, different forms of participation had been applied with a diversity of means	By using primarily online resources it ensures that people are reached who would not normally have time to participate.	7.2.3
3a	Tailor-made participation for all	Yes, because of the wide variety of events it was also possible for many different people to participate and there was also a choice to participate a certain events	KodW was a part of the different platforms and also offered new ways and could contribute to the diversity of methods.	7.2.4
4	Accelerating the process by preventing objections and views.	The low number of views and objections was the result of the extensive participation process which allowed the entire process to be accelerated	KodW had a focus on other hard-to-reach groups, which gave them the opportunity to gain insight into the plans and be involved.	7.2.5
5	Aligning goals among different stakeholders.	Yes, the goals of the various parties were established at the beginning in the form of a plan of action.	The pilot of KodW was not communicated beforehand which caused problems, so it was counterproductive.	7.2.6
6	Pilot project for KodW - efficiency	From VORM, the intention was to set up a pilot project. On the one hand, the pilot was successful in terms of insights into the implementation of KodW. But the process side (efficiency) and the participation results side (effectiveness) can be said that the pilot was not successful, given the limited deployment and difficulties in implementation.	<i>KodW</i> held a central role in the pilot.	7.2.7

Table 4.7 Assessment goals efficiency. Created by author.

4.2.3 Analysis of results of Kijk op de Wijk

4.2.3.1 BuurtVisieVormer

The BVV did not directly contribute to the achievement of participation goals but did offer valuable insights into the broader participatory process. To assess its outcomes, the BVV is compared to the submitted views (*zienswijzen*) during the public consultation phase of the zoning plan for The Kaai.

A total of 14 views were submitted during the consultation period. These are summarized in APPENDIX J. The municipality reviewed all submissions, classifying three as formal notices of appeal and registering one additional new appeal (2-A, 2025). A key objective of participation is to reduce the number of objections by identifying and addressing concerns early in the process. The presence of objections suggests that, in some respects, the participation process may have fallen short. While KodW may have helped to anticipate and address several issues, it did not fully prevent all objections. To assess this limitation, the first step is to examine the extent to which the BVV aligns with the content of the submitted views.

In APPENDIX J, each view is categorized according to the subthemes of the BVV. This categorization is interpretative, as the underlying data sources of the BVV subthemes do not always correspond directly with the topics raised in the views. For example, several views reference concerns about construction-related nuisance, whereas the BVV subtheme *Noise Pollution* does not account for temporary disruptions such as construction noise.

Views that could not be meaningfully linked to any BVV subtheme have been grouped under “No Matching Subtheme.” These categorized views have been aggregated and presented in Figure 4-6. The figure displays two columns: one includes all views (including those considered unfounded), while the other excludes the unfounded views. A third column shows the corresponding BVV score for each subtheme, based on Figure 4-5.

Sub themes	Translation	Formal responses (incl. unfounded)	Formal responses (excl. unfounded)	BVV score	
				0	10
Voorzieningen	Amenities	5	2		
Inkomensgelijkheid	Income equality	4	0		
Zelfredzaamheid	Self-reliance	0	0		
Gemengd gebruik	Mixed-use	9	2		
Toegankelijkheid	Accessibility	21	1		
Geluidskwaliteit	Noise pollution	2	0		
Sociale veiligheid	Social security	0	0		
Gezondheid	Health	1	1		
Lucht kwaliteit	Air quality	0	0		
Biodiversiteit	Biodeverisity	0	0		
Saamhorigheid	Solidarity	2	0		
Participatie	Participation	1	0		
Klimaat adaptatie	Climate adaptive	5	0		
Openbaar groen	Public green space	3	1		
Welzijn	Well-being	4	0		
Niet passend subthema	No matching subtheme	19	10		

Figure 4-6 Views and BVV. Created by author.

Several notable relationships emerge between the BVV and the submitted views. While no direct or consistent correlation is evident between the number of views and the BVV scores, certain patterns can be identified. Subthemes with high BVV scores, when not adequately addressed in the planning process, tend to generate more views. Conversely, subthemes with lower BVV scores that remain unresolved in the planning phase also attract objections. The following sections highlight specific examples of these dynamics.

Amenities

The BVV shows a relatively high score for the availability of amenities. Nevertheless, several views were submitted concerning this subtheme. These indicate that residents place significant value on the presence of the medical day center, which they wish to see retained. However, the zoning plan did not fully incorporate this facility. As a result, some of these views were deemed valid and have been incorporated into the revised plan. This suggests that the insights provided by the BVV align with the concerns expressed in the views.

Income equality

Income equality currently scores relatively high in the BVV, largely due to the substantial presence of social housing in the Feijenoord district. However, the municipality's goal is to reduce this proportion to achieve a more mixed housing stock. This contrasts with the views submitted by residents, who emphasized the continued need for social housing. This discrepancy highlights the tension between the municipality's future-oriented policy objectives and residents' present-day needs. Although data shows strong performance in income equality, the planning process prioritizes the ambition document, contributing to objections.

Accessibility

A notable pattern appears in the Accessibility subtheme, which scores relatively high in the BVV yet is associated with a significant number of views. BVV data focuses on car ownership, usage, and access to public transport, suggesting a reasonable level of mobility. However, residents raised concerns about parking shortages, limited public transport access, and increased traffic volumes. These issues are not captured in the current BVV data, which does not include indicators such as parking pressure or traffic intensity. This gap may explain the mismatch between the BVV score and residents' concerns. Incorporating these variables could improve the subtheme's accuracy, a topic discussed further under section 4.4 improvements.

Climate adaptive

The Climate Adaptation subtheme scores relatively low in the BVV and receives a correspondingly high number of views. Concerns centre around sunlight reduction and wind disturbance due to building heights. Residents, especially those in the *Bruggebouw*, who are worried about the impact on their building. The data already indicates current exposure to these issues, suggesting the need for more responsive planning strategies. These concerns reflect a strong desire for climate-conscious urban design and proactive mitigation of environmental impacts. Residents clearly do not want the existing situation to deteriorate any further, and expect climate-sensitive planning solutions to be prioritized.

No matching subtheme

Several views could not be matched to existing BVV subthemes but nonetheless offer important insights. These include concerns about construction-related nuisance (e.g. noise, traffic, and disruption duration), building height (including sightlines and cultural-historical context), and waste management. The frequency of these concerns highlights possible omissions in the BVV framework. Including these aspects in future iterations could enhance the tool's comprehensiveness. Potential improvements to the BVV's data sources and thematic scope will be discussed in more detail under the section 4.4 improvements.

4.2.3.2 BuurtPeiling

The Buurtpeiling was not implemented during the participation process in The Kaai to gather participation-related results. As such, its direct effectiveness in contributing to participation outcomes was minimal. Nevertheless, the Buurtpeiling could have made a meaningful contribution to the efficiency of the process, particularly through the use of validated data. Its role in achieving the stated objectives remained limited, but it may have had greater impact if it had been deployed earlier in the process.

While the Buurtpeiling was not used publicly, the statements were internally reviewed and assessed by the developers. This internal data validation demonstrates that the Buurtpeiling does not necessarily have to be used solely by residents, it could also serve as a tool parallel to a physical participation process, supporting internal reflection and validating findings gathered through in-person engagement. This dual application could be particularly useful for intermediate documentation within the organisation.

Additionally, the fact that the statements were filled in by developers suggests a possible interest in testing and refining the tool itself. Interviewee 2-E indicated that there was an ongoing effort to develop appropriate question phrasing. In order to effectively validate data, questions must be carefully constructed, potentially using both positively and negatively framed statements. What stood out in the composition of the list were the reflections developers had gathered from the physical participation process. These insights may have been used to fine-tune the questions and/or to assess them retrospectively.

This use of insights from in-person engagement highlights the importance of direct interaction with participants. It also suggests that the Buurtpeiling could play a valuable supportive role, not only as a tool for collecting resident input, but also as a means of internally testing assumptions, framing questions, and validating the direction of the participation strategy.

4.2.3.3 BuurtFormule

The application of the BuurtFormule played a key role in the development of the BuurtPanel. Since public space is often overseen and implemented by the municipality, as was the case in The Kaai (2-C, 2025), close coordination with municipal stakeholders is essential. When selections are made within the BuurtFormule for specific design interventions, these choices may carry implications for the promises made to residents. The database of design tools is built on proven patterns observed in other neighbourhoods and offers insight into interventions likely to be effective in new area developments.

The most significant role of the BuurtFormule is that it serves as *"the cement between the bricks."* (2-E, 2025 [translated]). While this step could potentially be automated, the uniqueness of each project allows for customization and contextual adjustments. Transparency in this process is critical for ensuring reliability, accountability, and trust. It allows initiators, in the case of The Kaai, the development team, to make informed decisions about which interventions are most appropriate.

In The Kaai, it became apparent that the individuals leading the participation process had limited visibility into the workings of the BuurtFormule, in part due to access being primarily controlled by VORM. The critical feedback expressed by those in a coordinating role may have stemmed directly from this lack of insight. Since one of the core intentions of the BuurtFormule is to make the design and decision-making process more transparent, it is crucial that all relevant stakeholders, especially those in leadership and coordination roles, have access to the methodology. Ensuring this transparency is key to avoiding misunderstandings and fostering collaborative ownership of the outcomes.

4.2.3.4 BuurtPanel

The BPa was applied as a participation method, but it ultimately played only a minimal role in delivering measurable participation results. One of the key reasons for this limited impact appears to be related to its communication strategy. Interviewee 2-B pointed out that the deployment lacked a clear strategic approach. While distributing a QR code to 7,000 households could have potentially resulted in a substantial number of views, the actual response rate was reported by interviewee 2-E to be between 0.5% and 1%. Other stakeholders involved considered this a low response rate and therefore not significant enough to be included in the formal participation results. However, it is worth noting that the average response rate in the real estate sector is approximately 3.32% (McGee, 2024), meaning that the response rate from does not deviate significantly from this benchmark. The relatively low response rate may be partially explained by how the mailing was designed. According to 2-E, the QR code was only placed on the second page of the letter, which may have contributed to a lower level of engagement. This highlights the importance of communication strategy and its influence on participation outcomes. KodW is intended as a tool to quickly and easily reach residents, but its effectiveness hinges on how well those residents are actually engaged and motivated to participate, such as by clicking the link. Therefore, promotional and marketing tactics become critical.

Costs also play a role in evaluating the effectiveness of communication methods. In the case of The Kaai, the choice was made to distribute physical letters. Based on 2025 PostNL rates for business mail, ranging between €0.60 and €0.70 per item, sending 7,000 letters would have cost at least €4,000. When this cost is compared to the number of views received, it results in relatively high-cost responses, which should be factored into decisions about whether or not to use similar communication methods in the future. When tools like KodW, and specifically the BuurtPanel, are deployed in this way, the effectiveness becomes heavily dependent on the communication medium used to share access to the app. Therefore, a strong and well-thought-out strategic approach to outreach is essential. Residents should be approached through diverse channels that align with the tool's intended purpose: reaching typically hard-to-reach groups.

Combining online and offline communication strategies, could prove more effective, especially when weighing the social and financial return on investment. This ensures that the tools used align with their intended purpose

and are not misapplied in ways that reduce their effectiveness. As interviewee 2-E noted: *“It’s important not to see digital participation as a replacement for in-person [participation] events, but rather as a tool to support and enhance them.”* (2-E, 2025 [translated]). This reinforces the idea that digital tools should be complemented by physical experiences, and that the way the app is communicated to potential users should reflect that physical engagement as well.

4.2.4 Conclusion

Sub-question 2 posed the following: *“What are the results of using Kijk op de Wijk in practice?”* In this research, the results of KodW are divided into two key dimensions: effectiveness, which refers to participatory outcomes, and efficiency, which concerns the internal process and implementation. Achieving effective participation outcomes is highly dependent on the efficiency of the process.

The findings indicate that the effectiveness of KodW in contributing to participation outcomes was limited. Although several tools were employed, including the BuurtPanel and BuurtVisieVormer, their influence on project development and stakeholder engagement remained marginal. KodW ultimately failed to contribute to its participatory ambitions in The Kaai project, largely due to underlying efficiency issues. These shortcomings in implementation and coordination inhibited the method from realizing its full potential.

To understand why it did not contribute in terms of efficiency, deeper exploration is required. Nonetheless, the digital nature of KodW shows promise. If implemented with adequate preparation and strategic focus, it could support more inclusive participation by reaching underrepresented groups and improving future participatory efforts.

Each of the tools within KodW contributed to the process in different ways:

- The BuurtVisieVormer proved effective in mapping neighbourhood characteristics and identifying key local themes. These insights could have informed participation strategies and responses to community objections, yet they were not fully utilized within the participatory design process.
- The BuurtPeiling was not made public but was used internally to validate assumptions and refine survey questions. Although its primary value was procedural, it enhanced efficiency by supporting internal reflection and tool development. If integrated earlier in future projects, it may significantly increase its impact.
- The BuurtFormule played a technical role in connecting the BuurtPeiling to the BuurtPanel. Despite its limited visibility, it was critical for ensuring efficiency in the workflow by enabling the selection of relevant design cards and structuring the BuurtPanel content.
- The BuurtPanel managed to reach a broad audience, yet its low response rate and limited integration within the broader participation strategy significantly reduced its effectiveness. Its rushed deployment, minimal promotional efforts, and lack of strategic alignment ultimately led to its exclusion from the formal participation report. As a result, KodW failed to generate meaningful participation outcomes.

Overall, the pilot revealed that the absence of effective results was largely due to process inefficiencies and misalignments among stakeholders. KodW’s implementation in The Kaai illustrates that a well-designed tool is not sufficient on its own; without a coherent and strategic process, participation outcomes remain elusive. The core finding of this sub-question, therefore, is that there were no significant participation results, primarily due to an underperforming process. These challenges will be examined in greater depth in section 4.3.

Despite these shortcomings, the pilot still provided valuable process insights and therefore resulted in insights into the process results. The tools demonstrated conceptual potential, especially in generating data-driven inputs and reaching varied audiences. To unlock this potential in future implementations, strategic planning, early integration, stakeholder alignment, and effective communication must be prioritized. These aspects will be further elaborated in section 4.4, where possible improvements to KodW are discussed.

4.3 Challenges in Kijk op de Wijk– Sub question 3

This chapter explores Sub-question 3: “*What challenges arise when implementing Kijk op de Wijk?*” It builds directly on the findings presented in the previous two sections. In Section 4.1, the characteristics of KodW were compared to traditional participation methods, while Section 4.2 assessed its performance in practice through the case study of *The Kaai*, explained in section 4.2.1. That analysis revealed that, despite its potential, the KodW method did not lead to significant participatory outcomes, largely due to issues in its implementation and integration. These findings underscore the importance of understanding the underlying challenges that hinder its effectiveness.

This chapter therefore shifts the focus to identifying and categorizing the key challenges encountered during the use of KodW. These challenges are drawn from the in-depth interviews (see section 3.4.2), and are essential for selecting the improvements which will be discussed in the next chapter (Section 4.4).

In this study, challenges are understood as obstacles that emerge during the design, application, and execution of participatory processes within area development projects. They may relate to internal procedures, communication and coordination between stakeholders, policy expectations, or the participatory tools themselves. As demonstrated in the Kaai case, such challenges can negatively affect both the outcomes (*effectiveness*) and the quality of the process (*efficiency*), as discussed in section 4.2 (Sub-question 2).

The challenges identified are grouped into two main categories:

- Implementation-related challenges: These concern strategic, procedural, methodological, communicative, participatory, and content-specific issues that impact the use of KodW in practice.
- Challenges related to balancing interests: These stem from the need to comply to the municipal frameworks (section 4.1.3.2) and ensure that diverse stakeholder perspectives are fairly integrated into decision-making.

The structure of **this chapter** is as follows:

- **Section 4.3.1 Findings:** presents the findings on both categories of challenges, starting with those related to implementation and followed by those concerning the balance of interests.
- **Section 4.3.2 Analysis:** analyses these findings in relation to the roles and interests of key stakeholders, developers, municipalities, residents, and others.
- **Section 4.3.3 Conclusion:** concludes with the main insights, emphasizing the areas where improvement is needed and answering sub-question 3.

By identifying these challenges and linking them to the Kaai case and previous findings, this section provides a grounded understanding of the factors that hinder successful implementation of KodW. These insights form the basis for the recommendations in the next section (section 4.4), where improvement for KodW are explored.

4.3.1 Findings

The findings in this section are divided into the findings related to the implementation related challenges and balance of interest related challenges.

4.3.1.1 Findings: implementation related challenges

The challenges have been identified using the deductive codes outlined in Section 3.4.3.1. The in-depth interviews were coded in Atlas.ti based on these codes. Relevant quotes were first collected and categorized accordingly in Atlas.ti. Each quote was then summarized to clarify the specific issue it addressed, see APPENDIX L. These summaries were subsequently sorted and cross-compared across interviews to identify recurring patterns and potential relationships. This process formed the basis for the formulation of the challenges discussed in the following sections.

Strategic & process challenges

Challenge 1a: Strategic and structural integration of KodW in participation through rapid preparation and implementation

A key challenge was the late and unstructured integration of KodW into the participation plan. Interviewees (2-B, 2025; 2-C, 2025) emphasized that KodW was not aligned with the broader strategy and lacked a defined implementation plan. This limited its effectiveness and led to inefficiencies, such as the rushed rollout of the *BuurtPanel* and insufficient time to track participant responses.

Challenge 1b: Clear communication, alignment and coordination between stakeholders

Another important challenge was the result of misalignment and unclear coordination among stakeholders. The implementation of KodW lacked a shared vision, resulting in confusion and critical feedback from both developers and process coordinators. Communication between different stakeholders was not clear which meant that not everyone was equally informed or involved in decision-making. This was particularly problematic when certain tools of KodW, such as the *BuurtFormule*, were only accessible to specific actors.

Challenge 1c: Physical engagement with participants

The lack of physical feedback loops is cited multiple times as issues. Especially the need for extra steps related to the physical interaction between the initiating stakeholder and participants is an important challenge, since the methods does not have these aspects (2-C, 2025).

Challenge 1d: Balance in flexibility

KodW's flexibility, intended as a strength, was experienced as both a benefit and a drawback. Several interviewees noted that the tools were either too flexible, allowing for deviation from intended use, or too rigid, making them difficult to adapt to specific contexts (2-C, 2025).

Challenge 1e: Organisational support

Interviewees emphasized that successful participation requires full support from the entire organization, including adequate budgets, clear mandates, and strong political backing (3-A, 2025). When this organizational commitment is lacking or fragmented, participation efforts risk being marginalized or reduced to a mere formality. Additionally, political influence and internal governance structures were identified as potential barriers, particularly when responsibilities are unclear or when strategic goals for participation are misaligned with broader institutional priorities.

Method related challenges

Challenge 2a: Usability and user-friendliness

The poor user-friendliness of the KodW interface and related tools such as the *BuurtPanel* and *Buurtpeiling* was mentioned multiple times. They also noted that the apps were not intuitive, which discouraged users from fully completing participation activities (2-B, 2025).

Challenge 2b: Lack of transparent and contextual clarity

The underlying rationale behind the tools, including the theoretical principles and decision logic, is not sufficiently communicated to the stakeholders. Interviewees expressed that the scientific foundation (such as gamification theory or the logic behind *BuurtFormule* selection) felt too abstract or irrelevant to most users (2-C, 2025). Additionally, the tools experience challenges in communicating the context effectively within the digital environment. Given this digital environment several interviewees noted that retrieving the motivations behind specific choices from participants is challenging, making the collecting of feedback difficult.

Challenge 2c: Balance between theory and practice

There is a challenge in the relation between theoretical context and practical application of it. For example the gamification aspect of the *BuurtPanel* is not always relevant to all stakeholders. The integration of different KodW tools as a coherent system can be difficult to understand or take too long to realise. The complexity KodW can make it difficult to use all tools as intended. For instance, the *Buurtpeiling* and *Buurtpanel* were not always rolled out in the correct order or skipped entirely, leading to incomplete or misaligned data flows (2-C, 2025).

Challenge 2d: Insufficient support for interaction

KodW operates within digital environments, which limits opportunities for physical interaction. As a result, there is little room for follow-up questions, in-depth dialogue, or personal engagement. Participants are unable to easily seek clarification or expand on their input, which reduces the overall depth and richness of the feedback. Additionally, the lack of contextual information can make it harder for participants to make informed decisions. Language barriers may also arise, potentially reducing accessibility and limiting the inclusiveness of the tool (2-D, 2025).

Communication challenges

Challenge 3a: Reaching the target group

Several interviews identified challenges related to the difficulty in reaching and engaging the appropriate and diverse participant groups. Interviewees emphasized that participations in general struggles to connect with residents who are less likely to be heard from, harder to reach or digitally less skilled. Often these people are older, have busy lives with children, or do not have the desire and/or time to participate. Reaching this group can be difficult.

Challenge 3b: Clarity of Kijk op de Wijk Tools and theories

Several interviewees noted that *KodW* can be perceived as complex due to the many different tools and underlying theories it incorporates. This complexity creates confusion for both initiators and participants. The foundational concepts are often not clearly communicated, making it difficult for stakeholders to understand the rationale behind the method.

Challenge 3c: Transparency and guidance in participation

The interviews revealed that maintaining transparency can be a challenge, particularly when using online participation methods. These tools often limit communication to predefined content, which restricts how clearly roles, responsibilities, and levels of influence can be conveyed. As a result, participants may be unclear about what they can or cannot influence. This lack of clarity can lead to unrealistic expectations and, ultimately, to promises that cannot be fulfilled.

Challenge 3d: Space for interaction and feedback

Several interviewees observed that digital tools tend to reduce dialogue between stakeholders, making it harder to understand the reasoning behind inputs and to share information effectively. Unlike physical interactions, which allow for contextual discussion and adaptive communication, digital methods often lack flexibility and responsiveness. The absence of face-to-face engagement thus presents a significant challenge.

Participation challenges

Challenge 4a: Balancing single-sided interests

The challenge lies in ensuring that collective community interests are genuinely reflected in decision-making, rather than being overshadowed by dominant or institutional single-sided interests. There is a risk that the interests of a few individuals may disproportionately influence broader outcomes by asserting their opinions or swaying others. This can manifest in the submission of objections that reflect only a limited set of interests. Additionally, even when there is clear community support for a plan, municipal interests may ultimately carry more weight in the decision-making process.

Challenge 4b: Effectively engage a diverse and representative group of participants

Multiple interviewees mentioned the challenge that it is difficult to effectively engage a diverse and representative group of participants, including often-overlooked stakeholders such as local businesses. To reach them, several steps must be taken.

Challenge 4c: Motivating potential participants to engage

The challenge of motivating potential participants to engage lies in the perceived lack of return for their time and effort. When residents do not clearly see how their input influences outcomes, or when past experiences have led to little visible impact, participation fatigue can arise. Additionally, participants must see what the participation actually benefits them. For example, by engaging them in the process, social safety can be created in the area due to the placemaking. Social safety is the direct benefit of the process.

Content related challenges

Challenge 5a: Useful and meaningful output

The interviews revealed a challenge related to the output of the participation process. On one hand, some participants noted that the output of KodW was of limited use, while others highlighted the potential for data-driven justifications to emerge from the process. This contrast points to a challenge within KodW: presenting useful and meaningful data from participant input. The value of the output largely depends on how the data is structured, interpreted, and presented. Therefore, careful design and implementation are essential to ensure the output is actionable and relevant.

Challenge 5b: Inclusion of appropriate topics

Stakeholders stressed the importance of selecting relevant topics for participation, including implementation issues like nuisance and social safety. Early identification of community concerns and a broad discussion scope are key to addressing both spatial and social aspects. Clear division of responsibilities, such as between municipal and resident roles, is also essential to avoid confusion and manage expectations.

Other challenges

Challenge 6a: Monitoring interest in the process

One key challenge in participation processes is safeguarding the interests expressed throughout the process. While various insights and suggestions can be collected and considered during planning, it often proves difficult to ensure that these inputs are actually integrated and realized in the final outcomes. In some cases, these contributions risk being overshadowed by the complexity of the project or deprioritized as competing demands emerge during implementation.

Challenge 6b: Creating a lasting impact

Developers are often involved in an area for only a relatively short period. This raises the question of what lasting impact they can make and how such impact can be achieved. The challenge, therefore, lies in creating a long-term positive effect on the neighbourhood that endures beyond the developer's involvement.

4.3.1.2 Findings: balance of interest challenges

Another key challenge is the balancing of interests, which is explicitly required by municipalities as part of their evaluation of participation processes (see Section 4.1.3.2). While the previous section focused on implementation-related challenges, particularly in the context of KodW, this section examines the challenges involved in weighing diverse interests, the difficulties that arise during this process, and the types of interests commonly encountered in area development projects.

Insights from the in-depth interviews and examples from the *The Kaai* project are used to illustrate these dynamics. The section begins with a discussion of the *general challenges associated with balancing interests*, followed by an exploration of the various stakeholder perspectives (*Developer, municipality, residents and other*). The findings are based on the deductive coding of interview data in Atlas.ti, as described in Section 3.4.3.2.

General challenges balance of interest

Interview quotes related to the deductive code balance of interests have been organized into eight thematic categories, as presented in APPENDIX M. These thematic categories are inductively formulated within the balance of interest code. Quotes addressing similar topics were consolidated to form coherent groupings, each representing a distinct challenge in achieving a well-considered balance of interests during participation processes. The identified categories are as follows:

- Alignment between decision-making and assessment frameworks
- Diverging interests
- Early dialogue and physical interaction
- Involving internal stakeholders
- Safeguarding interests
- Transparency
- Trust
- Frequency of participation

The following section provides an in-depth explanation of each category. These descriptions are informed by the material in APPENDIX M, which contains the relevant quotes, accompanying comments, and their assigned categories. Together, these categories highlight the key considerations and difficulties involved in balancing interests within the context of participation assessments.

Alignment decision-making & Assessment framework

The core challenge lies in ensuring internal alignment on decision-making processes while also establishing a clear and transparent framework to evaluate and balance diverse interests. Without early agreements and structured procedures, participation risks becoming fragmented. Additionally, assessing whose interests are considered and how broadly they are supported is essential to ensure that outcomes serve the public good.

Differences in interests

The challenge of differences in interests in balances interests lies in recognizing and managing the diversity of perspectives and priorities among stakeholders. While many interests and goals may overlap, they can also diverge significantly, sometimes appearing compatible in theory but conflicting in practice. A key difficulty is ensuring that space is created for these interests to be openly shared, understood, and aligned early in the process. If not addressed carefully, singular or dominant interests may overshadow broader public concerns, and the gap between ambition and reality can hinder meaningful outcomes.

Early dialogue & Physical interaction between stakeholders

The challenge of early dialogue in balancing interests lies in initiating meaningful conversations before concrete plans are in place. Early engagement helps to inventory ideas, build trust, and create alignment, particularly when key community figures are involved. It is essential to bring together diverse perspectives at the outset and to clearly communicate the interests each party represents. This early-stage dialogue lays the foundation for a more inclusive and effective balance of interests. To strengthen interest collection, the challenge also lies in physical interaction. Physical interaction enables open dialogue and allows for follow-up questions from both sides, unrestricted by pre-defined formats or limitations.

Involving stakeholders within organisation

The challenge of involving stakeholders within an organization in balancing interests lies in ensuring that everyone feels included and aligned. Making stakeholders part of the process helps lower barriers to communication and encourages open dialogue. However, achieving full organizational support can be difficult, especially when coordination is needed across internal teams and external actors. Effective integration of all stakeholders can create a shared sense of commitment.

Safeguarding interests

The challenge of safeguarding interests after the participation process closely aligns with the assessment framework. It concerns how to ensure that the various interests identified and considered during participation continue to be represented and addressed beyond the formal process, maintaining their relevance and impact over time.

Transparency

Transparency is a crucial element in any participation process. The challenge lies in ensuring that this transparency is safeguarded and that any promises made are aligned with existing policies. This should be a fundamental part of the participation strategy. It is also essential to clearly communicate what participants do and do not have influence over, as well as how decisions are made. Doing so helps prevent unrealistic expectations and encourages stakeholders to express their interests in a grounded and constructive way.

Trust

Building trust is essential but often challenging. It involves acknowledging and incorporating each interest into the process, while also following through on commitments made. Trust needs to be established from the outset and consistently maintained throughout the process to create constructive collaboration and mutual understanding among all parties involved.

Frequency of participation

It is important to strike a balance in engaging stakeholders, not too often, but not too infrequently either. Over-engagement can lead to fatigue, where participants become frustrated because they are repeatedly asked the same questions. Conversely, insufficient engagement risks missing valuable input and undermining trust in the process. This is also a matter of proper documentation, a responsibility that lies with the coordinating party, specifically, the municipality.

Interest developer

In the context of area development, developers play a central role and are therefore considered a distinct perspective in this research. As applicants for environmental permits, they are responsible for meeting legal obligations and shaping the participation process to align with municipal requirements and balance stakeholder interests.

Developers' motivations for participation are diverse. According to interviewee 2-D (2025), early engagement, particularly with key community members, can improve social safety and help prevent objections. Participation is also viewed as a marketing tool that improves plan quality and builds public support. However, developers often focus narrowly on their project site, without considering the broader neighbourhood, despite its relevance for long-term success (3-A, 2025).

Economic considerations are also significant. Developers typically invest upfront, so minimizing objections can accelerate processes, reduce delays, and lower legal costs. Fewer objections mean less need for legal defence. Digital tools further support this by simplifying the documentation and presentation of participation outcomes. KodW can enhance this process by offering early neighbourhood insights through tools like the BVV, helping developers understand local conditions from the outset (2-E, 2025). In addition, digitally supported participation results may serve as persuasive evidence in objection procedures.

By lowering the threshold for participation, KodW makes the process more accessible and attractive to developers and municipalities alike. Standardizing the method could establish a new baseline in area development, allowing developers to position themselves as frontrunners and strengthen their public profile. This standardization would also benefit residents by enabling more consistent and meaningful involvement. Moreover, widespread use of a uniform approach could contribute to legal precedent. When applied in a way that balances all interests, standardized participation methods can streamline both planning and implementation, while improving decision-making efficiency. In objection procedures, these methods may also be processed more swiftly, as prior use supports their credibility and effectiveness.

Interest municipality

Municipalities are key stakeholders in area development, with interests that reflect broader societal goals and long-term strategic ambitions. Their role extends beyond administrative duties to include a public responsibility to safeguard collective interests. One of their core obligations is to facilitate citizen participation in spatial planning, both to ensure public involvement and to reduce objections to zoning changes, particularly in municipal-led projects (2-C, 2025). While participation is a development requirement, its design and implementation are often delegated to initiators such as developers.

As regulatory authorities, municipalities can influence the direction of participation early on by setting expectations and encouraging the inclusion of diverse stakeholders. Early alignment helps ensure municipal priorities are respected and the process remains transparent. According to interviewee 2-D (2025), municipalities are also motivated to reduce objections to streamline procedures, an interest aligned with broader goals like addressing housing shortages (3-A, 2025).

Participation is not merely a formal requirement but also a tool for improving processes and achieving larger policy ambitions. Municipalities ask critical questions such as: *For whom are we building?*, reflecting a desire to serve wider societal needs, even when these do not fully align with neighbourhood-specific concerns. However, they must balance this ambition with legal and procedural constraints. Well-executed participation offers municipalities valuable insights into neighbourhood dynamics, identifying current issues and needed interventions (2-E, 2025). It also serves as a cost-effective data collection tool. Proper documentation is essential

to avoid repetitive inquiries and ensure continuity in community engagement. In early phases, municipalities aim to engage a broad spectrum of stakeholders, residents, schools, businesses, and community organizations. As noted by interviewee 3-A (2025): *“The entire method is about acting as a facilitator...by opening up your own interest to those of others and bringing them together.”* [translated].

Unlike other actors, municipalities must also navigate political dynamics, including the agendas of municipal councils. This can impact internal support and public credibility. As 3-A (2025) observed: *“You’ve got a political organization breathing down your neck...you need to be well prepared for that.”* [translated]. To maintain legitimacy and trust, municipalities must ensure that public commitments align with internal policy. Where gaps exist, developers may help bridge them. Ultimately, municipalities must protect the public interest and foster trust among all stakeholders.

Interest residents

In this research, the term *residents* refers to individuals living in a given area who do not hold formal decision-making roles, such as those of developers or municipal officials. It also includes future residents, individuals from outside the area who express an interest in living there, whose perspectives may also be relevant to the development process.

While residents’ interests are diverse, they often share a desire to influence local developments and have their needs acknowledged. According to interviewee 2-C, building trust is essential: *“Seeing a face behind the companies”* helps lower barriers to participation and encourages openness. Residents’ concerns are typically qualitative, shaped by lived experiences rather than technical arguments (2-E, 2025). These may relate to housing affordability, fear of displacement, access to schools and green space, or environmental sustainability. Increasingly, residents also raise climate-related concerns, reflecting growing awareness of long-term impacts.

Local neighbourhood councils often act as intermediaries, representing broader community interests (3-A, 2025). However, tensions may emerge between local and municipal priorities. For example, residents may oppose new housing projects in their neighbourhood due to perceived negative impacts, even amid a city-wide housing shortage, a phenomenon commonly referred to as *Not In My Backyard (NIMBY)*. In such cases, transparent communication is essential, given the emotional and subjective nature of these concerns. Trust plays a central role in resident engagement. As interviewee 2-E observed, when residents feel heard and see their input reflected in outcomes, concerns are more easily resolved. Conversely, mistrust in developers or municipalities can intensify resistance, even when intentions are constructive.

Interviewee 3-A (2025) noted that traditional urban planning relied on generalized societal models, which no longer reflect today’s growing diversity in lifestyles, cultures, and household structures. This shift has created both opportunities and challenges. While new residents may enrich a neighbourhood, existing residents may fear displacement or neglect. As one interviewee stated: *“The sentiment in the city is that people feel they are being driven out of their homes, development is no longer for them.”* (3-A, 2025 [translated]). This tension highlights the need to ask: *Who are we building for?* Balancing the interests of both current and future residents is essential for creating inclusive, sustainable, and widely supported developments.

Interest others

The interests of other stakeholders refer to all actors mentioned in the interviews who offer valuable or alternative perspectives on the balancing of interests. These include entities such as commercial businesses in the area, neighbourhood councils, housing corporations, and caretakers (*huismeesters*).

Neighbourhood councils aim to represent the interests of an entire neighbourhood. They engage with various stakeholders and collect input from residents to voice community concerns. Commercial businesses in the area also have specific interests, such as safeguarding their operations. At the same time, they may see opportunities to contribute to participation processes and area development.

When local organizations and businesses are properly identified, they can offer value at different stages and to different stakeholders. For instance, in the Kaai project, a local youth-focused organization was invited to take part in a participatory event by organizing a hat-making activity with children (2-D, 2025). This collaboration

benefitted the organization by increasing its visibility among residents and offering them a role in shaping the development plans.

Caretakers (*huismeesters*) can also represent a unique type of stakeholder. Employed by housing corporations or developers, they serve as key points of contact for residents (3-A, 2025). While they are responsible for managing a building on behalf of their employer, their role also holds social value, they offer personal support to residents and help foster a sense of community. In this way, the caretaker’s role serves multiple interests: maintaining order and stability for the developer, corporation, or municipality, while also providing meaningful support to residents. This illustrates how different interests, economic, social, and organizational, can align and reinforce one another within the context of area development.

4.3.2 Analysis

4.3.2.1 Analysis: implementation related challenges

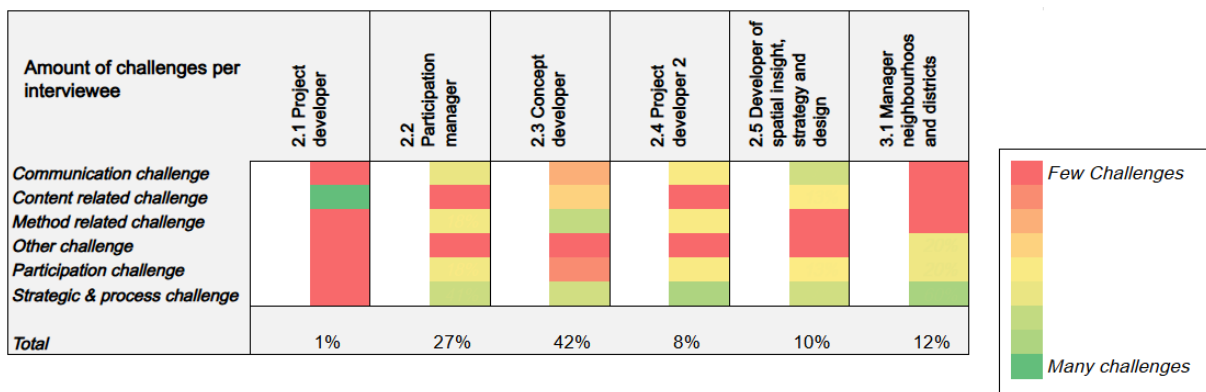


Figure 4-7 Implementation related challenges in relation to interviewees. Created by author.

The number of challenges identified per category has been mapped across the different interviews in Figure 4-7. Notably, a higher number of challenges were reported by the participation manager and the concept developer compared to other interviewees. This may be attributed to their specific roles in the process, their level of expertise, or the particular focus of their interviews. Conversely, the absence of certain challenges in some interviews likely reflects a lack of discussion on those topics rather than an actual absence of such challenges in practice.

In the case of The Kaai, the participation manager was an external participation manager with fewer commercial interests and a primary focus on ensuring a well-executed participation process. As a result, this individual was likely more close to the perspectives of various stakeholders and therefore identified more challenges related to that. Similarly, the concept developer, who possessed substantial knowledge of the *KodW* method, was more aware of its limitations, particularly regarding the methodology, communication approach, and content.

In general, each interviewee acknowledged challenges related to the process, strategic application, and implementation. The developer for spatial insights, who is responsible for the back-end of *KodW*, primarily identified challenges related to the method’s application and communication, rather than its core structure, likely a result of their involvement in the method’s development.

The Manager of Neighbourhoods and Districts, who represented the municipality in the Kaai project, primarily highlighted strategic implementation challenges. Overall, it becomes evident that most interviewees regard strategic application as the area where the most significant challenges lie.

4.3.2.2 Analysis: interaction stakeholders

This analysis is based on the findings from section 4.3.1.2. The different perspectives are combined into one figure, Figure 4-8.

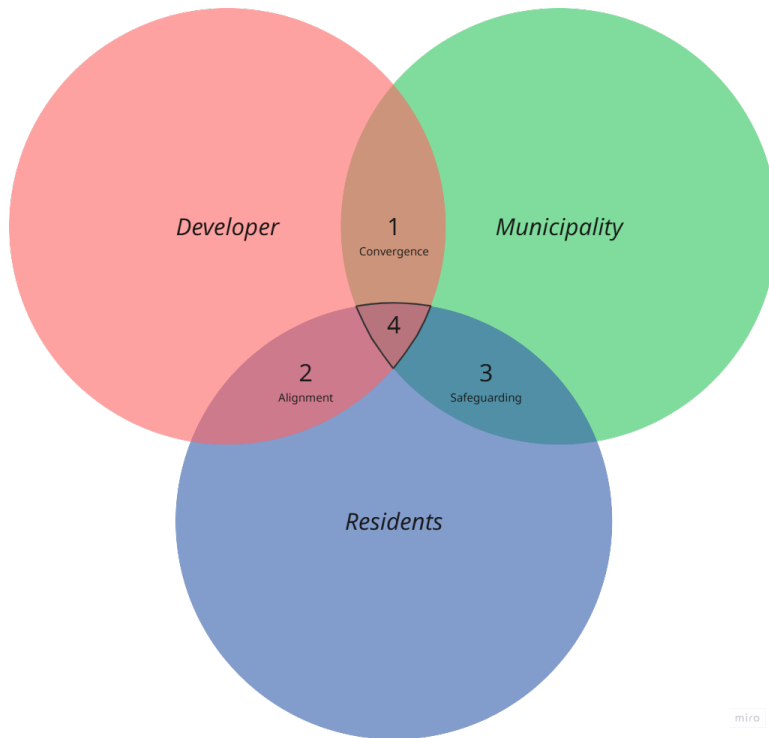


Figure 4-8 Stakeholder interaction. Created by author using Miro.

Convergence (Zone 1): Developer and municipality

Figure 4-8 visualizes the various interests involved. In the intersection between the developer and the municipality (Zone 1), the municipality plays a guiding role by setting formal requirements. Through this, the municipality directs the developer and also holds them accountable. Municipal interests extend beyond the local neighbourhood and often reflect broader citywide priorities. As a result, a developer may have strong support from the community, but their plans may still conflict with municipal interests. These conflicts must be addressed within Zone 1.

In this zone, the developer can engage in dialogue or lobbying with the municipality and align their participation strategy accordingly. It is within this intersection that the developer and the municipality begin to act jointly, allowing their plans to become more integrated. This alignment ultimately ensures better cooperation between the two parties. This relation between the two stakeholders can be called convergence, since the parties are working together and are aligned with their interests.

Alignment (Zone 2): Developer and residents

The alignment of interests between the developer and the residents is situated in Zone 2 of Figure 4-8. Developers can engage with key individuals at an early stage to align interests proactively. These early conversations help developers integrate local concerns into their initial discussions with the municipality in Zone 1.

During resident engagement, the developer focuses on how to center the needs of the community and generate support for the project. In later phases, once alignment with the municipality has been established in Zone 1, the emphasis shifts toward communication strategies and planning. While the core interests of residents remain consistent, additional elements such as the clarity and timing of communication become increasingly important.

Safeguarding (Zone 3): Municipality and residents

The municipality represents the interests of the residents in Zone 3. These are primarily broader societal interests. Building a personal connection with residents can support the municipality in identifying and understanding these concerns. The municipality then incorporates these interests into its approach and communicates them to the developer. Additionally, the municipality plays a monitoring role, assessing to what extent the developer succeeds in addressing these resident interests throughout the project. This relation could be called safeguarding.

Zone 4: Intersection

In Zone 4, the developer holds responsibility for the actual implementation of the participation process. Within this space, the relationship with all stakeholders is crucial, with the municipality and residents playing particularly important roles. The nature of these roles can vary depending on the specific project.

Establishing a shared goal, built on a foundation of personal connection, can be highly valuable. These personal connections should be developed individually and then brought together within Zone 4. When multiple parties are required to collaborate, mutual trust becomes essential. Transparency serves as the foundation for building and maintaining this trust throughout the process.

General

In general, it is essential that the alignments established in Zones 1, 2, and 3 are actively used to strengthen collaboration in Zone 4. The focus should be on aligning and reconciling the different interests, ensuring that each interest is given its rightful place in order to prevent conflicts. Where and how these interests are addressed depends on the specific context.

For example, a municipality may need to consider the concerns of environmental organizations. It can choose to incorporate these interests into its own approach, assign them to the developer in Zone 1, or address them collaboratively in Zone 4. In doing so, the interests of others become shared interests by granting them a central role in the process.

Alignment between zones

Stakeholder alignment can occur in various ways. When moving from Zone 1 to Zone 4, the municipality and the developer align their interests within the participation process. Subsequently, their shared vision is presented to the residents. However, the absence of early resident involvement in this alignment can negatively impact the outcome for the community. Presenting fully developed plans tends to backfire, diminishing trust among residents. There must be sufficient space for resident input during the planning phase (2-C, 2025). When this flexibility is preserved within the participatory planning context, the process can be effective, particularly when internal expectations have been aligned and communication toward residents remains clear and consistent.

Alternatively, the process may move from Zone 3 to Zone 4, where residents and the municipality co-develop plans and align their interests. In practice, this occurs more frequently, given the municipality's coordinating role. Once the municipality has assessed local needs, a suitable developer is sought. However, from the developer's perspective, this approach may be less desirable, as they also have a vested interest in achieving a viable business case, an interest not always shared by other stakeholders. Although alignment between the municipality and residents does not preclude the realization of a viable business case, a lack of technical or financial expertise at this stage may hinder the project's full potential.

Another scenario involves moving from Zone 2 to Zone 4, where the developer seeks public support from residents first. Once sufficient support is established, the municipality is involved, and the plans are further developed. However, this approach may not always align with the broader societal goals of the municipality (3-A, 2025), which in practice can lead to suboptimal outcomes, such as an imbalanced housing typology mix.

It can be argued that the most optimal balancing of interests occurs in Zone 4. Here, all relevant stakeholders are involved in the planning process, and interests are aligned accordingly. Several interviews indicated that involving key residents in working groups alongside the municipality and the developer can yield positive results. The earlier such collaboration is established, the greater the potential impact. Subsequently, discussions on specific

topics can be held within Zones 1, 2, and 3, once the main framework has already been shaped in Zone 4. Therefore, it is crucial to engage all stakeholders at an early stage of the process. To initiate a well-structured participation process, the movement should ideally start from Zone 4 toward Zones 1, 2, or 3, rather than the other way around. The strengths and benefits of the alignments established in Zones 1, 2, and 3 should then be actively leveraged to further enhance and reinforce the overall process.

4.3.2.3 Code co-occurrence analysis

	Communication Challenge	Content related challenges	Method related challenge	Participation challenge	Strategic & process challenge
Balance of interest	0	0	2	1	2
Interest developer	0	1	0	2	1
Interest Municipality	0	0	0	1	4
Interest others	0	0	0	0	1
Interest residents	0	0	0	1	0

Figure 4-9 Code co-occurrence analysis. Created by author using Atlas.ti.

Figure 4-9 presents a code co-occurrence analysis of the challenges identified in Section 4.3.1.1 in relation to the stakeholder interests discussed in Section 4.3.1.2. The numbers in the figure represent the frequency with which codes related to *balance of interests* and *implementation-related challenges* co-occurred in interview quotes.

A key observation is that most challenges linked to stakeholder interests are strategic and process-oriented in nature. This likely reflects the inherent complexity of aligning diverse interests throughout participatory processes. The municipality, in particular, is frequently associated with strategic challenges, which appear to stem from its institutional role. As noted by Interviewee 3-A (2025) [translated]: *“The entire method revolves around the idea that, as a facilitator, in this case, the Municipality of Rotterdam, you open up your own interests in relation to others and try to bring the best of them together.”* This quote illustrates the municipality's attempt to mediate and integrate a broad spectrum of interests, which may account for the relatively high frequency of strategic and process-related challenges associated with its role.

The data also show a notable concentration of challenges related to the act of balancing interests itself. Interviewee 2-C (2025) [translated] observed: *“I believe you always need one-on-one or personal contact moments to share your story, to present, and to engage in conversation, so that people can ask questions, and vice versa, you can ask questions too. And that is, of course, a limitation of the tools used in Kijk op de Wijk.”* This highlights a perceived limitation of digital tools in effectively capturing and negotiating stakeholder interests. According to several interviewees, these limitations reduce the suitability of certain methods for supporting a well-considered balance of interests.

Since the interviews and case study focused specifically on The Kaai and the application of the KodW methodology, the absence of challenges under the "communication" category may reflect a lack of discussion on this theme, rather than an actual absence of such issues in practice. Nevertheless, the figure offers a valuable overview of the challenges that emerged within the The Kaai context, particularly in relation to the use of KodW.

4.3.3 Conclusion

This section addressed Sub-question 3: *“What challenges arise when implementing Kijk op de Wijk?”* The analysis revealed two main categories of challenges: implementation-related challenges and challenges related to balancing interests. Together, these highlight key factors that impact the effectiveness of participatory processes.

The implementation-related challenges can be grouped into five areas: strategic and process-related, method-related, communication-related, participation-specific, and content-related. In the case of KodW, the most pressing issues are strategic and process-related. These are particularly evident in the lack of concrete participation outcomes (as discussed in Sub-question 2) and are often linked to weak coordination, both internally within the organizing team and externally with stakeholders. These foundational issues frequently amplify other challenges, such as limited transparency or ineffective outreach due to an underdeveloped communication strategy.

Internally, successful implementation requires better alignment and collaboration among organizing parties to ensure KodW is applied cohesively. Poor internal communication and unclear responsibilities reduce trust and efficiency. Externally, the lack of face-to-face interaction limits stakeholder engagement and impact, undermining the potential of the digital method. Strategic embedding and clear planning are thus critical to unlocking KodW’s value.

The challenges in balancing interests arise from expectations set by municipal participation frameworks. These include foundational conditions such as early dialogue, joint decision-making, transparency, and mutual trust. Failure to meet these criteria can prevent key stakeholders from participating meaningfully. A proper balance of interests also depends on clarity around the roles and motivations of involved parties, municipalities often act as facilitators of public interest, while developers focus on project delivery. Effective participation requires communication between these groups and the community from the outset, not in isolation or at later stages.

Ultimately, the challenges identified go beyond technical implementation. They reflect deeper systemic issues around stakeholder roles, organizational alignment, and shifting expectations of municipalities in participatory planning. KodW has potential as a participatory method, but its success depends on early integration, structured processes, and sustained trust among all actors.

By addressing these challenges, stakeholders can more effectively utilize tools like KodW to support inclusive, transparent, and legitimate urban development. Future improvements should focus on aligning strategic planning, enhancing tool usability, and ensuring meaningful inclusion of different community interests throughout the process. These improvements will be addressed in sub question 4.

4.4 Improvements – Sub question 4

This chapter addresses Sub-question 4: “How can Kijk op de Wijk be improved?” It builds directly on the findings from earlier sub-questions. While Sub-question 2 highlighted the limited effectiveness of KodW in practice, and Sub-question 3 identified key implementation and stakeholder challenges, this section focuses on how those issues can be resolved through concrete improvements.

A set of potential improvements was compiled from interviews, observations, and the Kaai case, then reviewed by an expert panel (see section 3.3.3). The goal was to assess and evaluate the potential of each improvement in practice and to critically view its position within KodW.

In this section recur a number of different terms related to improvements and are explained for clarity. The different term for the improvements were categorized into four types:

- **Potential improvements:** Identified from interviews, case analysis, and document review, but not yet assessed by the expert panel.
- **Proposed improvements:** Discussed during the expert panel.
- **Consolidated improvements:** Improvements that were validated, merged, or refined based on expert input.
- **Discarded improvements:** Suggestions that were deemed unfeasible or irrelevant and are no longer pursued.

The chapter is structured as follows:

- **Section 4.4.1:** Selection and description of potential improvements.
- **Section 4.4.2:** Findings and reflections from the expert panel.
- **Section 4.4.3:** Consolidation and refinement of improvements.
- **Section 4.4.4:** Conclusion summarizing how KodW can be improved.

Together, these steps offer a grounded basis for strengthening KodW’s structure, usability, and impact in future participatory planning projects.

4.4.1 Description potential improvements

First, the selection process of the potential improvements is described, followed by a detailed explanation of each selected potential improvement.

4.4.1.1 Selection improvements

In order to select the relevant potential improvements for KodW, a set of selection criteria was defined. These criteria relate to theoretical foundations of participation, lessons from the Kaai case and practical constraints, among others. The potential improvements are assessed later by experts. In Table 4.8 the selection criteria are summarised.

Selection criteria	Description
Relevance to identified Implementation challenges	Based on the results of KodW in the Kaai and participation in general, the proposed improvements should address the identified challenges from sub-question 3 (section 4.3). It is important to select improvements which are relevant and capable of addressing these challenges.
Relevance to balance of interest challenges	The identified challenges related to the balance of interest, discussed in section 4.3 are the basis for the selection of possible improvements of KodW. These

	challenges are not related to the implementation, but specific to the balance of interests.
Impact on effectiveness and/ or efficiency	The proposed improvements must align with the evaluation criteria established in section 4.2 (sub-question 2). Since the research focused on efficiency and effectiveness, these criteria remain central in this study to ensure that the suggested solutions directly address the identified challenges.
Relevant to KodW	Some improvements cannot be influenced or adjusted with by KodW, since they are not within the scope of the method.

Table 4.8 Selection criteria improvements. Created by author.

The reason for using the challenges as selection criteria lies in the objective that the proposed improvements should enhance the implementation of the method and directly respond to the participation-related issues raised by municipalities, as well as the broader needs and expectations of other stakeholders. This is to make it possible to improve KodW to meet the expectations of the participation requirements.

The use of impact on effectiveness and efficiency as evaluative criteria stems from the analysis conducted in Section 4.2 (sub question 2), where these categories were used in the assessment. This prior focus enhances the understanding of these criteria and allows the proposed improvements to be tested and interpreted within a well-defined theoretical framework related to effectiveness and efficiency.

The relevance to *KodW* lies in the requirement that each proposed improvement must either directly enhance the method itself or be demonstrably connected to its application.

In APPENDIX N are all the potential improvements listed, which were extracted from the interviews, own observation and other documents. The steps in the selection of the potential improvements were as follows:

1. All potential improvements that did not address either balancing of interests or implementation-related challenges were excluded.
2. All potential improvements that have no impact on effectiveness or efficiency were excluded.
3. All potential improvements that addresses 2 or more challenges are incorporated into the analysis and explored in-dept.

From this follows a list of 14 potential improvements that meet the selection criteria.

4.4.1.2 Selected potential improvements

In Table 4.9 are all the potential improvements listed which have been selected based on the previous section. In this list, improvements that overlap or are closely related have been consolidated. Since these consolidated improvements emerged from multiple sources, these are likely to be particularly relevant and impactful. The numbers in the collum "Impr. nr appendix" corresponds to the different improvements from APPENDIX N. The potential improvements presented in this chapter were discussed during the expert panel. During this session, the panel reflected on and critically assessed the proposed improvements.

#	Potential Improvement	Short explanation	Impr. nr. appendix
P1	Enhanced internal and external decision-making	Add moments of decision-making, both internal and external and for whom	66
P2	Collecting existing documentation	Documenting previous studies and actively retrieving them in an area before taking steps to avoid participation fatigue	97
P3	Plan of action	Generate participation plan in the first phase and make part of participation report, as it is known what is going to happen; Implementation of plan of action; Make more effective use of different platforms such as letters and mailing	62, 63, 76
P4	Legal evidence	Data as the basis for legal evidence; Process the results in a way that it can be used in legal proceedings; Make connections between demographics in a neighbourhood and the demographics of respondents in the results analysis; make the data from demographics a standard component	50, 83, 88
P5	Standardisation	Standardize process to speed it all up	92

P6	Integration with Environmental Management (Omgevingsmanagement)	Establish a link in KodW with "omgevingsmanagement" (bereikbaarheid, leefbaarheid, veiligheid en communicatie)	59
T1	Physical and interactive elements	Provide interactive elements to design together; Facilitate collaboration and cocreation; Include physical elements into KodW, for example an arcade machine or co creation screens	68, 104
T2	Regenerative and data-driven choices with AI potential for acceleration	Use data correlation to identify trends and patterns and improve future participation; Develop a feedback loop linking participation insights to open and social data.; Use data insights to inform policy adjustments or design choices; Speeding up the process by implementing trend analysis and AI.	95, 96
T3	Using DMI ecosystem	Positioning KodW in a DMI ecosystem.	94
T4	Accessibility & input	Make KodW accessible to third parties, like participation managers, give them the access to some sort of monitoring platform to see live results; Accessibility of dashboard for different people; Give room for input for neighbourhood managers and janitors, who have a lot of knowledge of a particular place; Leverage municipal knowledge, create a variant in which municipalities validate the data internally; Using Buurtpeiling as internal validation and reflection tool; Using Buurtpeiling as intermediate documentation tool	40, 56, 74, 101, 103
T5	Providing context	Provide sufficient context when completing BuurtPanel, such as through a brief explanation or video.; Offer background information in multiple ways (online, flyer, event) to create equal starting points.	29
T6	Feedback to participants	Implementation of feedback toward participants; Ensuring that participation also provides something for participants; adding an app to monitor liveability; Inclusion of gifts or compensation for participation; Using whatsapp for promotion	62, 78
T7	Deployability	Deployable without government restrictions	51
T8	Data sources & subjects	Adding extra data sources in KodW and the BVV	105

Table 4.9 Potential improvements. Created by author.

To provide deeper insight into the improvements listed in Table 4.9 and the knowledge used in the expert panel, each improvement is detailed in APPENDIX O. The structure used includes: a description of the current use and/or issue, the proposed improvement, and a discussion of its potential impact on both the process and the KodW methodology. At the end of each section, a conceptual framework is included to illustrate the potential positioning of the improvement within the overall process. These frameworks reflect conceptual relationships and possible applications, rather than validated linkages.

4.4.2 Findings

The expert panel's findings comprise several general observations that are relevant to the implementation of KodW. Additionally, the panel offered targeted feedback on the proposed improvements. The central question posed to the panel members concerned the practical applicability of these improvements. This chapter begins by discussing the general observations, followed by an analysis of key interrelations among the proposed improvements.

4.4.2.1 General remarks

The expert panel session involved the presentation and discussion of the proposed improvements. It became apparent that the proposed improvements were closely interconnected. Comments made by panellists about one improvement often resurfaced in discussions about others. This highlights that the improvements cannot be treated as entirely separate measures; instead, a certain degree of integration between them is necessary to ensure their practical feasibility. Overall, the panel's remarks aligned closely with the challenges previously identified in the interviews, for which these improvements were designed as responses. Many of these challenges were reaffirmed during the session; however, the panellists emphasized that no single solution exists to comprehensively address all the issues.

A frequently cited example among panellists was the challenge of strategic deployment and communication. One participant posed the question: *“How do you then communicate that to the neighbourhood?”* (4-E, 2025 [translated]). Another recurring theme was the need for greater clarity regarding the procedural application of Kijk op de Wijk, specifically, identifying the appropriate moments for implementation, the type of information that can be gathered, the timing of its use, and who is entitled to contribute.

Panellist 4-B (2025) commented: *“I think it's really a very good recommendation to start by outlining the process and, at the same time, to consider how that process is structured. Then you'll end up in the definition phase, development phase, realization phase, and exploitation phase... You're trying to go a level deeper—are you dealing with a tender, a one-on-one negotiation, or a zoning plan? What about the preliminary design, final design, and environmental permit—and where do those fit in?”* [translated].

This insight relates directly to the challenge of strategic and structural integration and connects with proposed solutions such as strong preparation, a clearly defined Plan of Approach, the use of standardization, and the development of implementation scenarios. Related improvements concerning the tool's deployability and role-based access were also deemed highly relevant in this regard.

The expert panel also provided several general reflections on KodW as a whole, highlighting core implementation challenges. While the panel expressed appreciation for the ambition and structure behind the methodology, they acknowledged that applying it in practice can be difficult. The main challenge lies in embedding the method into existing project structures, as it does not always align with established project phases and decision-making frameworks. *“I think that developers often don't really know how they can integrate KodW into their development process. So, if a developer receives all that output, the question becomes: how do I interpret this? How do I handle it? How do I discuss it with my project team?”* (4-A, 2025 [translated]). This misalignment can create uncertainty about when and how the methodology should be used.

Panel members emphasized the importance of clearly defining the contexts in which KodW can be most effectively applied. Although the methodology provides valuable structure and guidance for participation, its success is highly dependent on factors such as project type, timing, stakeholder dynamics, and organizational capacity. The panel acknowledged the benefits of a systematic approach to participation but noted that some tools, particularly the BVV, are often seen as too generic and unreliable. More attention is needed on how tools are implemented and integrated within the broader development process. Accordingly, proposed improvements should specify at which stages in the process they are intended to be applied.

In summary, the panel discussion focused extensively on the challenges related to the proposed improvements, which closely aligned with the identified issues in sub-question 3. The solutions presented during the session effectively addressed key tension points within the KodW methodology. However, to ensure a stronger connection between the identified challenges and the practical topics at play, the proposed improvements need to be restructured and refined to be feasible in practice.

4.4.2.2 Proposed Process Improvements

Process improvements 1, 2, 3 and 5

The potential improvements outlined in section 4.4.1.2, four separate improvements were identified: Decision-Making, Preparation, Plan of Approach, and Standardization. Based on the discussions during the expert panel, it became clear that these improvements are closely interconnected. Comments made about one improvement were often addressed within the context of another, highlighting the strong relationship between these areas.

The panel discussion revealed that decision-making, as previously outlined, must be more clearly divided between internal and external processes (4-E, 2025). A distinction should be made between coordination with external stakeholders and the internal decision-making processes required to ensure these parties are well-informed. While panel members considered interim coordination to be a logical and already common practice, they stressed the importance of involving the right individuals.

Internal decision-making typically occurs within the project team at the early stages of development, during which the participation plan is drafted and key decisions are made. Externally, a steering group, comprising

entities such as the municipality, may provide input on this plan (4-E, 2025). Later in the development process, the so-called decision-making moments as previously proposed were not considered actual decision points, but rather coordination checkpoints, as no formal decisions are made with external parties at that stage, these moments primarily focus on informing and engaging stakeholders.

Panelist 4-E noted that municipal decisions fall outside the internal decision-making scope of the developer. Developers make their own internal decisions regarding the participation process, which technically lies beyond the scope of KodW. However, it remains essential that the participation plan, created by the internal team and aligned with the external team, ultimately passes through the municipality's formal administrative channels (internal municipal decision-making) to ensure the success of the participatory process. Still, panelist 4-D emphasized that embedding such coordination as a structural requirement within the KodW methodology would be excessive.

The panel also discussed the role of the BVV. The central question was whether the BVV should be used before or after the meeting with the steering group, which in this case includes the developer, municipality, and a participation consultant. While the BVV could support a more effective steering group discussion, there is also a risk that if the BVV is not sufficiently reliable, it could shift the conversation toward the wrong topics (4-E, 2025). Therefore, panelist 4-D suggested that the BVV should be viewed as a guiding tool rather than a definitive source of truth. Several panelists emphasized the importance of implementing some sort of checklist for what needs to be done in addition to using the BVV, to avoid missing things when relying on one single tool for forming an impression of an area (4-E, 2025).

This highlights a deeper refinement of internal and external decision-making. First, an internal decision-making process takes place, supported by the BVV, after which one or more coordination sessions are held with a steering group to align on the approach. Since ultimate responsibility remains with the developer, these are not formal decision moments but rather collaborative check-ins.

According to the panel, the proposed improvement regarding internal and external decision-making should therefore shift away from placing formal decision points between each KodW tool. Instead, the process should begin with the internal team using the BVV to draft a participation plan, followed by coordination with an external steering group of key stakeholders. Aligning on the participation plan is seen as crucial to ensure widespread support. In subsequent phases of KodW, only coordination, not formal decision-making, should take place between the internal team and the steering group.

Process improvement 4

The expert panel did not explicitly emphasize the importance of providing legal evidence. Instead, the discussion largely centred on the overall participation process rather than on concrete steps for formal documentation. As noted by the panelists, several elements of KodW, such as the data sources used in the BVV and the method's positioning within the broader development process, still require further development. This suggests that, in its current form, KodW is not yet well-suited to function as a source of legal evidence for participation outcomes.

In addition, each project context is inherently unique, with its own challenges and legal procedures. This makes it unrealistic to develop a standardized format for legal documentation in advance. However, systematically documenting the KodW process could help establish a foundational record. Its legal relevance, however, will ultimately depend on the specific conditions and requirements of each individual project. Based on the arguments outlined above, this improvement will not be prioritized.

Process improvement 6

The implementation of environmental management was initially not perceived as a logical or relevant improvement for KodW. As one panelist noted: *"KodW is already completed by the time the environmental manager actually starts working, because KodW is used during the development and planning phases"* (4-E, 2025 [translated]). Environmental management only becomes relevant once construction begins, at which point KodW has already concluded. Environmental management primarily focuses on issues related to project realization, such as nuisance and disruption. While the various tools of KodW could theoretically be used, for example, to determine the positioning of a crane in consultation with residents, this could create confusion about the role

and positioning of KodW itself (4-B, 2025). The panelists therefore strongly advised against establishing a formal link with environmental management, emphasizing the importance of maintaining a clear position for KodW (4-A, 2025). However, it was noted that, based on the findings related to objections filed during the Kaai project, topics such as construction-related nuisance should be addressed earlier, ideally just before the exploratory phase (4-B, 2025). This could help in mitigating potential disruptions. Thus, while KodW could serve as an advisory tool for preparing an environmental management strategy, creating a formal connection is not recommended.

4.4.2.3 Proposed Tool/ Method Improvements

Tool improvement 1

KodW distinguishes itself partly through the use of digital tools to rapidly visualize participation results. A digital screen fits well within the concept of digital participation and can assist in quickly collecting input, as all responses are processed digitally (4-E, 2025). However, several panel members emphasized that digital tools should complement, rather than replace, personal interaction (4-C, 2025).

Maintaining physical contact with participants is crucial for successful participation. Some panel members noted that conversations often yield richer, more detailed information compared to purely digital methods (4-B, 2025). Although digital tools can lower the threshold for participation, facilitating dialogue remains essential. Tools such as maps can assist in initiating conversations but should not substitute interpersonal engagement (4-C, 2025).

While the idea of using a digital screen or arcade machine was explored, its added value was not fully embraced by the panel members (4-C, 2025). Concerns were raised that the anonymity, one of the key strengths of the KodW apps, might be compromised during face-to-face interactions, potentially leading participants to provide more socially desirable responses (4-D, 2025). Furthermore, practical issues were highlighted, including the adaptability of KodW in the near future, the logistical challenges related to transporting and placing the devices, and the necessity of maintaining low-threshold usability for developers (4-E, 2025).

Instead of focusing on large digital installations, panel members suggested that the BuurtPeiling app could effectively facilitate dialogue by enabling direct interactions, such as visiting residents with a tablet or engaging with participants during community gatherings (4-C, 2025). Physical elements like card games were also suggested as a means to strengthen the gamification aspect and stimulate accessible dialogue (4-C, 2025). For workshops with larger groups, it was considered more practical to present results in a structured format, such as through a presentation, or to engage in small group discussions using handheld devices (4-B, 4-C, 2025).

The discussions revealed that while digital tools support participation processes, they cannot replace the value of personal contact. The main objectives, improving the quality of responses and increasing participant engagement, are better served by combining digital tools with physical dialogue. Although an additional screen may not significantly enhance physical interaction, the BuurtPeiling app itself, when used proactively in face-to-face settings, offers considerable potential to facilitate meaningful participation. Careful consideration must be given to integrating dialogue outcomes into the digital framework of KodW without unnecessarily complicating the process (4-E, 2025). Sole reliance on digital communication risks missing valuable qualitative insights from residents.

Tool improvement 2

The panel members indicated that there are too many obstacles to integrating AI, and consequently, predicting design solutions based on neighbourhood characteristics was deemed unrealistic in practice. One major obstacle is the reliability of participation results, as a sufficient number of participatory engagements must be conducted to build trustworthy patterns (4-E, 2025). Additionally, it was emphasized that the personal component of participation is indispensable, and AI-driven predictions do not align with this essential aspect (4-B, 2025). Furthermore, the neighbourhoods involved are often not the most sought-after areas, and such nuances are not always visible in data; they can only be uncovered through direct conversations with residents (4-E, 2025). AI cannot capture these insights, as they emerge through personal dialogue rather than data-driven prediction. Given the panel members' strong views on the use of AI in this context, and the logical argument that prediction through AI does not align with the core objective of participation, namely, involving people in the process, future improvement efforts within KodW will not focus further on this aspect.

Tool improvement 3

It is expected that there will be little interest from the municipality in the uploading of the data from KodW into the DMI system, given that KodW does not provide a comprehensive data layer due to its small scale (4-B, 2025). Only if large-scale, comprehensive, and comparable data can be offered would there potentially be added value. The data used in the BVV is already available, as the BVV relies on public sources. However, the data collected through the BuurtPeiling and BuurtPanel contains too few data points to be of practical use to the municipality (4-B, 2025). Moreover, it is expected that municipalities will not fully rely on data from KodW and will always initiate their own independent processes. While extracting data from the DMI system could be valuable, the panel does not necessarily recommend this as a focus for future improvements. Instead, the strength of KodW should primarily derive from the BuurtPeiling, BuurtFormule, and BuurtPanel.

Tool improvement 4

The panel members provided several comments regarding accessibility. The development of a dedicated monitoring system was considered unnecessary by several respondents, as, according to them: *"It really requires specific knowledge of that tool to properly assess the data and understand all the interpretations behind it, and it will create its own dynamic once people are given direct access"* (4-B, 2025 [translated]). It was also emphasized that while transparency is important, it does not imply that all information must be shared; only what is relevant should be provided in order to avoid endless discussions (4-B, 2025). Accessibility is also dependent on the project phase; for instance, involving the housing corporation may not be possible during a tender phase (4-D, 2025). Consequently, role-based access was not recommended, whereas the developer's central dashboard was seen as a valuable tool to use during live discussions with housing corporations (4-A, 2025). This dashboard could also support conversations with social district managers. Exporting and sharing results in the form of visualizations was considered a more logical step by the panel members (4-B, 2025).

Regarding input collection, the panel members saw no added value in using the KodW apps with professionals from housing corporations or municipalities. In such cases, they advised engaging directly in conversations rather than utilizing an app (4-B, 2025). Furthermore, it was noted that the KodW apps were developed with the intention of not only gathering the wishes and needs of residents but also creating awareness among them (4-E, 2025). This objective is less relevant for area managers, who already possess the necessary knowledge and expertise. Therefore, in this context, the apps do not offer added value (4-E, 2025). Collecting input from professional partners such as municipalities and housing corporations is better achieved through direct dialogue rather than through the use of the KodW apps.

Tool improvements 5 and 6

The improvement regarding providing context and the possibility for feedback was not addressed as a separate topic during the expert panel, as it was discussed within the context of other improvements. Panel members indicated that informing stakeholders takes place between the various steps of KodW (4-E, 2025). Interim communication is primarily intended for internal and external stakeholders, rather than for residents. This process helps stakeholders develop their strategy for informing residents. Panel members also questioned how to effectively communicate with and inform residents about the steps of KodW in a way that is understandable. In terms of providing context, there is a division between determining what context needs to be provided and how it should be communicated.

When informing stakeholders, it is important to manage expectations explicitly (4-E, 2025). According to the panel members, the emphasis should not be placed on explaining the functionality of all tools, but rather on setting expectations and ensuring a logical process flow (4-B, 2025). While the apps themselves should be easy to understand, the interrelationship between them is less important when informing residents. Providing context is largely a matter of customization and highly dependent on the overall communication strategy.

There is a strong relationship between improvements T5 (providing context), T6 (feedback), and P1 (physical interaction). Physical interaction provides an opportunity to share additional information with residents and to collect more feedback, as it allows for further clarification during discussions. Thus, the connection between physical interaction, context, and feedback is very strong. Monitoring results from the perspective of professional parties was not perceived as particularly valuable, as previously described under Tool Improvement 4. Instead,

the ability for residents to monitor progress should occur more through physical interaction moments rather than through the provision of a digital dashboard. The method for collecting feedback is also closely tied to the communication strategy. While the apps are designed to collect feedback, face-to-face conversations offer the opportunity to gather more in-depth input compared to digital means (4-B, 2025). The primary focus of feedback should be on responding to the results of each KodW step, meaning it is crucial first to collect initial information. Combining the use of apps for initial data collection with subsequent physical discussions could therefore present an interesting opportunity to enhance feedback collection.

Tool improvement 7

Improvement 7, concerning deployability, was not specifically addressed during the expert panel due to time constraints and because related topics had already been discussed earlier. The deployability among professional partners was previously covered and was deemed unnecessary by the panel, as explained under T4. However, the importance of gathering input from these parties was emphasized, primarily during preparation and coordination phases, as discussed in relation to process improvements. Throughout the expert panel, it was repeatedly mentioned that the timeline and moments of deployability need to be clearly defined. In general, the panel members found the positioning of KodW within the development process to be clear (4-B, 2025). Nevertheless, they stressed the importance of precisely determining when each step begins and ends (4-E, 2025). Clearly delineating these stages beforehand allows developers to understand the purpose of each step and how it can be utilized effectively.

The deployability across different stakeholders was considered secondary by the panel members, as it is more important to establish clear deployability within the internal team. The internal process needs to be clear (4-B/E, 2025). Once a clear positioning and understanding of the purpose have been established internally, attention can then shift to the deployability among external stakeholders. In this way, developers can effectively determine how best to gather information from the relevant stakeholders. Depending on their role and level of interest, stakeholders can either engage through the use of the apps, contribute input through dialogue, or simply be informed.

The focus of deployability should be placed on the internal process and the creation of internal awareness, rather than on external stakeholders. By fostering internal awareness, external deployability can be facilitated more easily and effectively tailored to specific situations. Clearly defining the possibilities during the various project phases of a development is crucial. For example, determining which tools can be deployed during the tender phase was a topic that recurred multiple times during the panel discussion. The BVV could be used internally during the tender phase (4-D, 2025), while the BuurtPeiling and BuurtPanel could be deployed at later stages, depending on the project's progress. Therefore, the strategic positioning of the individual tools within the development process is essential.

Tool improvement 8

Tool Improvement 8 primarily concerns the content of the various tools. Due to time constraints, this improvement was not addressed as a separate topic during the panel, but it was discussed indirectly. The panel confirmed that topics such as building heights, sightlines, and construction nuisance should already be addressed during the exploration phase (4-B, 2025). By incorporating practical issues related to the realization phase into the participation process, not only are objectives gathered, but attention is also paid to how these objectives can be achieved, in other words, the manner of realization (4-B, 2025). These new topics closely align with Improvement P6 on environmental management. Although the panel members advised against establishing a direct link to environmental management, they did recommend including realization-related aspects in the participation process. However, it is important to ensure that applying this improvement does not lead to confusion regarding the positioning of KodW.

4.4.3 Consolidation and Refinement

Based on the findings from the expert validation in section 4.4.2, several proposed improvements can be consolidated and refined. Table 4.10 provides a brief overview of the consolidated and discarded improvements. The consolidated improvements refer to proposed improvements that have been merged due to their strong interrelation and overlapping content. In these cases, multiple improvements have been grouped under a single description. The discarded improvements are those that are no longer a focus of this study, based on the findings from the expert panel, as discussed in Section 4.4.2.

#	Consolidated improvement	Actions	Old #
A	Internal process structuring	Create internal participation plan early using BVV	P1, P2, P3, P5, T7, T8
		Standardize project scenarios	
		Define clear phases for deploying KodW tools during development phase	
		Expand the KodW topics to include realization phase issues (building heights, construction nuisance, traffic impacts)	
		Clarify timing and tool deployability for internal and external use	
		Incorporate alignment moments with external stakeholders	
B	Participant Engagement	Improve physical interaction between stakeholders	T1, T4, T5, T6
		Ensure context is clearly provided	
		Offer basic accessibility via shared useful exports (no monitoring platform, control lies with developer)	
		Implement feedback loops (show results, offer incentives, create clear expectations)	
		- Discarded	P4 (Legal Evidence): KodW currently too immature for formal legal evidence use.
	P6 (Integration with Environmental Management): Out of scope.		
	T2 (AI Predictive Participation): Not reliable.		
	T3 (DMI Ecosystem Linkage): Limited value due to scale.		

Table 4.10 Consolidation, refinement and discarded improvements. Created by author.

Figure 4-10 presents the consolidated process structure in the form of a diagram. In this overview, the various improvements to KodW have been combined into a single visual representation, illustrating the relationships between key topics, steps, and tools. This aims to make the proposed improvements more tangible and concrete. Figure 4-11 presents the consolidated improvement of participant engagement in a diagram. Similar to Figure 4-10, it visualizes the coherence within the process, while also highlighting key interconnections. In APPENDIX R are the larger formats of Figure 4-10 and Figure 4-11.

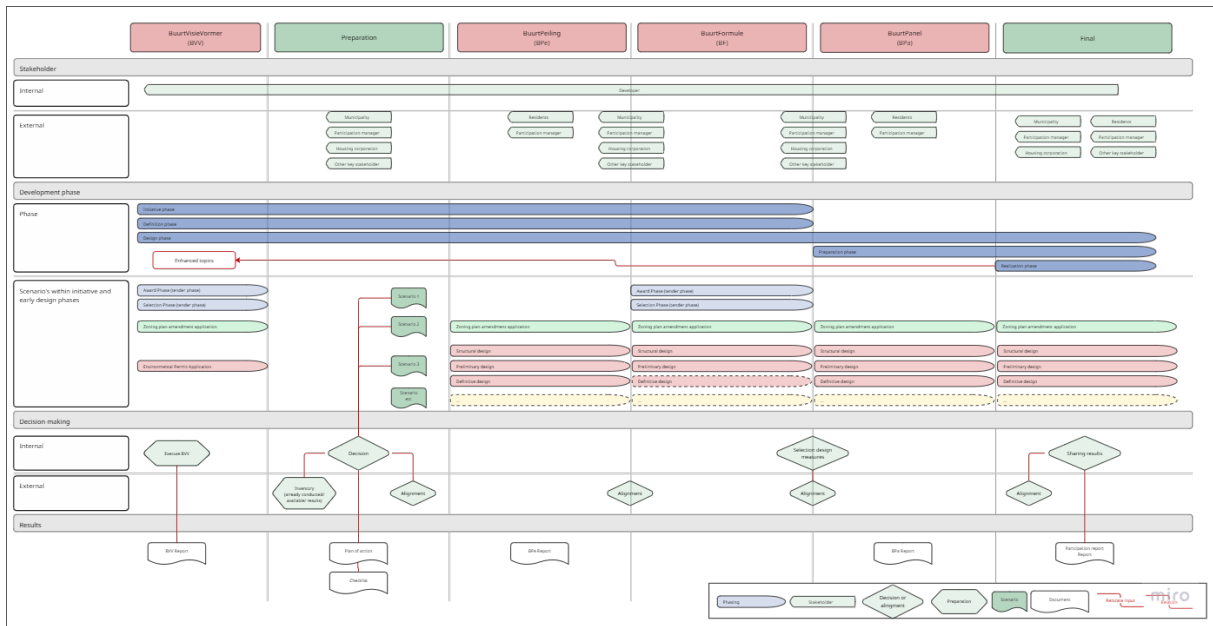


Figure 4-10 Internal process structuring improvement. Created by author using Miro.

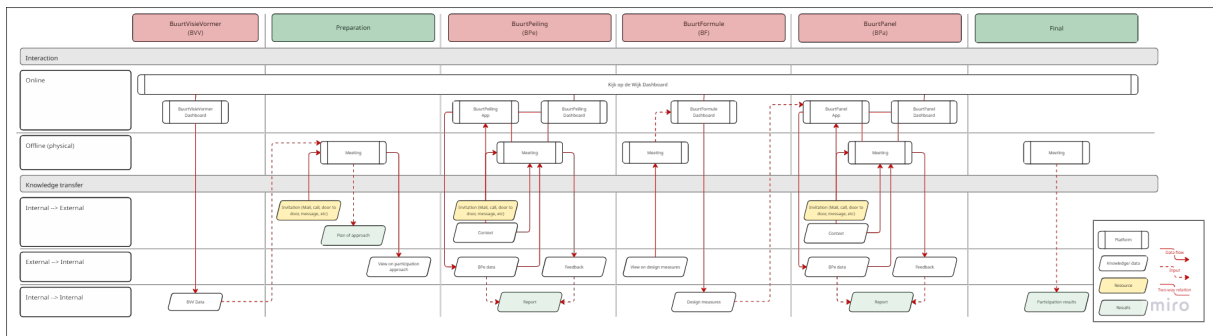


Figure 4-11 Participant engagement improvement. Created by author using Miro.

4.4.4 Conclusion

Sub-question 4 investigated the following: "*How can Kijk op de Wijk be improved?*" The proposed improvements are grounded in the challenges identified in Sub-question 3 and are divided into two principal areas: structuring the internal process and enhancing participant engagement.

To facilitate the application of KodW by developers, it is crucial to establish clarity regarding the appropriate timing and use of its various tools within the development process. By internally address the value and operationalization of each tool, the threshold for adoption by developers is lowered. Integrating KodW into the broader development process enables standardization, which in turn promote clear expectations and a more straightforward application. Particular attention must be paid to the preparation phase, wherein the *BuurtVisieVormer* serves as a foundation for further elaborating the participation plan. Early alignment with municipalities and other key stakeholders regarding the participation strategy is critical in securing broad-based support and minimizing the risk of misunderstandings later in the process. Standardization of participation scenarios is likewise pivotal, as it ensures clarity from the outset regarding the tools deployed, their objectives, and their alignment with the different stages of development. The primary aim of this improvement is to ensure KodW is more accessible, structured, and understandable for developers.

The second improvement focuses on enhancing the substantive engagement facilitated by KodW's tools. Effective participation requires the facilitation of physical interaction alongside digital engagement through tools such as the *BuurtPeiling* and the *BuurPanel* app. Physical meetings enable richer dialogue and a deeper exchange of perspectives, thereby strengthening the participatory process. To enable participants to respond meaningfully, it is essential to provide sufficient contextual information across both online and offline channels. A combination of digital and physical participation methods, supported by clear and accessible contextual information, ensures the involvement of a broad and representative group of stakeholders. Online tools can be deployed during physical sessions to enhance effectiveness, inclusivity and flexibility. Furthermore, the results from both physical and digital participation activities must be easily shareable with stakeholders. It is important that the developer maintains control over the communication of results, in order to safeguard a focus on topics where participants and developers possess actual influence within the project's boundaries.

In summary, KodW may be effectively improved through two key strategies: (1) the structuring of the internal process to establish clear expectations for developers, and (2) the enhancement of participant engagement to achieve deeper, more meaningful participatory outcomes and to gain a more nuanced understanding of local residents' needs.

Section 5 Discussion, Conclusion, Recommendations & Reflection

5.1 Discussion

5.1.1 Validity

To ensure the validity of this research, several methodological strategies were employed to enhance both the credibility and trustworthiness of the findings.

First, careful attention was paid to the diversity of interview participants. Although VORM plays a central role in the KodW, interviewees were not limited to internal stakeholders. Participants included individuals involved in the participatory process who were not directly affiliated with VORM, ensuring a broader perspective and reducing organizational bias.

In addition, a separate expert panel was conducted to validate the findings and recommendations. This panel consisted of individuals who were not part of the initial interview group and who, in some cases, were also not connected to VORM. This separation of roles helped to ensure an independent reflection on the data and interpretations.

To prevent bias or socially desirable responses, both interviewees and panel participants received minimal information about the research topic in advance. Interviews were conducted fully anonymously, creating a safe space for open and honest feedback. This anonymity was crucial in enabling participants to speak freely about challenges, experiences, and perceptions.

Throughout the research, triangulation was used to enhance validity. Key findings from literature and document analysis were presented into interviews and panel discussions to test whether these external insights aligned with the experiences of practitioners. This cross-validation helped ground the conclusions in both theoretical and practical relevance.

In terms of source material, a diverse range of references was used. Where possible, multiple sources were consulted to substantiate key points, and these were then compared with interview findings to strengthen the reliability of the interpretations.

The conclusions and recommendations drawn from this study are specifically tailored to KodW, given its unique toolset and digital approach. However, many insights, particularly those related to process design and stakeholder alignment, are also relevant to other participation methods, especially as all must ultimately comply with the same policy frameworks under the EPA. Only the tool-specific recommendations are exclusive to KodW; the others can be transferred and adapted to broader participatory practices.

5.1.2 Result interpretation

The literature positions participation under the EPA as both a statutory requirement and a mechanism for enhancing legitimacy in urban development. Frameworks such as Arnstein's Ladder of Citizen Participation and Stelzle's participatory objectives emphasize the need to align engagement strategies to local contexts, stakeholder diversity, and project phases. However, a notable gap persists in empirical research on the operationalization of Private Organised Participation (POP), particularly within the Dutch legal framework. While theoretical models are well-developed, studies examining their implementation in practice remain limited.

This study helps to address that gap by empirically examining KodW as a digital form of a POP within the context of the Kaai project. The findings reveal a misalignment between KodW's conceptual promise and its practical implementation. Although KodW broadens participation and enables early-stage engagement through digital tools, its effectiveness is limited when not embedded in a structured, process-oriented strategy. Key challenges include unclear stakeholder roles, limited coordination with municipal frameworks, and the lack of hybrid formats that combine digital and physical engagement. These findings point to the necessity of more strategic integration for POPs to function effectively under the EPA.

To further assess the practical impact of POPs, the framework proposed by Verheul et al. (2021) is evaluated, which conceptualizes success across four dimensions: socio-communicative, financial-economic, legal-planning, and political-democratic. From a socio-communicative perspective, KodW contributed positively to stakeholder

interaction, with participants recognizing the effort invested. However, tensions arose due to the top-down manner in which KodW was introduced, an issue attributed not to the tool itself, but to its implementation approach. Financially, success remains unrealized, as KodW is still under development and functions primarily as an investment. Nonetheless, it holds potential to streamline participation in future projects. In legal-planning terms, relatively few formal objections were submitted, and KodW modestly contributed to the understanding of the views. Politically, its influence was limited by a general lack of awareness among municipal actors, although it was acknowledged as a promising methodology. These insights demonstrate that POPs, when evaluated through this perception of success, can show varying degrees of success depending on context and execution.

This study contributes to the literature in three key ways. First, it demonstrates that KodW can serve as a digital POP instrument that supports EPA participation goals, provided it is strategically embedded. Second, it helps bridge the gap between theory and practice by identifying critical implementation conditions, such as internal clarity, municipal alignment, and the combination of digital and physical engagement. Third, by evaluating KodW through the lens of POP and using a perception-based success framework, the study expands empirical understanding of how digital participation tools operate within the Dutch EPA context.

In conclusion, while the literature provides strong normative foundations for participation, this study underscores its operational realities. It highlights the need for developers to embed tools like KodW within broader, well-coordinated strategies that enhance transparency, foster balanced stakeholder involvement, and build trust, while recognizing that the perceived success of POPs is multidimensional and highly dependent on the context and manner of implementation.

5.1.3 Limitations

While this research offers valuable insights into the potential of *KodW* as a privately organised participation method under the EPA, several limitations must be considered.

1. *Limited and potentially biased sample*: The study is based on interviews with seven individuals and an expert panel consisting of five participants, all of whom were (in)directly involved with KodW. This introduces a potential bias, as their perspectives may reflect vested interests or internal viewpoints. As a result, findings should be interpreted with caution regarding their objectivity and general applicability. To reduce bias, as many different backgrounds and roles were involved as possible. In doing so, the choice was made not to include the same participants from the interviews in the expert panel.
2. *Recent introduction and limited documentation of KodW*: KodW is a relatively new method, and its limited deployment in practice has resulted in a lack of publicly available data and documented case studies. Most insights had to be drawn from one pilot project and informal conversations, making the research case-dependent. The limited number of existing examples in practice restricts the ability to make broader claims about KodW's long-term effectiveness across different contexts.
3. *Time constraints*: The time constraints limited the ability to explore each topic in depth, but an attempt was made to capture the full scope of KodW. This research did not address certain areas, such as long-term outcomes, participant satisfaction, or implementation across different planning phases. While aspects such as the preparation, implementation and short term outcomes were possible to incorporate.
4. *Challenges in method comparison*: The comparison between KodW and traditional participation methods was limited by the lack of comprehensive databases or existing studies that systematically document a wide range of participation formats. Additionally, participatory processes are often highly context-specific, shaped by the individuals involved, the phase of development, and the local political or social dynamics. This makes the applicability of the identified patterns dependent on the specific setting, reducing their applicability.
5. *Context-specific findings*: As the research primarily focuses on the *The Kaai* case, the conclusions drawn are closely tied to the specific dynamics of that case. While KodW may perform differently in other

settings, the findings here reflect one particular implementation and should be contextualized accordingly.

5.1.4 Implications

The implications of this research are primarily practical and relate to the refinement and broader applicability of KodW as a participatory method. While the study is limited in scope, the findings offer concrete input for improving KodW as well as other participation tools used in area developments.

The insights presented in this research can support more effective implementation of KodW, benefiting both developers and participants. For developers, a more structured and efficient process can reduce friction and increase the chances of successful project execution. For participants, improved tools and clearer engagement strategies can lead to more meaningful involvement and better alignment with their interests.

If the identified improvements are not implemented, KodW risks underperforming in future projects. This could lead to reluctance among developers to adopt the tool and increase dissatisfaction with its outcomes. The research identifies key structural and procedural shortcomings and offers targeted recommendations for overcoming them. It is therefore recommended that KodW's management team take these findings into consideration by integrating them into future iterations of the method.

For VORM, the main partner behind KodW, the research serves as a valuable foundation for refining the tool in line with their broader social strategy. Enhancing KodW in response to these findings may, over time, contribute to an improved reputation and potentially increase market value. However, this will require internal alignment and integration of the recommendations into VORM's standard development approach. Therefore, while the impact of this study may not be immediately visible in market terms, it can serve as a meaningful starting point for long-term impact.

Finally, the findings of this research may also be of strategic relevance to VORM's competitors. Other developers can use these insights to enhance their own participation frameworks and societal engagement strategies. This carries the potential to shift competitive dynamics within the sector, particularly as the EPA raises expectations for private-sector involvement in participatory planning.

5.1.5 Follow-up research

Based on the findings and limitations of this study, several directions for future research are recommended to deepen understanding of data-driven participation and improve the practical application of KodW.

First, future research should focus on the documentation and interpretation of data within participatory tools, particularly the *BuurtVisieVormer*. Several users described the BVV as complex and difficult to navigate, especially regarding the use and integration of diverse data sources. In an era where large volumes of urban and social data are available, a key challenge is how to translate this data into actionable insights that reflect the lived experience of residents. Research into the use of data in participatory processes, its accessibility, accuracy, and interpretability, would provide valuable input for refining tools like the BVV and improving trust in data-driven participation.

Second, there is a need for research into early-stage participation in restricted contexts, such as tenders. Multiple stakeholders indicated that while early resident involvement is often not permitted during tender phases due to procedural constraints, this stage is also when major design decisions are made. Exploring legal, procedural, or strategic ways to enable meaningful input at this early stage, without violating formal tender rules, could unlock significant value. A focused study on participation within tender processes would contribute to the broader goal of integrating public input into the foundations of area development projects.

Furthermore, given the limitations outlined in section 5.1.3, there are several opportunities for further research. As mentioned, KodW is a relatively new concept with limited existing studies. A potential focus area for future research could involve examining the long-term effects of KodW after it has been implemented multiple times.

This current study was not able to investigate such effects, but as KodW is applied more frequently, this may become feasible. This also relates to the context-specific limitation: as more cases involving KodW emerge, different projects can be evaluated. This could lead to deeper insights and possibly reveal patterns across various types of projects and their applications of KodW.

Together, these research directions can help close key knowledge gaps and support the evolution of participatory practices that are not only compliant with policy frameworks but also responsive to the real-world dynamics of urban development.

5.2 Conclusion

5.2.1 Sub-conclusions

5.2.1.1 Sub question 1:

“What are the characteristics of Kijk op de Wijk in comparison to traditional participation methods?”

The characteristics of KodW highlight its potential as a participatory method, leveraging digital tools to engage a broader audience than traditional approaches. While its average performance reflects limitations in participant influence, KodW demonstrates strengths in accessibility and impact. This can be partly attributed to the ease of obtaining concrete outcomes and the low barriers to entry for participant engagement. Its digital nature enables it to deviate from some common participation patterns but also creates new challenges, particularly around transparency and interest balancing. With thoughtful implementation, KodW can align with municipal participation frameworks and serve as a viable tool for private organised participation under the EPA.

5.2.1.2 Sub question 2:

“What are the results of using Kijk op de Wijk in practice?”

In practice, KodW did not yield meaningful participation results, primarily due to inefficiencies in implementation and coordination. Instead, the results were largely process-related and revealed several procedural challenges. Although the tools demonstrated conceptual potential, their impact was constrained by a lack of strategic planning and integration. The effectiveness of KodW depends not solely on the tools themselves, but on how developers embed and operationalise KodW in the development process. To achieve this, developers must gain clearer insight into the challenges that arise during the implementation a participation method and specifically KodW.

5.2.1.3 Sub question 3:

“What challenges arise when implementing Kijk op de Wijk?”

KodW encounters significant implementation challenges, particularly in strategic coordination, communication, and stakeholder alignment. These challenges were primarily strategic and organisational, including unclear roles among stakeholders, insufficient internal communication, lack of external alignment, and difficulty balancing diverse stakeholder interests. These challenges, especially those related to balancing interests, as implicitly required by municipal participation frameworks, undermine its effectiveness. To successfully apply KodW as a participatory method under the EPA, developers must address these systemic challenges. This requires targeted improvements to ensure KodW meets the necessary procedural and substantive standards.

5.2.1.4 Sub question 4:

“How can Kijk op de Wijk be improved?”

To optimize KodW for use by developers, two key improvements are essential. First, the internal process must be better structured, defining when and how each tool should be used throughout the development process. This includes early integration with municipalities, standardization of participation scenarios, and clear expectations for tool deployment. Second, participant engagement must be deepened by combining digital tools with physical interaction. Providing clear contextual information and ensuring that both online and offline inputs are meaningfully processed and shared helps foster broader and more inclusive participation. Together, these improvements make KodW more accessible, effective, and aligned with the procedural and participatory demands under the EPA.

5.2.2 Main conclusion

This study set out to answer how developers can use *Kijk op de Wijk* (KodW) as a form of privately organised participation within the framework of the Environment and Planning Act (EPA). Through theoretical research, a case study, and critical analysis of its practical deployment, the research revealed both the conceptual appeal and the practical shortcomings of KodW. While KodW offers a structured and scalable digital method that aligns

with the EPA's emphasis on early, inclusive, and transparent participation, its implementation exposes deeper challenges that go beyond technical integration.

KodW's strength lies in its systematic design: the KodW tools offer structured input collection and can broaden participation reach. However, the method's promise as a digital solution risks being overstated. The case study of The Kaai showed that KodW was deployed too late, treated as an add-on, and lacked meaningful integration with strategic planning. The result was limited influence, low responsiveness, and unclear value for stakeholders. This gap between KodW's conceptual design and its practical implementation highlights deeper structural challenges within participatory processes

Moreover, KodW's efficiency and structure, while beneficial for developers, do not guarantee legitimacy or trust. The method needs to embed feedback loops, clear mechanisms for balancing conflicting interests, and genuine opportunities for dialogue. Without these elements, KodW risks becoming a one-way communication tool, reinforcing a procedural form of participation that fulfills formal requirements but falls short of substantive engagement. This undermines the broader intentions of the EPA, which seeks not only procedural compliance but democratic legitimacy through participation.

Crucially, KodW's success depends not on its tools alone, but on how it is embedded into the planning process. The fundamental challenges in the planning process are role ambiguity, poor coordination, weak municipal alignment, and limited stakeholder trust. It is difficult for digital formats to compensate for the absence of relational engagement and physical dialogue.

To move beyond these limitations, developers must first adopt a cultural shift: from viewing participation as an administrative hurdle to embracing it as a core, strategic responsibility. This means defining clear participation goals from the outset, aligning internally and with other stakeholders such as municipalities, and using KodW not as a substitute for engagement, but as one component in a broader participatory process. Complementing digital tools with physical formats is essential and necessary to ensure context, trust, and responsiveness.

In practical terms, developers should deploy KodW tools iteratively and relationally: beginning with the BuurtVisieVormer in early planning phases to surface local dynamics, followed by broader input via the BuurtPeiling and BuurtPanel, and validated through in-person discussions and transparent reporting. The BuurtFormule must also evolve from a technical backend to a transparent decision-support tool, open to feedback. Participants must not only be asked for input but shown how their input matters, and where it does not.

In conclusion, KodW can be used by developers as a privately organised participation under the EPA, but this requires more than simply applying the tools. KodW must be strategically embedded into the full development process. Developers should define roles, coordinate early with municipalities, and establish a clear participation plan that incorporates both digital and physical methods. Transparent communication, timely feedback, and inclusion of multiple perspectives are key. KodW can help meet EPA requirements, but only if developers view participation as a continuous, relational process rather than a one-time data collection effort.

KodW becomes most effective when its tools are used not in isolation, but as facilitators of interaction and collaboration. When strategically applied, KodW provides developers with a practical and legally compliant framework for engaging communities, managing expectations, and legitimising decisions in spatial development. The strength of KodW lies not only in its structure and scalability, but in its potential to support developers in fulfilling their participatory responsibilities under the EPA while also enhance a more inclusive and informed area development. It is therefore crucial that developers look beyond the technological aspect of KodW and focus on embedding it within a comprehensive process that actively involves all relevant stakeholders. In doing so, KodW can become a valuable asset in creating participatory area developments that reflect local values, mitigate conflicts, and improve the quality and legitimacy of spatial plans.

5.3 Recommendations

To strengthen the application of *KodW* as a method for privately organised participation under the EPA, the following recommendations are proposed. These are divided into three categories: the method itself, the internal and external process, and the management of balancing interests among stakeholders.

5.3.1.1 Method: Strategic Use of Digital and Physical Participation Tools

1. *Emphasize the digital strengths, but do not neglect physical interaction:* *KodW*'s digital tools, such as the *BuurtPeiling* and *BuurtPanel*, offer a unique and scalable way to reach a broad audience. However, physical interaction remains essential to create space for dialogue, provide context, and enable real-time feedback. Developers should integrate digital and in-person formats to support more meaningful participation.
2. *Use the BuurtVisieVormer primarily as an internal strategic instrument:* While data collected through this tool is valuable, it should not be regarded as absolute truth. Developers should be cautious not to treat data as fixed facts, as this may derail discussions and shift focus away from residents' actual concerns. Instead, use it as a guiding input to shape early strategies.
3. *Use the tools as a means of support, not as an end in themselves:* *KodW*'s tools should enhance and inform the participation process, not replace human judgment, interaction, and/ or engagement. Their value lies in enabling structured input, not in dictating the process.

5.3.1.2 Process: Internal Clarity and External Coordination

1. *Establish a shared participation strategy from the outset:* Early coordination with all stakeholders, especially municipalities, who assess the quality of participation, is crucial. This should be formalized in a participation plan (PvA), aligned with local frameworks and, where relevant, existing initiatives. Achieving consensus early creates a clear foundation for the process.
2. *Promote transparency to build trust:* Transparent internal and external communication is key to maintaining trust among stakeholders. Clear expectations, consistent updates, and open channels of feedback are vital components for managing both internal coordination and public engagement.
3. *Clearly position KodW within the development process:* Developers must understand when and how *KodW* can be applied, for example, during tenders, or in the sketch design (SO), preliminary design (VO), or final design (DO) phases. This requires internal structuring, awareness, and capacity-building. Only once internal understanding is secured can developers engage external stakeholders effectively and with purpose.

5.3.1.3 Balance of Interests: Stakeholder Engagement and Documentation

1. *Ensure a comprehensive and transparent consideration of all interests:* Participation should be used to map and document the full range of stakeholder interests. *KodW*'s tools can assist in structuring and recording these inputs, which helps support clear argumentation for how interests have been weighed, which is an essential requirement under the EPA.
2. *Prioritize active engagement over passive data collection:* While *KodW* can support broad input collection, genuine stakeholder involvement requires visible effort in relationship-building. Tools must facilitate, not replace, stakeholder dialogue. Developers should demonstrate that time and energy have been invested in meaningful participation, beyond simply distributing surveys or gathering feedback.

5.4 Reflection

5.4.1.1 Topic

At the beginning of my graduation project, my understanding of participation in area development was quite limited. I was aware that participation was gaining importance, especially with the introduction of the EPA, but I remained somewhat sceptical. I often heard developers refer to participation as just a box to tick, an obligation rather than a meaningful process. This made me curious: why is participation seen this way, and is it possible to add real value to it?

As I delved deeper into the topic and gained experience as a working student, my view started to shift. I came to realize that when done thoughtfully, participation can be a powerful tool to enhance spatial quality and strengthen community involvement. In advance, with the rise of new digital participation methods and developers trying to answer the question on how to engage residents and make social impact, my interest in the topic is becoming more and more.

Through my research, particularly on the KodW methodology, I've come to see participation not as a formality, but as an essential and impactful element to ensure sustainable urban planning.

5.4.1.2 Relevance

At the start of my research, I mainly saw the relevance of studying participation within the context of the EPA. This legislation places participation at the heart of spatial development, making it essential for all actors involved in area development to engage with local stakeholders. As such, I saw a clear societal urgency: participation can no longer be ignored.

However, as I progressed, I noticed that while participation has been widely studied from a theoretical and policy-based perspective, relatively little attention has been given to its practical application, particularly when it comes to digital participation tools like *KodW*. This gap revealed an opportunity: by exploring new and emerging methods, my research could contribute to broadening the academic understanding of participation in a rapidly changing planning context.

Initially, I found it difficult to clearly see the relevance of this topic. But as the research unfolded, I realized how diverse and underexplored this field is, especially the practical side of digital methods. These tools may help lower the threshold for developers to meaningfully engage residents. By involving people directly in the planning process, participation can generate real social impact, making the development of urban areas more inclusive and sustainable.

This research also holds relevance for the AUBS Master's programme and the MBE track, particularly through its focus on participation as a tool for engaging people in shaping the built environment. *KodW* serves as an instrument through which a private company structures participatory efforts, efforts that are, in turn, encouraged by public authorities. As such, the project brings together the interests of three key stakeholder groups: private actors, public institutions, and local communities. The management of these stakeholders is a central theme within the MBE track. *KodW* offers a means to influence the design of both new neighbourhoods and existing urban areas. This aligns with the broader objective of the AUBS programme, which is centred on the transformation and development of the built environment.

The broader implications of this research lie in its contribution to participatory design processes where residents take a more active role in shaping their environments. By providing concrete insights into the implementation of digital participation methods, the study adds academic value to a relatively under-researched field. Socially, it supports more inclusive planning by exploring how residents can be better involved in decision-making.

From an ethical perspective, it could be argued that the primary beneficiary of the study is the company behind *KodW*, as their tool is the subject of analysis. However, the findings and recommendations are applicable beyond this single case. They offer broader insights into the use of digital participation tools and can inform other stakeholders engaged in participatory urban development.

5.4.1.3 Product

At the outset of my research, my goal was to develop an improved version of *KodW*, a more refined digital participation tool that could effectively address the participation challenges introduced by the EPA. I believed that creating a better version of the method could directly support more meaningful engagement in urban development projects.

As I delved deeper into the legislation, I discovered that the EPA deliberately offers little prescriptive guidance. This flexibility is intentional, aiming to allow for tailored participation approaches and gives municipalities flexibility to shape their own policies. Consequently, my focus shifted from the EPA itself to the practical interpretation found in municipal guidelines, where the emphasis lies on conducting balanced stakeholder engagement and weighing diverse interests.

Given the limited timeframe of this research project, developing a fully improved and implementable version of *KodW* proved unrealistic. Implementation and testing would require more time than available. Instead, the research now results in a set of concrete recommendations and critical focus areas that can guide future participatory efforts. This shift, from product development to an actionable checklist, marks a transformation in the research. While different from the initial ambition, it still provides a valuable contribution to achieving impactful and inclusive participation in practice.

5.4.1.4 Method

The methodology of this research is based on a combination of theoretical and empirical approaches, with a focus on qualitative methods. By analysing documents, conducting case studies, and performing interviews, I aimed to build a clear and comprehensive understanding of *KodW* as a digital participation method under the EPA.

However, I soon discovered that case studies proved to be more complex than initially anticipated. Since *KodW* is a relatively new tool, there is limited documentation or practical evidence available. As a result, interviews became the primary source of information, shifting the methodological balance toward qualitative, interview-based insights.

Originally, the interviews were designed to focus specifically on the application of *KodW* in the The Kaai project. Yet, due to its limited use in practice, the scope of these interviews had to be broadened. This allowed for a deeper exploration of what defines meaningful participation more generally and understanding the considerations made by different stakeholders.

Ultimately, the main methodological shift was a stronger emphasis on interviews within the case study instead of data. Additionally, I learned that relying on ongoing developments for case study material is risky, as timelines often shift and projects evolve unpredictably, posing challenges for academic research within a fixed timeframe.

5.4.1.5 Process

At the outset of my graduation project, I felt well-prepared, having developed a detailed schedule and a clear understanding of the necessary steps. However, early delays in administrative processes, particularly finalizing the Data Management Plan (DMP) and obtaining approval from the Human Research Ethics Committee (HREC), resulted in a slower-than-expected start to the empirical phase.

Once the empirical research began, I devoted disproportionate time to Sub-question 1, which became overly extensive and delayed the interview phase. In hindsight, initiating interviews earlier would have enabled a more iterative and flexible workflow. I initially followed a step-by-step approach, but I learned that activities such as literature review and data collection are better conducted in parallel. Many interviews provided insights relevant to multiple sub-questions, reinforcing the value of early data collection. Additionally, interview scheduling proved time-consuming, with several participants referring me to others, unintentionally broadening the scope beyond what was manageable within the timeframe.

I also recognize that more strategic choices could have been made regarding the composition of the interview group and the expert panel. Panel members had in-depth knowledge of the *KodW* methodology's origins, and interviewing them earlier could have provided richer context. Reversing roles, interviewing the panel members

and including the interviewees in the panel, may have yielded deeper insights. Moreover, conducting the panel earlier could have helped shape the study's direction more effectively.

Another key challenge was the absence of a clearly defined thesis structure early in the process. I focused heavily on content and procedural steps but treated them in isolation, which initially weakened the report's coherence. Although I had a clear internal sense of direction, this was not always evident to readers. Only in the final weeks was I able to integrate the components into a cohesive narrative. In retrospect, developing a structural outline earlier and emphasizing communication of the research process and findings would have enhanced the overall quality. This also reflects a personal area for growth: distinguishing between primary and secondary issues.

Finally, the research scope could have been more narrowly defined. A tighter focus might have allowed for deeper analysis, particularly in the expert panel. Broader coverage resulted in a session that at times felt rushed. Applying stricter selection criteria could have improved the depth and clarity of the outcomes.

Overall, this process has taught me valuable lessons in time management, adaptability, and prioritization. While early planning remains important, the ability to revise course and strategically focus efforts as a project evolves is equally essential in academic research.

Throughout the process, the feedback from my mentors was very valuable. Especially in the lead-up to the P2 and P4 presentation, they played a crucial role in helping me refocus the topic when I had lost oversight due to getting caught up in the details of various elements. This guidance was equally important during the final stages of writing, as they helped me focus on the most relevant aspects of the research. Their support was instrumental in providing direction and helping me establish the right priorities. Their ability to see the bigger picture was particularly helpful, something I occasionally lost sight of due to being deeply immersed in the subject matter.

The period following the P4 presentation was an iterative process in which I critically reviewed my findings and conclusions. The main focus was on summarizing effectively and distinguishing between primary and secondary subjects. It was also important to critically assess the main and sub-conclusions and evaluate how they aligned with the overall thesis. All in all, it was a valuable learning experience with its share of ups and downs, but it ultimately led to a result I can look back on with satisfaction.

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5.6 Appendix list

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Section 6 Appendixes

APPENDIX A Method selection

APPENDIX A1		M = Main objective S = Sub-objective															
Selection Participation methods		<i>Objectives (as defined by Stelzle & Noennig, 2019)</i>						<i>Influence of the public</i>					<i>Interaction</i>		<i>Application</i>		
Participation methods		Information	Gathering Feedback	Better Cooperation	Project Optimization	Resolving Conflicts	Developing visions	Co-design	Information	Consultation	Involvement	Collaboration	Empowerment	Online	Offline	Netherlands	Germany
Kijk op de Wijk							M	M				X		X	X	X	X
1 Citizen Information event		M							X						X	X	X
2 Votings			M										X	X	X	X	X
3 Citizen exhibition				M								X		X	X	X	X
4 Participatory budgetting					M							X		X	X	X	X
5 Mediation						M				X				X	X	X	X
6 Citizen idea contest							M			X				X	X	X	X
7 PlanningWorkshops								M			X			X	X	X	X
8 Crowdsourcing platforms (interactive)							M	S		X				X	X	X	X
8 World Café							M								X	X	X
8 Open Space conference							M								X	X	X
8 Consensus conference						M									X	X	X
8 PlanningWorkshop					M										X	X	X
8 Bulletin/ Poster		M							X						X	X	X
8 Press release		M							X						X	X	X
8 Maillings/ newsletter		M							X						X	X	X
8 Project websites		M							X						X	X	X
8 Social media		M							X						X	X	X
8 Press release		M							X						X	X	X
8 Blogs		M	S							X					X	X	X
8 Chat procedures			M							X					X	X	X
8 Issue mapping			M							X					X	X	X
8 Civil Forum			M	S							X			X	X	X	X
8 Assesment procedure		M	S								X			X	X	X	X
8 Citizen Consultation-hour		S	M							X				X	X	X	X
8 Citizen Panel			M								X			X	X	X	X
8 Citizen Dialogue			M								X			X	X	X	X
8 Activating interview			S									X		X	X	X	X
8 Future conference			M											X	X	X	X
8 City Walks			M							X				X	X	X	X
9 Scenario Technology							M			X				X			X
9 Agenda Conference							M			X				X			X
9 Charette procedure					M						X			X			X
9 Planning for Real					M							X		X			X

APPENDIX B Data Collection SQ1

Citizen information event							
Source	Participation level & influence	Formats & Techniques used	Stakeholders involved	Themes	Strengths & Benefits	Challenges & limitations	Effectiveness & Impact
(Stichting Nederlands Platform Burgerparticipatie en Overheidsbeleid, 2025)	nee te denken over diverse onderwerpen die spelen in hun buurt	Hier is belangrijk om de aanvragen voor samenvang van de bijeenkomst te laten weten wat de strekking is van de bijeenkomst en wat er met hun inbreng gedaan wordt. Informatie delen en ontvangen, uitgenodigd worden via bijvoorbeeld huis-aan-huisbladen, sociale media en/of de website van de gemeente	gemeente, buurtcomité of woningcorporatie waarbij bewoners van een specifieke wijk worden uitgenodigd	De gespreksleider speelt een belangrijke rol bij het organiseren van bewonersavonden. Vaak wordt deze rol vervuld door een ambtenaar of politicus, maar in sommige gevallen is het beter om een natuurlijke gespreksleider in te schakelen.	Het organiseren van een bewonersavond is een waardevol instrument om direct in contact te komen met bewoners en hun ideeën en wensen te horen	Voor bewonersavonden is het daarom vaak verplicht om te gaan met middelen.	De afkomsten van een bewonersavond worden vaak gebruikt in een verslag, dat wordt gedeeld met alle aanwezigen en ook vaak op de website van de gemeente wordt beschikbaar. Op basis van de uitkomsten kunnen vervolgstappen worden gezet, zoals het aanpassen van beleid of het organiseren van vervolg bijeenkomsten
		Tijdens de bewonersavond wordt er vaak een presentatie gegeven over het betreffende onderwerp trigen bewoners de gelegenheid om vragen te stellen en ideeën te delen					Respons van de toehoorders kan interessant zijn, maar is niet een deel van de zaak. Het is daarom belangrijk om kort na de bijeenkomst een email te sturen waarin je de aanwezigen bedankt, antwoorden op de gestelde vragen rondstuur, en aankondigt wat de volgende stappen zijn.
		Ook kunnen bewoners in groepjes met elkaar in gesprek gaan over specifieke thema's online aanmeldingsformulier Bij een informatieavond met inspraak wordt er een plan voorgelegd waar je graag feedback op wilt. Tijdens een informele informatieavond gaan organisatoren met (buurt)bewoners en andere betrokkenen echt in gesprek. Dit kan bijvoorbeeld door het opstellen van diverse standstill voor discussiepunten met betrekking tot een specifiek thema informatie geven over hun socialezaken. Ries voor creatieve voorstellen om samenwerkingsverbanden te organiseren. Of kies juist voor een krachtveldanalyse door kleine sessies op lokale • Informeren, inspraak en statutaire inloopkwartier (dghaai) • Samenwerking organiseren: creatieve werkvormen • Krachtveldanalyse: niet kleine bijeenkomsten op lokale • Overleg met belanghebbenden met groot belang: klein, bestaen en veel ruimte voor oorspek	Nuttig ervaringsdeskundigen bestuurders uit buurtbewoners en maatschappelijke partners uit om over hun ervaringen te vertellen	Als men op passende wijze kan omgaan met emoties wordt de kans op escalatie een stuk kleiner.	Bewoners komen naar de bewonersavond om daarmee hun zorgen te uiten, gehoord te worden en om vragen beantwoord te krijgen		
(Adema et al., 2021)			Organiseer het zo dat belanghebbenden met medewerkers van de gemeente, het COA of bestuurders in contact kunnen komen. Een grote bijeenkomst vraagt dus om veel medewerkers	Denk na over de rol van de burgemeester. Naast gastheer kan hij spreker of voorzitter zijn, maar hij is het ook verantwoordelijk voor de veiligheid. Zichtbare betrokkenheid van het college is aan te bevelen, bijvoorbeeld door bij de deur iedereen persoonlijk te begroeten. Er is zelden sprake van te veel betrokkenheid. Ontvonden? Andere belanghebbenden, zoals ouders van de nabijgelegen school? De buurt? De gemeente? De regio? Vrijwillers? Gezondheidszorg	Om deze stappen te maken heb je afspraken met partners nodig, zoals de gemeente of de woningbouwcorporatie.	Het proces heeft democratische kwaliteiten gehad (denk aan goede gesprekken, inclusiviteit, zeggenschap, transparantie) zodat je het plan met een gerust hart door de gemeenteraad kan laten vaststellen	Bewoners komen hun verhaal vertellen tijdens de bewonersavond, in elk verhaal zijn drie niveaus te onderscheiden: • de inhoud van het verhaal dat de bewoner vertelt • de emotie die de bewoner daarbij ervaart • de intentie die de bewoner heeft om het verhaal aan u te vertellen.
Energie Samen Academie, (2022)	In elke bijeenkomst presenter je het werk dat je gedaan hebt, vraag je mandaat om de vervolgactie te zetten en nodig je bewoners uit om mee te doen, bijvoorbeeld in een werkgroep of als straatambassadeur						In elke bijeenkomst presenter je het werk dat je gedaan hebt, vraag je mandaat om de vervolgactie te zetten en nodig je bewoners uit om mee te doen, bijvoorbeeld in een werkgroep of als straatambassadeur
Voting (referenda)							
Source	Theme	Participation level & influence	Formats & Techniques used	Stakeholders involved	Strengths & Benefits	Challenges & limitations	Effectiveness & Impact
(Rowe & Frewer, 2000)	All participants have equal influence.	Vote cast at single point in time. Vote is usually choice of one or two options. They can gather citizens in proximity to discuss, deliberate, or make decisions on issues – in which case they are 'face-to-face' (Mansbridge, 1983, xi) or 'observable' (Sartori, 1987, p. 111), or 'restricted' (Saward, 1993, p. 18)	Participatory processes, such as town hall meetings, popular assemblies, and mini-publics. These processes all: (i) require that citizens are simultaneously present in the same location (assembled); and (ii) entail discursive elements ahead of the decision-making moment – which can range from structured and facilitated deliberation to, at least, the oral provision of information on the issue to be decided on.	Potentially all members of national or local population; realistically, a significant proportion of	human contact and/or communication through oral and body language provided by the assembly would promote empathy, enhance participants' readiness to change their mind, and increase incentives to consider common interests instead of personal interest and to form collective judgment	popular vote processes often 'discourage' the development of common interests by encouraging people to register their personal preferences privately, without having to participate in public debate' (1983, xi). Lower levels of agreement in popular votes' results are thus to be expected	One reason to expect that assembly decisions will be adopted by larger majorities than popular vote decisions is that assembly participants are in physical proximity with one another.
(el-Wakil & Strabel, 2022)		Alternatively, participatory processes can enable ordinary citizens to participate in decision-making processes without entering an assembly, as members of the mass public – in which case they are 'non-face-to-face' (Mansbridge, 1983, xi), 'greater-than-observable' (Sartori, 1987, p. 111), or 'unrestricted' (Saward, 1993, p. 18) participatory processes such as referendums and initiatives. These processes do not require: (i) that citizens are gathered in a specific place, nor that; and (ii) discussions take place in the presence of all participants before the vote.	In assemblies, all participants are provided the same information through debate or discussion before being able to vote	Popular vote: It highlights the darker side of proximity, which can produce empathy and foster the generation of common interest	it also enable group pressure and discrimination in ways that sustain dynamics of internal exclusion	Assembly, reflect the incompleteness of the information provided in assemblies, especially in terms of giving visibility to disagreement. The results of popular votes would display more disagreement because voters would have received their information in more controversial public campaigns taking place over longer periods of time, thus better reflecting the varieties of views present in the political community	Another reason to expect that assembly decisions will be adopted by larger majorities than popular vote decisions is that assembly participants are in physical proximity with one another.
		In popular votes, even when voters receive the same information in a voter-guide, the debate happens in a mass campaign that can provide different information to different voters assembly votes are generally open popular votes are secret. Assemblies are more time-consuming than popular votes.					
Citizen Exhibition							
Source	Theme	Participation level & influence	Formats & Techniques used	Stakeholders involved	Strengths & Benefits	Challenges & limitations	Effectiveness & Impact
Poort van Zaanadam Trotterparade	Influence choice of particular design through points allocation in final tender evaluation. Residents were given opportunity to vote by exhibition. Were only shown limited images.	Exhibition in the form of a trotter parade on the pavement	Residents of specific postcode area were allowed to vote. All local residents, working people, passers-by, etc could watch the exhibition for free.	Public for all. Ability to go and see for yourself at your own time given the longer period. Explanatory signs at the exhibition. Clear images for residents to find out the plans are. Early information. Gives opportunity for participants to quietly look at different plans and also provides opportunities to visit more often to have a look.	Information limited to what is on display	Residents can influence the plans through voting. Shows the tender teams clearly which plan is preferred by residents and the level of support from those who voted.	Residents gain insight into the other design options.
(Lu & Lange, 2024)	Planning platforms on the Internet have enabled stakeholders to engage with planning issues in new, consultative ways, while computer systems have revolutionized urban design through virtual simulations and city models. Also, mobile technologies and social media offer opportunities for increased stakeholder interaction with planners	Exhibition stood for an extended period. At the opening moment of the exhibition, design teams were given the opportunity for a pitch on design. Resident participation was possible at the tender stage, typically as pop-up settings that were limited in size and scope	Present at the opening of the exhibition were tender teams, the municipality, local media, residents, local residents, Rochdale and other interested parties. Control is with the municipality and tender manager	They serve as tools for city branding, planning communication and public engagement	No possibility for further deepening after the opening, given that no one is present to tell more about it. No opportunity for feedback on plans. Limited to the preconditions of an exhibition	Residents gain insight into the other design options.	have long been used as a real-world communication tool to raise public awareness of urban planning
	visitors were generally content with its role of communication while there are limited opportunities for public participation.	Urban Planning exhibitions differ in size and characteristics depending on budget and planning context	three reasons why participants come to the UPEH were identified: learning, entertainment and social bonding	Overall, the results indicate that the urban planning exhibition, with its broad range of visualisation media and planning contents, could serve as a platform for inclusive learning for the general public			people with diverse backgrounds visiting urban planning exhibitions can improve their knowledge about planning helped by visiting such specialised exhibitions
		often situated in large dedicated buildings in which a multitude of themes focusing on past, present and future urban planning of a particular area is exhibited through a broad range of visualisation tools They make use of maps, plans, photographs, perspectives, models, AR, VR and other advanced digital tools for planning communication and public engagement					

Participatory budgeting							
Source	Theme	Participation level & Formats & Techniques used	Stakeholders involved	Strengths & Benefits	Challenges & limitations	Effectiveness & Impact	
(Participatory Budgeting Project, 2022)	decide how to spend part of a public budget It gives people real power over real money	Digitale burgerbegrotingen laten een deel van het participatief proces online plaatsvinden. Burgers kunnen online voorstellen presenteren, herfinancien en hiervoor stemmen	Community members	Stronger civil society, New community leaders, More equitable and effective public spending		It deepens democracy, builds stronger communities, and creates a more equitable distribution of public resources	
(van Keulen & Korthagen, 2018)				Ze geven burgers een significante rol bij beslissingen over een deel van de publieke uitgaven.			
				Toevoeging van een digitale component vergroot de transparantie en het verantwoordingsproces van het participatief begrotingsproces. Een website biedt overal toegankelijkheid de gemeentelijke financiën inzichtelijk te maken, ook wel open spending genoemd. Daarnaast neemt de toegankelijkheid van het participatief proces toe: mensen kunnen op een tijd en plaats naar			
(Democracy Beyond Elections & Participatory Budgeting Project, 2022)	Participatory budgeting—or “PB”—is a democratic process for sharing decision-making power within your community. community members decide together how to spend part of a budget	Teach all staff—no matter what their role is—basic budgeting concepts and how to read an operating budget. This will give people the tools they need to build any deadline for spending PB funds into your process timeline Running a successful PB process takes time. You should plan for the entire process to take at least a few months (and you might need longer). Make sure to build any deadline for spending PB funds into your process timeline In order to set the stage for implementation, you should have open conversations about what projects might mean for individual and team workloads. Evaluation is another critical part of establishing the credibility of PB within your organization. By assessing both the process itself and the projects that get funded, you can figure out how successful	Internally, with members, staff, partners, donors, and other organizational stakeholders city or government initiative; PB Coordinator Coordinates the entire PB process; Steering Committee Member Oversees the PB process and make a key decisions about it; Budget Delegate Prioritizes ideas and turns them into proposals; Programmatic, Administrative & Communications Staff Support the process with	Testing, implementing, and evaluating new models of shared governance There are many opportunities for leadership in PB, from joining the Steering Committee to being a Budget Delegate. Participants can gain valuable skills, like public speaking, negotiation, and facilitation	If your organization doesn't implement winning projects, you'll undermine your commitment to shared decision-making—and the entire PB process will lose credibility	It can also create more equitable, effective, and transparent spending decisions; develop new leaders; and build people's capacity for democratic decision-making Participants can see the tangible results of their participation, which can ignite them to become more involved in the organization. PB is also a strategy for increasing donor engagement and an opportunity to learn about participatory democracy	
(Democracy Beyond Elections & Participatory Budgeting Project, 2022)			PEB has been applied to thousands of budgets in the U.S. and around the globe, including city, county, state, and federal budgets; discretionary funds of elected officials; and school, school district, and university budgets Each year at the Participatory Budgeting Project (PBP), staff, partners, and supporters have the opportunity to propose ideas for how to spend a portion of our organization's individual's activities	Redistributing power with PB can help disrupt organizational practices that exclude and oppress people. PB can reach people who face barriers to participation, including those who haven't been included in organizational decisions in the past. When PB is planned with equity and accessibility in mind, it has the power to generate decisions that are more equitable and inclusive than the “status quo.” It can also create more equitable, effective, and transparent spending decisions. Practicing PB internally is one way for organizations committed to racial and social justice to live their values			
(Democracy Beyond Elections & Participatory Budgeting Project, 2022)		Your ballot should give voters the information they need to make their decision—including how many projects they can vote for or dollars they can allocate. You may want to create both printed and digital ballots. As you design your ballot, make sure that there's consistency across projects in terms of			Staff, members, and/or other stakeholders who aren't on the Steering Committee feel out of the loop		
Mediation							
Source	Theme	Participation level & influence	Formats & Techniques used	Stakeholders involved	Strengths & Benefits	Challenges & limitations	Effectiveness & Impact
(Zonneveld, 2021)	De mediator weet droeg de conflicten vaak voortkomen uit de manier waarop het gesprek gevoerd wordt.		Via is in zijn situaties kan doen, is het zoeken inhoudelijke een bijdrage leveren, maar het gesprek tussen beide partijen op gang brengen. In gesprekken kan ik partijen er ook op wijzen wat een gang naar de rechter kan betekenen voor hun spelplan in het conflict en dat dit niet altijd de beste oplossing is. Want alles mag dan juridisch afgehaakt zijn in contracten, dat is voor mij niet het belangrijkste.	Zelf een conflict tussen twee particulieren die elkaar in een juridische greep houden van de ontwikkeling van een heel gebied tegenhouden. Dan zijn er ook andere partijen, zoals een gemeente, die het nodig vinden om de hulp van een mediator in te roepen, tussen overheden en marktpartijen, particulieren, marktpartijen die samen aan een gebiedsontwikkeling werken en overheden en ondernemers	Als mediator kan je oplossingen bedenken die voor beide partijen acceptabel zijn	De overeenkomst is dat partijen niet verder met elkaar kunnen doortast een conflict in de periode daarvoor steeds grotere vormen aangenomen heeft, de complexiteit van gebiedsontwikkeling en de daarbij komende grote financiële belangen betekend voor de kans op problemen.	Het gaat erom dat de partijen nog met elkaar verder moeten. Als een contract gesloten is, dan begint de samenwerking pas. Het resultaat kan zijn dat hiermee een bevredigende oplossing voor beide partijen gevonden wordt.
(Reijnders, 2025)	heldere afspraken waar iedereen zich in kan vinden (Bewoners) wilden ze inveld hebben en als serieuzig gesprekspartner betrokken worden in dergelijke projecten.		Telefonisch voerden de mediators een open startgesprek met alle indenners van de zenswijzen, de initiatiefnemers en de gemeente. Ons doel was om met deze groep van 25 men een rondetafelgesprek te voeren. Ook voerden we caucusgesprekken, dat zijn individuele gesprekken met alle betrokkenen.			Hoewel iedereen akkoord ging met het starten van een mediation, waren de motivatie en verwachtingen bij de verschillende stakeholders verschillend. Al snel werd duidelijk dat mediation alleen lukt als iedereen meewerkt in het conflict ook daadwerkelijk op wil lossen.	
(Stichting Mediation in Wijk en Ruimtelijke Ordening, 2025)			Ook onderhandelen we met de initiatiefnemers over manieren om de uitbreiding van het windrooster draagbaarder te maken. Met een grote groep (25 men) is het belangrijk om te tijd afspraken te te maken. Anders gaat er al snel te veel tijd overheden. De weerstand zit soms niet eens in de plannen, maar in het gevoel dat er niet naar bewoners geluisterd is. Vraag daarom door naar het verhaal achter hun bezwaren.	Bij een geschil in de leefomgeving zitten vrijwel altijd de gemeente, provincie, waterschap of een andere overheid met de mediator aan tafel, samen met bedrijven, organisaties en (verschillende groepen) bewoners			
(Ninaber & Marcellis, 2009)					(mediators) Daarbij kunnen zij niet alleen inzicht bieden in processen en structuren voor bestuurlijke/organisatie afwegingen, maar ook leiderschap tonen bij complexe Het belang van de inzet van mediator als instrument is tijdens het symposium onderzocht... De meningen lopen uiteen of hiervoor bij voorkeur een beroep moet worden gedaan op professionele, onafhankelijke mediators of op ervaren bestuurders met bemiddelvingsvaardigheden.		
(Kupers et al., 2011)			Aftrap is een mediatorovereenkomst met daarin afspraken over vrijwilligheid, de te leveren inspanningsverplichting, de mate van vertrouwelijkheid en geheimhouding, de vertegenwoordiging en honoraria en kosten. Tijdens de mediation wordt eerst verkend wat het conflict inhoudt en worden individuele belangen geïnventariseerd. Vervolgens gaan partijen aan de slag om opties voor oplossingen te bedenken die in ieder belang zijn. Laatste stap is het maken van afspraken om het project vlot te laten; deze worden vastgelegd in een vaststellingsovereenkomst. Deze wordt door alle partijen	Mediation is een vorm van conflictoplossing via bemiddeling door een onafhankelijke procesbegeleider: de mediator. Er zijn vaak meerdere partijen betrokken zoals overheden, belangengroepen, bedrijven en omwonenden	Via mediation is het mogelijk snel en kosten efficiënt oplossingen te vinden voor ruziege conflicten die recht doen aan eders behoeven	Doel is een situatie te creëren waarin partijen goed naar elkaar luisteren om tot een oplossing te komen. Partijen worden gestimuleerd om, rekeninghoudend met elkaars belangen, samen naar een acceptabele oplossing te zoeken.	
Citizen idea contest							
Source	Theme	Participation level & influence	Formats & Techniques used	Stakeholders involved	Strengths & Benefits	Challenges & limitations	Effectiveness & Impact
(Moen, 2024)			De prijswinnende naamgever krijgt een jaar lang gratis fruit.	Uit de inzendingen stekt een commissie een top 3 samen. Vervolgens mogen alle mensen die in Zuidplasp wonen of werken stemmen op hun favoriet.			De winnende foto's komen op de omslag van de nieuwe gemeentegids. Ook de mooiste 'belevingsfoto', waarop je ziet hoe mensen genieten in Tholen, komt in de gemeentegids. De foto's worden daarnaast gebruikt voor promotionele activiteiten. De makers van de 3 meest gewaardeerde foto's en die van de beste belevingsfoto, ontvangen een cadeaubon, die ze bij een lokale ondernemer kunnen verruilen
(Gemeente Den Haag, 2021)		vervolgens kunnen de bewoners hun stem uitbrengen op de geselecteerde plannen.	Ook via fotografie kunnen inwoners hun betrokkenheid tonen. Het gaat daarbij om relatief kleinschalige initiatieven met een kostenniveau in de orde van grootte van € 2.500 à € 10.000. Activiteiten die vallen onder het normale onderhoud komen niet in aanmerking voor dit verbeterbudget. De inzendingen worden eerst bennordeeld op haalbaarheid	Om deze ideeën gerealiseerd te krijgen heeft het stadsdeel Loosduin van de gemeente Den Haag een bedrag beschikbaar gesteld aan het Wijkberaad Bohemen, Waldeck. Kijkduin (BWK) om een prijsvraag uit te schrijven. Aan Stichting Bewonersbelang Kijkduin (SBK) is gevraagd om te faciliteren bij het vinden van een goede bestemming van de ter beschikking gestelde gelden.			

Planning workshops							
Source	Theme	Participation level & influence	Formats & Techniques used	Stakeholders involved	Strengths & Benefits	Challenges & limitations	Effectiveness & Impact
(Schonebeek, 2024)			workshops waarin bewoners hun eigen visie en perspectief op de ontwikkelingen konden geven				een creatief proces dat de uitwisseling van kennis en ideeën wil bevorderen, zodat een levendig en op conversatie en actie gericht netwerk tot stand komt
(Participedia, n.d.)			Workshops are generally an ad-hoc method, which involves collaborative planning and action-oriented training in order to solve relevant problems. A hands-on method, workshops often involve learning via role-play and experimentation In general, workshops involve hands-on activities as opposed to lecture- or classroom-style format. Workshops often contain a teaching element and are commonly used in work-learning or learning-by-doing settings. The subject or topical matter of workshops is also more action-oriented, such as leadership building and conversational skills a structured set of facilitated activities for groups of participants who work together to explore a problem and its solutions, over a specific period of time, in one location.	Workshops are commonly used during participatory planning initiatives as they give participants the ability to use materials such as maps, diagrams, and 3D multi-media to experiment with designs and layouts. Design-specific workshops are referred to as 'charrets'.	Workshops are also a common method of engagement used in multi-method or multi-channel participatory events. Workshops are about 'doing', putting skills into immediate use.		
(Favelin et al., 2014)	If the workshop was with stakeholders in a project (as opposed to users), then you may wish to share a report of the findings and a list of actions; once we had developed our ideas further, we invited the participants back to take part in usability testing of mock-ups of interface designs.		meetings may be an hour or less, whereas the minimum time needed for an interactive workshop is 2-3 hours. Interactive workshops are not suitable for remote participation, such as via webcasting, because the collaborative aspects of the group work cannot be easily shared remotely; if input from participants in distant locations is necessary, workshops in different places, individual, paired, and collective tasks.	Participants can be users, potential users, team members, customers, or stakeholders. (note if you have five or fewer participants, consider having just one group.)	workshops encourages creative thought and can quickly yield ideas and solutions. An interactive workshop is distinct from a standard meeting because it aims to stimulate creativity through collaborative working, gathering ideas for research grant proposals, ascertaining user requirements for bioinformatics services, generating ideas for designing web/software interfaces, solving problems, such as process improvement or work strategies; deciding priorities, strategy, and vision; improving working relationships through team building, such as part of retreats	they are not usually advisable at the inception of a project when you need to identify the goals; interactive workshops can require extra time and resources to plan and deliver because activities, templates, and materials need to be prepared in advance and more people may be required for facilitating the activities. We suggest if there are significant constraints, especially short timescales, it may be more appropriate to hold a standard-format meeting	Often the initial workshop gives us an insight into their requirements, which allows us to tailor activities to their needs.
Kijk op de Wijk							
Source	Theme	Participation level & influence	Formats & Techniques used	Stakeholders involved	Strengths & Benefits	Challenges & limitations	Effectiveness & Impact
(Van Woonwens naar Woonbuurt, Kijk Op de Wijk, 2025)		"Om onze ambitie voor succesvolle leefomgevingen waar te maken, willen we de inzichten van bewoners goed integreren in de ontwikkeling van buurten. Die inzichten moeten als basis dienen voor ieder ontwerp."	"Onbal opentare data met alles zeggen, zetten we de Buurtpelling in, die de inzichten uit de Buurtovervomer verteld. Via een app krijgen bewoners simpele stellingen over hun buurt voorged. Deze onbal leidt tot een gevaldeerd beeld, een overzicht van de thema's die spelen in de buurt en van de behoeften van de bewoners."	"De Kijk op de Wijk krijgen bewoners meer invloed op de ontwikkeling. Ze geven zelf aan in welke mate de thema's de VORI erint, belangrijk voor hen zijn."	"Het deze concrete tools geven we leefbaarheid vorm, maken we leefbaar, meetbaar en faciliteren we sociale duurzaamheid, waardoor we sociale impact in een buurt maken."	"Ontwikkelbare spelen een essentiële rol in het vormen van steden en buurten. In de complexiteit de het ontwikkelen van woningbouwprojecten tegenwoordig (noodzakelijkveiligheids), zijn er veel factoren waar de ontwikkelbare verantwoordelijkheid voor moeten nemen."	"De methode Kijk op de Wijk bestaat uit drie fasen en vier verschillende tools, die concrete inzichten opleveren voor een betere openbare ruimte. Ze zijn los van elkaar te gebruiken, maar integraal geven ze het beste resultaat."
		"Huidge praktijk. Daarbij zijn wensen en inzichten van bewoners niet bepalend. Starter, ze worden vaak niet eens opgehaakt."	"De Buurtovervomer is een database met beproefde patronen van leefbaarheid binnen de thema's identiteit, sociale veiligheid, sociale cohesie, inclusiviteit en veerkracht. In deze we hebben veerkracht op welke thema's we de buurt willen verbeteren, geeft de Buurtovervomer oplossingen hoe we het in het ontwerp van de buurt openbare ruimte op kunnen inzetten."	"Ze zetten we zelf-organiserend vermogen en lokale kennis in ter ondersteuning van de rol van de ontwikkelaar."	"De methode Kijk op de Wijk bestaat uit drie fasen en vier verschillende tools, die concrete inzichten opleveren voor een betere openbare ruimte. Ze zijn los van elkaar te gebruiken, maar integraal geven ze het beste resultaat."	"Huidge praktijk. Daarbij zijn wensen en inzichten van ontwikkelaars niet bepalend. Starter, ze worden vaak niet eens opgehaakt."	"Ontwikkelbare kunnen Kijk op de Wijk eenmalig inzetten bij een ontwikkelingsproces. Daarnaast is het een herbruikbare methode om de leefbaarheid van een buurt continue te monitoren, te testen en te verbeteren."
		"Bewonersinvloed - De mate van invloed de bewoners krijgen op hun woonomgeving ligt anders en na de planning en ontwikkeling, is een belangrijke factor bij de indring met een plek. Het bepaalt het gevoel van verantwoordelijkheid en in welke mate de plek (de) wordt (ge)voerd."	"De concrete ontwerpoplossingen dienen als input voor de laatste tool, het Buurtpanel. Dit is een app met de opzet van een interactieve game. Bewoners, omwonenden, betrokkenen en stakeholders kunnen hierin op de voorgedde ontwerpoplossingen reageren en hun voorkeuren aangeven voor de uitwerking van de leefbaarheidsoplossingen in hun buurt."	"De collectieve ruimte en de hot zijn voor de huurders niet direct toegankelijk, waardoor groepen zich niet mengen."	"De Kijk op de Wijk krijgen bewoners meer invloed op de ontwikkeling. Ze geven zelf aan in welke mate de thema's de VORI erint, belangrijk voor hen zijn."		"Onbal opentare data met alles zeggen, zetten we de Buurtpelling in, die de inzichten uit de Buurtovervomer verteld. Via een app krijgen bewoners simpele stellingen over hun buurt voorged. Deze onbal leidt tot een gevaldeerd beeld, een overzicht van de thema's die spelen in de buurt en van de behoeften van de bewoners."
		"De Kijk op de Wijk krijgen bewoners meer invloed op de ontwikkeling. Ze geven zelf aan in welke mate de thema's de VORI erint, belangrijk voor hen zijn."	"Ze zetten we zelf-organiserend vermogen en lokale kennis in ter ondersteuning van de rol van de ontwikkelaar." "De methode Kijk op de Wijk bestaat uit drie fasen en vier verschillende tools, die concrete inzichten opleveren voor een betere openbare ruimte. Ze zijn los van elkaar te gebruiken, maar integraal geven ze het beste resultaat."	"De concrete ontwerpoplossingen dienen als input voor de laatste tool, het Buurtpanel. Dit is een app met de opzet van een interactieve game. Bewoners, omwonenden, betrokkenen en stakeholders kunnen hierin op de voorgedde ontwerpoplossingen reageren en hun voorkeuren aangeven voor de uitwerking van de leefbaarheidsoplossingen in hun buurt."	"De concrete ontwerpoplossingen dienen als input voor de laatste tool, het Buurtpanel. Dit is een app met de opzet van een interactieve game. Bewoners, omwonenden, betrokkenen en stakeholders kunnen hierin op de voorgedde ontwerpoplossingen reageren en hun voorkeuren aangeven voor de uitwerking van de leefbaarheidsoplossingen in hun buurt."		"De methode Kijk op de Wijk zorgt dat bewoners voldoende worden gehoord, dat de buurt eigen wordt, dat zij zich echt thuis voelen en gehoord raken." "Het deze concrete tools geven we leefbaarheid vorm, maken we leefbaar, meetbaar en faciliteren we sociale duurzaamheid, waardoor we sociale impact in een buurt maken."
		"We gaan verder dan data en onderzoek, en betrekken de bewoners, eens vordend we aan tekenen zetten. Ze vegen we waarde toe voor mens, buurt en maatschappij."	"Buurtovervomer: Kanalen en kwaliteiten van de buurt brengen we in kaart aan de hand van beschikbare data, no leefbaar, betaalbaar of duurzaam is een wijk bijvoorbeeld, deze vegen vragen worden voorged aan de bewoners in een app, deze inzichten geven een grond beeld van de buurt en waar bewoners behoefte aan hebben. Hoe we de inzichten voor de buurt doorvertalen naar de allebare buurt/Buurtovervomer, een database van beproefde oplossingen, gebaseerd op ervaringen van ontwikkelaars in bestaande wijken, ons gelieve reoep verteld over 5 thema's, thema's die vanuit inzichten van ontwikkelaars van een buurt een file leefbaarheidsplan maken. Buurtpanel, dit bestaende oplossingen stellen we in de Buurtpanel app voor aan de omwonenden en betrokkenen. In een interactieve game, waarin zij alle buurtbehoefte met een fictief budget keuzes maken	"Omwonenden, betrokkenen, ontwikkelaars Daarbij denken we aan mijnen mensen, aan gemeenten en natuurlijk aan vastgoedpartijen	"Voor nieuwe en bestaande buurten, waarin we eigen kennis combineren met ervaringen van bewoners, data en onderzoek."		"Ze bepalen de bewoners wat er mogelijk is in hun buurt en maken we samen de meest fijne buurten waar iedereen wil wonen."
(VORM, 2023)							"Het creëren van leefbare steden is een belangrijke ambitie van VORM. Het Kijk op de Wijk vegen we de daad bij het woord."

APPENDIX C Data Analysis SQ1

Participation level & influence								
Arstein's Ladder of citizen participation	1	2	3	4	5	6	7	8
	Manipulation	Therapy	Informing	Consultation	Placation	Partnership	Delegation	Citizen control
Citizen Information event			0	0	x			
Voting (referenda)				0	0	x		
Citizen exhibition	0	0	x					
Participatory Budgeting					0	0	x	
Mediation	0	0	0	x				
Citizen idea contest				0	x			
Planning workshops		0	0	0	x			
Kijk op de Wijk								x
Kijk op de Wijk validated								x

Formats & techniques used	Modes of communication and Decision (based on Fung, 2006)						
	1	2	3	4	5	6	
	Listen as Spectator	Express Preferences	Develop Preferences	Aggregate and Bargain	Deliberate and Negotiate	Deploy technique and Expertise	
Citizen Information event		x					2
Voting (referenda)				x			4
Citizen exhibition			x				3
Participatory Budgeting					x		5
Mediation				x			4
Citizen idea contest		x					2
Planning workshops				x			4
Kijk op de Wijk			x				3
Kijk op de Wijk validated				x			4

Impact-effort Matrix		Low effort	Medium effort	High effort	Very high effort
Low impact		4	3	2	1
Medium impact		6	4	3	2
High impact		8	6	4	3
Very high impact		10	8	6	4

Citizen information event		Low effort	Medium effort	High effort	Very high effort
Low impact	Score #N/B				
Medium impact	6	x			
High impact	#N/B				
Very high impact	#N/B				
Impact score:	6				

Voting		Low effort	Medium effort	High effort	Very high effort
Low impact	Score #N/B				
Medium impact	6		x		
High impact	#N/B				
Very high impact	#N/B				
Impact score:	6				

Citizen exhibition		Low effort	Medium effort	High effort	Very high effort
Low impact	Score #N/B				
Medium impact	3			x	
High impact	#N/B				
Very high impact	#N/B				
Impact score:	3				

Participatory budg.		Low effort	Medium effort	High effort	Very high effort
Low impact	Score #N/B				
Medium impact	4				
High impact	#N/B			x	
Very high impact	#N/B				
Impact score:	4				

Mediation		Low effort	Medium effort	High effort	Very high effort
Low impact	Score #N/B				
Medium impact	8				
High impact	#N/B				
Very high impact	#N/B		x		
Impact score:	8				

Citizen idea conte:		Low effort	Medium effort	High effort	Very high effort
Low impact	Score #N/B				
Medium impact	3				
High impact	#N/B			x	
Very high impact	#N/B				
Impact score:	3				

Planning workshops		Low effort	Medium effort	High effort	Very high effort
Low impact	Score #N/B				
Medium impact	4				
High impact	#N/B			x	
Very high impact	#N/B				
Impact score:	4				

Kijk op de Wijk		Low effort	Medium effort	High effort	Very high effort
Low impact	Score #N/B				
Medium impact	6				
High impact	#N/B				
Very high impact	#N/B				
Impact score:	6				

Kijk op de Wijk V2		Low effort	Medium effort	High effort	Very high effort
Low impact	Score #N/B				
Medium impact	6				
High impact	#N/B				
Very high impact	#N/B		x		
Impact score:	6				

Stakeholders involved	Participant selection methods (Fung, 2006)								
	1 Expert Administrators	2 Elected Representatives	3 Professional stakeholders	4 Lay Stakeholders	5 Random Selection	6 Open, targeted recruiting	7 Open, self-selection	8 Diffuse Public Sphere	
Citizen Information event							x		7
Voting (referenda)					x				5
Citizen exhibition								x	8
Participatory Budgeting				x					4
Mediation			x						3
Citizen idea contest						x			6
Planning workshops				x					4
Kijk op de Wijk							x		7
Kijk op de Wijk validated							x		7
Strengths & Benefits									
	Potential to meet objectives	Contribution to democratic legitimacy and transparency			Effectiveness in addressing social needs				
Citizen Information event	Residents' meetings enable direct engagement and gathering of community input.	Ensures good discussions, inclusivity, and transparency.			Provides a platform for residents' concerns and ideas. Encourages active community participation.				
Voting (referenda)	Assembly: Encourages empathy, open-mindedness, and collective decision-making. Popular Vote: Supports common interest formation despite distance.	Assembly: Enhances deliberation and transparency through direct interaction. Popular Vote: Ensures broad participation but limits discussion depth.			Assembly: Promotes mutual understanding and compromise. Popular Vote: Unites people around shared concerns.				
Citizen exhibition	Public accessibility allows visitors to explore at their convenience; Early information and explanatory signs enhance understanding; Repeated visits enable deeper engagement with planning concepts.	Clear images and visual media make plans transparent. Serves as a platform for inclusive learning for the general public. Enhances city branding and public engagement.			Encourages participation in urban planning discussions. Provides tools for planning communication and awareness.				
Participatory Budgeting	Strengthens civil society and develops new community leaders; Leads to more equitable and effective public spending; Allows citizens to play a significant role in budget decisions; Encourages testing, implementing, and evaluating new governance models.	Digital tools enhance transparency and accountability; Open spending platforms provide insight into municipal finances.; PB fosters shared governance and inclusive decision-making.			Expands participation to historically excluded groups; Develops skills in public speaking, negotiation, and facilitation; Helps redistribute power and challenge exclusionary practices; Equity-focused PB creates fairer and more inclusive decisions.				
Mediation	Mediation provides acceptable solutions for all parties. Efficiently resolves spatial conflicts while considering all interests.	Mediators enhance process understanding and governance structures. Leadership in complex processes supports balanced decision-making.			Mediation offers a fast and cost-effective resolution method. Debate exists on using professional mediators vs. experienced leaders.				
Citizen idea contest	-	-			-				
Planning workshops	Used in multi-method participatory events; Focuses on practical application of skills; Encourages creative thinking and rapid idea generation.	Distinct from standard meetings by promoting collaboration; Enhances inclusive decision-making through group engagement.			Helps generate research ideas, improve work strategies, and set priorities; Supports team building and relationship strengthening.				
Challenges & Limitations									
	Structural Barriers (related to formats)	Institutional constraints (related to stakeholder)			Citizen related factors				
Citizen Information event	Registration is sometimes mandatory for residents' meetings, which may limit spontaneous participation.	Managing emotions effectively is crucial to prevent escalation during discussions.			-				
Voting (referenda)	Popular votes discourage common interest formation by prioritizing private preferences over public debate; Assemblies may provide incomplete information, limiting visibility to disagreement.	Popular votes enable group pressure and discrimination, reinforcing internal exclusion.			Lower levels of agreement in popular votes due to exposure to controversial public campaigns over longer periods.				
Citizen exhibition	Information is limited to what is on display with no deeper engagement. No opportunity for feedback or interaction after the opening. Exhibitions are constrained by predefined formats and lack flexibility.	Most exhibitions follow a top-down approach, limiting participatory input. Expert-driven content leads to one-way communication, reducing inclusivity.			Public involvement is restricted to passive reception of information. Lack of facilitators after the opening prevents deeper understanding.				
Participatory Budgeting	Failure to implement winning projects undermines shared decision-making and PB credibility.	Staff, members, and stakeholders outside the Steering Committee may feel excluded from the process.			Concerns about capacity to participate may limit engagement.				
Mediation	Mediation requires full cooperation from all parties to be effective.	Conflicts escalate over time, making resolution more difficult; Stakeholders have different motivations and expectations, affecting the mediation process.			Large financial stakes in area development increase the likelihood of disputes				
Citizen idea contest	-	-			-				
Planning workshops	Workshops are not ideal at the project inception when goals still need to be identified; Require extensive preparation, including materials, templates, and facilitation.	More staff and resources are needed to effectively run interactive workshops.			Time constraints may limit feasibility, making standard meetings a better alternative in some cases.				

APPENDIX D Interview protocol SQ1

Interview protocol Sub-question 1			
	Question/ statement	Remarks	Follow-up questions
Introduction			
2 min	<i>Start</i>	First of all thank you for your time.	
	<i>Purpose, Consent & Confidentiality, Interview structure</i>	U wordt uitgenodigd om deel te nemen aan een onderzoeksstudie getiteld "Ontwerpen van Privaat Georganiseerde Participatie door het optimaliseren van marktinitiatieven." Dit onderzoek wordt uitgevoerd door Ties de Boer van de TU Delft in samenwerking met VORM. Het doel van dit onderzoek is om te achterhalen in hoeverre Kijk op de Wijk, een participatiemethode van VORM, kan worden gebruikt als een privaat georganiseerde participatiemethode binnen de nieuwe Omgevingswet en hoe deze methode kan worden verbeterd. Dit interview zal ongeveer 60 minuten in beslag nemen. De verzamelde gegevens worden gebruikt voor analyse, optimalisatie van Kijk op de Wijk, het identificeren van knelpunten en het valideren van andere bevindingen. Sommige delen van de gegevens kunnen anoniem worden gepubliceerd in de eindschrijft. We zullen u vragen naar uw ervaring met Kijk op de Wijk, participatieprocessen, verwachtingen als ontwikkelaar (of ambtenaar of participatie-expert), mogelijke verbeteringen en toegevoegde waarde, evenals de wettelijke verplichting tot participatie. De antwoorden uit dit interview worden vertrouwelijk behandeld. We verzamelen alleen contactgegevens zoals uw naam en e-mailadres om te communiceren, en deze gegevens worden apart bewaard van het onderzoeksdata. De interviews worden opgenomen om later te transcriberen. Deze transcripties worden geanonimiseerd en gebruikt voor analyse. De audiodata worden na de transcriptie verwijderd. Uw deelname aan deze studie is volledig vrijwillig en u kunt op elk moment stoppen. U bent vrij om vragen over te slaan. Na de transcriptie krijgt u de mogelijkheid om deze in te zien en indien nodig delen te laten verwijderen. Voor vragen kunt u altijd contact met mij opnemen via telefoon (06-53900901) of e-mail (t.b.b.deboer@student.tudelft.nl). Deze verklaring is ook beschikbaar om later nog eens door te lezen. Als u akkoord gaat met de voorwaarden zoals beschreven in deze verklaring, zal het interview van start gaan. Gaat u akkoord?	
	<i>Transition</i>	Ik heb het interview opgedeeld in 6 thema's. Elk thema legt de focus op een bepaald aspect. Je kunt altijd om verduidelijking vragen als iets niet duidelijk is. Heb je nog vragen voordat we beginnen? Zo niet, dan kunnen we starten met het eerste thema.	
Main questions (organised by themes)			
10 min	<i>Theme 1: Participation influence</i>		
tot 9:15	Kijk op de Wijk is een erg nieuwe en innovatieve methode. In welk opzicht denk jij dat Kijk op de Wijk verschillend is ten opzichte van de traditionele participatie methodes?	Focus op verschillen Kijk op de Wijk en andere methodes	Met welke participatie methodes zou je Kijk op de Wijk vergelijken? Of zijn er initiatieven die erop lijken? Heb jij ervaring met die andere methodes en wat zijn de verschillen? Kan je wellicht meer hierover vertellen?
	In Participatie handreikingen/ beleidsdocumenten van verschillende gemeentes worden initiatoren (in dit geval ontwikkelaars) van participaties gestimuleerd om actief bewoners en betrokken mee te laten beslissen. Op welke manier denk jij dat omwonenden en andere betrokkenen op een nuttige en waardevolle manier kunnen meebeslissen in gebiedsontwikkelingen?	Focus op betrokkenheid van de deelnemers en vooral het mee beslissen van bewoners	En in welke mate is dit mogelijk met Kijk op de Wijk? Of hoe vertaald dit zich naar Kijk op de Wijk?
	Veel marktpartijen zijn bezig met hun maatschappelijke impact en zijn op zoek hoe zij hiermee omgaan. Wat is de rol van Kijk op de Wijk in het maken van maatschappelijke impact? Zijn er andere concrete voorbeelden die lijken op Kijk op de Wijk?	Andere voorbeelden van marktpartijen	
10 min	<i>Theme 3: Stakeholders involved</i>		
Tot 9:25	Gemeentes vragen zich vaak af in welke mate het participatie traject representatief is. Zij willen namelijk op basis hiervan een belangen afweging maken. Wanneer is volgens jou een participatie representatief?	Representativiteit	Hoe kan Kijk op de Wijk helpen bij een representatieve belangen afweging voor gemeentes? Hoe bereik je een brede betrokkenheid van gemeenschappen? En is Kijk op de Wijk onderscheidend daarin ten opzichte van traditionele methodes?
	Kijk op de Wijk richt zich voornamelijk op de bewoners en hun leefomgeving om bij te dragen aan leefbare wijken waar mensen gaagwonen. In gebiedsontwikkelingen speelt echter een bredere perspectief een rol, waarbij niet alleen bewoners, maar ook werkenden en bedrijven onderdeel uitmaken van de wijk. Hoe kan Kijk op de Wijk inspelen op de behoeften van deze bredere doelgroep?	Omgang met niet bewoners zoals bedrijven	
	Hoe reageren ontwikkelaars en andere collega's (initiatoren van participatie) volgens jou op Kijk op de Wijk?	Gebruik van initiatoren kant	
10 min	<i>Theme 4: Strengths & benefits</i>		
Tot 9:35	Een ontwikkelaar maakt vaak een zorgvuldige afweging bij het kiezen van een geschikte participatiemethode, niet alleen om te zorgen voor goed participatie traject, maar bijvoorbeeld in Rotterdam wordt er ook gevraagd naar een onderbouwing voor een specifieke participatie methode. Wat zijn volgens jou de voorwaardes om gebruik te maken van Kijk op de Wijk in welke situatie acht jij Kijk op de Wijk geschikt om toe te passen?	Afweging maken van toepassing Kijk op de Wijk	
	Participatie is momenteel een belangrijk onderdeel van gebiedsontwikkelingen, mede door de implementatie in de omgevingswet. De overheid geeft als argument dat het zorgt voor meer draagvlak en snellere besluitvorming. Deel jij deze ambitie en denk jij dat Kijk op de Wijk de oplossing hiervoor is?	Versnelling en draagvlak creëren met Kijk op de Wijk	
	Vanuit het perspectief als (concept)ontwikkelaar; Wat zijn volgens jou de sterkste kanten van Kijk op de Wijk? En welke kansen biedt Kijk op de Wijk?	Sterke kanten en kansen	En vanuit het perspectief manager social impact?
10 min	<i>Theme 5: Challenges & limitations</i>		
Tot 9:45	In welke situatie zou jij als (concept)ontwikkelaar Kijk op de Wijk niet toepassen? Of acht jij Kijk op de Wijk minder geschikt?	Zwakke kanten	
	Wat zijn naar jou mening de grootste tekortkomingen of uitdagingen van Kijk op de Wijk? Zijn er aspecten van Kijk op de Wijk die naar jou mening niet zo goed werken?	Afweging niet te gebruiken	Waar zie jij ruimte voor verbetering en optimalisatie van Kijk op de Wijk? En wat voor verbeteringen zie jij voor je?
	Hoe toegankelijk en gebruiksvriendelijk is Kijk op de Wijk voor de gemiddelde bewoner? Welke kenmerken maken het makkelijk of juist moeilijk voor mensen om deel te nemen? Spelen factoren zoals internettoegang, digitale vaardigheden of taal een rol in wie het platform kan gebruiken? In vergelijking met traditionele methoden, is Kijk op de Wijk toegankelijker of juist minder toegankelijk?	Gebruiksvriendelijkheid gebruikers	
10 min	<i>Theme 6: Effectiveness & impact</i>		
Tot 9:55	Kijk op de Wijk is al even in ontwikkeling en wordt momenteel nog aan verder gewerkt. Daarbij kan de periode tussen idee en implementatie soms lang duren. Zou jij iets aanpassen in de structuur van Kijk op de Wijk of toevoegen/ weghalen als de ontwikkeltijd geen probleem zou zijn?	Veranderen methode	
	Gezien de output van Kijk op de Wijk, wat maakt de data output van Kijk op de Wijk zo uniek ten opzichte van andere participatie methodes? Wat zijn nou echt onderdelen die kenmerkend zijn voor Kijk op de Wijk waar andere methodes geen grip op krijgen?	Data output van Kijk op de Wijk	In vergelijking tot andere methodes, heb je het gevoel dat Kijk op de Wijk meer bruikbare data produceert of is het juist alleen andere input waar Kijk op de Wijk gebruikt van maakt?
	Op het gebied van sociale impact op de relatie tussen verschillende stakeholders zoals ontwikkelaars, woningcorporaties, gemeentes, bewoners en andere betrokkenen, hoe denk jij dat Kijk op de Wijk deze relatie kan veranderen in positieve of negatieve zin?	Verandering data output	
Closing			
1 min	<i>Closing text</i>	Is er iets dat we nog niet hebben besproken, maar dat belangrijk is voor Kijk op de Wijk en de aanpak ervan in vergelijking tot traditionele methoden? Nogmaals bedankt voor uw tijd en inzichten. Ik waardeer uw hulp. Mocht u na ons gesprek nog vragen hebben of ergens aan denken, neem dan gerust contact met mij op. Een fijne dag gewenst!	

APPENDIX E Validation interview analysis

In the analysis of the interview, coding using Atlas.ti was used. The anonymised transcripts were coded deductively. The deductive codes are based on the themes from. This section will look at what is mentioned in the interview about the particular theme and combine the different quotes.

Participation level & influence

"...As developers or experts in the field of design or urban planning, we provide several solutions that stem from the positive reputation of the residents. We then present these back, meaning we conduct the initial filtering, but the final decision on which solutions are most suitable is made by the residents. So, this is part of the co-decision step." (1-A, 2025 [translated]). The degree of influence is determined by the initiators by making the choice of what is or is not presented to the participants. This ensures that realistic choices are presented to participants. The final choice within in the selection of the initiators are left to the participants. According to the interview, the power of the participants is to think and participate in decision-making, but difficult to implement in practice given the responsibilities that lie with the developer. The decision is always limited to what the developer allows and to what extent they have a voice (1-A, 2025). In this case, *KodW* can be categorised under Placation according to Arnstein's ladder, which is the same as in the literature review.

Formats & techniques

KodW uses different formats and techniques. The aim is to involve people in planning. Involving people in plan making is not only based on the majority of those involved: *"... We have to look at what profile, how many people attend, family composition, age and what kind of answers they have come up with. And we really have to take into account in our plan, maybe if 50 per cent of a neighbourhood has chosen a certain solution, that should definitely come back. Maybe we are going to invest several resources in that, but a small portion has chosen something else, we should definitely give them space too. But it doesn't have to be a big investment, that can be a very small investment, that also fulfils the wishes of that small group."* (1-A, 2025 [translated]).

This shows that *KodW* uses techniques that do not focus on just the majority but has a more inclusive approach. For this approach to be impactful, 1-A emphasises that all steps of the process should be completed. *"I always guarantee results when we can deploy the full range from data analysis to letting the neighbourhood decide. But we also create enough impact if those components are deployed separately. So it's not a prerequisite. The ideal situation: deploy the whole *KodW* but it can also be done separately, only then the impact will be slightly smaller."* (1-A, 2025 [translated]).

It is, according to 1-A, feedback to residents is essential. This is done by making plans in which the participants see their own ideas reflected. *"What should you take into account? And that is how you actually provide feedback. When you start sketching or presenting the initial plans to the neighborhood, people should recognize their needs, the answers they have provided, and the way we have incorporated them into our plan."* (1-A, 2025 [translated]). This is just not active feedback through informing them what will be done with it and is limited to the participants having to provide their own action or interpretation to generate feedback.

Based on the information retrieved from the interview with 1-A, *KodW* will fall into the Aggregate and Bargain category of Fung's (2006) democracy cube. In particular, this is because *KodW* offers the opportunity to provide information itself and then the opportunity to compromise with the various stakeholders. It need not be that most votes count.

Stakeholders involved

Based on the interview with 1-A, it emerges that initially *KodW* was developed as a concept development method so that (concept) developers could include end users in the planning process from the beginning. It emerges from this that end users and developers are central. Within these end users, the introverts end users are given a greater voice in *KodW*. *"Taking some unheard voices like the younger generation who are kind of left out for now into decision making. Busy people who maybe have really busy jobs and don't have time to show up at a specific time [at a residents meeting]. At the same time, introverted people who are not quick to speak up or people who have language delays and of course anyone who always has a smartphone with them. So the most important thing for me was that I left the choice with those people actually create a way so they can also participate but it's up to them whether they want to participate or not."* (1-A, 2025 [translated]). So the focus here is primarily on the groups that are harder to reach or have more difficulty themselves participating in other forms of participation. *KodW* fall into the open, self-selection category of the democracy cube of Fung (2006).

Strengths & benefits

KodW stands out due to its combination of data analysis and validation, science, and a game model. Residents go through all these steps, ensuring validation and indicating where their needs lie. Together, these elements reinforce each other.

Additionally, this method is one of the few that "*bridges the gap between theory and practice*" (1-A, 2025 [translated]). The scientific approach is not only based on interviews but also on observations and critical reflection on how space is used (1-A, 2025).

From a developer's perspective, this method can help create better designs and serve as an acquisition tool in tenders. Furthermore, it does not require a large investment, making it easily accessible for implementation (1-A, 2025). The different steps can be carried out independently. This method also provides opportunities to gain insights into the needs of smaller groups. These insights, in turn, create opportunities to offer solutions to them, reducing conflicts and fostering new possibilities (1-A, 2025).

Challenges & Limitations

An important challenge in participation processes in urban planning is defining the extent to which end-users have a meaningful voice in decision-making. While community engagement initiatives aim to incorporate resident input, the preparatory work conducted before public participation may influence the extent to which final users truly shape the outcomes (1-A, 2025). Moreover, developers often enter the process at a later stage, limiting their ability to contribute during early planning phases (1-A, 2025). This structural limitation restricts their capacity to influence urban development. Another concern is the reliance on digital tools, which may exclude older demographics who are less familiar with smartphone-based participation methods (1-A, 2025). Furthermore, the accuracy and timeliness of data used in urban planning are questioned. For instance, using outdated datasets—such as land quality assessments from 2014 can result in misleading conclusions and ineffective planning strategies (1-A, 2025). Addressing these challenges requires a more dynamic approach to data integration and a more inclusive method of engaging stakeholders throughout the planning process.

Effectiveness & impact

KodW could improve urban planning by including residents as early as possible and reducing objections and accelerating the development process while addressing community needs from the start and building stronger local support to ensure alignment with real-life demands (1-A, 2025). Additionally, it serves as a communication and promotional tool, demonstrating the societal impact of developments (1-A, 2025). The method facilitates a sense of ownership among residents (1-A, 2025). However, a key concern is the limited influence of end-users in decision-making, as their role remains constrained despite the participatory approach (1-A, 2025). Strengthening mechanisms to ensure meaningful resident input throughout the planning and design phases remains crucial (1-A, 2025). Expanding this method to architects could integrate inclusive planning into standard design practices, making it an essential aspect of urban development rather than just a tool for municipalities or developers (1-A, 2025). This shift would move beyond resolving conflicts to proactively incorporating diverse perspectives, further integrating community needs into the built environment (1-A, 2025).

Suggested improvements

The following improvements, based on the interview with 1-A, provide a basic idea for enhancing *KodW*. Currently, the lack of a structured monitoring system and benchmarking makes it difficult to track neighborhood development. Establishing a continuous monitoring framework would allow for better evaluation over time. Another key improvement is the integration of AI to support individuals with language barriers, making participation more accessible, though implementation remains a challenge (1-A, 2024). Resident involvement in the design process could also be expanded by integrating *KodW* into architectural workflows, rather than limiting its role to developers. Tailoring the approach for different stakeholders—such as municipalities, residents, and housing corporations—would improve its effectiveness. Additionally, increasing its impact on the architectural design process and engaging real estate investors by emphasizing programming could further strengthen its influence (1-A, 2025). A broader inclusion of stakeholders, with specific adaptations for their roles, would enhance the method's adaptability and long-term effectiveness. These improvements aim to make *KodW* more inclusive, impactful, and aligned with the various stakeholders.

APPENDIX F Deductive codes SQ1

To identify the different characteristics of all methods, a thematic analysis will be conducted for each method. To conduct this thematic analysis, a thematic framework must be established with several themes that will be examined. The following section will highlight each key theme to be analysed and explains why this is being examined.

The 7 key themes used are:

- Participation level & influence
- Formats & techniques used
- Stakeholders involved
- Strengths & benefits
- Challenges & limitations
- Effectiveness & impact
- Suggested improvements

Participation level & influence

The participation level and influence determine the degree of power and influence the participants have. The theoretical basis of this characteristic is based on the research of Arnstein (1969) and Fung (2006). These two studies link the concept of power to participant involvement. In doing so, this also emphasizes that influence can be characterized by a particular participation level. This makes these studies relevant to schematize and compare different methods. The aspects within this theme to look into are: The influence of participants in a process, The power of the participants, Level of participation.

Each participation method will be placed on Arnstein's ladder to structure the data on the theme *participation level and influence*, see figure xx. In this, participants gain some influence by sharing their own opinions and the initiators themselves can decide to do something with this information.

Figure xx is an edited version where the participation method is placed in the relevant step. In this figure, it can be stated that the higher the participation method is classified, the more power and influence the participants have.

Participation level & influence								
Arnstein's Ladder of citizen participation	1	2	3	4	5	6	7	8
	Manipulation	Therapy	Informing	Consultation	Placation	Partnership	Delegation	Citizen control
Citizen Information event								
Voting (referenda)								
Citizen exhibition								
Participatory Budgeting								
Mediation								
Citizen idea contest								
Planning workshops								

Formats & techniques used

The theme about the formats and techniques are relevant to consider given that each method uses a different combination and also directly affects the accessibility inclusiveness, and overall effectiveness of the methods. This theme provides insight into the interaction between participants and initiators and offers opportunities for comparison. Depending on the format, different goals are associated with it. New formats such as online related, resulted in other goals (Moffett et al., 2021). The different characteristics will be identified based on this theme and will evaluate: How information is shared, How participants interact with initiators, How accessible the method is.

To structure the data of the *Formats & techniques used* theme, Fung's democracy cube is used. The axis of the democracy cube *Modes of communication and decision* deals with the interaction of participants, which is related to the format. Depending on the format and techniques, a particular participation method can be placed on this axis. This axis runs from least intense (1) to most intense (6) when it comes to modes of communication.

Figure xx shows this axis, with the least intense step also called *listen as spectator* and most intense *deploy technique and expertise*. *Listen as spectator* is mainly about the participant only receiving information and not delivering information back himself. *Deploy technique and expertise* is about the participant himself having to use his knowledge and skills to get the most out of the method.

This figure is the edited version of Fung's figure, which scales the participation methods. The further the method is on the axis, the more information is sent from the participants and there is an increasing degree of interaction. This can also be called the higher level of formatting and the more complex the methods are.

Formats & techniques used	Modes of communication and Decision (based on Fung, 2006)					
	1	2	3	4	5	6
	Listen as Spectator	Express Preferences	Develop Preferences	Aggregate and Bargain	Deliberate and Negotiate	Deploy technique and Expertise
Citizen information event						
Voting (referenda)						
Citizen exhibition						
Participatory Budgeting						
Mediation						
Citizen idea contest						
Planning workshops						

Stakeholders involved

The stakeholders involved is about who is involved in a participation, which are often multiple stakeholders. So in this case it is about who gets to participate and who organizes it. This is linked to the aspect of who has influence in a participation and is therefore an important issue. This theme provides insight into collaboration and can also vary depending on the format. Certain stakeholders can be excluded in a participation by a choice of format or, on the contrary, be involved. In Fung's (2006) model, participants are also considered a component in the model. Only here it is about the selection process which again says something about the format. So this makes the part which stakeholder are involved an essential element of defining the characteristics of a participation method. The aspects to be considered in this theme are: Who has the control, Who is included or excluded from the participation, The degree of power sharing between different stakeholders.

Fung's participant selection axis considers the inclusiveness of the participants. It is specifically about the knowledge and skills of the different participants and to what extent they are representative. It is also important to understand whether certain perspectives are omitted or included. As one moves up the axis towards more inclusive, higher values are associated with it (see figure xx).

Stakeholders involved	Participant selection methods (Fung, 2006)							
	1	2	3	4	5	6	7	8
	Expert Administrators	Elected Representatives	Professional stakeholders	Lay Stakeholders	Random Selection	Open, targeted recruiting	Open, self-selection	Diffuse Public Sphere
Citizen Information event								
Voting (referenda)								
Citizen exhibition								
Participatory Budgeting								
Mediation								
Citizen idea contest								
Planning workshops								

Strengths & benefits

This topic discusses the strengths and benefits of using the specific participation method. It evaluates the effectiveness and value and gives more insight into the reason for using this method. Evaluating the strengths of participation methods is essential because different methods serve different functions. Public administration and policy evaluation frameworks emphasize that participation methods should be assessed based on their effectiveness in achieving intended outcomes. By examining strengths, we can identify: How well the method meets its objectives, Its contribution to democratic legitimacy and transparency, Its effectiveness in addressing societal needs.

Understanding the benefits of each method allows for a comparative analysis of when and where each participation tool is most suitable.

Challenges & limitations

Identifying the limitations and challenges related to a method are important for understanding the rationale for using or not using a particular method. Based on this theme, it will be explored. Components that will be looked at in this theme are: Structural barriers (related to formats), Institutional constraints (related to stakeholders), Citizen related factors.

Effectiveness & Impact

The effectiveness and impact theme assesses how well a participation process achieves its intended outcomes. This evaluation distinguishes between the effectiveness of the process itself and the effectiveness of its outcomes. The key aspects analysed include: Process effectiveness, Outcome effectiveness

A participation method may be well-executed but still fail to produce meaningful results. By analyzing these factors, we can systematically evaluate the effectiveness of different participation approaches. To measure the effectiveness and impact of a participation method, we use the Impact vs. Effort Matrix. This matrix helps assess each method by assigning scores based on two key factors:

- **Impact:** The extent to which a method influences the living environment, participants, and overall outcomes.
- **Effort:** The time, energy, and resources required to initiate and sustain the method effectively.

By mapping participation methods on this matrix, we gain a clear understanding of their relative benefits and challenges. High-impact, low-effort methods are ideal, while low-impact, high-effort methods may require reconsideration. This structured approach ensures that participation methods are chosen based on their ability to deliver meaningful results with efficient use of resources.

Based on the data gathered, including effectiveness and impact assessments derived from literary sources, participation methods are ranked using the Impact vs. Effort Matrix. This ranking allows us to compare and categorize methods into four quadrants:

1. **High Impact, Low Effort** – Methods that provide significant results with minimal investment.
2. **High Impact, High Effort** – Effective methods that require substantial resources.
3. **Low Impact, Low Effort** – Methods with limited results but minimal investment.
4. **Low Impact, High Effort** – Methods that require considerable effort but yield minimal results.

Each participation method is scored based on its placement in the matrix, in figure xx the matrix is placed:

Impact Levels:

- Low Impact: Methods that result in minimal or localized improvements with limited long-term effects.
- Medium Impact: Methods that create moderate improvements, affecting a broader group but not significantly altering decision-making or outcomes.
- High Impact: Methods that drive substantial change, positively influencing both stakeholders and decision-making processes.
- Very High Impact: Methods that lead to transformative results, significantly improving participation quality and long-term effectiveness.

Effort Levels:

- Low Effort: Methods that require minimal resources, time, and coordination to implement.
- Medium Effort: Methods that require moderate levels of planning, resources, and facilitation.
- High Effort: Methods that involve significant resource allocation, requiring dedicated teams and extended timelines.
- Very High Effort: Methods that demand extensive resources, long-term commitment, and intensive facilitation to be successful.

By using these criteria, participation methods are systematically ranked, allowing for informed decision-making regarding the most efficient and effective approaches.

Impact-effort Matrix	Low effort	Medium effort	High effort	Very high effort
Low impact	4	3	2	1
Medium impact	6	4	3	2
High impact	8	6	4	3
Very high impact	10	8	6	4

APPENDIX G Elaboration characteristics

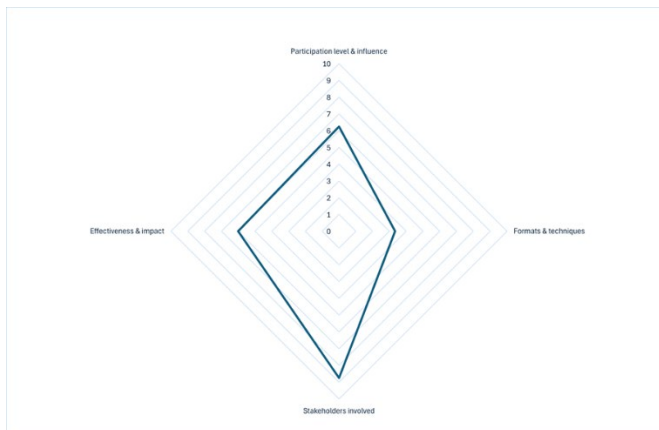
This chapter identifies the key characteristics of each participation method. Here, the findings are systematically compared and analyzed to provide a comprehensive overview.

The primary objective is to develop a clear understanding of each participation method. By integrating different methods and drawing comparisons, *KodW* can be contextualized within the broader framework of participation methods.

This chapter presents the scores for the themes Participation & Influence, Formats & Techniques, Stakeholders Involved, and Effectiveness & Impact using a radar diagram. This diagram visualizes the scores previously explained for each theme, allowing for a comparative analysis of participation methods based on their relative performance.

By incorporating these scores into a graphical representation, the relative performance of different participation methods can be assessed. The larger the surface area of a particular method within the diagram, the higher the performance, or so, the more inclusive it is, the greater the level of influence it grants participants, and the broader its applicability to a wider audience. So the radar diagrams are meant to compare the different participation methods with each other and put them in perspective. The values associated with them are therefore symbolic.

Citizen information event



The radar diagram for the Citizen Information Event (see figure xx) highlights that this method places a strong emphasis on stakeholder involvement, scoring relatively high in this category. This is largely due to its open structure, which allows a wide range of interested parties and stakeholders to attend. However, the level of influence granted to participants is generally limited to information dissemination. In some cases, there is an increasing emphasis on gathering feedback from attendees, but the initiators retain control over the content by determining what information is shared during the event.

Since this participation method primarily consists of general presentations followed by a Q&A session, the variety of formats and techniques used is relatively limited. The combination of participant influence, the nature of information exchange, and the diversity of formats results in a relatively modest impact. To enhance effectiveness, examples suggest that continued communication after the event—such as informing participants about how their input has been utilized and summarizing key discussions—can improve engagement. Furthermore, allowing participants to actively contribute their input can significantly increase the overall impact of this method.

This participation method has both strengths and limitations. One of its key advantages is that residents have the opportunity to ask questions during the event. Through these interactions, they can express their concerns about specific issues, fostering openness and transparency from the initiators. The greatest benefit of this method is achieved when sufficient time is allocated for residents to voice their opinions and engage in meaningful dialogue.

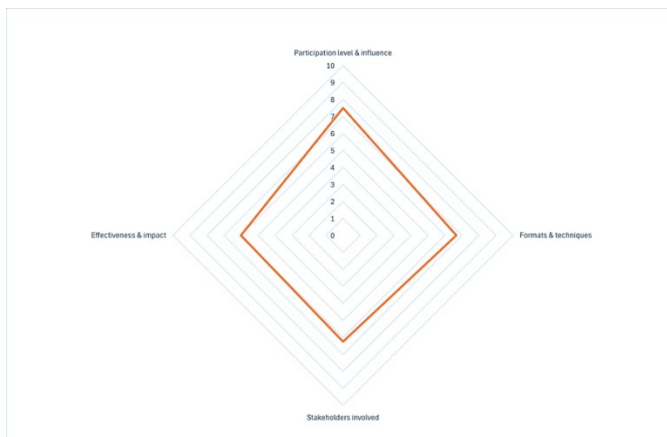
However, the open nature of this method also presents certain challenges. In some cases, a high turnout may lead initiators to require pre-registration, thereby restricting spontaneous participation. Additionally, managing emotions and reactions can be complex, making it essential for organizers to handle sensitive discussions effectively to prevent escalation and maintain a constructive atmosphere.

The key characteristics of this method are as follows:

- Open to nearly everyone who is interested

- Low barrier to participation, attracting a broad audience
- General presentation, often followed by a Q&A session
- Relatively easy to organize
- Can be conducted both online and offline
- Extroverted individuals have a platform to share their opinions with a broad audience

Voting's



The radar diagram for voting (figure xx) indicates a relatively high score in terms of participation level and influence. Voting allows participants significant power, depending on how the results are implemented. However, control remains partially with the initiator, who determines the topics on which votes are cast. The score for stakeholder involvement is moderate, as the initiator controls the selection process and determines eligibility for participation. Nonetheless, voting has the potential to engage a broad audience if designed with inclusivity in mind.

Voting can take place through two primary formats: popular voting and assembly-based decision-making. Popular voting relies on campaigning, where choices are influenced by the information disseminated throughout the campaign process. Although participants have the opportunity to conduct independent research, their decisions are often shaped by campaign messaging. Assembly-based voting, in contrast, encourages discussion and engagement, promoting deliberation and transparency. However, it also introduces the risk of participant influence and bias during discussions. Voting can be conducted both online and offline, providing flexibility and enabling participants to engage in various ways. This variety of formats and techniques contributes to a relatively high score in this category.

Voting receives a moderate score in terms of effectiveness and impact. This is largely due to the extent of influence being highly dependent on how the initiator integrates the results into decision-making. Furthermore, voting options are often limited, restricting participants' ability to shape decisions beyond the given choices.

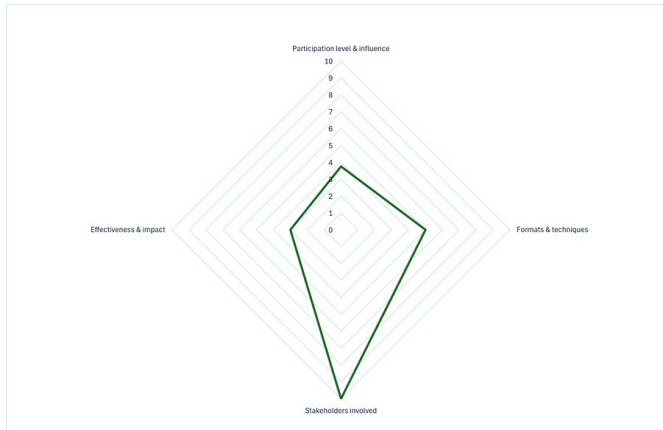
Both popular voting and assembly-based voting offer distinct advantages in participatory decision-making. Assembly-based voting facilitates structured deliberation, promotes transparency, and enables direct engagement, promoting empathy, open-mindedness, and consensus-building. Through comprehensive discussions, it enhances mutual understanding and supports collaborative decision-making. Conversely, popular voting ensures participation by bringing individuals together around shared concerns and collective interests. While it strengthens fairness and accessibility, it may inherently limit the depth of deliberation compared to assembly-based formats. The choice between the two formats depends on whether the priority is deep engagement through discussion or widespread participation.

Both popular voting and assembly-based voting present challenges that may impact decision-making. Popular voting tends to prioritize individual preferences over public debate, potentially hindering the formation of common interests. It is also vulnerable to group pressure and discrimination, which may result in the exclusion of marginalized voices. Additionally, prolonged exposure to polarizing campaigns can lead to lower levels of agreement among participants. Discussions may provide incomplete information, limiting participants' exposure to dissenting opinions. As a result, decisions may reflect dominant voices rather than a balanced consensus. Addressing these limitations is essential for ensuring inclusive and effective participatory processes, balancing engagement, accessibility, and informed decision-making.

The key characteristics of this method are as follows:

- Participants determined by initiator
- Relatively high influence for participants
- Effectiveness and impact of voting depend on how results are integrated into decision-making
- Ensuring broad participation and consensus between stakeholders

Citizen Exhibition



In the diagram of the citizen exhibition, as illustrated in Figure XX, it is evident that the stakeholders involved score relatively high. This is primarily due to the open nature of exhibitions, making them accessible to anyone interested. Typically, initiators do not impose restrictions on who can attend, allowing for broad participation. This openness enables residents to visit at their own convenience and explore the plans presented. However, their experience is limited to the information curated by the initiators.

In terms of formats and techniques, exhibitions offer a wide range of possibilities, both online and offline. The scale and structure of exhibitions can also vary; some may include opening events with brief explanations provided by organizers. Despite this flexibility, the influence of visitors remains relatively low, as their role is primarily limited to receiving information. While some formats include options for visitors to leave feedback, this input typically has minimal impact on the decision-making process. Consequently, exhibitions generally have low effectiveness and impact, with their primary influence being on social-communicative awareness rather than direct policy outcomes.

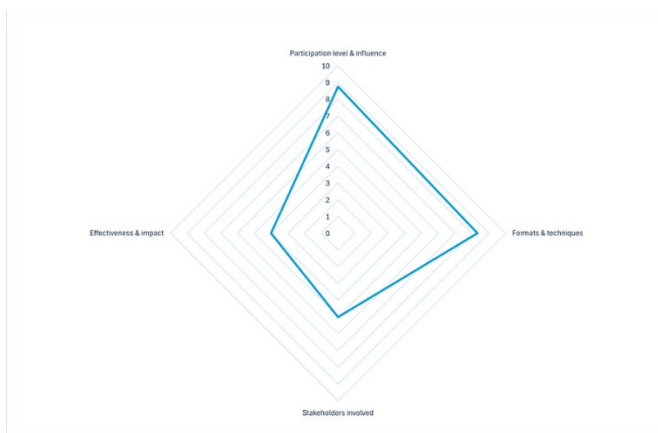
One of the key strengths of this method is the freedom it provides visitors in engaging with the process. They can choose when to visit and even return multiple times, which enhances project transparency and reduces the risk of excluding certain groups.

However, the limitations of this method must also be considered. Since initiators control the content, they may selectively present information, potentially omitting certain aspects. Additionally, there is limited space for visitor feedback, making it challenging for initiators to collect meaningful input from attendees. Furthermore, because the exhibition is open to all, it is often difficult to determine the specific interests or relevance of individual visitors to the project.

The key characteristics of this method are as follows:

- Easy for citizens to participate
- Flexible engagement
- Open and transparent process
- Few opportunities to express opinion by participants

Participatory budgeting



Participatory budgeting scores relatively high in participation level and influence, as well as in formats and techniques. This is because the method involves allocating budgets to participants, allowing them to decide how funds should be distributed. Participants have direct influence over financial decisions by determining which areas receive more or less funding. To ensure well-informed decision-making, participants receive comprehensive information about the budgeting process. The method offers a diverse range of communication techniques, which enhances its flexibility and adaptability. Information can be conveyed through various channels, both online and offline, making the process accessible to different audiences. Additionally, participatory budgeting shares similarities with voting, as participants must ultimately decide how funds are allocated.

Stakeholder involvement plays a crucial role in participatory budgeting. The initiators determine who is eligible to participate, which varies depending on the project and its objectives. While this ensures a structured decision-making process, it also influences who has access to the participatory framework.

Despite its strengths, the overall impact of participatory budgeting tends to be relatively low. One reason for this is that initiators often allocate only a small portion of the total budget for participatory decision-making. Additionally, while participants can decide how funds are distributed, they do not have full autonomy over how the projects are executed. However, participants can propose ideas for additional funding, creating opportunities for community-driven initiatives. The primary impact of participatory budgeting lies in social-communicative engagement and political-democratic thinking, as it encourages public discourse and involvement in governance.

One of the key advantages of this method is that it allows citizens to participate in decision-making processes where they would not typically have influence. It promotes shared governance, encourages collaborative decision-making, and facilitates the testing, implementation, and evaluation of new governance models. The innovative aspect of participatory budgeting is one of its greatest strengths, as it fosters experimentation in democratic practices.

However, the method also presents challenges. A key issue is that those excluded from the process may feel unheard and marginalized. Since only a select group is allowed to participate, broader community involvement is limited, which can undermine the inclusivity of the decision-making process. Addressing this limitation is essential to enhancing the legitimacy and reach of participatory budgeting initiatives.

The key characteristics of this method are as follows:

- High participant influence
- Flexible formats and broad accessibility (online and offline)
- Stakeholders have control over various parts of the budget
- Opportunity to engage in decision making processes.

Mediation



Mediation is a participation method designed for specific situations, primarily used for conflict resolution. This format involves small groups of participants engaging in discussions, facilitated by a mediator who ensures a structured and constructive dialogue. Due to its targeted approach, mediation is not suitable for large-scale participation, as it typically involves only a limited number of stakeholders. As a result, the score for stakeholder involvement is relatively low, since participation is usually restricted to individuals directly affected by the conflict.

The level of influence participants hold varies depending on their role in the process. In some cases, mediation serves only as a platform for exchanging information, while in others, participants may make commitments or agreements. This leads to a relatively low influence score, as outcomes depend on the willingness of participants to engage in the process. However, the flexibility of formats and techniques used in mediation is relatively high, as different methods can be applied to facilitate discussions, encourage compromise, and enable mutual agreements.

The effectiveness of mediation largely depends on the participants, yet it generally promotes mutual understanding and active listening. By fostering sustainable relationships between stakeholders, mediation achieves a relatively high impact. Many participants perceive mediation as a final step before legal intervention, which creates a sense of urgency and pressure to reach a resolution.

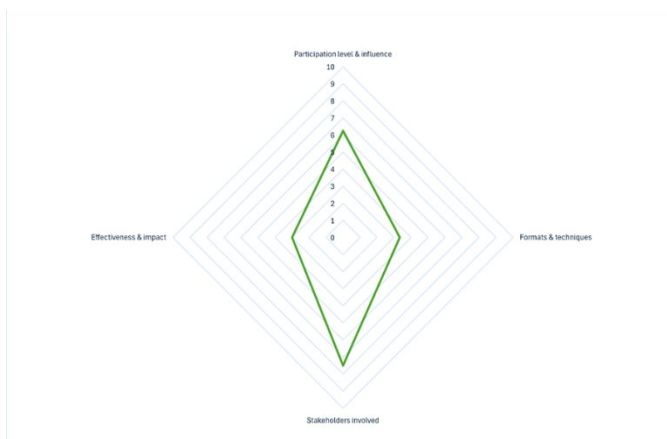
The strength of mediation lies in its ability to resolve conflicts while ensuring that all interests are considered. It facilitates balanced decision-making with the guidance of a professional mediator. Additionally, mediation is often regarded as a fast, focused, and cost-effective approach compared to legal proceedings.

However, mediation has its limitations. Its success depends on the willingness of conflicting parties to participate. Furthermore, scaling mediation to a larger audience is challenging, as it requires a tailored approach for each case. Another potential risk is the escalation of conflicts, which can negatively impact the process and reduce the likelihood of reaching a constructive resolution.

The key characteristics of this method are as follows:

- Target and small-scale participation method
- Varied participation influence, depending on stakeholders role
- Tailor-made formats and techniques to the specific situation
- Effective in conflicts, but hard to scale

Citizen idea contest



The Citizen Idea Contest provides participants with a relatively high level of influence, as they are given the opportunity to submit their own ideas. A selection committee then chooses the best submission, and depending on the conditions set by the organizers, the winner may receive a prize or recognition. The submitted ideas can inspire new initiatives and provide valuable insights for the initiators, contributing to the high influence score of this method.

The stakeholder involvement score is also relatively high, as participation in the contest is generally accessible and easy. The low barrier to entry encourages broad public engagement, although the inclusivity of the process depends on the eligibility criteria defined by the organizers.

However, the formats and techniques employed in this method are relatively limited, as it primarily emphasizes idea submission rather than facilitating interactive discussions between participants and organizers. While the contest encourages creativity among participants, the absence of meaningful dialogue and engagement throughout the process contributes to a lower score in this category, as illustrated in the radar diagram in Figure XX.

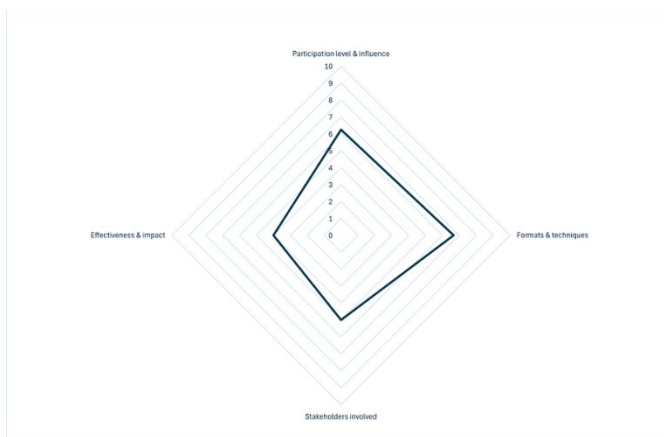
The overall impact of this method is relatively low, as only one winning idea is typically selected and implemented. Moreover, the organizers are not obligated to act on the submissions, which further limits the method's effectiveness. The most significant impact of the contest lies in its ability to stimulate social-communicative engagement, as the competitive nature of the process encourages public participation.

One of the key advantages of this method is that it can be an effective tool for branding or public awareness, such as generating ideas for naming a new street. However, it is less suitable for broader participatory processes that aim to actively involve residents in urban planning or decision-making. A major limitation of this method is that only the winner receives feedback, while other participants receive little to no follow-up, which can discourage further engagement.

The key characteristics of this method are as follows:

- High participant influence
- Broad accessibility with low entry barriers
- Stimulates creativity from participants
- Limited interaction and dialogue between stakeholders

Planning workshops



Planning workshops provide participants with the opportunity to actively contribute their input and engage in discussions about potential solutions. This method is highly interactive and can incorporate various formats, including presentations, collaborative design sessions, and structured discussions. While participants can express their opinions and influence the outcomes, they do not hold decision-making power. However, the constructive dialogue between participants and organizers allows both parties to exchange perspectives and develop a mutual understanding of choices and constraints. Participants can shape the final outcomes through their contributions, but the impact of these workshops depends on the extent to which organizers incorporate the feedback. Providing clear follow-up communication on how participant input is used is essential for maintaining engagement and ensuring transparency. The flexibility and variety of formats in this method contribute to its relatively high score in terms of structure and approach, see figure xx.

Planning workshops are typically small-scale to enable in-depth collaboration among participants. However, this intensive engagement also creates a higher participation threshold, as it requires active involvement rather than passive listening. Individuals who prefer a more observational role may be less inclined to participate. Additionally, organizers have control over the selection process, often basing participation on expected interest and relevance to the project.

The impact of planning workshops is highly dependent on the results and the organizers' willingness to implement participant input. The primary objective is to gather ideas and improve the design process, but organizers are not obligated to act on the collected input, which can limit the overall effectiveness of the method. However, follow-up communication on how the feedback is utilized can enhance participant satisfaction and increase the method's impact.

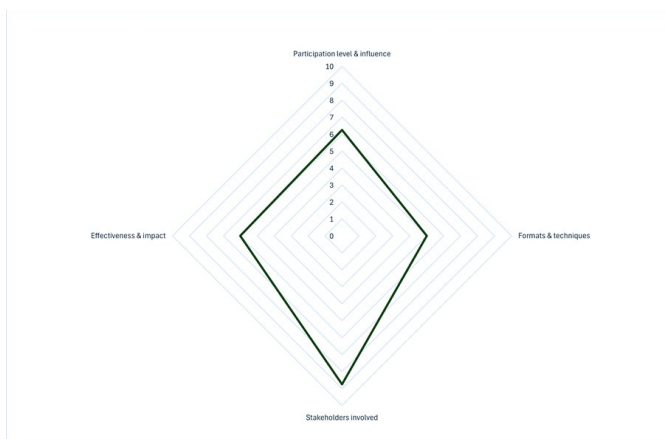
The key advantages of planning workshops lie in their ability to stimulate creativity, foster interaction, and accelerate the decision-making process. Unlike more conventional participation methods, workshops generate new ideas, help prioritize stakeholder concerns and strengthen relationships between different parties involved in the process.

However, this method also presents challenges. It requires significant preparation, and clear objectives must be established in advance to ensure productive discussions. Additionally, the logistical demands are higher, as more personnel and materials are needed to facilitate the sessions effectively. When time constraints exist, planning workshops can be difficult to implement, as they require substantial resources and coordination. Furthermore, scaling this method to a larger audience is complex, as it demands a high level of capacity and engagement, making it more suitable for targeted stakeholder involvement rather than mass participation.

The key characteristics of this method are as follows:

- Interactive and flexible format which actively engage creativity
- Limited in decision-making power
- Small scale, but high engagement from participants
- Research-intensive which makes it difficult to scale

Kijk op de Wijk



KodW scores moderately in terms of participant influence. While participants are presented with choices and play a role in validating certain decisions, the final authority in decision-making remains with the initiators of the participation process. This limits direct participant control over final outcomes.

The stakeholder involvement score is relatively high, largely due to the transparent nature of the method and the voluntary participation it offers to residents. The format is primarily based on digital tools, such as apps and online platforms, allowing a large number of stakeholders to engage at their own convenience. This flexibility increases accessibility and participation levels.

However, the score for formats and techniques is relatively limited, as the method relies predominantly on online tools and offers minimal opportunities for discussion and direct interaction. While apps include features that allow participants to view others' opinions, they lack mechanisms for reasoning or debate, which reduces the depth of engagement. Despite this limitation, the methodology enables initiators to identify key areas of community interest before directly consulting residents. The subsequent validation process by participants enhances the method's credibility and responsiveness and contributes to an increase in participation scores.

The impact of *KodW* is relatively high, primarily due to its user-friendly design and long-term monitoring capabilities. The method allows for continuous tracking of changes in neighborhood livability over several years, reinforcing its value as a sustainable participation tool. The combination of flexibility, accessibility, and data-driven insights strengthens its effectiveness in community engagement and urban planning.

KodW offers a user-friendly and flexible participation experience, allowing residents to engage at their own convenience. This adaptability ensures that introverted individuals are not overshadowed by more outspoken participants, fostering a more inclusive and equitable participation process. Additionally, the gamification aspect of the method encourages residents to critically reflect on their preferences, enhancing engagement and decision-making.

Although primarily an online tool, *KodW* can be integrated with offline interactions, such as community meetings, to provide a more comprehensive engagement strategy. However, the method's effectiveness relies heavily on active resident participation, as broad involvement is necessary to generate a well-validated representation of community needs. A key challenge is that some residents may struggle with digital literacy, limiting their ability to effectively use online applications, which could hinder accessibility and overall participation levels.

The key characteristics of this method are as follows:

- User-friendly, flexible and Inclusive participation
- Gamification enhances engagement
- Online tools, which can be used in offline settings
- Continuous monitoring and validation of findings

APPENDIX H Goals evidence SQ2

#	Citation/ Evidence Effectiveness	Source
1	Application for a zoning plan	(Gemeente Rotterdam, 2024)
	"Wij ons participatieproces met als doel uiteindelijk de bestemmingsplanwijziging succesvol doorlopen"	(2-C, 2025)
1a	Attachment from application	(Gemeente Rotterdam, 2024)
	"Ja participatie is Natuurlijk tegenwoordig verplicht, maar voor the Kaai was dat nog niet zo, dus We hebben dat wel echt. Uit eigen beweging gedaan."	(2-A, 2025)
2	"Er bestaan al een groot aantal netwerken en initiatieven in de wijk. Hier maken we gebruik van – sterker nog, deze zetten we in."	(Gemeente Rotterdam et al., 2023)
	"Het is noodzakelijk om met de huidige bewoners het gesprek aan te gaan om beter begrip te krijgen van de wensen en beweegredenen, rituelen en routines."	(VORM et al., 2023)
	"eerste voelsprietten uitgezet. En nou ja, dat dat meteen eigenlijk kunnen koppelen aan de ambities voor deze plek"	(2-B, 2025)
	"meteen de kennis en kunde die er in de buurt zit aan te laten sluiten op dat ontwerptraject, dus ervoor zorgen dat je eigenlijk de ja, de wensen en kansen die er die er breder in de wijk leven dat je die meteen kan meenemen, eigenlijk in je in je planvorming."	(2-B, 2025)
	"Verrijken van de NvU door het benutten van kennis en kunde uit de omgeving, van bewoner tot ondernemingen en initiatieven gevestigd in Feijenoord."	(Kickstad, 2023)
3	"Vanaf dag een dragen we actief bij aan een plek van betekenis, met communicatie, participatie en placemaking. Dit bereiken we door in te zetten op de volgende subdoelen: inzicht in en begrip voor elkaars belangen: bouwen aan vertrouwen door continu in gesprek te gaan met betrokkenen."	(Gemeente Rotterdam et al., 2023)
	"wat zijn hier nou de grootste zorgen Als je hier een project nog even los van de ambities die Er zijn Als je hier ja een nieuwe woonwijk wil gaan bouwen"	(2-B, 2025)
	"Inzicht in en begrip creëren voor elkaars belangen en bouwen aan vertrouwen door continue in gesprek te zijn met betrokkenen."	(Kickstad, 2023)
	"op een manier kunnen betrekken in de planvorming, wat voor Mensen wonen er, wat houdt ze bezig, wat zijn de zorgen, wat zijn de kansen, Omdat je daar Natuurlijk ook gewoon op kunt inspelen voor een deel dan in je in je planvorming."	(2-C, 2025)
4	"Echt meedenken en meedoen kan pas als je weet waar het over gaat. Daarom starten we vanaf het eerste moment met heldere, begrijpelijke en transparante communicatie over de ontwikkeling."	(Gemeente Rotterdam et al., 2023)
	"breed gaan gaan communiceren naar de buurt met 1 grote kick off event en met een duidelijk proces richting richting dat de ontwerp."	(2-B, 2025)
	"goed informeren, transparant etcetera over het proces over de besluitvorming over de wijze van hoe je betrokken."	(2-B, 2025)
	"Faciliteren van goede en transparante besluitvorming."	(Kickstad, 2025)
	"Wij betrekken nadrukkelijk iedereen die dat wil bij de ontwikkeling. Dit doen we op de momenten wanneer en manieren waarop men dat wil. Van de omwonende die graag de nieuwsbrief leest, tot de zeer betrokken buurman die graag langskomt voor een kop koffie."	(Gemeente Rotterdam et al., 2023)
5	"Binnen het complex bevinden zich vier pleinen die uitnodigen tot verblijf en ontmoeting. Het is de uitgesproken wens (ook van de bezoekers van de inloopdagen) om deze plekken royaal te voorzien van bomen, planten en water. Elk van de plekken krijgt een ander karakter en mogelijk gebruik."	(VORM et al., 2023)
	"Wij hebben wel heel duidelijk gekozen, ook om te blijven communiceren als team de kaai"	(2-B, 2025)
	"Na de eerste participatie tijdens het creëren van het ambitiesdocument, heeft de participatie tijdens de ontwikkeling van het stedenbouwkundig plan een vervolg gekregen. Kickstad heeft gezamenlijk met het ontwerpteam van 'De Kaai' een intensief traject gelopen om de participanten te informeren, te laten meedenken en te laten meedoen."	(VORM et al., 2023)
	"We willen natuurlijk gewoon een relatie opbouwen met de wijk"	(2-C, 2025)
6	"Dat was toen nog in een soort pilot fase. Kunnen we dat kunnen we dat koppelen aan aan één van die evenementen."	(2-B, 2025)
	"uiteindelijk was het doel om buurtpanel in te gaan zetten in die participatie over de kade."	(2-C, 2025)

#	Citation/ Evidence Efficiency	Source
1	"Er bestaan al een groot aantal netwerken en initiatieven in de wijk. Hier maken we gebruik van – sterker nog, deze zetten we in. We verzinnen niet alles zelf, maar we benutten de kennis en ervaring die er al is."	(Gemeente Rotterdam et al., 2023)
	"Wat voor initiatieven zijn er die wij Misschien nog wel een plek kunnen geven"	(2-C, 2025)
2	"Een randvoorwaarde voor een gedegen communicatie- en participatietraject is dat de kaders glashelder zijn. Het moet duidelijk zijn waar wel en geen ruimte is om mee te praten en mee te denken. Wij faciliteren dit proces."	(Gemeente Rotterdam et al., 2023)
3	"We maken een inclusieve communicatiestrategie met een zorgvuldig gekozen mix van middelen (online én offline), die alle belanghebbenden bedient. We zoeken aansluiting bij bestaande media en middelen vanuit de gemeente Rotterdam."	(Gemeente Rotterdam et al., 2023)
	"We hebben de middelen daar dus voor ingezet, zodat we probeerden voor proberen hebben te zorgen dat iedereen voor betrokken op een manier die voor hem prettig voelt."	(2-B, 2025)
3a	"We stemmen de communicatiemiddelen en participatievormen af op mensen met verschillende leefstijlen, zodat er voor iedereen een passende manier is om mee te denken en mee te doen."	(Gemeente Rotterdam et al., 2023)
4	"ik denk uiteindelijk dat het voornamelijk gaat gewoon om het voorkomen van bezwarendes als je daarom mensen meeneemt."	(2-D, 2025)
	"Er zijn formele inspraakmomenten waarin je vragen kan stellen om eigenlijk te voorkomen dat mensen beroepen gaan indienen"	(2-C, 2025)
5	"altijd aan de voorkant investeren we heel veel om dat plan van aanpak en die doelen vast te klikken en en en daarna dus ook wat voor vorm past daar dan bij wat voor Mensen wonen hier in de wijk, wie gaan we op welke manier benaderen"	(2-B, 2025)
	"wij gaan die participatie momenten gaan we gezamenlijk optrekken. We gaan het gezamenlijk organiseren en als dat gaat eigenlijk over onze participatiemoment om het zo even te zeggen."	(2-C, 2025)
6	"Dat was toen nog in een soort pilot fase. Kunnen we dat kunnen we dat koppelen aan aan één van die evenementen."	(2-B, 2025)

APPENDIX I Assessment goals SQ2

Participation results: Effectiveness

Goal 1: Obtaining zoning plan

The area was acquired for the purpose of redeveloping a former margarine factory. To enable this, a zoning plan amendment application was required. Currently, the application is under review by the Council of State due to a number of objections. One of the objections claimed that no participation had taken place (2-A, 2025). In this context, the participation report can serve as a valuable counterargument. Although the zoning plan has been adopted, it is not yet legally binding. Therefore, while this objective has not yet been fully achieved, it is likely to be met in the near future.

Kijk op de Wijk ultimately did not contribute to the final participation report. As stated by one interviewee: *"We didn't end up using it in the participation report, simply because we couldn't draw sufficiently substantiated results from it."* (2-C, 2025). The absence of these results was primarily due to its use as a pilot within the project.

In this context, the term "results" refers specifically to participation outcomes. However, Kijk op de Wijk did yield valuable process outcomes during its application in De Kaai. These process-related insights are important for refining and optimizing the tool itself. For instance, 2-B noted that the strategic integration of Kijk op de Wijk was still lacking.

Goal 1a: Preparing participation report

Goal 1a is considered a subcomponent of Goal 1, as the participation report formed an integral part of the zoning plan amendment application. The contribution of *Kijk op de Wijk* to this report was briefly addressed in Goal 1.

The objective of goal 1a was to compile a participation report. The outcome is a comprehensive document in which the participation process and its results are described in detail. The overall participation was deemed successful: *"I think in the end—especially considering the number of responses and objections relative to the size of the project—I find it really very positive. Without the participation process, you could easily have received 20 or 30 objections."* (2-A, 2025 [translated]).

Thus, the drafting of the participation report can be considered successful, with positive feedback (2-B, 2025). However, the contribution of *Kijk op de Wijk* to this report was not considered significant by interviewee 2-B. According to them, this was due in part to their more distanced role, which focused on the overall coordination of the participation process rather than the specific tools used.

Furthermore, the participation results from *Kijk op de Wijk* could not be meaningfully included in the report, as *"people either didn't understand it or didn't fill it in"* (2-B, 2025 [translated]). *Kijk op de Wijk* did not play a significant role in its realization.

Goal 2: Realistic and improved plans using the knowledge of local residents

In the master plan, a comprehensive vision for the area development was established. Throughout the participation process, residents were given the opportunity to provide feedback and contribute their local knowledge to improve the plans. *"I'm glad that we've all invested so much—money, time, and expertise—to involve people from the very beginning,"* (2-B, 2025 [translated]).

The result of this effort is evident: *"I think it worked out well, and you can really see that reflected... For example, on specific elements like greening and programming, I truly believe that input came directly from the neighborhood... So both in terms of process and content, I think the participation went really well."* (2-B, 2025 [translated]). Community input helped to enhance the plans, and in this context, the Buurtpanel supported the evaluation of the pre-final (90%) version of the design.

"The 90% version of the design... that's where you could still share your wishes, concerns, and final remarks... or any advice for the follow-up process that might not fully fit the current design, but is still important. We tried to facilitate that digitally through Kijk op de Wijk, so that people could provide those final points." (2-B, 2025 [translated]). This demonstrates that the objective was achieved, with the Buurtpanel playing a small supporting role. However, its contribution was not considered significant in light of the overall scale and depth of the participation process.

Goals 3: Creating insight and understanding of different interests in the area

Insights were gained into the various interests present within the area, achieved through multiple approaches. On one hand, this occurred through the participation process itself. Key stakeholders were engaged in conversations—such as individuals who wished to be closely involved or those interested in future housing within the development. A crucial aspect of this was the awareness created among the initiators regarding the diversity of stakeholder groups. As one interviewee noted: *"That's how we developed a strategy from the outset... to make sure there's something in it for everyone."* (2-B, 2025 [translated]).

On the other hand, the Buurtvisievormer played a role early in the process by identifying relevant subthemes, essentially highlighting the key issues and focus areas for the development. However, the insights derived from the BVV were only shared with the design team to a limited extent. Rather than being treated as a distinct phase, the BVV was viewed as one of several tools for gaining knowledge about the neighbourhood, but since there was already a lot of knowledge present about the area, the data from the Buurtvisievormer and Buurtpelling was less relevant to use (2-C, 2025). Nevertheless, insights from these tools were used in the pilot to collect process insights of the usage of *Kijk op de Wijk*. *Kijk op de Wijk* did not take part in the participation results, but did play a role in the process results.

The objective of gaining insight into the various interests was achieved in the participation process of the Kaai. The broader process of stakeholder awareness played a central role in this, while the BVV played a minimal role in gaining insights and remained limited in the broader context. The process outcomes of the BVV provided valuable insights into the validity of the

underlying data sources. By comparing the BVV's output with known contextual information about the Kaai area, it was possible to assess the extent to which the BVV accurately reflected local conditions. The result of this comparison shows that the BVV was largely successful in identifying the key themes and issues present in the neighbourhood.

Goal 4: Transparent and understandable communication that is accessible to all stakeholders.

Transparent and accessible communication was identified as a key objective of the participation process. This goal was pursued through multiple strategies. One notable example was the presentation of the 90% design version to interested stakeholders, offering them the opportunity to review the proposal and share their feedback. This approach not only created openness but also served as a feedback loop, demonstrating how public input was being considered. Additionally, communication with stakeholders was handled in a direct and responsive way. Those who submitted formal responses (zienswijzen) were personally contacted to provide explanations and work toward resolving their concerns (2-A, 2025).

Kijk op de Wijk, however, did not significantly contribute to this objective. The method lacked a feedback mechanism to inform participants about how their input had been used, limiting its ability to support transparent, two-way communication. Kijk op de Wijk did show potential in reaching typically underrepresented groups. Its digital nature created opportunities for broader engagement, particularly for individuals less likely to attend in-person events. However, its implementation faced challenges. As one interviewee noted, *"Because it was rushed, there wasn't enough time to distribute it properly."* (2-B, 2025 [translated]). Had the tool been deployed more strategically and given adequate time for outreach, it could have had a greater impact in reaching diverse groups and expanding participation. As 2-B remarked: *"It's always a challenge to engage a diverse and representative group in participation... in that sense, I think this [Kijk op de Wijk] could really help—if used correctly and if you manage to reach the right people."* (2-B, 2025 [translated]).

While the goal of transparent communication was largely achieved through other channels, and the goal of inclusive outreach was only partially met, Kijk op de Wijk demonstrated clear potential. Its limited impact was primarily the result of time constraints and an underdeveloped implementation strategy during the pilot phase.

The most significant limiting factor in the application of Kijk op de Wijk was the misalignment between the project's participation timeline and the implementation timeline of the tool itself. As one interviewee noted: *"The moment we were working with Kijk op de Wijk and the moment in the participation process just didn't align."* (2-C, 2025 [translated]).

In addition, the theoretical framework behind the tools—particularly the gamification aspects—was perceived as complex and potentially difficult for users to understand: *"The whole gamification theory behind it is quite difficult to grasp, so I wonder whether it's accessible enough."* (2-C, 2025 [translated]). Thus, the limited impact of Kijk op de Wijk can be attributed to two main factors: the misalignment of timelines and challenges related to user experience. As a result, its overall contribution to the participation process remained minimal.

Goal 5: Promoting social cohesion as team and in the area

One of the objectives of the participation process was to create social cohesion and present a unified image as a collaborative design team. This objective was largely achieved during the active phases of the project. Social cohesion in the neighbourhood began to take shape throughout the participation process. As one interviewee reflected: *"We had called it 'De Buurt op Zuid' as a place, and I don't yet see it fully in its glory."* (2-B, 2025 [translated]). However, this sense of community diminished over time, particularly during inactive periods and after the participation process had concluded.

In terms of team presentation, efforts were made to visibly align the different stakeholders: *"We always made sure someone from the municipality and someone from the developers were present together to tell the story."* (2-B, 2025 [translated]). This joint representation helped strengthen the perception of a cohesive project team.

Thus, the objective was achieved during the process itself, but Kijk op de Wijk did not play an active role in this regard. Nevertheless, the tool holds potential for contributing in the long term—particularly in monitoring aspects such as liveability and social development. While its methods do not directly stimulate resident interaction or cohesion, they can offer valuable insights that support such goals. In this way, Kijk op de Wijk may serve a more advisory or analytical role rather than a participatory one in the context of social cohesion. To improve social cohesion and maintain a unified team image, one of the key actions was to put a human face behind the companies involved in the development (2-C, 2025). This personal approach allowed people to engage in deeper conversations and helped create a more social and approachable atmosphere.

Due to its digital nature, Kijk op de Wijk could only play a limited role in this regard. As one interviewee explained: *"It's too digital. In the end, you just want to have real conversations with people. You want to be able to ask open-ended questions. You want to show people more, because the app gives only limited context."* (2-C, 2025 [translated]).

Goal 6: Pilot project for Kijk op de Wijk – effectiveness

Kijk op de Wijk was introduced as a pilot during the participation process in De Kaai. However, it was ultimately not included in the official participation report submitted to the municipality and the Council of State. As one interviewee explained: *"We didn't end up using it in the participation report because we simply couldn't draw sufficiently substantiated results from it."* (2-C, 2025 [translated]).

The primary objective of the pilot was not necessarily to incorporate Kijk op de Wijk into the formal documentation, but rather to explore its early-stage application and assess where it could add value in the participation process. Although the implementation of the tool offered valuable process-related insights, its full potential was not realized. Several stakeholders noted that Kijk op de Wijk could have played a more significant role in De Kaai, but this was hindered by coordination challenges between involved actors and limitations in how the tool was deployed.

In terms of effectiveness, the pilot's goals were only partially achieved. A more deliberate and less rushed process might have enabled Kijk op de Wijk to generate deeper insights and identify more impactful applications.

It was further observed that tools such as the BuurtPeiling are often used in ways for which they were not originally designed (2-C, 2025). These tools were developed to be implemented in a specific sequence to maximize their effectiveness within participatory processes. However, when this intended sequence is disrupted—either through changes in order or by omitting steps—the tools' overall effectiveness is diminished. In practice, certain components were either not executed or only partially implemented, which negatively influenced the achievement of participation outcomes. This reduction in effectiveness can partly be attributed to issues of procedural efficiency.

The structured sequence of steps—some of which are grounded in gamification theory—has created a complex system that can be difficult for both initiators and participants to grasp. This complexity may result in two key outcomes: first, the tools' full potential may remain untapped; second, a lack of understanding can lead to their misapplication. As one interviewee remarked: *"I think we indeed very much want to explain everything that underpins it, ... but that is not always relevant and we sometimes find that difficult"* (2-C, 2025 [translated]). For participants, the underlying theoretical framework appears to be of limited relevance, while participation specialists primarily focus on fostering engagement and collecting input from the community (2-C, 2025).

Process results: Efficiency

Goal 1: Avoid duplication of efforts and leverage existing initiatives

In the area, several community initiatives and organizations were already active, such as the local mosque and the neighbourhood council, both of which fulfilled important social and community functions. For example, the mosque contributed to the physical events on De Kaai by providing coffee and tea. Involving such local actors helped to establish stronger ties between these organizations and the initiative—enabling them not only to contribute to the project, but also to act as ambassadors for it.

In addition, there were WhatsApp groups in the neighbourhood, involving residents and local entrepreneurs (2-B, 2025). Members of the project team participated in these groups, using them to gather insights as well as to share updates on plans and ongoing initiatives related to De Kaai. These digital channels reached entirely different target audiences compared to the physical events. As such, these groups presented valuable opportunities to distribute digital tools like Kijk op de Wijk within the community.

However, one interviewee noted that there had been a lack of strategic planning in terms of how to use these groups to deploy tools such as the Buurtpanel. Although there was potential to link Kijk op de Wijk to local initiatives, this opportunity was not fully leveraged. The reasons for this missed opportunity may include constraints related to project timing and the user-friendliness of tools like the Buurtpanel (2-C, 2025).

Goal 2: Clear boundaries that people can or cannot participate in discussions about

An important aspect of any participation process is managing expectations. Arnstein's Ladder of Participation already outlines the extent to which influence and decision-making power are granted to participants. This notion of influence was central to the participation process in De Kaai. By clearly communicating in advance which aspects residents could or could not influence, the process created a sense of clarity and understanding among participants.

At each participation event, organizers specified whether the purpose was to inform, consult, co-create, or reflect. Additionally, a clear timeline of events was shared with the public, allowing participants to see when specific activities would take place and to decide which sessions they wished—or were able—to attend. This transparency contributed to a sense of reassurance. Participants did not feel pressured to express all their concerns at the first event, knowing that additional opportunities for input would follow. This allowed time for reflection and processing of information.

The Kijk op de Wijk apps, being digital tools, naturally impose boundaries on the participation format. Participants are largely dependent on the data and information provided within the app environment. In De Kaai, this limitation was addressed by combining the digital tools with in-person information and reflection events. Nevertheless, the risk remained that some participants might engage with the digital tools in isolation, without the broader context or supporting information.

In this sense, Kijk op de Wijk played a somewhat limiting role in shaping the boundaries of participation. While the method itself offers a clearly defined scope—indicating where and how input can be given—it also required complementary forms of communication and engagement to ensure that participants were well-informed and expectations were appropriately managed.

Goal 3: Inclusive communication strategy

The inclusive communication strategy was built on the use of multiple platforms to reach as many different groups of people as possible. The contribution of Kijk op de Wijk to this strategy was that it *"allowed us to reach more people, including those who are normally harder to engage."* (2-B, 2025 [translated]). This often includes busy individuals and younger audiences who are less likely—or able—to make time for traditional participation events.

Kijk op de Wijk thus supported the goal of inclusive communication, but it could not serve as a standalone solution. The overall process relied on a diverse mix of methods to engage a broad audience. One interviewee observed that different events attracted different groups of people (2-D, 2025). One important element was the inclusion of children, for whom dedicated activities were organized. This, in turn, encouraged parents to visit the site and get involved. Several interviewees

noted that children are often a “forgotten stakeholder,” despite their potential value in participatory processes. Kijk op de Wijk has the potential to connect with this group as well, particularly if it is implemented in a strategic and targeted way.

Goal 3a: Tailor-made participation for all

The tailored approach to participation aligns with the overarching goal of an inclusive communication strategy and can be seen as a sub-goal within that framework. By offering new platforms and a variety of activities, the participation process for De Kaai was specifically adapted to its unique context. As one interviewee noted: *“The situation we had at De Kaai is just so unique.”* (2-D, 2025 [translated]).

This uniqueness refers to the rare opportunity in which a former factory site—long closed off to the public—was suddenly made accessible. This immediately sparked widespread public interest and attention. The available space on-site allowed for a wide range of events and placemaking activities, including temporary cinemas and local markets. These initiatives served not only a participatory function but also helped promote social cohesion and ensure a sense of safety and social control during periods when no active development was taking place (2-D, 2025). Not all of these placemaking initiatives were included in the official participation report, but they nonetheless contributed to generating attention and promoting events related to the project.

Kijk op de Wijk added value on the digital front—an element that the physical site could not offer. In this regard, Kijk op de Wijk contributed to a customized participation process, helping to ensure that there was something for everyone, regardless of how they preferred to engage.

Goal 4: Accelerating the process by preventing objections and formal responses (zienswijzen)

Several interviewees noted that the number of submitted responses (zienswijzen) and formal objections remained limited, which was viewed very positively. In total, 14 zienswijzen were submitted, of which 3 were converted into formal objections, along with 1 additional new objection. This relatively low number of zienswijzen helped streamline the process, as it remained manageable in terms of drafting responses. Similarly, the limited number of formal objections supported the project timeline by reducing the time and resources required to prepare rebuttals.

The Kijk op de Wijk pilot primarily focused on testing the functionality of the tools. As a result, its implementation proved challenging and did not significantly contribute to improving the efficiency of the planning and participation process. Although the core ambition of Kijk op de Wijk is to provide faster and more accessible neighborhood insights, this potential was not fully realized in the context of De Kaai.

Kijk op de Wijk may still play a more substantial role—especially as its tools become more user-friendly and better integrated into participation strategies. However, several implementation challenges became evident during the pilot. One interviewee stated: *“I didn’t have login details or anything like that—I couldn’t access the back end.”* (2-B, 2025 [translated]). The limited access to the system’s back end restricted knowledge sharing and transparency among stakeholders. This disconnect led to duplicated efforts, as additional steps were needed to keep all stakeholders informed and aligned. In the context of the pilot, this aspect was not sufficiently planned or supported, resulting in process inefficiencies and delays.

Despite these issues, several participants emphasized the potential of Kijk op de Wijk to provide quicker, data-driven insights into neighborhood dynamics. By helping to identify and understand diverse interests, needs, and concerns within a community, the tool could, in the long term, contribute to building stronger support for developments and reduce the number of formal objections.

Goal 5: Aligning goals among different stakeholders

Aligning objectives among different stakeholders can enhance the efficiency of a project. In the participation process for De Kaai, various interests were effectively coordinated and agreed upon in advance through a collaboratively developed plan of approach. Kickstad played a leading role in steering the process, while the municipality and the developers took on more facilitative roles.

Because Kickstad was in this coordinating position and VORM expressed a strong desire to implement the Kijk op de Wijk pilot, some tensions arose following the initial alignment of goals. After the objectives had been set, critical remarks emerged from the coordinating party regarding the way Kijk op de Wijk was introduced and applied (2-B, 2025).

This highlights the importance of clear goal alignment early in the process—particularly through structured documents such as a plan of approach—to prevent friction or misunderstandings at later stages. In this case, Kijk op de Wijk had a somewhat negative impact on the process, not due to the methodology itself, but due to the way it was implemented. While the broader alignment of goals was successful and well-coordinated, Kijk op de Wijk was an exception—introduced later in the process rather than being integrated from the outset.

Goal 6: Pilot project for Kijk op de Wijk – Efficiency

In terms of efficiency, the Kijk op de Wijk pilot can be considered partially successful. Valuable insights were gained into how the process can be improved to facilitate smoother implementation. Although the process in De Kaai was not without challenges, and several implementation issues arose, lessons were learned that can inform future applications. As one interviewee explained:

“It’s more of a tool to support quick decision-making. On one hand, it’s about validation through a tool like the BuurtPeiling, which is valuable for understanding what’s going on in a neighbourhood. But even then, you get a general picture of the majority—there’s definitely value in that, but you’ll always need a deeper level of engagement.” (2-C, 2025 [translated]).

This deeper level of engagement, according to stakeholders, must come through in-person dialogue. However, this physical interaction requires additional time and resources from those involved, which can influence the overall efficiency of the process. Interviewee 2-C noted that they were not able to fully engage with the tool due to time constraints, emphasizing that time is a critical factor in ensuring efficiency. This link between time and efficiency also underscores a broader insight: that one of the key drivers for organizing participation is to reduce the number of *zienswijzen* and formal objections. For a pilot like this to be effective, sufficient time must be allocated—both for testing the method and for integrating it meaningfully into the participation strategy. This requires clearly defining its role in the initial plan of approach.

The importance of a well-structured plan of approach in the preparation phase of a participation process is essential—not only in the context of a pilot. The participation trajectory in De Kaai was, in broad terms, experienced as highly successful, with one of its foundational elements being the collaboratively developed plan of approach. As one interviewee explained: *“At the beginning, we invested a lot of time to lock in that plan of approach and the objectives—we really did that together, and because of that, we had a shared mission.”* (2-B, 2025 [translated]).

When objectives are clearly aligned from the outset, it helps to prevent misunderstandings, disappointment, and inefficiencies later in the process. This upfront coordination ensures that all stakeholders are working toward common goals, laying the groundwork for a smoother and more effective participation process.

In the case of Kijk op de Wijk, the goals of the pilot were not communicated clearly at the outset, which ultimately impacted its effectiveness within the participation process. Several stakeholders indicated that De Kaai represented a unique and valuable opportunity to test Kijk op de Wijk, but this potential was undermined by inconsistent communication and coordination between stakeholders. Part of this was attributed to prioritization and the lack of a strategic implementation plan: *“It’s important to think carefully and strategically about how this fits into your participation strategy—so that you actually get the results you’re hoping for, both quantitatively and qualitatively.”* (2-B, 2025 [translated]).

Overall, the pilot produced a range of qualitative insights regarding the implementation and practical use of Kijk op de Wijk. These insights can serve as a foundation for further optimization and improvement of the tool in future participatory processes.

APPENDIX J Views De Kaai

Zienswijze with category (Wies, 2024)					
#	Onderwerp	Category BVV	Essentie	Samenvatting reactie	Conclusie
1					
1.1	Voorzieningsniveau	Voorzieningen	Zorgen over tekort aan medische, onderwijs- en andere voorzieningen bij groei wijk. Gemeente erkent belang en verwerkt dit in bredere wijkontwikkeling.	Gemeente erkent belang van voorzieningen en verwerkt deze in bredere wijkontwikkeling en plangebied De Kaai.	Voor kennisgeving aannemen
1.2	Sociale huur	Inkomensgelijkheid	Zienswijze stelt dat aandeel sociale huur te laag is. Gemeente wijst op bestaand hoog aandeel in wijk en nadruk op middensegment bij nieuwe plannen.	Gemeente wijst op reeds hoog aandeel sociale huur in wijk, legt nadruk op middensegment in nieuwbouw.	Ongegrond
1.3	Stedenbouwkundige opzet	Klimaat adaptatie	Verzoek om hoogbouw naar de punt te verplaatsen. Gemeente houdt vast aan huidige opzet voor betere bezonning, windklimaat en behoud karakter.	Gemeente houdt vast aan bestaande hoogbouwlocatie om klimaat en karakter te waarborgen.	Ongegrond
1.4	Openbaar vervoer	Toegankelijkheid	Zorg over slechte OV-verbindingen met ov-knooppunten. Gemeente erkent dit als losstaand proces buiten bestemmingsplan.	Gemeente erkent OV-knooppunten, maar noemt het een separaat traject buiten bestemmingsplan.	Voor kennisgeving aannemen
1.5	Aangepast verkeersplan	Niet passend subthema	Klachten over smalle fietsstroken en hardrijdend verkeer. Gemeente pakt dit aan in apart proces.	Gemeente pakt verkeersknooppunten aan in apart proces, inclusief mogelijke verbeteringen voor fietsers.	Voor kennisgeving aannemen
1.6	Parkeren	Toegankelijkheid	Bezorgdheid over parkeeroverlast en gebrek aan bezoekersplekken. Gemeente verwijst naar parkeergarage en beleid zonder straatvergunningen.	Parkeren wordt op eigen terrein geregeld, geen parkeervergunningen voor straatparkeren.	Ongegrond
1.7	Groene ruimtes	Openbaar groen	Steen voor meer groen en wandelroutes. Gemeente deelt dit en verwerkt het in plannen en participatieproces.	Groene ambities zijn opgenomen in plan en worden verder uitgewerkt met participatie.	Voor kennisgeving aannemen
1.8	Bouwverkeer	Niet passend subthema	Overlast door bouwverkeer, voorstel voor aanvoer over water. Gemeente erkent het probleem en betreft dit in bouwveiligheidsplan en participatie.	Overlast bouwverkeer erkend, aanpak via bouwveiligheidsplan en mogelijk transport over water.	Voor kennisgeving aannemen
2					
2.1	Dichtheid	Gemengd gebruik	De dichtheid van het plan past niet bij het rustige karakter van de wijk.	Gemeente erkent afwijkende dichtheid, maar wijst op locatiesgeschiktheid en woningbouwbehoefte.	Ongegrond
2.2	Samenhang met andere ontwikkelingen / Dichtheid	Gemengd gebruik	Het plan is geïsoleerd beoordeeld en niet in samenhang met andere projecten in de omgeving.	Gemeente verwijst naar Omgevingsvisie waarin alle ontwikkelingen samenhangend zijn bezien.	Ongegrond
2.3	Strijd met Woonvisie	Gemengd gebruik	Plan zou kindvriendelijker kunnen door meer gezinswoningen toe te voegen.	Gemeente benadrukt kindvriendelijke omgeving met mix aan woningtypes en autovrije ruimtes.	Ongegrond
2.4	Toename verkeer	Gemengd gebruik	Verdubbeling aantal voertuigen maakt woonstraten onveilig.	Verkeersonderzoek toont voldoende capaciteit aan, kruispunten worden aangepast.	Ongegrond
2.5	Lengte bouwperiode	Niet passend subthema	Bouwperiode van 10-15 jaar realistischer dan genoemde 4 jaar, lichter plan gewenst.	Gemeente verwijst naar uitvoeringsaspecten en streeft naar beperking overlast.	Voor kennisgeving aannemen
2.6	Parkeren	Toegankelijkheid	Roentgenstraat kan ontsluiting parkeergarage niet aan; zorgen over zichtbaarheid parkeren en bezoekersparkeren.	Verkeerscapaciteit is toereikend, parkeren gebeurt op eigen terrein en grotendeels uit zicht.	Ongegrond
2.7	Daglicht lageregelegen verdiepingen	Welzijn	Lageregelegen verdiepingen hebben matige daglichtkwaliteit, te veel nadruk op kwantiteit.	Plan voldoet aan EBI-regels, stedenbouwkundig ontwerp houdt rekening met daglicht en historisch karakter.	Ongegrond
3					
3.1	Communicatie	Participatie	Onvoldoende communicatie over de terinzagelegging en het indienen van zienswijzen.	Gemeente verwijst naar formele, wettelijke publicatiekanalen die zijn gevolgd.	Ongegrond
3.2	Geluid	Geluidskwaliteit	Vrees voor klankkast-effect en extra geluidhinder door ligging en bebouwing.	Geluid blijft onder wettelijke normen, nieuwe woningen zijn maatgevend voor geluidseisen.	Ongegrond
3.3	Overlast terrassen	Voorzieningen	Verzoek om terrassen te beperken tot 23:00 uur en geen horeca categorie 3 toe te staan.	Horeca beperkt tot categorieën 1 en 2 met geluidsgrenswaarden en tijdslimieten.	Ongegrond
3.4	Cultuurhistorie	Saamhorigheid	Hoogbouw belemmert zicht op het Noordereiland en Bruggebouw, sluit niet aan op omgeving.	Zichtbelemmering zorgvuldig afgewogen, aansluiting op schaal van omliggende bebouwing is aanwezig.	Ongegrond
3.5	Bouwhoogten	Niet passend subthema	Verzoek om expliciete verwijzing naar figuur 3.16 voor bouwhoogten.	Verbeelding en planregels geven correcte informatie, toelichting is juridisch niet bindend.	Ongegrond
3.6	Verkeer	Toegankelijkheid	Verzoek om eerst verkeerssituatie (kruispunt Nassaukade/Oranjevboomstraat) goed te regelen.	Kruispunt wordt apart aangepakt met verkeerslichten; staat los van bestemmingsplan.	Ongegrond
3.7	Geprojecteerde woningen	Niet passend subthema	Onduidelijkheid over term 'geprojecteerde woningen'.	Toelichting verwijst naar toekomstige woningen binnen het plan.	Ongegrond
3.8	Bouwgeluid	Niet passend subthema	Verzoek om afspraken met ontwikkelaar voor beperken bouwgeluid, zoals geluidschermen en stillere voertuigen.	Verwezen naar eerdere beantwoording over bouwgeluid (punt 1.8).	Voor kennisgeving aannemen
4 De indier van zienswijze 4 is JEX Technology Group BV, huurder van het kantoorgebouw De Brug					
4.1	Bouwhoogte	Niet passend subthema	Nieuwe bebouwing belemmert zicht op iconisch Bruggebouw en schaadt zichtbaarheid van huurder.	Zorgvuldige positionering van bouwhoogtes zorgt ervoor dat Bruggebouw grotendeels zichtbaar blijft en belangafweging is gemaakt.	Ongegrond
4.2	Windhinder	Niet passend subthema	Vrees voor hoorbare en voelbare turbulentie in De Brug door windstroming.	Windonderzoek richt zich op maaiveldniveau; wind op hoogte is niet onderzocht in dit kader.	Ongegrond
4.3	Zon- en daglicht	Welzijn	Verminderde zon- en daglichtinval beïnvloedt welzijn en prestaties van medewerkers.	Beperkte ochtend-schaduw op oostzijde Bruggebouw; effect aanvaardbaar geacht in bredere belangafweging.	Ongegrond
4.4	Bouwoverlast	Niet passend subthema	Langdurige en luidruchtige bouwactiviteiten zullen de werkomgeving negatief beïnvloeden.	Bouwgeluid is uitvoeringsaspect, gemeente ziet toe op beperking overlast; zie ook punt 1.8.	Voor kennisgeving aannemen
4.5	Bereikbaarheid	Toegankelijkheid	Vrees voor verslechterde bereikbaarheid van het kantoorgebouw tijdens en na bouw.	Verkeersonderzoek toont aanvaardbare situatie aan; bereikbaarheid tijdens bouw is uitvoeringsaspect.	Ongegrond
5					
5.1	Uitzicht en bezonning	Welzijn	Bewoners van de Nijverheidstraat vrezen verlies van uitzicht en zonlicht, wat woongenot schaadt.	Bezonningseffect in avondperiode is beperkt en voldoet aan norm; uitzicht wordt slechts deels beïnvloed door afstand en tussenliggend water.	Ongegrond
6 Zienswijze 6 is afkomstig van de Fietsersbond Rotterdam en Regio.					
6.1	Verkeer Roentgenstraat	Toegankelijkheid	De Roentgenstraat is gevaarlijk voor fietsers door smalle fietsstroken, hardrijdend verkeer en onoverzichtelijk kruispunt.	Aanpassing van het kruispunt is gepland, intensiteit blijft binnen capaciteit; profielaanpassing Roentgenstraat valt buiten dit bestemmingsplan.	Ongegrond
7					
7.1	Bouwhinder	Niet passend subthema	Zorgen over langdurige bouwoverlast en gebrek aan afspraken over bouwgeluid, suggestie voor bouwhaven.	Bouwgeluid is uitvoeringsaspect en wordt in latere fase beoordeeld; zie ook punt 1.8.	Voor kennisgeving aannemen
7.2	Eén plan voor hele wijk	Saamhorigheid	Pleidoioi voor één samenhangend bestemmingsplan voor de hele wijk Fejenoord.	De Kaai wordt los ontwikkeld wegens planning/traject; effecten worden wel in breder kader bekeken.	Ongegrond
7.3	Woningen voor startende jongeren	Gemengd gebruik	Plan draagt nauwelijks bij aan woningaanbod voor startende jongeren.	De Kaai biedt ook woningen geschikt voor starters; verhuisketen creëert indirect aanbod.	Ongegrond
7.4	Windhinder	Klimaat adaptatie	Windhinder in Roentgenstraat zal toenemen, onderzoek houdt geen rekening met klimaatverandering.	Onderzoek voldoet aan gemeentelijke norm, klimaatverandering is niet meegenomen; resultaten beoordeeld als acceptabel.	Ongegrond
7.5	Percentage sociale huur	Inkomensgelijkheid	Te weinig sociale huur (10%), geen definitie in plan, geen bijdrage aan doorstroming.	10% sociaal past bij wijkprofiel; nadruk op middensegment bevordert doorstroming; zie punt 1.2.	Ongegrond
8 Zienswijze 8 is afkomstig van de provincie Zuid-Holland					
8.1	Compensatieplan Bedrijven	Inkomensgelijkheid	Een compensatieplan voor het verdwijnen van bedrijfsruimte ontbreekt in het bestemmingsplan.	Onttrekking wordt gecompenseerd uit regionale strategische reserve (MRDH), provincie heeft deze aanpak aanvaard.	Ongegrond
9					
9.1	Parkeerdruk	Toegankelijkheid	Zorgen over hoge parkeerdruk in wijk en twijfel over realistische parkeerreducties en effectiviteit deelauto's.	Parkeren wordt volledig op eigen terrein opgelost volgens beleid; voorwaarden zoals fietsparkeren en deelmobiliteit zijn geborgd in het plan.	Ongegrond
# Zienswijze 10 is afkomstig van Fort Advocaten namens Wisdom, eigenaar van het gebouw Burg & Kade en het pomphuis aan de Nassaukade 5					
10.1	Bestemming Brug & Kadegebouw	Gemengd gebruik	Onzekerheid over kantoorruimtegebruik en aanduiding in bestemmingsplan.	Gebruik zoals bestaand blijft toegestaan; planregels worden aangepast om dit expliciet te waarborgen.	Gegrond
10.2	Gezondheidscentrum / Maatschappelijke voorziening	Voorzieningen	Onzekerheid of er ruimte blijft voor een medisch dagcentrum in Bruggebouw.	Binnen Gemengd zijn maatschappelijke voorzieningen toegestaan tot 4.000 m²; uitbreiding kan via aparte procedure.	Ongegrond
10.3	Bestemming Kade- en Bruggebouw	Gemengd gebruik	Verzoek om zelfde bestemming voor beide gebouwen i.v.m. onderlinge verbondenheid.	Gebruik blijft toegestaan; verzoek meegenomen in aanpassing planregels (zie 10.1).	Gegrond
10.4	Bezonning	Klimaat adaptatie	Geen bezonningsstudie voor Bruggebouw, terwijl dit effect heeft op klimaatbeheersing.	Bezonning Bruggebouw is onderzocht; beperkt effect wordt acceptabel geacht.	Ongegrond
10.5	Uitzicht en waarde Bruggebouw	Niet passend subthema	Hoogbouw belemmert zicht op en waarde van Bruggebouw.	Zorgvuldige afweging gemaakt; belangrijkste zichtlijnen blijven behouden.	Ongegrond
10.6	Windhinder	Klimaat adaptatie	Geen onderzoek naar windhinder op hoogte Bruggebouw of balkons nieuwbouw.	Onderzoek richt zich op maaiveldniveau; hogere niveaus vallen buiten scope.	Ongegrond
10.7	Saneringsplan	Niet passend subthema	Verzoek om ontvangst saneringsplan en garantie van minimale overlast.	Saneringsplan wordt ingediend en overlast wordt zoveel mogelijk beperkt.	Ongegrond
10.8	Brandveiligheid	Niet passend subthema	Onzeker of brandveiligheid en blussystemen voldoende zijn meegenomen.	Wordt getoetst bij omgevingsvergunning; nu nog niet van toepassing.	Voor kennisgeving aannemen

10.9	Rioleringsstelsel	Niet passend subthema	Onzeker of bestaande riolering toereikend is tijdens en na bouw.	Gemeente anticipeert via Gemeentelijk Rioleringsplan; geen belemmeringen verwacht.	Ongegrond
10.10	Bereikbaarheid	Toegankelijkheid	Zorgen over verkeersopstoppingen en slechte OV-bereikbaarheid.	Aanpassing kruispunten wordt separaat uitgewerkt; OV is ander traject.	Ongegrond
10.11	Parkeereis	Toegankelijkheid	Twijfel over realistische toepassing parkeernormen en reducties (OV/MaaS).	Parkeren wordt op eigen terrein opgelost volgens beleid; reducties zijn geborgd.	Ongegrond
10.12	Kade	Openbaar groen	Onzekerheid over timing en uitvoering van versterking/vergroening kade.	Groene invulling toegeestaan; technische uitwerking volgt in apart traject.	Ongegrond
10.13	Bouwoverlast	Niet passend subthema	Verzoek om minimale overlast en blijvende bereikbaarheid tijdens bouw.	Overlastbeperking wordt meegenomen bij uitvoering en vergunningverlening.	Voor kennisgeving aannemen
#					
11.1	Uitzicht	Welzijn	Nieuwbouw belemmert uitzicht en daglicht in werkkamers aan de Nassaustraat.	Afname uitzicht beperkt; bezonningsonderzoek toont aan dat voldaan wordt aan beleid.	Ongegrond
11.2	Bezonningsonderzoek	Klimaat adaptatie	Tegenstrijdige cijfers in bezonningsrapport; verzoek tot behoud huidige bezonning.	Figuur 6 = bestaande situatie, figuur 9 = nieuwe situatie; afname zuren blijft binnen beleid.	Ongegrond
11.3	Parkeerdruk	Toegankelijkheid	Zorgen over al hoge parkeerdruk; verzoek tot meting en monitoring.	Parkeren wordt volledig op eigen terrein opgelost; geen vergunning voor straatparkeren.	Ongegrond
11.4	Parkeerdruk / Locatietype	Toegankelijkheid	Locatie als centrum aangeduid, maar OV en bereikbaarheid onvoldoende voor die classificatie.	Locatietype vastgesteld in beleid; geen aanleiding tot wijziging.	Ongegrond
11.5	Parkeerdruk / Reductiefactoren	Toegankelijkheid	Reductiefactoren OV en deelvervoer niet realistisch; verzoek tot heroverweging.	Reducties zijn conform gemeentebeleid; parkeervoorziening wordt geborgd in vergunning.	Ongegrond
11.6	Parkeergarage	Toegankelijkheid	Onzeker of parkeergarage publiek of privaat is; voorstel voor uitbreiding parkeerplaatsen.	Bij onvoldoende capaciteit wordt elders op eigen terrein gecompenseerd.	Ongegrond
11.7	Autoluw	Toegankelijkheid	Zorgen over foutparkerende pakketbezorgers in autoluw gebied.	Laden & lossen wordt meegenomen in inrichting; opstaplekkens worden gecreëerd.	Ongegrond
11.8	Afvalcontainers	Gezondheid	Afvalcontainers nu al overvol; zorgen met komst van 1.100 nieuwe bewoners.	Aantal containers wordt afgestemd op woningaanbod en besproken in participatie.	Voor kennisgeving aannemen
11.9	Kruispunt Roentgenstraat-Oranjestraat	Niet passend subthema	Kruispunt is nu al gevaarlijk; bouwverkeer zal dit verergeren.	Kruispunt wordt aangepast om veiligheid en doorstroming te verbeteren.	Ongegrond
11.10	Nassaustraat voor bestemmingsverkeer	Toegankelijkheid	Verzoek om Nassaustraat als doodlopend erf te behouden na afronding plan.	Ontsluiting wordt bepaald in inrichtingsplan, inclusief verkeersafwegingen.	Ongegrond
11.11	Geluidsnormen Nassaustraat	Geluidskwaliteit	Zorgen over geluidbelasting boven 48 dB en impact op nachtrust.	Akoestisch onderzoek toont acceptabele belasting conform regelgeving.	Ongegrond
11.12	Horeca	Gemengd gebruik	Zorgen over overlast horeca tegenover woningen, inclusief bevoorrading.	Horeca is beperkt in gebruik en openingstijden; omgevingsvergunning vereist.	Ongegrond
11.13	Evenementen	Voorzieningen	Evenementen op kade niet passend bij rustige wijk; slechte bereikbaarheid.	Evenementenregeling wordt opgenomen in plan, met beperking op aantal en grootte.	Ongegrond
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Zienswijze 12 is afkomstig van De Groene Golf op Zuid					
12.1	Percentage sociale woningbouw	Inkomensgelijkheid	Waarom is slechts 10% sociale woningbouw opgenomen en geen 20%? Hoe wordt betaalbaarheid op termijn gegarandeerd?	Focus ligt op aanvulling van middensegment vanwege hoge aandeel sociale huur in wijk; betaalbare woningen zijn geborgd met plichten.	Ongegrond
12.2	Inhoud bestemming 'Gemengd'	Gemengd gebruik	Onzekerheid over welke wijkvoorzieningen in De Kaai komen en invulling van 'Gemengd'.	Gemengde bestemming maakt diverse functies mogelijk; exacte invulling volgt via uitwerking en participatie.	Ongegrond
12.3	Verkeersveiligheid	Toegankelijkheid	Zorgen over veiligheid Roentgenstraat en verkeersstoename in Kop van Feijenoord.	Verkeersintensiteit blijft binnen capaciteit; kruispunten worden aangepast, bredere visie volgt via circulateplan.	Ongegrond
12.4	Parkeerdruk	Toegankelijkheid	Zorgen over toenemende parkeerdruk en onrealistische reducties.	Parkeren wordt op eigen terrein opgelost; reducties conform beleid en voorwaarden zijn geborgd.	Ongegrond
12.5	Openbaar vervoer en vergroeningsopgave	Openbaar groen	Zorgen over verbinding met bestaande wijk en vergroening openbare ruimte.	Plan verwijst naar cultuurhistorische opzet; openbare ruimte wordt in participatie met wijk uitgewerkt.	Ongegrond
12.6	Bouwoverlast	Niet passend subthema	Zorgen over overlast bouwverkeer; suggestie voor aanvoer via water.	Onderzoek naar overlastbeperking en aanvoer via water wordt uitgevoerd; participatie hierover volgt.	Voor kennisgeving aannemen
#					
Zienswijze 13 is afkomstig van Acibadem, is potentieel huurder van het Kadegebouw aan de Nassaukade					
13.1	Gebruik Kadegebouw	Voorzieningen	Verzoek om planologische mogelijkheid voor medisch dagcentrum in het Kadegebouw.	Gemeente staat positief tegenover medisch dagcentrum; plan wordt aangepast om functie mogelijk te maken binnen bestemming 'Bedrijf'.	Gegrond
#					
Zienswijze 14 is afkomstig van de Buurtvereniging het Hefkwartier					
14.1	Parkeerdruk	Toegankelijkheid	Zorgen over hoge parkeerdruk in de wijk en verzoek om parkeerdrukmeting met monitoring.	Verwezen naar eerdere reactie (11.3); parkeren wordt op eigen terrein opgelost.	Ongegrond
14.2	Parkeerdruk / Locatietype	Toegankelijkheid	Aanduiding als centrumgebied niet realistisch gezien matige OV-verbindingen en ligging buiten milieuzone.	Verwezen naar eerdere reactie (11.4); locatietype is vastgesteld beleid.	Ongegrond
14.3	Parkeerdruk / Afrekefactoren	Toegankelijkheid	Twijfels over realistische toepassing van afrekefactoren (OV, deelvervoer, fietsen).	Verwezen naar eerdere reactie (11.5); reducties zijn conform beleid en geborgd.	Ongegrond
14.4	Herbestemming Parkeergarage	Toegankelijkheid	Oproep tot herinrichting van gebied voor meer parkeerplaatsen; onduidelijkheid over status parkeergarage.	Verwezen naar eerdere reactie (11.6); parkeerbehoefte wordt op eigen terrein opgelost.	Ongegrond
14.5	Afvalcontainers	Niet passend subthema	Zorgen over afvalcapaciteit bij komst van 1.100 nieuwe bewoners; voorstel voor ondergrondse containers op de kade.	Aantal containers wordt afgestemd op woningaanbod en besproken in participatieproces.	Voor kennisgeving aannemen
14.6	Kruispunt Roentgenstraat-Oranjestraat	Niet passend subthema	Kruispunt is nu al gevaarlijk en wordt erger met bouwverkeer.	Verwezen naar eerdere reactie (11.9); kruispunt wordt aangepast.	Ongegrond

APPENDIX K Interview protocol SQ2 & SQ3

Interview protocol SQ2 en SQ3		Follow-up questions
#	Question/ statement	
	<p>Dankjewel dat je mee wil doen. Het doel van dit onderzoek is om te achterhalen in hoeverre Kijk op de Wijk kan worden gebruikt als een privaat georganiseerde participatiemethode binnen de nieuwe Omgevingswet en hoe deze methode kan worden verbeterd. Is het goed als ik dit interview opneem? Het idee is dat het ongeveer 60 minuten zal duren. Het zal volledig anoniem zijn en je kan eventueel de transcripten inzien om onderdeelen weg te laten. Het interview zal dus volledig geanonimiseerd worden. De audiobestanden worden na de transcriptie meteen verwijderd. De verzamelde gegevens worden gebruikt voor analyse en optimalisatie van Kijk op de Wijk en het identificeren van knelpunten en andere bevindingen. Alles zal vertrouwelijk worden behandeld.</p> <p>In dit gesprek wil ik graag focussen op het onderdeel over de wijziging van het bestemmingsplan en de daarbij bijbelevde participatie verslag. Ik heb dus wat vragen voorbereid die kunnen helpen.</p>	
<i>Bestemmingsplan/ planning</i>	<p>De kaal heeft een uitgebreid participatie traject ondervonden in aanloop tot de aanvraag van een wijziging van het bestemmingsplan. Kan jij misschien hier wat meer over vertellen over de rol van het participatie traject in deze aanvraag van bestemmingsplan?</p> <p>Ik heb gezien dat er bij andere projecten ambitie documenten voor participatie zijn opgesteld. Hebben jullie van tevoren een ambitiedocument oid opgesteld met betrekking tot het participatie traject in de kaal?</p> <p>Kan je wat meer vertellen over jou ervaring met de aanvraag van bestemmingsplan wijziging en de raad van staten zitting?</p>	<p>Wat waren de grootste uitdagingen in dit participatie traject? Hoe zijn deze uitdagingen overwonnen?</p> <p>Wat waren hierin de belangrijkste elementen? Kan je deze misschien sturen?</p> <p>Zijn er zienswijzen omgezet in bezwaren? Zo ja welke?</p>
<i>Kijk op de Wijk</i>	<p>Was jij betrokken bij de participatie in de Kaal? En in welke mate ben je bekend met de toepassing van Kijk op de Wijk in de Kaal?</p> <p>Kan je misschien vertellen wat je weet over de toepassing van Kijk op de Wijk in de Kaal?</p> <p>Waren er doelen gesteld met betrekking tot de efficiëntie (tijd, geld en middelen) van het participatie proces en dan specifiek kijk op de Wijk? Zou je in het vervolg Kijk op de Wijk een grotere rol willen geven in een participatie? En waarom? Of zou je het vaker willen gebruiken?</p> <p>Was het makkelijk KodW te integreren in het proces? Of was je niet hierbij betrokken?</p> <p>Was er door het gebruik van Kijk op de Wijk minder behoefte aan andere manieren zoals vragenlijsten, bijeenkomsten etc?</p> <p>Wat waren de grootste valkuilen van Kijk op de Wijk?</p> <p>Denk je dat Kijk op de Wijk op zichzelf staand bij kunnen dragen aan de participatie vraagstukken vanuit de gemeente? Of zijn er aanvullende maatregelen voor nodig?</p>	<p>Heeft Kijk op de Wijk kunnen bijdragen aan het participatie traject? In welke mate zijn de ambities waargemaakt?</p> <p>Hoe groot was de rol van Kijk op de Wijk?</p> <p>Zijn deze doelen gehaald?</p> <p>Wat had je anders gedaan?</p>
<i>Participatie</i>	<p>In het masterplan en ambitie document kwam ik verschillende doelen tegen met betrekking tot participatie. Deze waren bijvoorbeeld dat bewoners input moesten konden leveren, transparante, begrijpelijke en eerlijke communicatie en het promoten van sociale cohesie. Waren er nog andere doelen? Misschien meer gerelateerd aan het proces zelf vanuit de ontwikkelaars kant? Zoals voorkomen van bezwaren?</p> <p>Waren er in aanloop tot het proces inschattingen gemaakt van de verschillen in de verdeling van middelen zoals energie, tijd en geld onder de verschillende acties in de participatie?</p> <p>Vanuit jou perspectief, wat zijn de meest opvallende elementen wat de gemeente belangrijk vindt in een participatie? Wat zijn de aandachtspunten waar jij altijd op probeert te focussen?</p>	<p>In welke mate zijn deze doelen gehaald? En hoe zit het met de doelen die ik eerder noemde met betrekking tot sociale cohesie etc?</p> <p>Hoeveel tijd en energie heeft Kijk op de Wijk gekost in het proces?</p> <p>En wat valt je op tussen de samenwerking tussen bijvoorbeeld participatie bureaus, ontwikkelaren, bewoners en gemeentes?</p>
<i>Resultaten</i>	<p>Als je het resultaat van de participatie zou moeten omschrijven, wat is dit resultaat geweest?</p> <p>Merk je verschillen in effectiviteit (Betrokkenheid, bereiken van mensen) van verschillende participatie methodes?</p> <p>Welke verwachtingen had jij van het participatie proces?</p> <p>Ben je tevreden met het eind resultaat van het participatieverslag?</p>	<p>En wat is het resultaat van Kijk op de Wijk dan?</p> <p>Is Kijk op de Wijk uniek daarin?</p> <p>Welke verwachtingen hadden de ontwikkelaar, woningcorporatie, gemeente of bewoners denk je?</p> <p>Denk je dat dit past binnen de verwachtingen van de andere betrokkenen? In de context van de aanvraag van het bestemmingsplan?</p>
<i>Raad van Staten</i>	<p>Was het mogelijk geweest het zelfde resultaat te bereiken met minder tijd en energie?</p> <p>Hoe denk je dat het participatieverslag beoordeelt/ bevonden gaat worden door de Raad van Staten en gemeente?</p> <p>Er waren 14 zienswijzen ingediend, hoeveel daarvan zijn omgezet in een bezwaar bij de RvS?</p> <p>Is dit het resultaat van dat het participatie traject tekort heeft geschoten, gezien dat veel mensen, waaronder de overheid, zeggen dat participatie helpt bij het voorkomen van bezwaren/ zienswijzen?</p> <p>Ingaan op de aanvraag van het bestemmingsplan en de zienswijzen, zijn er stakeholders vergeten? Van wie had je verwacht dat er bezwaren zouden komen en van wie niet? Wat was de verwachting??</p>	<p>Was het doel van de participatie om een verslag te maken voor de aanvraag van bestemmingsplan wijziging?</p> <p>Had Kijk op de Wijk hier een speciale rol in kunnen spelen?</p> <p>Hoe zijn hun belangen meegenomen in het participatie traject? Wat viel op in deze bezwaren? Hoe zijn deze belangen in de raad van staten behartigd? Heeft Kijk op de Wijk hierin een rol gespeeld?</p>
<i>Participatietraject</i>	<p>De kaal heeft een uitgebreid participatie traject ondervonden in aanloop tot de aanvraag van een wijziging van het bestemmingsplan. Kan jij misschien hier wat meer over vertellen over dit participatie traject in aanloop tot de aanvraag van het bestemmingsplan?</p> <p>Ik heb gezien dat er bij andere projecten ambitie documenten voor participatie zijn opgesteld. Hebben jullie van tevoren een ambitiedocument oid opgesteld met betrekking tot het participatie traject in de kaal? En wat waren hierin de belangrijkste elementen/ doelen?</p> <p>In welke mate ben je bekend met de toepassing van Kijk op de Wijk in de Kaal? Heeft Kijk op de Wijk kunnen bijdragen aan het participatie traject? In welke mate zijn de ambities waargemaakt?</p>	<p>Wat waren de grootste uitdagingen in dit participatie traject? Hoe zijn deze uitdagingen overwonnen?</p> <p>Kan je misschien vertellen wat je weet over de toepassing van Kijk op de Wijk in de Kaal, hoe groot was deze rol?</p>
<i>Kijk op de Wijk</i>	<p>Was het makkelijk KodW te integreren in het proces? Of was je niet hierbij betrokken?</p> <p>Bij welke participatie evenementen is Kijk op de Wijk ingezet? Placemaking, meedenk sessies? Heb je gebruik gemaakt van de data uit de BVV? of Wat is er met de peiling gedaan?</p> <p>Waren er doelen gesteld met betrekking tot de efficiëntie (tijd, geld en middelen) van het participatie proces en dan specifiek kijk op de Wijk? Heel kort gesteld, wat waren de doelen aan het betreft effectiviteit en efficiëntie van de participatie (het hele traject en KodW)?</p> <p>Zou je in het vervolg Kijk op de Wijk een grotere rol willen geven in een participatie? En waarom? Of zou je het vaker willen gebruiken?</p> <p>Was er door het gebruik van Kijk op de Wijk minder behoefte aan andere manieren zoals vragenlijsten, bijeenkomsten etc?</p> <p>Wat waren de grootste valkuilen van Kijk op de Wijk?</p> <p>Denk je dat Kijk op de Wijk op zichzelf staand bij kunnen dragen aan de participatie vraagstukken vanuit de gemeente? Of zijn er aanvullende maatregelen voor nodig?</p>	<p>Zijn deze doelen gehaald?</p> <p>Wat had je anders gedaan?</p>
<i>Participatie</i>	<p>In het masterplan en ambitie document kwam ik verschillende doelen tegen met betrekking tot participatie. Deze waren bijvoorbeeld dat bewoners input moesten konden leveren, transparante, begrijpelijke en eerlijke communicatie en het promoten van sociale cohesie. Waren er nog andere doelen? Misschien meer gerelateerd aan het proces zelf vanuit de ontwikkelaars kant? Zoals voorkomen van bezwaren?</p> <p>Waren er in aanloop tot het proces inschattingen gemaakt van de verschillen in de verdeling van middelen zoals energie, tijd en geld onder de verschillende acties in de participatie?</p> <p>Vanuit jou perspectief/ rol bij Kickstad, wat zijn de meest opvallende elementen wat de gemeente belangrijk vindt in een participatie? Wat zijn de aandachtspunten waar jij altijd op probeert te focussen?</p>	<p>In welke mate zijn deze doelen gehaald? En hoe zit het met de doelen die ik eerder noemde met betrekking tot sociale cohesie etc?</p> <p>Hoeveel tijd en energie heeft Kijk op de Wijk gekost in het proces?</p> <p>En wat valt je op tussen de samenwerking tussen bijvoorbeeld participatie bureaus, ontwikkelaren, bewoners en gemeentes?</p>
<i>Raad van Staten</i>	<p>Hoe denk je dat het participatieverslag beoordeelt/ bevonden gaat worden door de Raad van Staten en gemeente?</p> <p>Er zijn 14 zienswijzen ingediend, is dit het resultaat van dat het participatie traject tekort heeft geschoten, gezien dat veel mensen, waaronder de overheid, zeggen dat participatie helpt bij het voorkomen van bezwaren/ zienswijzen?</p> <p>Ingaan op de aanvraag van het bestemmingsplan en de zienswijzen, zijn er stakeholders vergeten? Van wie had je verwacht dat er bezwaren zouden komen en van wie niet? Wat was de verwachting??</p>	<p>Was het doel van de participatie om een verslag te maken voor de aanvraag van bestemmingsplan wijziging?</p> <p>Had Kijk op de Wijk hier een speciale rol in kunnen spelen?</p> <p>Hoe zijn hun belangen meegenomen in het participatie traject? Wat viel op in deze bezwaren? Hoe zijn deze belangen in de raad van staten behartigd? Heeft Kijk op de Wijk hierin een rol gespeeld?</p>
<i>Kijk op de Wijk als participatie</i>	<p>Was het makkelijk KodW te integreren in het proces?</p>	

<p>Welke Tools van Kijk op de Wijk zijn toegepast in de Kaai? Kan je wat meer vertellen over de toepassing</p> <p>Bij welke participatie evenementen is Kijk op de Wijk ingezet? Placemaking, meedenk sessies? Heb je gebruik gemaakt van de data uit de BVV? of Wat is er met de peiling gedaan?</p> <p>Hoe is de BVV gebruikt in het proces? Is dit gebruikt bij de voorbereiding van de participatie?</p>	<p>BVV, Buurtpeiling, Buurtpanel, Buurtformule? Toepassingen, doel per fase, precies vertellen wat er was gebeurd</p> <p>Gebaseerd op de eerdere stappen van de BVV, Buurtpeiling en BuurtFormule, Hoe is het proces verlopen van het klaarzetten van de Buurtpanel?</p>
<p>Waren er doelen gesteld met betrekking tot de efficiëntie (tijd, geld en middelen) van het participatie proces en dan specifiek kijk op de Wijk? Heel kort gesteld, wat waren de doelen wat betreft effectiviteit en efficiëntie van de participatie (het hele traject en KodW)</p> <p>Waren er in aanloop tot het proces inschattingen gemaakt van de verschillen in de verdeling van middelen zoals energie, tijd en geld voor Kijk op de Wijk</p> <p>Was er door het gebruik van Kijk op de Wijk minder behoefte aan andere manieren zoals vragenlijsten, bijeenkomsten etc?</p> <p>Zou je in het vervolg Kijk op de Wijk een grotere rol willen geven in een participatie? En waarom? Of zou je het vaker willen gebruiken?</p> <p>Denk je dat Kijk op de Wijk op zichzelf staand bij kunnen dragen aan de participatie vraagstukken vanuit de gemeente? Of zijn er aanvullende maatregelen voor nodig?</p> <p>Wat waren de grootste valkuilen van Kijk op de Wijk?</p> <p>Heb je feedback vanuit deelnemers ontvangen?</p>	<p>Zijn deze doelen gehaald? Waren er nog andere doelen zoals zienswijzen voorkomen? (DOELEN: Versnelling, voorkomen van dubbeling van werk, grensen, Verkrijgen bestemmingsplan, Voorbereiden participatie verslag??)</p> <p>Hoeveel tijd en energie heeft Kijk op de wijk gekost in het proces?</p>
<p><i>Kijk op de Wijk algemeen</i></p> <p>Waar zit de ruimte voor verbetering van Kijk op de Wijk? Waar zitten de moeilijkheden mbt Kijk op de Wijk?</p> <p>Wat maakt Kijk op de Wijk uniek?</p> <p>Ik ben op zoek naar de toepassing van Kijk op de Wijk als participatie, wat zou er volgens jou aangepast, verbeterd of toegevoegd moeten worden om Kijk op de Wijk voor deze toepassing geschikt te maken? Waar zit de ruimte voor verbetering van Kijk op de Wijk?</p> <p>Wat was de feedback van collega's over Kijk op de Wijk? Wat was hun gedacht over de gebruiksvriendelijkheid en toepassing?</p> <p>Wat is de grootste barriere voor andere ontwikkelaars voor het gebruik van Kijk op de Wijk?</p>	<p>Wat had je anders gedaan?</p> <p>Hoe was deze feedback?</p> <p>Waar zitten dan eventueel de moeilijkheden of beperkingen mbt Kijk op de Wijk?</p>
<p><i>Belangen</i></p> <p>Vanuit jou perspectief/ rol bij VORM, wat valt jou op wat de wat de gemeente belangrijk vindt in een participatie? Wat zijn de aandachtspunten? Waar probeer jij altijd op te letten?</p> <p>Welke belangen spelen er vanuit de ontwikkelaar in een participatie? (Specifiek in de Kaai)</p> <p>Als je de handreikingen van gemeentes leest, komt het erop neer dat gemeentes in de beoordeling van participaties, een belangenafweging willen maken. Hoe denk jij dat de belangen van ontwikkelaars, gemeentes en bewoners worden afgewogen in Kijk op de wijk? Hoe geeft Kijk op de Wijk antwoord op de belangen afwegingen?</p> <p>Welke verwachtingen had jij van het participatie proces?</p> <p>Welke belangen heeft de gemeente (Bob of wouter), bijvoorbeeld in de Kaai?</p> <p>En welke belangen hebben de verschillende bewoners?</p> <p>Konden deze goed opgehaald worden dmv het participatie proces? Hoe helpt KodW hiermee?</p> <p>Hoe kan KodW verbeterd worden om een goede afweging te maken?</p>	<p>En wat valt je op tussen de samenwerking tussen bijvoorbeeld ontwikkelaars, bewoners en gemeentes?</p> <p>Welke verwachtingen hadden de ontwikkelaar, woningcorporatie, gemeente of bewoners denk je?</p> <p>En wat was je rol van KodW hierin?</p> <p>Op welke manier kan er volgens jou een goede belangen afweging gemaakt worden als je kijkt naar de verschillende middelen die je tot je beschikking hebt als ontwikkelaar?</p>
<p><i>Wisselwerking en samenwerking</i></p> <p>Kan je meer vertellen hoe je kijkt tegen de balans tussen planoptimalisatie en bewonersinbreng dmv participatie?</p> <p>Welke rol speelt de gemeente in de vormgeving en/of toetsing van de participatie aanpak vanuit VORM</p> <p>In overre draagt een samenwerking met een woningcorporatie bij aan effectievere participatietrajecten, gezien hun ervaring met huurders?</p> <p>Wat draagt bij aan een effectievere samenwerkingen tussen verschillende partijen in een participatie?</p> <p>Welke obstakels of spanningsvelden ervaar je bij het afstemmen van verschillende belangen in participatie trajecten</p>	
<p><i>Vragen mbt de Kaai</i></p> <p>Kan je wat meer vertellen over jou ervaringen met de Kaai vanuit jou rol bij de gemeente en dan specifiek met betrekking tot het participatie proces?</p> <p>Wat voor rol had jij in dit participatie proces?</p> <p>Kijk op de Wijk is ingezet als een soort Pilot, volgens Vince en Britt. Kan jij mij misschien vertellen wat jij weet van Kijk op de Wijk en hoe dat proces is verlopen?</p> <p>Kon er gebaseerd op het participatie traject in de kaai een goede afweging van belangen worden gemaakt?</p>	
<p><i>Vragen wanneer bekend met KodW</i></p> <p>In hoeverre biedt een methodiek als Kijk op de Wijk volgens u voldoende kwalitatieve en kwantitatieve input voor gemeentelijk besluitvormingsproces?</p> <p>Wat is volgens u de waarde van een methode als Kijk op de Wijk in het representeren van bewonersperspectieven?</p> <p>Biedt Kijk op de Wijk goede mogelijkheden om een belangen afweging te maken tussen de verschillende actoren?</p>	
<p><i>Belangenafweging (gemeente) -- vanuit gemeente perspectief vragen</i></p> <p>Welke verwachtingen heeft de gemeente in een participatie proces?</p> <p>Kunt u toelichten hoe de gemeente belangen van verschillende actoren weegt bij de beoordeling van een participatieverslag?</p> <p>In welke mate en op welke wijze wordt de participatie-uitkomst betrokken in de vergunningverlening of bestemmingsplanprocedure?</p> <p>Wat zijn de voornaamste criteria voor de gemeente om een participatiemethode als passend of onvoldoende te beschouwen?</p> <p>Welke rol speelt de mate van representativiteit of inclusiviteit in de beoordeling van een participatieproces?</p> <p>In hoeverre worden 'zachte signalen' of niet-kwantitatieve participatie-uitkomsten meegenomen in uw belangenafweging?</p> <p>Hoe verhoudt uw rol zich tot die van andere partijen bij de belangenafweging: coördinerend, toetsend of faciliterend?</p> <p>Kunt u een voorbeeld geven van een situatie waarin participatie leidde tot heroverweging van beleidsmatige keuzes?</p>	
<p><i>Algemeen -- vragen voor zowel gemeentes als voor corporatie -- zitten er verschillen tussen</i></p> <p>Hoe definieert u een succesvolle participatie in het kader van gebiedsontwikkeling?</p> <p>In hoeverre ervaart u dat de belangen van verschillende actoren (gemeente, ontwikkelaar, bewoners, woningcorporatie) op evenwichtige wijze worden meegenomen?</p> <p>Welke factoren dragen volgens u bij aan effectieve samenwerking tussen betrokken partijen tijdens participatieprocessen?</p> <p>Welke obstakels of spanningsvelden ervaart u bij het afstemmen van uiteenlopende belangen in participatietrajecten?</p> <p>Wat moet er volgens u absoluut meegenomen worden in een participatie proces om een goede afweging van belangen te maken?</p> <p>Wat zou er volgens u moeten gebeuren om participaties standaard op te nemen gebieds/ project ontwikkelingen?</p>	
<p><i>Belangenafweging (Corporatie)</i></p> <p>Kan je wat meer vertellen over je rol bij Haven steden nu en of je nog wat met participatie doet?</p> <p>Welke verwachtingen heeft een woningcorporatie in een participatie proces?</p> <p>Welke doelstellingen streeft u na met participatie vanuit het perspectief van de corporatie?</p> <p>Hoe betreft u moeilijk bereikbare of kwetsbare doelgroepen in het participatieproces?</p> <p>In hoeverre worden uw sociaal-maatschappelijke belangen gehoord door gemeente en ontwikkelaars?</p> <p>Hoe ervaart u de balans tussen commerciële en sociale doelstellingen in gebiedsontwikkeling?</p> <p>Op welke momenten in het participatieproces wordt uw expertise betrokken en hoe kan dit worden verbeterd?</p> <p>In hoeverre draagt de inzet van digitale participatie-instrumenten bij aan inclusiviteit of juist uitsluiting?</p>	

APPENDIX L Implementation related challenges

Strategic & process Challenges

Challenge summary	Source	Quote	Relation
Lack of preparation time to distribute properly among participants Limitation in accessibility from other stakeholders to back-end which made monitoring difficult Little to no time to monitor responses	2-B, 2025	Omdat het in die zin gegaat ging, was er eigenlijk ook niet zoveel tijd om het om het om het heel goed te verspreiden en ook te monitoren wat de reactie daarvan was. Ik had ook niet de inloggegevens of iets dergelijks of de de back-end kon ik niet zien daarvan. Dat lag gewoon niet bij mij. Dus ja, vandaar dat ik in die zin ja dus ook wel richting vorm kritisch was over de manier hoe zij dit.	KodW
Lack of structural integration into initial participation plan Late integration of Kijk op de Wijk into the process	2-B, 2025	Ja, Je moet ja precies en en dus collega's van mij zijn er ook op de piekstraat nu aan de aan de slag in die in die voorfase om, zeg Maar dat participatieplan van een aanpak te maken. En daarin hadden inderdaad Mensen van vormen al wel gegeven. Van goh, kunnen we dat kijk op de wijk hiervoor inzetten? Kijk en dan is het een goed, dan is het goed, want dan zit je dus aan de voorkant van je proces waarin je dan in je strategie eigenlijk nadenkt over of dit toepasselijk is hier.	KodW
Lack of time to implement properly	2-B, 2025	Het voelde gegaat dat wij dat wij dit zeg, maar in moesten brengen in dit project en het voelde alsof het nog niet helemaal super goed was gefest.	KodW
Lack of structural integration into initial participation plan Limitation in accessibility from other stakeholders	2-B, 2025	Het was iets wat Natuurlijk ook vanuit vorm zeg, maar he was bedacht en geprobeerd op aan te haken op dit proces, dus ik. Ik weet er het fijne niet van en ik. Ik denk ook dat je met die resultaten daarvan dat die eigenlijk niet representatief zijn voor hoe zo iets zou.	KodW
Lack of time to implement properly	2-B, 2025	Omdat we gewoon meer meer tijd voor nodig hadden om het om het goed goed te doen	KodW
Additional steps to the participation process needed to do properly	2-B, 2025	Ja gewoon goed om om aanvullend op je participatieproces. Te doen.	KodW
Lack of sustained motivation to invest in the longer term, as result of tick-off behaviour	2-B, 2025	En ik merkte wel aan het eind dat daar dan heb gezien ook ja, je hebt gewoon je spatie doorlopen, je richting dat ja dat er gewoon minder dat het moeilijker is om Energy te mobiliseren aan de opdrachtgevers kant om ja ook te blijven investeren in die plek nu.	KodW
Lack of preparation time to implement properly Lack of structural integration into initial participation plan	2-B, 2025	Dat is dus eigenlijk een gebrek aan de de tijd en strategisch denken aan de voorkant die het daar heeft. In die zin heeft genekt denk namelijk wel dat Als we dat wel van. Van tevoren goed over hadden nagedacht, maar goed zat nog In de pilotfase dat dat het dat het veel toegevoegde waarde had kunnen hebben.	KodW
Lack of structural integration into initial participation plan Lack of preparation time to implement properly	2-B, 2025	Strategisch van hoe past dit binnen mijn participatie strategie, zeg maar hè, zo, zodat je, zodat dat je ook echt die resultaten krijgt die je hoopt kwantitatieve kwalitatief.	KodW
Misalignment between KodW and Participation plan	2-C, 2025	die timing was net nou eigenlijk hetzelfde als met buurtpanel. We liepen net iets voor Als het ware op de ontwikkeling van kijk op de wijk.	KodW
Timing between stakeholders Misalignment between KodW and Participation plan	2-C, 2025	Een beetje tweeledig dus, zeg maar voor de buurt visie Vormer en ik moet even goed zeggen. Buurt peiling was dat het geval en voor buurtpanel was. Op een gegeven moment stond panel wel klaar. Maar nou ja, waren we nog niet zo ver in de participatie dat we echt over die kader met de gemeente konden gaan participeren? Dus ik weet niet wat daar inmiddels de status van is, maar	KodW
User-friendliness of the apps Timing between stakeholders Flexibility of the use of KodW (insufficiently flexible) in when to use	2-C, 2025	Ja de flexibiliteit, de planning, maar ook inderdaad de gebruiksvriendelijkheid en dan zowel eigenlijk aan de kant van de bewoners als aan de ontwikkelaars kant.	KodW
Additional steps to the participation process needed to do properly	2-C, 2025	je meer nodig dan Alleen een digitale tool.	KodW
Flexibility of the use of KodW (insufficiently flexible) in when to use Getting developers to use the tools the way it's meant to be used Using and understanding scientific principles of KodW	2-C, 2025	een les vanuit elkaar richting kijk op de wijk van ja, hoe kunnen we erover nadenken om die inzet wat flexibeler te maken? Dus wanneer zet je wat in en is het daar geschikt voor aan? Kun je nog dingen aanpassen? Volgens mij is dat ook een beetje de zoektocht op grotere schaal van. In hoeverre is zijn de stappen vanuit het onderzoek en hoe het wetenschappelijke zeg maar hoe kijk op de wijk is opgebouwd, wat is echt hard en wat is flexibel?	KodW
Flexibility of the use of KodW (too flexible) in not using it as intended	2-C, 2025	Ik denk dat bijvoorbeeld de buurt peiling nu Misschien té flexibel wordt ingezet, want wat ik niet al noemde, dan is het voorral de tol, maar dan is het geen onderdeel meer van kijk op de wijk.	KodW
Properly selecting the right design measures at once for the Neighborhood Panel	2-C, 2025	je kan maar een keer goed doen, dus je hebt wel die precies de juiste nuance nodig van wat wil je nou precies testen en voorral dan die kaartjes en zijn die bijchriften en de besloten die je in buurtpanel erin zitten? Zijn dat exact de goede of of niet? En daar wilden we soms denk ik gewoon Misschien te snel in.	KodW
Misalignment between KodW and Participation plan	2-C, 2025	maar gewoon door het moment waar we met kijken op de wijk waren en het momenten In de participatie matchen dat even niet, zodat we het echt al heel erg hebben ingezet.	KodW
Division of responsibilities among stakeholders Timing between stakeholders The way KodW will be deployed and used	2-C, 2025	En de kade is nou net het stuk dat van de gemeente is en waar de gemeente uiteindelijk het ontwerp voor moet Laten maken. En dat duurde gewoon. Eigenlijk ging dat wat trager dan het deel voor de gebouwen waar wij als consortium mee bezig waren, dus Het was steeds onderwerp van gesprek van oh ja, Als we die de participatie over de kader gaan organiseren en We kunnen echt Ja, ik weet niet of het een drempel is dat Mensen toch denken van oh, hoe moet ik dat gaan uitzetten of bij wie moet ik het uitzetten? Hoe ga ik verspreiden Als het ware, welke Mensen ga ik benaderen, dus Dat is eigenlijk nog een beetje de schakel die volgens mij op dat vlak mist. Dus hoe ga je hem echt als die validatie inzetten? Want ik heb volgens mij nog niet meegemaakt dat hij echt op die manier is ingezet. Meer dus als meer de tool op zich dan het onderdeel in het proces Als het ware	KodW
Additional steps to the participation process needed to do properly	2-C, 2025	Ik denk dat daarin gewoon het belangrijk is dat je het altijd ziet als een onderdeel uit het proces en Het is moeit het hele participatieproces. Daar is het gewoon niet voldoende voor en Het is te veel digitaal. Je wilt uiteindelijk gewoon met Mensen in gesprek. Je wil ook gewoon open vragen kunnen stellen. Je wilt Mensen meer dingen Laten zien, want je geeft Natuurlijk beperkte context op zo'n app, dus Het is een heel goede tool binnen je participatie strategie, Maar het is niet je participatie strategie.	KodW
Personal and physical interaction between different stakeholders	2-C, 2025	Daarom denk ik dus dat dat een van de belangrijke redenen is dat je kijk op de wijk niet Als de participatie strategie kan zien, Maar dat het een van de tools is. Dus ik ben van mening dat je altijd een op een persoonlijke contactmomenten nodig hebt om je verhaal te kunnen doen om een presentatie te kunnen geven om in gesprek te gaan met Mensen hè? Dat zij vragen kunnen stellen, maar ook andersom dat je vragen eigenlijk kan stellen. En Dat is Natuurlijk ergens een beperking van de tools die ik kijk op de wijk zitten dat het gewoon allemaal gesloten vragen zijn.	KodW
Lack of time to implement properly	2-D, 2025	Maar omdat je toch te korte tijd had, zeiden heel veel collega's van dan gaan we gewoon de investering niet eruit	KodW
Lack of time to implement properly	2-D, 2025	de gemeente is heel erg willend, maar ze, ja, omdat je altijd langs heel veel verschillende hoekjes moet en niemand durft te zeggen, maar ja, ze duurt niet te lang zomaar. Dus dat was wel jammer of zo. Daarvoor heb je groot tekort tijd.	KodW
Alignment and communication between stakeholders	2-D, 2025	Daarop. Nou heel eerlijk het feit dat ik dus niet heel erg bewust ben van wat het allemaal inhoudt dat ligt misschien aan mij, maar ik had er wel niet door dat het plan was om dat hier toe te passen. Nee. Dus dat was wel handig geweest als ik dat had geweten anders had ik ook niet meer verdiend. Dus dat je even alle koppen dezelfde kant op zet. Speaker 0 00:30:53 Ja, dus eigenlijk ook een beetje interne... Ja... afstemming met elkaar. Ja Van we gaan dit doen. Speaker 1 00:30:58 Ja, precies. Nu komt dat wel omdat toen ik aansluit alles al bedacht was, maar... Ja. Speaker 0 00:31:03 Nee, precies maar het was niet, het had niet zo'n duidelijke rol gekregen binnen het team. Speaker 1 00:31:08 Nee, nee Zeg maar. Nee eigenlijk. Speaker 0 00:31:09 Nee, oké. Nee. Dus eigenlijk ook vooral een beetje puntje communicatie. Ja. Speaker 1 00:31:14 Ja. Ja en... Vanuit Speaker 0 00:31:16 Hun dan. Speaker 1 00:31:17 Ja, en inderdaad misschien zo'n app. Ja, ik weet niet of het echt heel erg werkt in zo'n wijk je moet er een beetje	KodW
Lack of time to implement properly	2-D, 2025	Ja, want je hebt gewoon op eens zo'n fabriek dat is natuurlijk best wel snel gegaan en je wilt gewoon dat dat open gaat, dat daar dingen gebeuren en gaat maar gewoon door en je doet maar wat eigenlijk en uiteindelijk krijg toch nog best wel veel voor elkaar. Ja. Maar dat stappenplan moet je gewoon een keer doorlopen en wil je een proces goed kunnen opzetten.	KodW
Additional steps to the participation process needed to do properly	2-E, 2025	Digitale digitale participatie niet zien als een vervanger per se van fysieke bewonersavonden, maar een middel om fysieke participatie Als het ware maar zo te noemen te bereiken, zeg maar.	KodW
Additional steps to the participation process needed to do properly	2-E, 2025	Het is een niet een vervanger van de bewonersavond, maar wel vervanger van sommige activiteiten die je op zo'n avond doet. Weet je het? Het plakken van stickers of zo iets dergelijks kan je heel goed vervangen met digitale middelen, zodat het transparanter wordt en beter te analyseren, et cetera. En Dat is denk ik wel een hele dag.	KodW
Alignment with EPA	2-E, 2025	moet die in principe je Natuurlijk je volgens je Omgevingswet, dan heeft je participatieplan of je plan van aanpak en dan je participatie rapport aan het einde zeg. Maar weet je, en die moeten we Natuurlijk een beetje inkt zijn met elkaar.	KodW
Integration and alignment between initial participation plan and participation report	2-E, 2025		
Organization skill, entire organization must be behind participation plan in terms of budgets, planning and preconditions	3-A, 2025	Dat geldt ook voor participatie. Dat is vooral een organisatie vaardigheid. Snap je wat ik bedoel? Het is niet afhankelijk van één persoon. Je moet het als organisatie doen omdat er. Omdat het heel veel zegt over hoe je georganiseerd bent, hoe je met je budgetten omgaat, hoe je met planning omgaat. En als daar de randvoorwaarden niet aanwezig zijn, dan kan je hele mooie ambities hebben, maar dan is het heel moeilijk om dat waar te maken in de praktijk.	Participation in general
Costs must be incurred first to benefit later	3-A, 2025	waarbij het ook voor een projectontwikkelaar mooi zou zijn als je de kosten gaan voor de baten uit laat uitsluiten, luidt een oud spreekwoord. En dat zit hem hier echt heel erg in.	Participation in general
Sharing of interests between stakeholders	3-A, 2025	omgevingsmanagement draait om het delen van belangen. Dus op het moment dat de gemeente en dat is vooral gericht op de fysieke participatie in de fysieke wereld. Ja, in de fysieke omgeving dus. Mijn rol was heel erg, bijvoorbeeld met xxx om de projectmanagers mee te nemen in dat bedachtloep. Op het moment dat een project start.	Participation in general
Opening up interests and bringing them together	3-A, 2025	De hele methode draait erom dat je als facilitator, in dit geval de gemeente Rotterdam, jouw belang openstellen ten opzichte van andere belangen en probeert dan het beste daarin bij elkaar te brengen.	Participation in general
Opening up interests and bringing them together	3-A, 2025	Als je echt jezelf wil openstellen voor belangen van ander, dan moet de hele organisatie dat steunen. Ja, en bij een gemeente is het heel lastig dat je ook een politieke organisatie in je nek heb hijgen die natuurlijk ook hun eigen belang soms naar voren wil schuiven. Ja, dus daar moet je je heel goed tegen wapenen.	Participation in general
Organization skill, entire organization must be behind participation plan in terms of budgets, planning and preconditions	3-A, 2025		
Political influence on process Setting up your governance	3-A, 2025	Ja jij ja, dat is natuurlijk afhankelijk van hoe je je governance of je je je je je mandaat zeg maar inricht.	Participation in general

Method related challenge

Challenge summary	Source	Quote	Relation
Apps not user-friendly	2-B, 2025	Omdat ik gewoon de interface van kijk op de wijk op dat moment en hoe je er doorheen moest lopen en hoe Het was ingevuld.	KodW
Going through apps took too long	2-B, 2025	Het klopt niet, want je kon dan niet en Het was lang en veel Mensen hadden het dan toch niet afgemaakt.	KodW
Failure of participants to complete tools	2-B, 2025	Als het ook uiteraard een gebruiksvriendelijke tool is dus niet te lang duurt. Iedereen kan snappen, et	Kodw
Apps not user-friendly	2-B, 2025	Als het ook uiteraard een gebruiksvriendelijke tool is dus niet te lang duurt. Iedereen kan snappen, et	Kodw
Going through apps took too long	2-B, 2025	Als het ook uiteraard een gebruiksvriendelijke tool is dus niet te lang duurt. Iedereen kan snappen, et	Kodw
Apps difficult to understand for some participants	2-B, 2025	Als het ook uiteraard een gebruiksvriendelijke tool is dus niet te lang duurt. Iedereen kan snappen, et	Kodw
Making apps really fun to play	2-B, 2025	Ja, hier kan je leuke dingen doen, zeg maar, dus Ik denk ook dat zo'n tool. Ja, Ik weet niet hoe die er nu uitziet, etcetera. Dat je heel veel aandacht moet stoppen in dat het. Nou ja, bij zwart procuratie maken ze er bijna bijna een soort spelletje van. Snapt wat ik bedoel.	Participation in general
Accessibility of the scientific theory behind it	2-C, 2025	maar nog steeds met de hele gamification theorie die erachter zit best lastig te begrijpen. Dus ik vraag me af of die laagdrempelig genoeg is. Dat Mensen nou ja, heel veel Mensen die meedoen niet weten Misschien niet eens dat die hele gamification theorie erachter zit maakt ja dus dat de laagdrempeligheid vind ik daar nog af en toe spannend.	KodW/ Buurtpanel
Awareness of participants about underlying thought	2-C, 2025	maar nog steeds met de hele gamification theorie die erachter zit best lastig te begrijpen. Dus ik vraag me af of die laagdrempelig genoeg is. Dat Mensen nou ja, heel veel Mensen die meedoen niet weten Misschien niet eens dat die hele gamification theorie erachter zit maakt ja dus dat de laagdrempeligheid vind ik daar nog af en toe spannend.	Buurtpanel
Balance between standard patterns and site specific interpretation	2-C, 2025	wat ik ook wel een beetje lastig vind is. Je hebt Natuurlijk dat boek of patterns met die patronen en dat zijn uiteindelijk de kaartjes die Als het ware of de de patronen die de kaartjes moeten vullen van buurtpanel. In hoeverre doen we dat echt al of gaan we toch specifiek naar de plek kijken en gaan we daar gewoon inrichtingselementen invullen waarvan wij denken, daar gaat het om en Dat is niet verkeerd, want Dat is uiteindelijk Natuurlijk voor je doel van je participatie. Belangrijkste dat je iets kan testen wat je ook voor die casus moet testen.	BuurtFormule
How is the output of one tool the input for the other	2-C, 2025	Maar ja, dus dus In de schakel van kijk op de wijk is dat ook nog een beetje een vraagtekentje van, hoe is het één het de input voor het ander en is dat dan ook treffend genoeg voor wat er nodig is om die plek? Als je snapt wat ik bedoel?	KodW
Flexibility of the use of KodW (Insufficiently flexible) in when to use	2-C, 2025	Maar ja, dus dus In de schakel van kijk op de wijk is dat ook nog een beetje een vraagtekentje van, hoe is het één het de input voor het ander en is dat dan ook treffend genoeg voor wat er nodig is om die plek? Als je snapt wat ik bedoel?	KodW
Apps not user-friendly	2-C, 2025	Maar ja, dus dus In de schakel van kijk op de wijk is dat ook nog een beetje een vraagtekentje van, hoe is het één het de input voor het ander en is dat dan ook treffend genoeg voor wat er nodig is om die plek? Als je snapt wat ik bedoel?	KodW
Providing enough context through the apps	2-C, 2025	daar vind ik nog ook een soort kwetsbaarheid, Misschien in buurtpanel zitten van kun je genoeg context meegeven Als het ware om Mensen die dat panel in te laten vullen. Dus ik kan me bijvoorbeeld voorstellen als jij op een participatie event eerst een presentatie geeft dan de QR code op het scherm zetten en Mensen dan weer panel laat invullen dat dat anders is en dat je meer de Achtergrond en de context kunt meegeven dan dat je de QR code door de brievenbus bij Mensen doet en ze gaan invullen Zonder die context gehad hebben.	Buurtpanel/ Buurtpeiling
Retrieving underlying motivation of a particular choice	2-C, 2025	Ja je wil gewoon door kunnen vragen en gewoon meer horen over de achterliggende motivatie om bepaalde dingen in te vullen.	Buurtpanel
Properly selecting the right design measures at once for the Neighborhood Panel	2-C, 2025	je kan maar een keer goed doen, dus je hebt wel die precies de juiste nuance nodig van wat wil je nou precies testen en zijn dan die kaartjes en zijn die bijschriften en de beelden die je in buurtpanel erin zitten? Zijn dat exact de goede of niet? En daar wilden we soms denk ik gewoon Misschien te snel in.	Buurtpanel
User-friendliness for all stakeholders	2-C, 2025	Ik denk ook heel erg die gebruiksvriendelijkheid van niet Alleen naar ons, maar ook naar participatie specialisten die het moeten gaan inzetten ook naar Mensen die het gaan invullen, dus eigenlijk aan alle partijen die ermee te maken hebben. Het moet gewoon makkelijker worden en het moet makkelijker uitlegbaar zijn.	KodW
Balance between practice and theory, since it is not always relevant for every stakeholder	2-C, 2025	ik denk dat wij andersdaad bij jullie heel graag willen uitleggen wat er allemaal aan aan ten grondslag ligt. En Dat is ook heel goed. En Dat is ook het onderscheidende daaraan, Maar dat is niet altijd relevant en dat vinden we soms denk ik nog moeilijk. Die hele theorie van gamification die onder buurtpanel zit. Ja, dat maakt eigenlijk voor de Mensen die het invullen maakt dat niet uit en voor de participatie specialisten die ermee gaan werken maakt het ook niet uit. Dat is gewoon iets wat wij Misschien uiteindelijk aan data eruit halen, terwijl we dat wel altijd gaan overbrengen en.	KodW en Buurtpanel
Tools are not used as intended	2-C, 2025	de buurt peiling is een aantal keer ingezet, maar niet op die manier dus Het is een soort makkelijke enquête tool om iets op te halen In de buurt van wat vinden Mensen ergens van?	Buurtpanel en Buurtpeiling
Integration of all tools as a whole by the developers due to the complexity of different steps	2-C, 2025	Maar ja, hoe het echt allemaal op elkaar aansluit? Ja, Dat is soms Misschien nog een beetje te ingewikkeld of te ja dat dat gebeurt nog niet altijd.	KodW
Using digital tools as participation method	2-C, 2025	Ik denk dat daarin gewoon het belangrijk is dat je het altijd ziet als een onderdeel uit het proces en Het is nooit het hele participatieproces. Daar is het gewoon niet voldoende voor en Het is te veel digitaal. Je wil uiteindelijk gewoon met Mensen in gesprek. Je wil ook gewoon open vragen kunnen stellen. Je wil Mensen meer dingen laten zien, want je geeft Natuurlijk beperkte context op zo'n app, dus Het is een heel goede tool binnen je participaties strategie, Maar het is niet je participatie strategie.	KodW
Providing enough context through the apps	2-C, 2025	Ik denk dat daarin gewoon het belangrijk is dat je het altijd ziet als een onderdeel uit het proces en Het is nooit het hele participatieproces. Daar is het gewoon niet voldoende voor en Het is te veel digitaal. Je wil uiteindelijk gewoon met Mensen in gesprek. Je wil ook gewoon open vragen kunnen stellen. Je wil Mensen meer dingen laten zien, want je geeft Natuurlijk beperkte context op zo'n app, dus Het is een heel goede tool binnen je participaties strategie, Maar het is niet je participatie strategie.	KodW
Lack of physical interaction	2-C, 2025	Daarom denk ik dus dat dat een van de belangrijke redenen is dat je kijkt op de wijk niet Als de participaties strategie kan zien, Maar dat het een van de tools is. Dus Ik ben van mening dat je altijd een of een persoonlijke contactmomenten nodig hebt om je verhaal te kunnen doen om een presentatie te kunnen geven om in gesprek te gaan met Mensen hè? Dat zij vragen kunnen stellen, maar ook andersom dat je vragen eigenlijk kan stellen. En Dat is Natuurlijk ergens een beperking van de tools die ik kijk op de wijk zitten dat het gewoon allemaal gesloten vragen zijn.	KodW
Lack of opportunity to ask questions	2-C, 2025	Waar komt dat dan vandaan of waar ligt dat dan aan dat Mensen zich onveilig voelen kan aan een heel klein ding liggen, wat Misschien heel makkelijk op te lossen is, Maar dat haal je niet op uit de buurt peiling.	KodW
Small signals are not picked up	2-C, 2025	Waar komt dat dan vandaan of waar ligt dat dan aan dat Mensen zich onveilig voelen kan aan een heel klein ding liggen, wat Misschien heel makkelijk op te lossen is, Maar dat haal je niet op uit de buurt peiling.	KodW
Lack of figuring out the rationale behind it	2-C, 2025	je mist wel de achterliggende gedachte van.	KodW
Lack of figuring out the rationale behind it	2-C, 2025	Laten zien en dan nog een keer kan doorvragen naar hè, wie kan hierover wat zeggen of meer de de achterliggende gedachte zeg maar op te halen,	KodW
Opportunities for further questioning	2-D, 2025	Dat een beetje afhankelijk van de toegevoegde daar woont. Ja. Ik weet niet hoe xxx dat heeft ervaren, maar ik had het idee dat dat niet heel erg goed werkte. Ik denk dat het heel goed werkt in een bijenkast, bijenorp Speaker 0 00:04:19 Of zo Ja Misschien iets meer jongere mensen misschien die... Ook Speaker 1 00:04:22 Misschien wel mensen die de taal spreken, dus zo'n app ook beter begrijpen.	KodW
Language barriers in apps	2-D, 2025	Dat een beetje afhankelijk van de toegevoegde daar woont. Ja. Ik weet niet hoe xxx dat heeft ervaren, maar ik had het idee dat dat niet heel erg goed werkte. Ik denk dat het heel goed werkt in een bijenkast, bijenorp Speaker 0 00:04:19 Of zo Ja Misschien iets meer jongere mensen misschien die... Ook Speaker 1 00:04:22 Misschien wel mensen die de taal spreken, dus zo'n app ook beter begrijpen.	KodW

Communication challenge

Challenge summary	Source	Quote	Relation
Good and thorough communication of tools	2-B, 2025	Omdat het in die zin gehaast ging, was er eigenlijk ook niet zoveel tijd om het om het om het heel goed te verspreiden en ook te monitoren wat de reactie daarvan was. Ik had ook niet de inloggegevens of iets dergelijks of de de back end kon ik niet zien daarvan. Dat lag gewoon niet bij mij. Dus ja, vandaar dat ik in die zin ja dus ook wel richting vorm kritisch was over de manier hoe zij dit.	Participation in general
Inform well and transparently about process of decision making	2-B, 2025	Gewoon ja, zeg maar retegoed informeren, transparant etcetera over het proces over de besluitvorming over de de wijze van hoe je betrokken.	Participation in general
Inform well and transparently about way of involvement	2-B, 2025	Gewoon ja, zeg maar retegoed informeren, transparant etcetera over het proces over de besluitvorming over de de wijze van hoe je betrokken.	Participation in general
Reaching the right target groups	2-B, 2025	de Mensen die op wat meer afstand zitten gewoon uit de buurt. Ja, die moet je bijvoorbeeld op gaan zoeken die jongeren, die moet je Misschien wel met een video bereiken die je gewoon makkelijk kan delen via WhatsApp.	Participation in general
Reaching the right target groups	2-B, 2025	Ja precies ja nee dus daar ben ik het helemaal mee eens zeker om gewoon ook die doelgroep te bereiken die zich wat minder snel laat horen Omdat het Misschien net even iets minder urgent is of Omdat ze gewoon überhaupt moeilijker te bereiken zijn of hè? Want je ziet toch bij participatie dat het een altijd een uitdaging is om een diverse groep Mensen en representatieve groep ook van Van de wijk, zeg maar aan te spreken, dus daarin kan dit denk ik heel erg helpen, mits je het op de goede manier kan inzetten en de de Mensen weten te bereiken.	Participation in general
Reaching a diverse and representative group	2-B, 2025	Ja precies ja nee dus daar ben ik het helemaal mee eens zeker om gewoon ook die doelgroep te bereiken die zich wat minder snel laat horen Omdat het Misschien net even iets minder urgent is of Omdat ze gewoon überhaupt moeilijker te bereiken zijn of hè? Want je ziet toch bij participatie dat het een altijd een uitdaging is om een diverse groep Mensen en representatieve groep ook van Van de wijk, zeg maar aan te spreken, dus daarin kan dit denk ik heel erg helpen, mits je het op de goede manier kan inzetten en de de Mensen weten te bereiken.	Participation in general
Reaching the right target groups	2-B, 2025	Je moet echt je best doen om ja om om Mensen zeg maar die plek te laten ontdekken en om mee te doen, hè? In som op sommige plekken heb je heel veel, heel veel animo en en is is je uitdaging om. Om de juiste balans op te maken van alle dingen die je hoort, maar hier was het ook echt wel een opgave om Mensen te bereiken, zeg maar.	Participation in general
In cases of much enthusiasm, take balance of all the things you hear in participation and what do you take more or less into account	2-B, 2025	Je moet echt je best doen om ja om om Mensen zeg maar die plek te laten ontdekken en om mee te doen, hè? In som op sommige plekken heb je heel veel, heel veel animo en en is is je uitdaging om. Om de juiste balans op te maken van alle dingen die je hoort, maar hier was het ook echt wel een opgave om Mensen te bereiken, zeg maar.	Participation in general
Clearly and easily communicating underlying theories	2-C, 2025	Van hoe brengen we dat nou goed over en snappen Mensen het ook, want Ik denk dat we soms veel te veel theorieën Als het ware wilden overbrengen waardoor heel veel Mensen afhaken, dus dat het al snel veel te ingewikkeld wordt en Mensen denken van oh.	KodW
A methodology that is too complicated for all stakeholders to understand all elements	2-C, 2025	Van hoe brengen we dat nou goed over en snappen Mensen het ook, want Ik denk dat we soms veel te veel theorieën Als het ware wilden overbrengen waardoor heel veel Mensen afhaken, dus dat het al snel veel te ingewikkeld wordt en Mensen denken van oh.	KodW
Lack of physical interaction	2-C, 2025	Ik denk dat daarin gewoon het belangrijk is dat je het altijd ziet als een onderdeel uit het proces en Het is nooit het hele participatieproces. Daar is het gewoon niet voldoende voor en Het is te veel digitaal. Je wil uiteindelijk gewoon met Mensen in gesprek. Je wil ook gewoon open vragen kunnen stellen. Je wil Mensen meer dingen laten zien, want je geeft Natuurlijk beperkte context op zo'n app, dus Het is een heel goede tool binnen je participaties strategie, Maar het is niet je participatie strategie.	KodW
Limited to the information you share in the apps	2-C, 2025	Ik denk dat daarin gewoon het belangrijk is dat je het altijd ziet als een onderdeel uit het proces en Het is nooit het hele participatieproces. Daar is het gewoon niet voldoende voor en Het is te veel digitaal. Je wil uiteindelijk gewoon met Mensen in gesprek. Je wil ook gewoon open vragen kunnen stellen. Je wil Mensen meer dingen laten zien, want je geeft Natuurlijk beperkte context op zo'n app, dus Het is een heel goede tool binnen je participaties strategie, Maar het is niet je participatie strategie.	KodW
opportunity for further questioning	2-D, 2025	Ja, je moet wel echt goede kaders meegeven aan de bewoners Ja. Het wat wel en niet mag überhaupt. Ja. Elm bewoners komen snel met dingen die überhaupt niet mogen komen tegen het bestemmingsplan.	Participation in general
Defining the frameworks of what is and is not possible	2-E, 2025	was het ook nog wel even zoeken van. Hoe krijg je nou die bewoners mee	KodW
Reaching the right target groups	2-E, 2025	Eigenlijk ging ging die brief voornamelijk om de uitnodiging tot een bewonersavond. En, er stond in een soort van bijsluiters je onderaan ergens van, hè, hier heb je een QR code. Daarmee kan je ook alvast een panel invullen. Nou, Dat is de spons is toen heel laag	KodW
Using the right ways and means to reach the people you want	2-E, 2025	Eigenlijk ging ging die brief voornamelijk om de uitnodiging tot een bewonersavond. En, er stond in een soort van bijsluiters je onderaan ergens van, hè, hier heb je een QR code. Daarmee kan je ook alvast een panel invullen. Nou, Dat is de spons is toen heel laag	KodW
Reaching the right target groups	2-E, 2025	denk ook echt na van hoe je de mens gaat bereiken hiermee	Kodw

Participation challenge

Challenge summary	Source	Quote	Relation
Involve local businesses	2-B, 2025	ik zal bijvoorbeeld in een aantal WhatsApp groepen die zeg maar van bewoners en van ondernemers et cetera en ja, dingen digitaal die je even makkelijk kan invullen zijn gewoon heel veel Mensen die niet naar een plek zelf of naar een avond Natuurlijk komen. Dus dit was wel een iets wat je makkelijk zeg. Maar ja, meer Mensen mee kon kon bereiken en Mensen ook die die je normaal niet zo makkelijk kan bereiken. Als je het dus strategisch inzet.	Participation in general
Achieving and connecting to a diverse and representative group of participants	2-B, 2025	Ja precies ja nee dus dus daar ben ik het helemaal mee eens zeker om gewoon ook die doelgroep te bereiken die zich wat minder snel laat horen Omdat het Misschien net even iets minder urgent is of Omdat ze gewoon überhaupt moeilijker te bereiken zijn of hè? Want je ziet toch bij participatie dat het een altijd een uitdaging is om een diverse groep Mensen en representatieve groep ook van Van de wijk, zeg maar aan te spreken, dus daarin kan dit denk ik heel erg helpen, mits je het op de goede manier kan inzetten en de de Mensen weten te bereiken.	Participation in general
No interest in participating from neighborhood	2-B, 2025	Voor ons dat we niet vast zaten aan de gemeentehuis stijl en aan de ja Mensen die daar hun gemeente brief ontvangen. Die gooien hem al bijna In de prullenbak Omdat ze het zat zijn.	Participation in general
participation fatigue	2-B, 2025	e vraagt aan Natuurlijk bewoners om iets te doen, maar wat wat maar wat geef je dan terug? Zeg Maar dat zien we ook steeds vaker in de participatie dat je hè je vraagt Mensen, je vraagt Mensen om mee te denken en om iets te doen en en hun tijd te investeren. Maar denk ook altijd na over, wat kan je ervoor terug krijgen? Ik denk bijvoorbeeld bij zo een tool als dit wil je veel Mensen bereiken, nou verzin dan.	Participation in general
Does participation actually benefit participants and do they get something in return for the energy they put into it	2-B, 2025	Er is ook zoiets als participatie moeheid. Mensen hebben echt geen zin om om de week weer één van de stickers te gaan plakken en een.	Participation in general
participation fatigue	2-C, 2025	voor ons was het ook een stukje casual, gewoon dus de locatie vullen met de huurders. Ja. Een stukje veiligheid. Ja. Want doordat je daar mensen plaats hebt dus dat er minder snel wordt ingebroken. Het is ook een stukje gecontroleerd. Ik bedoel als je met hele kleine dingen iets goed kan doen voor zo'n buurt. Ja. Staat natuurlijk ook wel goed	Participation in general
Encouraging social safety and activity leading up to realization	2-D, 2025	Zeg maar die ene, die ene meneer. Die boos is op een bewonersavond, zeg maar te woord moet staan op die avond, maar Misschien ook wel bijna. Ja, juridisch moet bevestigen daarna aan dat er een protest komt, zeg maar, en dat dat dat dat juridische deel vrij zacht, weet je. Het gaat om zachte zaken. Het gaat vaak om meningen, et cetera, slechte onderbouwen en ook slecht om weerwoord aan te bieden.	Participation in general
A single-sided interest outweighs the collective interest.	2-E, 2025	Ja, de vraag om huizen is veel groter, dus een gemeente zal altijd kijken van een projectontwikkelaar. Leuk dat je draagvlak hebt, maar ze zullen natuurlijk ook kijken op. Wat? Wat is de Wat is de de balans tussen sociaal midden als het OMP? Ja, maar om helemaal?	Participation in general
Responding to single-sided appeals	2-E, 2025	Wat je dan krijgt is dus dat het eenzijdige belang heeft heeft gewonnen van het publieke belang	Participation in general
There may be support for the plan from the local community, but the interests of the municipality tend to carry more weight in the final decision-making process.	3-A, 2025		
A single-sided interest outweighs the collective interest.	3-A, 2025		

Content related challenge

Challenge summary	Source	Quote	Relation
Participation about implementation	2-A, 2025	Nou ja, eerder al denk ik, want We willen sowieso nog een stukje bouwlogistiek. Nou ja, Als we daar wat verder uit zijn daar wel ook ook informeren echt participeren gaat daar niet Natuurlijk, maar wel hè? Vooral informeren van God, zo gaan we het doen. En nou ja, We hebben daar aan gedacht en daar aan gedacht en we proberen hè zoveel mogelijk overlast te beperken.	
Substantiation of results	2-C, 2025	Daarom hebben we het ook nog niet grootschalig ingezet. Meer inderdaad, wat ik net vertelde als als die pilot. Dus ja, We hebben er in ook in het participatief verslag uiteindelijk niks mee gedaan Omdat we daar gewoon niet voldoende onderbouwde resultaten uit konden gebruiken.	
Selection of the right input for the apps	2-C, 2025	je kan maar een keer goed doen, dus je hebt wel die precies de juiste nuance nodig van wat wil je nou precies testen en zijn dan die kaartjes en zijn die bijschriften en de beelden die je in buurtpanel erin zitten? Zijn dat exact de goede of niet? En daar wilden we soms denk ik gewoon Misschien te snel in.	
Design of public space must be in agreement with municipality	2-C, 2025	En de kade is nou net het stuk dat van de gemeente is en waar de gemeente uiteindelijk het ontwerp voor moet laten maken. En dat duurde gewoon. Eigenlijk ging dat wat trager dan het deel voor de gebouwen waar wij als consortium mee bezig waren, dus Het was steeds onderwerp van gesprek van oh ja, Als we die de participatie over de kader gaan organiseren en We kunnen echt wel iets delen over. Ontwerp oplossingen, dan gaan we het inzetten, dus Dat was een beetje het plan. Maar ja, uiteindelijk hebben we zeg maar een jaar ongeveer geparticipeerd van ambitiedocument tot dat we na 3/4 jaar moet ik zeggen, tot dat we echt de plannen hebben ingediend voor bestemming. Van aanvraag en daarin waren we gewoon nog niet op dat moment dat het echt al over het ontwerp van de kade ging. Dus kijk op de wijk had heel goed een rol kunnen spelen in het op meerdere manieren benaderen van Mensen Misschien meer doelgroepen aanspreken en Mensen laten meedenken. Maar ja, Dat is gewoon in de praktijk niet gebeurd Omdat de moment ja niet goed langs elkaar heen of op elkaar aansloten, zeg maar.	
Currently minimal emphasis on data-supported results of participations as a result of KodW	2-E, 2025	Maar 75% van de buurt kijkt maar naar deze mooie taart diagram. Die wil wel degelijk die fontein in plaats van het parkbankje, dus Daarom doen we het niet, weet je? Daarom gaan we voor dat voor die fontein ja, dan heb je meteen een heel direct weerwoord en een hele goede onderbouwing ook Waarom je een bepaalde keuze gemaakt hebt. Interviewee 15:43 Ja ja. Ja. Interviewee 16:05 En, op die manier kan je Natuurlijk zo'n je juridisch. Gevecht zeg maar Natuurlijk wel ja, uitsluitend of minimaliseren, of in ieder geval voor korten. En Ik denk dat dat wel heel interessant zou kunnen zijn om. Als, Als je dat, Als we dat zouden kunnen meenemen, zeg maar in of als jij dat zou kunnen meenemen in je rapportage, dan dan heb je denk ik wel echt een super gedegen onderbouwing Waarom digitale participatie en daarmee kijken of de wijk ja goed goed is om te doen, zeg maar, zoals zowel procesmatig als sociaal maatschappelijk als economisch. Interviewee 16:41 Ja. Ja. Ja dus ja, hij komt eigenlijk ook iets. Ja, bijna iets iets kwantitatief % bij. Daardoor. Interviewee 16:59 Kijk, Als je ja, want dat daar wordt nu amper naar gekeken en en Als je dat zo zou kunnen.	

APPENDIX M Balance of interest challenges

Balance of Interest

Category	Sub category	Comment	Interview #	Quote	
Alignment decision-making	Assessment Framework	It is important that, within an organization, there is clarity on how decisions are made and how interests are weighed. Establishing clear agreements on the decision-making process and the criteria used to balance different interests is essential for ensuring transparency and internal alignment.	3A	17	Dat is dat. Is denk ik niet aan één enkele partij te doen hoor ik gewoon bij te werken. Als je dus zeg maar je je. Je start sowieso een groep met elkaar en met die groep maak je ook afspraken over hoe je met dit soort afwegingen omgaat. Ja, want als jij. En dat is. Dat is eigenlijk de essentie, dat als je met elkaar afsprekt dat je belangen wil gaan, bij elkaar wilt gaan brengen, dan hoort daar ook een manier van samenwerken bij die dat recht doet. Ja, snap je dus toch?
Alignment decision-making		Clear decision-making requires well-defined steps and a clear understanding of who has influence over what. Establishing this delineation early on helps manage expectations and prevents misunderstandings or unrealistic assumptions later in the process.	3A	18b	Ja, dat is echt vertrouwen. En dat doe je dus. Nou, dat hoor je doorsijpelen in mijn hele verhaal. Ik ben meer en mijn expertise zit meer op hoe richt je. Hoe ontwerp je zo'n proces? Ja, en als je zo En daar moet je aan de ene kant vrij zijn in wat je tegenkomt. Ja, dus. Bijvoorbeeld strubbelingen vanuit bewonersgroepen, de bemoeienis van de wethouder. Maar je moet strak zijn op hoe je het hoe je de stappen organiseert. En dat betekent ook dat. Besluitvorming moet heel helder zijn. Je invloed moet heel helder zijn. Inspraak moet heel helder zijn en dat zijn factoren die echt heel belangrijk zijn.
Assessment Framework		In a balancing of interests, several key aspects are considered: who has been consulted, how broad the consultation was, and to what extent the proposed solutions are supported across different stakeholder groups.	3A	27	Je zegt van in. In dit geval heeft een projectontwikkelaar een initiatief. Dan is het niet gek dat de gemeente daar een klap op kan geven. Nee, in principe omdat ze die dat mandaat hebben. Ja, ja, maar dan moet je dat aan het begin wel helder hebben. En hoe die afweging er dan uitziet, dat zal denk ik zijn. Wie is er geraadpleegd? Hoe breed? Hoe breed wordt deze oplossing gedragen? Ja, dat zijn, zo denk ik, afwegingskader die je kunt bepalen om tot een beslissing te komen.
Assessment Framework		For whom is the city, and for whom are you improving it? How is an initiative evaluated when its goal is to create or implement something tangible? Whose interest does it ultimately serve?	3A	28	Dus een hele arme stad is de druk op zeg maar. Voor wie is die stad en de veranderingen die je toevoegt om het mooier te maken? Voor wie? Voor wie zijn die eigenlijk mooier? Ja, dat is de hele vraag. En dat zit dus ook heel erg in jouw vraag opgesloten. Ja, van hoe? Hoe beoordeel je een initiatief van de projectontwikkelaar als je een stad wil zijn of bent die heel arm is? Hoe verhoudt dat zich dan tot de huidige bewoners die in zo'n wijk zitten?
Assessment Framework		For whom are we building?	3A	29	Dat is een heel belangrijk afwegingskader. Voor wie bouwen.
Differences in interest		People's interests and goals are often quite similar.	2C	2	Ik denk eigenlijk dat niet iets niet iedereen zo zeer hele andere doelen of belangen heeft
Differences in interest		It's a two-way street—there are often multiple interests at play among different stakeholders. As a result, actions taken don't necessarily serve just one purpose; they can simultaneously address several goals or trigger multiple outcomes.	2D	11	En dan duidt de belangen bijvoorbeeld alleen van dus zo'n bestemmingsplan en dat je graag mensen wilt betrekken. Zijn er nog andere belangen die dan mee spelen vanuit de ontwikkelaar dan bijvoorbeeld? Want het is natuurlijk voor de mensen die zijn aan twee kanten. Dus aan de kant natuurlijk de ontwikkelaar, aan de andere kant ook de gemeente
Differences in interest		Each perspective brings its own set of interests, and a key goal of participation is to bring these together. It is essential to create space where differing interests can be shared, understood, and aligned as much as possible.	3A	13b	in het omgevingsmanagement van de gemeente Rotterdam begint eigenlijk ook voordat je begint met een traject of met een ontwikkelaar. En dat je met elkaar probeert een maximale mix van mensen uit zo'n wijk bij elkaar te brengen om te zien Wat zijn nou de economische belangen? Ja, wat zijn de belangen vanuit de wijk? Je zou het bijna zeggen zeggen volksbelang. Of ja, ja, maar misschien zijn er ook groen belangen. Ja, misschien zijn er ook belangen vanuit het onderwijs, vanuit de economie. Oké, dat is bedrijvigheid.
Differences in interest		There are often differences in interests within a participation process, and it is crucial to identify and clarify these differences before the process begins. This ensures a more focused, transparent, and effective dialogue throughout the trajectory.	3A	19	En nu zie je dat er steeds meer manieren komen om participatie vorm te geven met apps. Ja, met werksessies. En die werksessies zijn vaak creatief of leuk vormgegeven. En dat is allemaal heel nuttig, maar vooral als vehikel om een manier van samenwerken te faciliteren. Soms wordt de participatie een doel op zich. Daar ben ik altijd waaks op van. Zijn we aan het participeren om te participeren en vaak ook nog met een eenzijdig doel, namelijk. Mensen krijgen achter jouw idee. Ja, en dat is het cruciale verschil. Of gaan we samen het beste plan maken?
Differences in interest		Reality and ambition are sometimes far apart.	3A	20	Het enige wat ik zal verraden verklappen is dat dat de ambitie om dat te doen en de realisatie om dat ook werkelijk zo voor elkaar te krijgen soms echt uit elkaar ligt, echt uit elkaar ligt.
Differences in interest		Certain interests often also serve the greater good.	3A	21	Ik zie het in het publieke belang is een plek van en voor de wijk en een publiek belang zou kunnen zijn een verrijking van de wijk dus ook in het totale meenemen. Maar wat je ziet. 00:32:36 Interviewee: Is dat iedereen er meer van profiteert als het ware.
Differences in interest		A concrete example of a difference in interests, where an idea may seem very appealing in theory but can turn out poorly in practice.	3A	22	Ja, en ga nou eens kijken bij die gevangenis en ga eens een blokje om en dan ga je kijken hoe dat andere vastgoed erbij ligt. Dat vind ik dus een voorbeeld van hoe er niet integraal wordt gekeken hoe er niet het beste plan is gemaakt met iedereen en overal eenzijdig achter een commercieel belang is aangegaan. Ga je in die gevangenis. Je kan er zo inlopen. Oké, dan snap je precies wat ik bedoel, want dat is ook echt bij de Kay. Het idee open gangen. Mensen kunnen wandelen in de wijk. Maar wat krijg je dan? Een enorme kloof tussen arm en rijk. Ga maar eens kijken. Ga maar eens kijken bij die gevangenis en ga maar eens kijken in die wijk. Want waar ik wel ook een mening over heb. Ja, kijk eens naar de Kaai. Dat ontwikkelt zich prachtig, zou je zeggen. Ja, en dan ga je het straatje in. De rustige straat bijvoorbeeld. 00:33:20 Interviewee: Ja, en dan zie je. 00:33:21 Interviewer: En dan zie je aan de overkant dat de nieuwbouw heeft plaatsgevonden. Ja, en dan zijn er wel deurtjes vervangen omdat de mensen die nieuw in de kaai komen wonen of die niet bij de Kaai, maar bij dat andere opgeleverde project.
Differences in interest		Listening to the interests	3A	24	Dat is gewoon door te luisteren waar mensen behoefte aan hebben.
Differences in interest		A singular interest outweighs the public interest.	3A	30	Wat je dan krijgt is dus dat het eenzijdige belang heeft heeft gewonnen van het publieke belang.
Early dialogue		Engaging in dialogue as early as possible to gain a better understanding of one another's interests.	2C	1	Ik denk juist door die participatie in een vroeg stadium te doen en goed in te zetten, krijg je veel meer begrip voor elkaars belangen.
Early dialogue		First, it's a matter of gathering ideas to understand what is happening in the neighborhood, without having concrete plans in place yet. (Inventory)	2C	6	Ik denk dat op het moment dat je eigenlijk start op het moment zoals we bij de kaai gestart zijn met participatie, dus voordat je gaat starten met ontwerpen, hoeft dat elkaar helemaal niet te bijten, want je gaat gewoon ophalen. Dus vinden Mensen belangrijk? Wat willen ze graag zien, wat zijn hun zorgen en kan daarop reageren in de planvorming en de input van werken? Waar waar het mis kan gaan is dat je eigenlijk al een heel plan hebt liggen. Dan de wijk in gaat en allerlei dingen op gaat halen, die ja dan die mooi goed ingepast kunnen worden Omdat er al een heel plan ligt, dus het heeft.
Early dialogue		Engaging with stakeholders early on—especially key individuals such as local community leaders—supports the rest of the process. These individuals often have valuable insight into the broader context and can help build trust and alignment from the start.	2D	10	je wilt gewoon weten met wie de belangrijke mensen zijn in de buurt, zodat je daar vroegtijdig mee op tafel zit. Dus dat dat proces gewoon zoeken kan verlopen. En ik vind ook dat vaak juist mensen die bezwaren, mensen die niet meedenken, niet dingen komen, daar waardoor het wat beter wordt.
Early dialogue		Engaging in dialogue as early as possible is essential. At that stage, it is important to bring together a group of people with diverse perspectives and interests. This approach aligns well with the working methods of the municipality.	3A	13a	in het omgevingsmanagement van de gemeente Rotterdam begint eigenlijk ook voordat je begint met een traject of met een ontwikkelaar. En dat je met elkaar probeert een maximale mix van mensen uit zo'n wijk bij elkaar te brengen om te zien Wat zijn nou de economische belangen? Ja, wat zijn de belangen vanuit de wijk? Je zou het bijna zeggen zeggen volksbelang. Of ja, ja, maar misschien zijn er ook groen belangen. Ja, misschien zijn er ook belangen vanuit het onderwijs, vanuit de economie. Oké, dat is bedrijvigheid.
Early dialogue	Communication/ transparency	Be clear early in the process about which interest you represent.	3A	23a	Door dus zeg maar aan het begin van het traject te kijken van oké, welk belang dienen we dat? En dat is helemaal geen vies woord. Tuurlijk kan je voor een rijkere portemonnee bouwen. En natuurlijk kan het zijn dat een ontwikkeling van een oud industriegebied voor een wijk maar beter is dan dat de verloedering doorslaat. Ja, dat is allemaal legitiem om te zeggen ja, maar wie in het proces bepaalt dat het een dat dat je elementen toevoegt zodat ook andere belangen een plek krijgen en ook echt waargemaakt wordt?
Frequency of participation		It is important to strike a balance in engaging stakeholders—not too often, but not too infrequently either. Over-engagement can lead to fatigue, where participants become frustrated because they are repeatedly asked the same questions. Conversely, insufficient engagement risks missing valuable input and undermining trust in the process. This is also a matter of proper documentation, a responsibility that lies with the coordinating party—specifically, the municipality.	2E	12	Ja, dus je wil niet dat Mensen ja precies, dus je wilt niet dat Mensen 5 keer in een jaar dezelfde vraag gesteld wordt en Als je het dan doet, ja, bewaar dan het antwoord over meerdere jaren heen. Zodat je ook kunt zien in een wijk van. Nou ja, over. Deze 10 jaar heen genomen is onze bevinding steeds meer bewust geworden van het belang van duurzaamheid, bijvoorbeeld, of juist niet. En weet je dus dat zijn wel dingen waar waar ze zeker ook vanuit het rijk wel heel erg geïnteresseerd in zijn richting gemeentes.
Involving stakeholders within the organization		Important to get stakeholders involved in the organization, part of the organization	2C	3b	waar kijk op de wijk op een goed manier op een goede manier aan kan bijdragen is met dat dashboard. Dus dat je eigenlijk heel makkelijk naar de gemeente ook inzichtelijk kunt maken van welke Mensen of niet, welke Mensen. Maar hoeveel Mensen hebben we bereikt? Wat komt er uit zo'n zo'n tool? Dus dat je eigenlijk dat dashboard eigenlijk als een soort, niet iets wat Alleen van vorm is en wat wij presenteren, Maar dat de gemeente daar Misschien ook inzicht in heeft om het wat transparanter te maken en de gemeente op die manier ook meer te betrekken denk ik en echt deelgenoot te maken van de participatie

Involving stakeholders within the organization	Involving people within the organization and making them feel part of the process helps remove barriers to asking questions and sharing opinions.	2C	9	Maar daarvoor voelen ze zich wel veel meer onderdeel van en durven ze ook eerder aan ons iets te vragen als ze iets nodig hebben. Dus Het is gewoon een kwestie van ja, ook een soort persoonlijke band opbouwen. Gewoon weten. Het is niet Alleen de gemeente, de ontwikkelaar, de bewoners, daar zitten gezichten bij. We zijn allemaal Mensen. Hoe kunnen we elkaar helpen dat eigenlijk gewoon centraal stellen?
Involving stakeholders within the organization	The entire organization must support the interests at stake—everyone involved needs to be aligned, which can sometimes be a challenge. This may involve internal coordination, but when external individuals are brought into the process, their involvement must be properly integrated and reflected within the organization.	3A	14	Als je echt jezelf wil openstellen voor belangen van ander, dan moet de hele organisatie dat steunen. Ja, en bij een gemeente is het heel lastig dat je ook een politieke organisatie in je nek heb hijgen die natuurlijk ook hun eigen belang soms naar voren wil schuiven. Ja, dus daar moet je heel goed tegen wapenen.
Physical Interaction between stakeholders	Physical interaction enables open dialogue and allows for follow-up questions from both sides, unrestricted by pre-defined formats or limitations.	2C	4	Daarom denk ik dus dat dat een van de belangrijke redenen is dat je kijkt op de wijk niet Als de participaties strategie kan zien, Maar dat het een van de tools is. Dus ik ben van mening dat je altijd een op een of persoonlijke contactmomenten nodig hebt om je verhaal te kunnen doen om een presentatie te kunnen geven om in gesprek te gaan met Mensen hé? Dat zij vragen kunnen stellen, maar ook andersom dat je vragen eigenlijk kan stellen. En Dat is Natuurlijk ergens een beperking van de tools die ik kijk op de wijk zitten dat het gewoon allemaal gesloten vragen zijn.
Safeguarding interests	Who ensures that the interests expressed are actually protected and realized after the process? Is there a feedback mechanism in place to communicate what has been done with the input?	3A	23b	Door dus zeg maar aan het begin van het traject te kijken van oké, welk belang dienen we dat? En dat is helemaal geen vies woord. Tuurlijk kan je voor voor een rijkere portemonnee bouwen. En natuurlijk kan het zijn dat een ontwikkeling van een oud industriegebied voor een wijk maar beter is dan dat de verloedering doorslaat. Ja, dat is allemaal legitiem om te zeggen ja, maar wie in het proces bewaakt dat het een dat dat je elementen toevoegt zodat ook andere belangen een plek krijgen en ook echt waargemaakt wordt?
Safeguarding interests	Assessment Framework To what extent has something tangible actually been realized? How can it be determined whether a shared and supported future has been achieved, and whether the input has truly been acted upon?	3A	25	Ja, in omgevingsmanagement noemen ze dat een gegunde toekomst. En daar ligt de kans voor een gegunde toekomst. Een gegunde toekomst betekent dat jij dus als jij klaar bent en je gooit het open. Dan is jouw project geslaagd. Ja, maar in hoeverre heeft het. Heeft het project echt, zeg maar een vonkje, een dynamiek dat het echt heeft bijgedragen wat je dacht dat het dat dat dat dat het echt een toevoeging is? Ja, behalve dan dat wat je nu hebt. En dan ga maar eens kijken bij die gevangenis. Dat mensen zeggen we ook de mensen die er wonen zullen toch niet ontkennen dat ze in een soort yuppen reservaat wonen? Nee, wat een enorm wrang beeld geeft met de mensen die er tegenover wonen. Ja, en dan neem je de deurtjes mee. Als je nou dan ziet dat daar deurtjes zijn vervangen, ja dan is dat zijstraatje niet naar. Daar hoeft ik jou toch niet uit te leggen?
Transparency	It is important to be transparent about the outcomes of the participation process.	2C	3a	waar kijk op de wijk op een goed manier op een goede manier aan kan bijdragen is met dat dashboard. Dus dat je eigenlijk heel makkelijk naar de gemeente ook inzichtelijk kunt maken van welke Mensen of niet, welke Mensen. Maar hoeveel Mensen hebben we bereikt? Wat komt er uit zo'n zo'n tool? Dus dat je eigenlijk dat dashboard eigenlijk als een soort, niet iets wat Alleen van vorm is en wat wij presenteren, Maar dat de gemeente daar Msschien ook inzicht in heeft om het wat transparanter te maken en de gemeente op die manier ook meer te betrekken denk ik en echt deelgenoot te maken van de participatie
Transparency	What was and was not included in the participation process, and why not?	2C	5	Dat is gewoon een kwestie van en Dat is in je participatie verslag weer een heel belangrijk ding dat je aangeeft wat is meegenomen en op welke manier en wat is niet meegenomen en Waarom niet?
Transparency	Justifying certain decisions and explaining why specific input is used and how it is incorporated.	2C	7	Het is gewoon een kwestie van onderbouwen Waarom bepaalde keuzes gemaakt worden en Waarom sommige input wel een andere input niet.
Transparency	When promises are made publicly, the underlying policy must be aligned accordingly. There needs to be fundamental consistency between what is communicated and what is actually implemented. Informing stakeholders about relevant policies is therefore essential and directly contributes to the level of transparency the organization conveys.	3A	15	Als je zeg maar overal adverteert dat je naast de Rotterdammer wil staan. Dat betekent ook dat je je beleid daarop moet aanpassen. Snap je wat ik bedoel? Dus als mensen als er dan vanuit die Rotterdammer zaken naar voren komen, het inrichten van de kade bijvoorbeeld. Ja, dat is super Super concreet voorbeeld? Ja precies, dan krijg je wensen en behoeften uit die wijk en daar moet je mee dealen. Die kan je dan niet vervolgens wegstoppen achter beleid. Nee, dat is fundamenteel anders. Andere manier van werken dus. Je kan heel beleid gericht werken en zeggen van ja, voor die kaders hebben we. Voor die kaders hebben we kaders opgesteld. Ja, ze moeten dit en dit en dit en dit doen. Ja, maar zo'n manier van werken staat haaks op een manier van werken waarin je zegt Hey, je gooit de participatie open. Je wil mensen betrekken. Op welk niveau wil je ze betrekken? Je kan ze informeren over wat je wat je beleid is. Ja, het is niet een hele spannende vorm van participatie.
Transparency	Communication When involving people in a process, it is essential to communicate clearly and transparently. This includes setting clear expectations and specifying the level of influence or degree of participation participants can have.	3A	16	Maar als je zegt van we willen mensen laten meedenken, we willen mensen laten adviseren dan dat en dit is precies wat ik bedoel, dan moet je a daar helder over communiceren. Ja dus wat verwacht je van mensen? Wat wat is je? Wat is de gaad van samenwerken zeg maar? En hou je daaraan?
Trust	Building and maintaining trust throughout the process is essential. Trust must be established early on and continuously nurtured among all parties involved to ensure constructive collaboration and mutual understanding.	3A	18a	Ja, dat is echt vertrouwen. En dat doe je dus. Nou, dat hoor je doorspelen in mijn hele verhaal. Ik ben meer en mijn expertise zit meer op hoe richt je. Hoe ontwerp je zo'n proces? Ja, en als je zo En daar moet je aan de ene kant vrij zijn in wat je tegenkomt. Ja, dus. Bijvoorbeeld strubbelingen vanuit bewonersgroepen, de bemoeienis van de wethouder. Maar je moet strak zijn op hoe je het hoe je de stappen organiseert. En dat betekent ook dat. Besluitvorming moet heel helder zijn. Je invloed moet heel helder zijn. Inpraak moet heel helder zijn en dat zijn factoren die echt heel belangrijk zijn.
Trust	Building trust is essential, yet achieving it can be a challenge. It requires giving each interest a place in the process—and following through on what has been promised.	3A	26	a dus. Hoe doe je dat? Door door een belang een plek te geven en dat waar te maken. Ja, en alleen zo bouwen aan vertrouwen en dan? Dat is heel hard nodig in mijn optiek. Kijk maar eens naar het journaal. Sta de krank open. Het gaat altijd over het gebrek aan vertrouwen van mensen in instanties. Ja, overheid. Corporaties spelen daar ook een grote rol in gemeenten, natuurlijk de lokale overheid en de landelijke overheid. Ja, projectontwikkelaars hebben toch ook het aura van zakkenvullers?
Usability	The method for making a well-considered trade-off must be user-friendly for all stakeholders. It should be easy to implement and simple to use, in order to lower the threshold for expressing and understanding different interests.	2C	8	Ik denk ook heel erg die gebruiksvriendelijkheid van niet Alleen naar ons, maar ook naar participatie specialisten die het moeten gaan inzetten ook naar Mensen die het gaan invullen, dus eigenlijk aan alle partijen die ermee te maken hebben. Het moet gewoon makkelijker worden en het moet makkelijker uitlegbaar zijn.

APPENDIX N All improvements

nr.	Improvement	Improvement 2	Relevant to Kijk op de Wijk	Possible positive impact on Effectiveness	Possible positive impact on Efficiency	Relevance to Implementaiton challenges	Relevance to balance of interest challenges
66	Add moments of decision-making, both internal and external and for whom			Yes	Yes	Adresses more than 2 challenges	Adresses more than 2 challenges
68	Provide interactive elements to design together	Facilitate collaboration and cocreation		Yes	Yes	Adresses more than 2 challenges	Adresses more than 2 challenges
59	Establish a link in KodW with "omgevingsmanagement" (bereikbaarheid, leefbaarheid, veiligheid en communicatie)			Yes	Yes	Adresses more than 2 challenges	Alignment decision-making & Assessment framework
104	Include physical elements into KodW, for example an arcade machine or co creation screens			Yes	Yes	Adresses more than 2 challenges	Differences in interest
76	Make more effective use of different platforms such as letters and mailing			Yes	Yes	Adresses more than 2 challenges	Frequency of participation
95	Use data correlation to identify trends and patterns and improve future participation.; Develop a feedback loop linking participation insights to open and social data.	Use data insights to inform policy adjustments or design choices.		Yes	Yes	Adresses more than 2 challenges	Frequency of participation
96	Speeding up the process by implementing trend analysis and AI			Yes	Yes	Adresses more than 2 challenges	Frequency of participation
94	Positioning KodW in a DMI ecosystem.			Yes	Yes	Adresses more than 2 challenges	Frequency of participation
97	Documenting previous studies and actively retrieving them in an area before taking steps to avoid participation fatigue			Yes	Yes	Adresses more than 2 challenges	Frequency of participation
40	Make KodW accessible to third parties, like participation managers, give them the acces to some sort of monitoring platform to see live results			Yes	Yes	Adresses more than 2 challenges	Involving stakeholders within organisation
74	Give room for input for neighborhood managers and janitors, who have a lot of knowledge of a particular place			Yes	Yes	Adresses more than 2 challenges	Involving stakeholders within organisation
103	Accessibility of dashboard for different people			Yes	Yes	Adresses more than 2 challenges	Involving stakeholders within organisation
99	create a participation timeline			No	Yes	Adresses more than 2 challenges	Transparency

56	Leverage municipal knowledge, create a variant in which municipalities validate the data internally		Yes	Yes	Adresses more than 2 challenges	Involving stakeholders within organisation	
5	Better coordination between developer and municipality on deployment of participation tools and joint information needs	Include aspects wider than project borders and include a role for the municipality in the tool	No	Yes	Communication challenge	Alignment decision-making & Assessment framework	
3	More timely and proactive design communication to stakeholders.	Include feedback into the process and for example design aspects	No	Yes	Communication challenge	Early dialogue & Physical interaction between stakeholders	
8	Combination of online and offline tools		Yes	No	Communication challenge	Early dialogue & Physical interaction between stakeholders	
29	Provide sufficient context when completing BuurtPanel, such as through a brief explanation or video.	Offer background information in multiple ways (online, flyer, event) to create equal starting points.	Yes	Yes	Adresses more than 2 challenges	Transparency	
25	Incorporate personal contact moments		Yes	No	Communication challenge	Early dialogue & Physical interaction between stakeholders	
26	Include offline tools		Yes	No	Communication challenge	Early dialogue & Physical interaction between stakeholders	
62	Implementation of feedback toward participants; adding an app to monitor liveability	Ensuring that participation also provides something for participants	Yes	Yes	Adresses more than 2 challenges	Transparency	
87	Generate participation plan in the first phase and make part of participation report, as it is known what is going to happen		Yes	Yes	Adresses more than 2 challenges	Transparency	
50	Data as the basis for legal evidence		Yes	Yes	Adresses more than 2 challenges	Transparency	
88	Make connections between demographics in a neighborhood and the demographics of respondents in the results analysis; make the data from demographics a standard component		Yes	Yes	Adresses more than 2 challenges	Trust	
23	Ability to deploy parts of kodw separately & use a combination of online and offline tools	Opportunities for interaction and conversation	Yes	Yes	Communication challenge	Early dialogue & Physical interaction between stakeholders	
28	Add space for participants to justify or explain their choice.	Combine choice moments with in-depth questions or dialogue sessions.	Yes	Yes	Communication challenge	Early dialogue & Physical interaction between stakeholders	
65	Add opportunities for lobbying to process if there is reduced support		No, not relevant to KodW	Yes	Yes	Communication challenge	Trust

55	add a step of dialogue.		Yes	Yes	Communication challenge	Safeguarding interests
30	Use live feedback of results to encourage reflection and discussion.	Design participation as a mix of methods, where tools complement each other rather than having to do everything separately.	Yes	Yes	Communication challenge	Transparency
16	Ensure a better balance between the use of general patterns and place-specific elements to increase the relevance of participation tools.		No	Yes	Content related challenge	Differences in interest
61	Incorporate expectations into tools		Yes	No	Content related challenge	Differences in interest
32	Increase transparency by providing clear feedback on participation results. In doing so, also make it shareable	Explain choices so participants understand how their input was weighed.	Yes	Yes	Communication challenge	Transparency
34	Give residents a clear process calendar or timeline to build trust and engagement.		Yes	Yes	Communication challenge	Transparency
42	Explanation of methodology and apps needs to be simpler		Yes	Yes	Communication challenge	Transparency
82	Make the effect of participation transparent in time and cost savings, for example by linking it to project return per sq. Meter	Approach participation as risk management as well as process quality improvement	Yes	Yes	Communication challenge	Transparency
45	Use local channels such as social media and neighborhood networks to increase outreach and trust.	Ensure that participation activities contribute to a positive image of the project and process.	Yes	Yes	Communication challenge	Trust
81	Inventory benefits in a process for evaluation and feedback		No	No	Does not adress any challenge	Alignment decision-making & Assesment framework
52	Inclusion of potential impact due to expressions of opinion		Yes	No	Does not adress any challenge	Differences in interest
85	Use KodW as a rationale for design choices.		No	No	Does not adress any challenge	Differences in interest
38	Take advantage of opportunities to use KodW in multiple ways		Yes	Yes	Does not adress any challenge	Does not adress any challenge
36	Leverage other participation initiatives to promote KodW		No	Yes	Does not adress any challenge	Frequency of participation
41	Make use of placemaking		Yes	No	Does not adress any challenge	Trust
48	Incorporating placemaking activities in the method		No	No	Does not adress any challenge	Trust
64	Ensure mandate from organization in the process		Yes	Yes	Does not adress any challenge	Trust
7	Make the most of the early phase of the process, where you go from ambition to design		Yes	Yes	Content related challenge	Differences in interest

1	Implement construction logistics in participation process		Yes	Yes	Content related challenge	Differences in interest
13	Clarify and improve the definitions of themes in the baseline measurement to provide a better fit between available data and the actual situation.	Better definitions of the themes in the BVV	Yes	Yes	Content related challenge	Safeguarding interests
2	Clearer planning and better linkage between participation and project components such as design.	Include type of amenities	Yes	Yes	Content related challenge	Transparency
31	Link the output to in-depth conversations or interviews		Yes	Yes	Content related challenge	Transparency
70	Provide realistic options so that ambitions do not differ too much from reality		Yes	Yes	Content related challenge	Trust
79	Taking advantage of KodW's low and low-cost threshold		Yes	Yes	Method related challenge	Alignment decision-making & Assessment framework
15	Increase the approachability of the tool by making the underlying gamification elements easier and more understandable for participants.		Yes	Yes	Method related challenge	Differences in interest
21	Harness the power of early buurtpeiling and proven patterns to make participation truly cyclical and distinctive in the process.	Use the knowledge of steps and speed	Yes	Yes	Method related challenge	Frequency of participation
86	Include choices in a report		No	Yes	Method related challenge	Transparency
102	Automating Buurtformule for process acceleration		Yes	Yes	Method related challenge	Frequency of participation
14	Reinforce the use of the tool as part of the broader process by making clear how and with whom it can be used to validate visions.	Clear information and manual for organizers and potential participants; Who am I going to put it out to, how am I going to do it and how am I going to distribute it	Yes	Yes	Method related challenge	Safeguarding interests
17	Clarify how the input of one is the input for the other, or data flow	Clarify whether the data is striking for the location	Yes	Yes	Method related challenge	Transparency
53	Add explanation outlining what they affect	Include only viable options in participation	No	Yes	Method related challenge	Trust
67	Make sure to formulate goals at the beginning		No	No	Other challenge	Alignment decision-making & Assessment framework
73	Add an evaluation moment in which the actual impact is evaluated		No	No	Other challenge	Alignment decision-making & Assessment framework
91	Prepare reports with partial studies	Implementing interim feedback	No	Yes	Other challenge	Alignment decision-making & Assessment framework

69	Ensure proper information provision during the process			Yes	Yes	Method related challenge	Transparency
100	Make sure the results of the different tools are explained clearly and logical and combine this in an analysis report			Yes	Yes	Method related challenge	Transparency
18	Leverage and strengthen the database			Yes	Yes	Method related challenge	Trust
101	Using Buurtpeiling as internal validation and reflection tool	Using Buurtpeiling as intermediate documentation tool		Yes	Yes	Other challenge	Adresses more than 2 challenges
75	Add opportunities for mediation when tensions run high		No, not relevant to KodW	Yes	Yes	Participation challenge	
71	Schedule moments when the municipality reviews public interests		No, not relevant to KodW	Yes	Yes	Participation challenge	Alignment decision-making & Assessment framework
4	representative participation results			Yes	No	Participation challenge	Differences in interest
46	Also actively involve critical or reluctant residents; their input can enhance the quality of the plan.			Yes	No	Participation challenge	Differences in interest
93	Evaluation of results at end of process, what did it achieve, what is the social capital, which in turn can be used for improvement			Yes	Yes	Other challenge	Alignment decision-making & Assessment framework
20	User-friendly for all involved, both developer and participant			Yes	Yes	Other challenge	Safeguarding interests
72	Facilitate every type of resident, from poor to rich from low to highly educated			Yes	No	Participation challenge	Differences in interest
39	Make sure there are control mechanisms incorporated into the method to ensure that it can be done right in 1 go	Schedule interim evaluations to make adjustments		Yes	Yes	Other challenge	Safeguarding interests
47	Giving future and potential businesses a place in participation			Yes	Yes	Participation challenge	Differences in interest
57	Add elements in which certain steps indicate the characteristics of residents, this makes it clear which tool is suitable for which target group			Yes	Yes	Participation challenge	Differences in interest
22	deploy kodw among other methods to reach more people in participation			Yes	Yes	Participation challenge	Frequency of participation
44	Also include elements that impact the physical situation during realization	Deliberately link placemaking and temporary infill with neighborhood strengthening and participation.		Yes	Yes	Participation challenge	Trust

63	Implementation of plan of action		Yes	Yes	Strategic & process challenges	Adresses more than 2 challenges
78	Inclusion of gifts or compensation for participation	Using whatsapp for promotion				
83	Process the results in a way that it can be used in legal proceedings		Yes	Yes	Strategic & process challenges	Adresses more than 2 challenges
92	Standardize process to speed it all up					
51	Deployable without government restrictions -- (relation with POOORT)		Yes	Yes	Strategic & process challenges	Adresses more than 2 challenges
6	Think strategically in advance about how a participation tool fits within the broader participation strategy to obtain relevant and useful results.		Yes	Yes	Strategic & process challenges	Alignment decision-making & Assessment framework
43	Make use of the time that is available		No	Yes	Strategic & process challenges	Alignment decision-making & Assessment framework
11	Ensure better coordination between municipal and private planning to use participation at the right time and with impact.	Allow flexibility in deployment in different places such as public spaces or collective spaces				
54	Continue to steer as an organizer		Yes	Yes	Strategic & process challenges	Alignment decision-making & Assessment framework
27	Use tool results purposefully as a starting point for follow-up research or dialogue with residents. Include this as part of the method		No	Yes	Strategic & process challenges	Alignment decision-making & Assessment framework
			Yes	Yes	Strategic & process challenges	Alignment decision-making & Assessment framework

35	Invest timely in relationship building with local networks, give this a place in KodW		Yes	Yes	Strategic & process challenges	Involving stakeholders within organisation
89	Create a timeline of when what steps need to happen and schedule in advance.		Yes	Yes	Strategic & process challenges	Transparency
105	Adding extra data sources in the BVV		Yes	Yes	Addresses more than 2 challenges	Transparency

APPENDIX O Prototypes Expert Panel

Process

P1: Enhanced internal and external decision-making

Current use and/or issue

Currently, the *Kijk op de Wijk* methodology does not include formal decision-making moments. It remains unclear who holds influence over which aspects—both in terms of how *KodW* is applied and what participants are allowed to influence.

Improvement

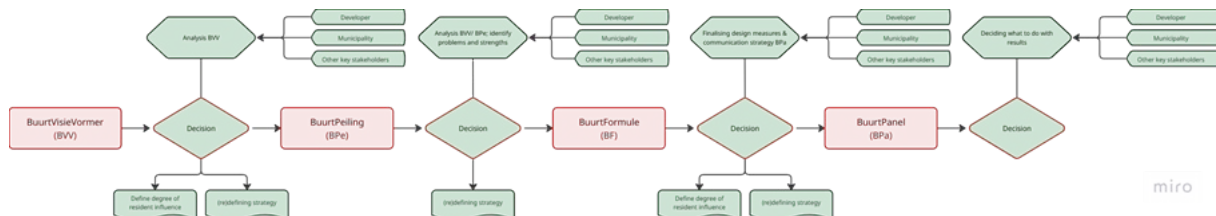
From an internal perspective, formal decision-making points should be integrated into the *Kijk op de Wijk* process. These should focus on coordination between key stakeholders, such as the municipality, developers, and other parties relevant to the location. From an external perspective, it must be clearly defined what participants are allowed to co-decide on and what this entails in practice.

Between each step of *Kijk op de Wijk*, dedicated moments for coordination among the organizers should be scheduled. During these moments, decisions should be made regarding the planning and timing of activities, which stakeholders will be involved, the extent of participant influence, and how the collected results will be used. The level of influence granted to participants must be communicated from the first point of contact to ensure clear and realistic expectations throughout the process. This improvement is related to the context improvements in section xx.

These steps should be visible in both the digital interface and the broader participation strategy.

Expected effect

Establishing transparent decision moments enhances the legitimacy of the process and increases trust among participants. Internally, it supports better coordination and accountability between stakeholders. Externally, it allows residents to understand how and when their voice matters, which increases engagement and reduces frustration about influence. As highlighted in the quote: "*Decision-making must be very clear. Your influence must be very clear. Participation must be very clear—these are factors that are truly essential.*" (3-A, 2025 [translated]).



P2 collecting existing documentation

The collection existing documentation improvement is related to the *standardisation* and *Plan of action* improvements.

Current use and/or issue

Currently, data collected through *Kijk op de Wijk* is stored within its own portal and is not accessible to external parties. The same applies to initiatives from other stakeholders, such as municipalities and developers. Municipalities, for example, often conduct numerous studies on specific areas and therefore possess extensive knowledge of local contexts. However, this information is not readily accessible unless actively requested or inquired about. As a result, developers often initiate participation processes independently, even in areas where prior initiatives have already taken place. This can lead to multiple overlapping efforts within the same neighbourhood, contributing to participation fatigue among residents. This issue could be mitigated through the active use and sharing of existing data and documentation.

Improvement

As part of the methodology, coordination with the municipality should include discussions about previously conducted initiatives. This process should begin with an inventory of what has already taken place and which data can be integrated into *Kijk op de Wijk*. Based on this assessment, it can then be determined which participatory steps are still necessary, and at what moments they should be implemented. Coordination with other initiators may also play a crucial role in preventing residents from being repeatedly approached with the same questions, thereby reducing the risk of participation fatigue. In this context, collecting existing documentation—both through self-documentation and retrieval of existing records—is essential.

Expected effect

Active documentation can help to prevent participation fatigue among respondents and enables more efficient use of resources, as it avoids investing time and effort into participatory processes that have already been conducted. Moreover, the insights gained from previous initiatives can be used to better tailor future processes to the actual needs and priorities of the community.

P3 Plan of action

The plan of action improvement is related to the *standardisation and collection of existing documentation* improvements.

Current use and/or issue

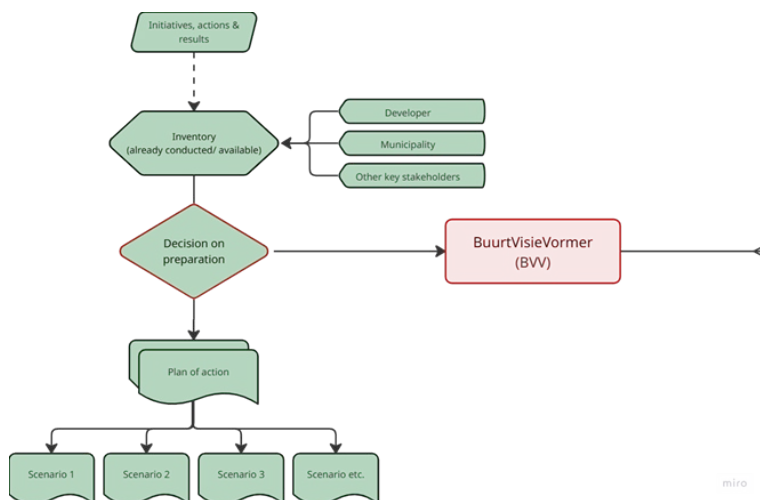
Currently, KodW does not include a step in which it is determined what actions will be taken, with whom, and how the process will be approached. Generally, at the beginning of a participation trajectory, a strategy or plan of approach is formulated to outline these elements. However, this step is currently not embedded within the KodW methodology.

Improvement

A potential improvement would be to incorporate a step into the methodology in which a plan of approach is developed—together with key stakeholders—detailing what will be deployed, when, and with whom. Communication methods play a crucial role in this plan. It should clearly outline how communication tools will be used and position them within the broader context of other activities. For instance, information letters can be combined with other efforts, but care must be taken not to overload participants with too much information at once, as this could have a counterproductive effect. A clear communication strategy is therefore essential. Developing a timeline and outlining different scenarios can be a valuable addition to this planning step.

Expected effect

The effect of developing a plan of approach is a clearer overall strategy and improved clarity among the various stakeholders. This enhances trust and promotes continuity throughout the process. Moreover, when the plan of approach is drafted in close collaboration with the municipality and the coordination is well-structured, it increases the likelihood that the municipality will evaluate the participation report positively in the context of a BOPA.



P4 Legal evidence

Current use and/or issue

One of the reasons for conducting participation is to prevent the submission of formal responses (zienswijzen) and objections. Nevertheless, these cannot be entirely avoided, and there remains a possibility that such responses will still be submitted. In order to address these objections and formal responses, a certain burden of proof must be provided to formulate an appropriate response. Currently, Kijk op de Wijk does not take into account the collection of such evidence.

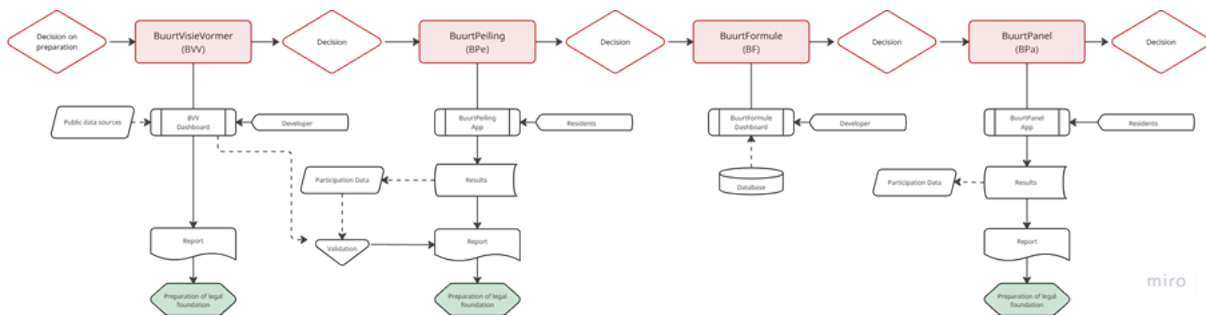
Improvement

Develop the results of KodW in a way that participation data can serve as valid evidence in legal procedures, such as council of state and zoning plan appeals. This involves structuring results to meet legal standards for documentation and traceability.

By incorporating demographic data analysis as a standard part of the output—clearly linking the composition of respondents to the demographic profile of the neighbourhood, can result in well-founded evidence. By doing so, the representativeness of participation becomes transparent and verifiable. Additionally, ensure that both qualitative input and quantitative results can be archived and referenced.

Expected effect

The result of these adjustments is that evidence can be gathered more quickly, potentially accelerating the overall process. In addition, this can also help reduce costs. By preparing this in advance, it becomes clear whether sufficient participation activities have already been undertaken. Insights such as demographic analysis can also provide a valuable reflection on the representativeness of participants and support better targeting of the appropriate audiences in subsequent steps.



P5 Standardisation

The standardisation improvement is related to the *collecting existing documentation* and *Plan of action* improvements.

Current use and/or issue

KodW is built on a standardized methodology, yet in practice, it is not always applied as such. Its elements are often used in isolation rather than as an integrated system. As a result, many of the tools do not reach their full potential.

Improvement

To improve *Kijk op de Wijk*, the implementation of standardization is essential. This standardization should be structured around predefined scenarios that outline different combinations of tools and the corresponding participation reports that can be generated. Such a system would enable swift adaptation to varying project conditions. For instance, some scenarios may involve situations where residents are not yet known or where participation is not permitted, while others may be characterized by limited timelines that restrict the execution of certain components. These scenarios should also account for the involvement and roles of various stakeholders.

Expected effect

The effect of this standardization is increased flexibility and process acceleration. Developers can respond more quickly and deploy the appropriate tools at the right time. Additionally, it creates a clear set of expectations for developers, as they will know what to anticipate throughout the process. This contributes to greater reliability and transparency, while also offering opportunities for comparison between different participation processes. Ultimately, this supports the improvement of evaluations and fosters more consistent and accountable participatory practices.

P6 Integration with Environmental Management (Omgevingsmanagement)

Current use and/or issue

Environmental management (*omgevingsmanagement*) is a method applied by various stakeholders, including municipalities. It is defined as “actively approaching, involving, researching, and coordinating the project environment to enable and facilitate project implementation—by seeking alignment, informing and consulting stakeholders, communicating effectively, mitigating negative impacts, and ensuring careful preparation” (Wanningen et al., n.d.).

Unlike *Kijk op de Wijk*, which primarily focuses on social aspects, environmental management takes a broader approach by also considering factors such as stakeholder management, Conditioning & traffic management and communication in the management of environments where projects are carried out. The foundation of environmental management lies in operating across multiple levels—strategic, tactical, and operational. Depending on the level, processes are structured and managed

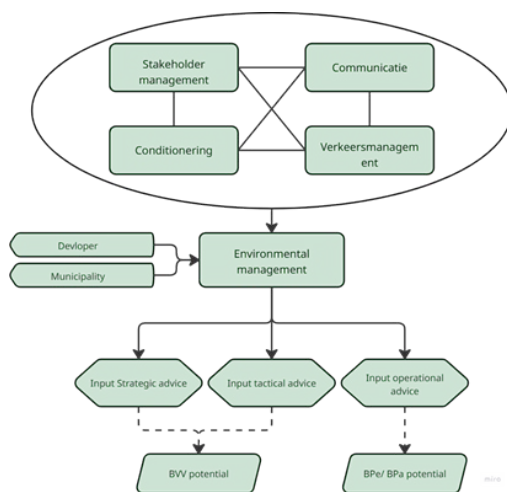
accordingly, addressing various aspects such as communication, stakeholder management, and Conditioning & traffic management.

Improvement

As an improvement to *Kijk op de Wijk*, connections should be established between the various levels and aspects of environmental management and the different steps and themes within KodW. If these connections are defined in advance, the deployment of KodW can proceed more efficiently in future projects. For example, the *BuurtVisieVormer* can support the strategic and/or tactical levels of stakeholder management and potentially conditioning and traffic management. Meanwhile, the *Buurtpeiling* and *BuurtPanel* can contribute to the operational level of communication. These connections must be made transparent and easily understandable for municipalities.

Expected effect

Integrating elements of environmental management enhances alignment with existing initiatives from municipalities, thereby fostering improved and closer collaboration between public and private parties. Moreover, it helps prevent duplication of efforts, as municipalities already possess expertise and experience in specific aspects of environmental management. By incorporating these elements, greater synergy and overlap are created within the process.



Tool improvements

T1 Physical and interactive elements

Current use and/or issue

Currently, the apps are offered as standalone tools without clear guidance on how they can be applied in practice. There is no structured approach for using them as real-time, collaborative, and physical co-creation instruments, despite their potential to support live, digital engagement. While the tools enhance accessibility and efficiency, they are primarily designed for individual, screen-based use and lack interactive and physical components as part of the overall methodology.

Improvement

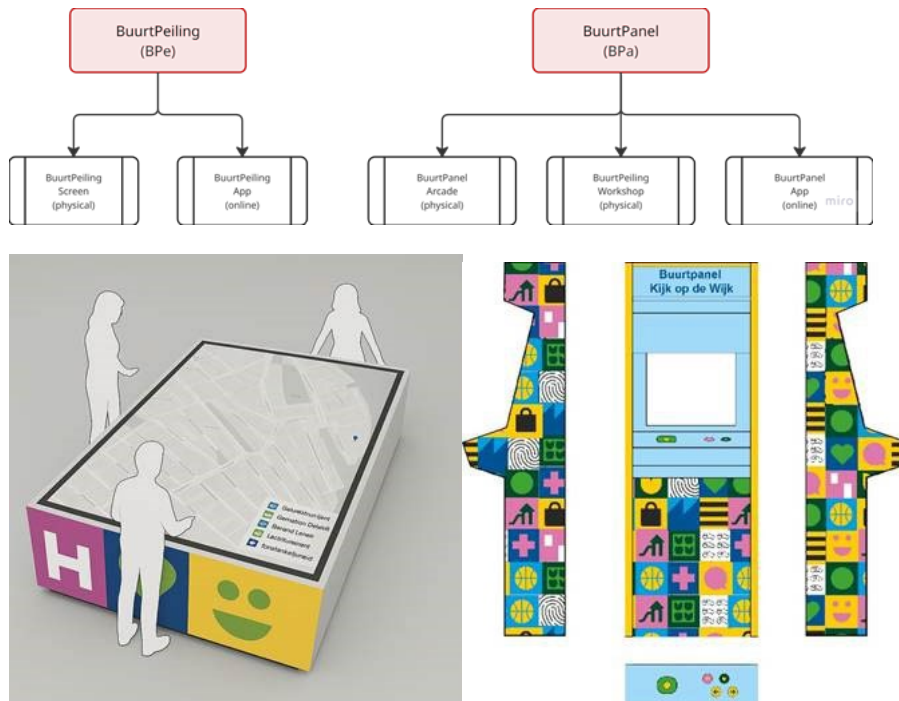
Incorporating interactive and physical elements into the KodW methodology to support creative, collaborative design sessions. This includes:

- *Co-creation tools* such as large touchscreens or design tables with the BVV as input/ overlay and represents the Buurtpeiling to validate the data together and pinpoint the problems in a map,
- *Gamified installations* like custom arcade-style machines or digital kiosks that physically represents the BuurtPanel,
- *Interactive workshops* where participants can manipulate physical or digital models or elements tied to KodW insights.

These tools should serve as *facilitators* of dialogue and collective design—not just data collectors. These physical elements should be incorporated in the methodology as extra steps within the process and should be planned in advance.

Expected effect

Physical interaction with digital tools can create improved co-creation and makes participation more inclusive and appealing, especially for less digitally skilled residents, since there are people physically present who can help. It shifts the focus from one-sided information extraction to collaborative planning, helping to ensure that participation is not "a goal in itself," but a tool for making better, shared decisions. By making KodW more tangible and engaging, both the process and the outcomes of participation can possibly improve.



T2 Regenerative and data-driven choices with AI potential for acceleration

Current use and/or issue

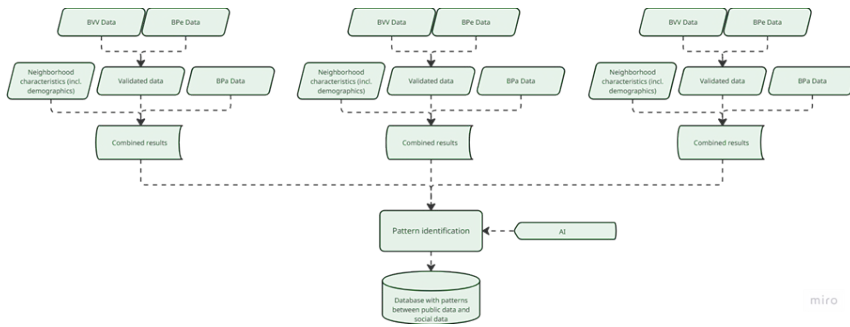
Currently, all data is collected separately from various public sources. These datasets are compiled and visualized within the *Kijk op de Wijk* dashboard. However, the data is not further processed or analysed to generate predictions; it only provides scores that reflect how a neighbourhood performs based on the available data.

Improvement

Develop a data feedback loop that links participation outcomes with the existing open data collected in the BVV. The social data from the participation outcomes are the results of the BuurtPanel and BuurtPeiling. By correlating the datasets, *Kijk op de Wijk* gains the potential to identify patterns and trends between the public data and social data. AI can help to generate predictive insights based on these patterns and trends. These prediction can eventually be implemented into the BVV as prediction model.

Expected effect

These generative predictions can help in decision-making when participation is not yet possible. The planning phase can be accelerated through automated suggestions and informed decision-making. A regenerative data approach transforms participation into an evolving, knowledge-producing ecosystem. It makes KodW a proactive tool for shaping urban planning and policy—not just a reactive input channel. It allows developers and municipalities to continuously learn, adapt, and optimize their strategies, while streamlining project timelines. By embedding AI and data-driven feedback, KodW can transition from a participation tool into a strategic instrument for smart and adaptive urban development.



T3 Using DMI ecosystem

Current use and/or issue

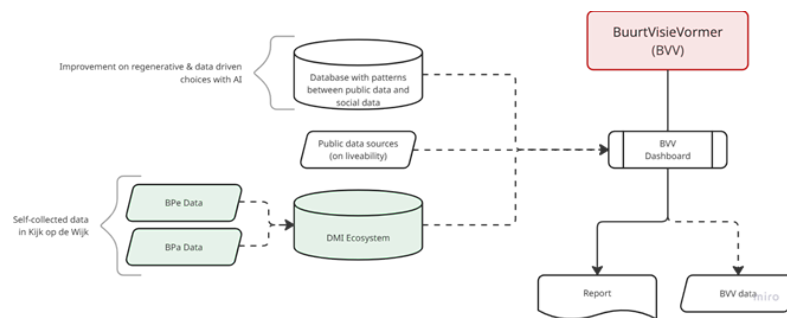
The Dutch Metropolitan Innovations (DMI) ecosystem is a digital framework for linking data related to mobility, spatial development, and sustainability (Rijksoverheid, 2025). The primary objective of this ecosystem is to ensure that data shared between public and private stakeholders is discoverable, usable, and interoperable (Rijksoverheid, 2025). The system operates on a set of standardized rules designed to make diverse data sources compatible and accessible. As a result, the DMI ecosystem enables parties to both contribute their own data and retrieve data from other sources, facilitating integrated and data-driven decision-making across sectors.

Improvement

When KodW is positioned within the DMI ecosystem, it consists of two elements. First, it enables the BVV to make use of additional available data, as these are provided by other parties. This offers deeper insights into various topics and makes the data analysis within the BVV more comprehensive. In other words, it incorporates new, supplementary data, including that from municipalities. On the other hand, data from the participation results can be shared within the ecosystem. This makes participation results public and accessible to other parties. For instance, the municipality can access these participation results in advance and adjust their planning accordingly.

Expected effect

By placing KodW within this ecosystem, it can be made publicly accessible, contributing to increased efficiency by preventing duplication of efforts when multiple parties exchange data. Additionally, it can lead to more reliable results as more data becomes available on specific topics. This integration may also reduce research costs related to certain elements and creates opportunities to offer KodW to other parties.



T4 Accessibility & input

Current use and/or issue

Kijk op de Wijk is currently accessible through a centralized dashboard, which is exclusively available to developers. This dashboard consolidates all tools, including the BuurtVisieVormer and the BuurtPanel. However, other stakeholders—such as municipalities and residents—do not have access to the platform’s results and must rely on what the developer chooses to share. This limited access results in low transparency and restricted accessibility across the broader stakeholder chain. Furthermore, there is no possibility to use the knowledge of stakeholders – such as neighbourhood managers or janitors (huismeesters) who are working for the municipality or housing corporation – in KodW. These people often have knowledge of the specific problems inside an area already.

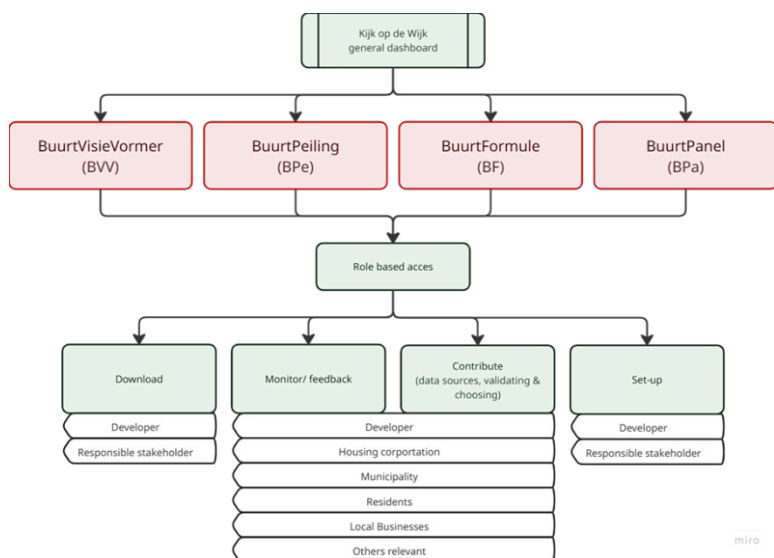
Improvement

Accessibility can be improved by creating role-based access to a shared monitoring platform within KodW. This dashboard would allow participation managers and other stakeholders to monitor live input, offer simplified views and explanations tailored to the specific roles and provide adjustable permission levels so different parties can engage with the data relevant to their role. User-friendliness should be a key design principle—ensuring that everyone, from residents to professionals, can interact with KodW easily and meaningfully.

Beyond monitoring, the platform should also offer opportunities for various stakeholders to contribute input. This could be facilitated, for example, through internal data validation by neighbourhood managers, who would log into the portal and verify existing data in a manner similar to the BuurtPeiling, but from a different perspective. Stakeholders who are familiar with the area can validate findings internally in advance. In that situation the BuurtPeiling serves as documentation tool. Alternatively, it should be possible for stakeholders—such as municipalities—to upload their own previously collected data, such as survey results into the BVV.

Expected effect

Broader accessibility and input can lead to better collaboration, quicker adjustments, and more informed decisions. It can help other stakeholders to contribute actively and adapt strategies based on live feedback and input. It also builds trust and transparency in the participation process. Ultimately, a more accessible KodW encourages shared ownership of the participation process, making it more democratic, dynamic, and responsive. Various stakeholders such as residents, municipalities, housing corporations and developers can have continuous access into the results and can create a better collaboration between the different stakeholders.



T5 Providing context

Current use and/or issue

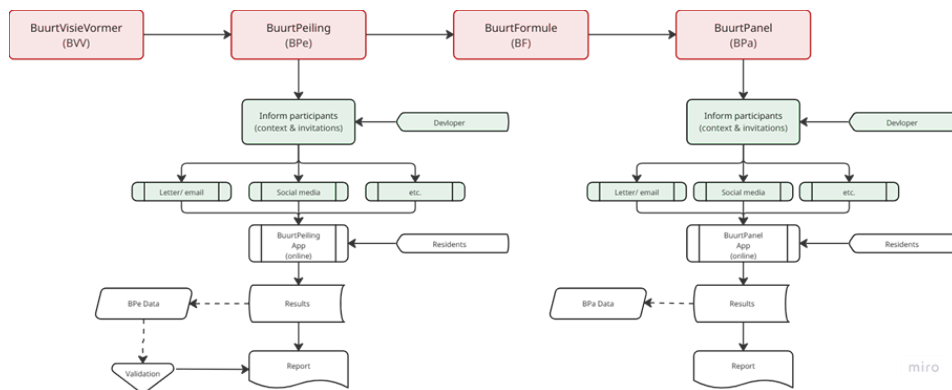
Currently, KodW provides context solely through the medium by which the QR code is distributed—such as a flyer, letter, email, or event. Participants are limited to the information available on that specific medium and within the app itself, which generally consists of only a few sentences. As a result, the level of information provided is relatively limited, and participants remain unaware of the broader underlying elements of KodW. Additionally, there is a lack of clear information regarding what is expected from participants and how their input will be used.

Improvement

Participants require improved access to information. Currently, information provision does not play a significant role in Kijk op de Wijk. An additional element should be integrated that focuses specifically on delivering relevant context and guidance. This could, for example, take the form of an introductory video embedded at the beginning of the BuurtPanel, or a detailed explanation accompanying the Buurtpeiling about what will happen in the near future, including a timeline. It is also possible to add an extra step (or steps) dedicated solely to information provision. This could take place at the beginning, during, or after the process—starting with an explanation of the procedure and the influence participants will have, followed by the project-specific context, and concluding with feedback on the outcomes.

Expected effect

Providing additional context increases transparency and clarity among participants. It enables them to make more informed decisions based on accurate information. By being included in the planning process, participants are more likely to develop a greater sense of trust, potentially leading to stronger engagement and support throughout the participation process.



T6 Feedback to participants

Current use and/or issue

Currently, residents have no way of accessing participation results within Kijk op de Wijk themselves. They are dependent on what the developer chooses to share with them. As a result, there is no direct link between the input provided and how it has been used or reflected in the design process. This leads to a lack of transparency.

Improvement

A potential improvement would be to integrate a fixed feedback moment as an essential part of Kijk op de Wijk (KodW). After following the Buurtpeiling, an automated feedback loop could be introduced in which the validated interpretation of the data is shared with residents. This would allow them to see the outcomes of the data analysis and how they contributed to its validation. They could then respond to ensure the direction reflects their perspectives. This step would make clear what developers and architects are taking into account in the design and planning process, and help residents understand which topics are being considered. It is essential, however, to provide clear explanations alongside this feedback.

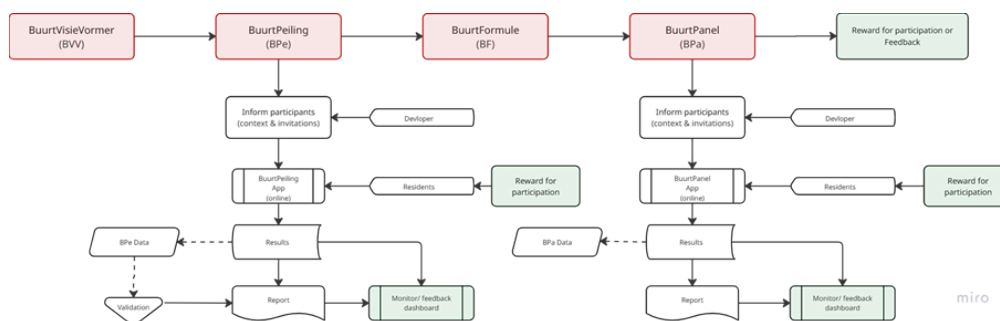
After the Buurtpanel, this could take the form of a final step in which the various ideas are automatically visualized in a render. For example, the selected design elements could be incorporated into an existing photograph or massing study using an AI rendering model. This image could then be shared with residents, allowing them to respond via the app or through a physical interaction such as a discussion session.

It is also important to include an element that provides a tangible benefit for the residents themselves. Aspects such as "more influence," "better plans," and "providing input" may not be sufficient incentives for participation. Moreover, research by Hanson et al. (2000) shows that negative feelings can arise when individuals perceive that their efforts—such as participation—are not sufficiently valued. A physical reward could help address this. Providing feedback solely through sharing results may fall short. An alternative improvement could be to link participation to a prize or reward, such as a free coffee or a raffle for gift vouchers.

Expected effect

The potential effect of this improvement is that it could provide greater insight into the thought process of developers and other responsible parties. This increased transparency helps residents better understand the rationale behind certain decisions. By clearly and simply explaining which elements are being addressed and how these are ultimately visualized, trust can be built among participants.

However, it is essential to clearly communicate what is being done with the collected data, emphasizing that it may not be possible to incorporate every piece of input. Unrealistic promises or expectations must be avoided to ensure that participants remain engaged.



T7 Deployability

Current use and/or issue

In certain situations—such as during a tender in the acquisition phase—developers may be restricted by external conditions from the municipality that limit their ability to engage with the local community. These constraints can prevent early-stage participation, meaning that residents are involved only at a later stage, which is less than ideal. Ideally, participation should follow a trajectory from ambition to design (2-B, 2025). When early involvement is not possible, it may lead to reduced public support and weaker foundations for the development process.

In addition, there are situations where residents are not yet known—for example, in new construction projects by housing associations. In many cases, future residents only become visible a few months before completion, at which point there is no longer an opportunity to influence the design.

Improvement

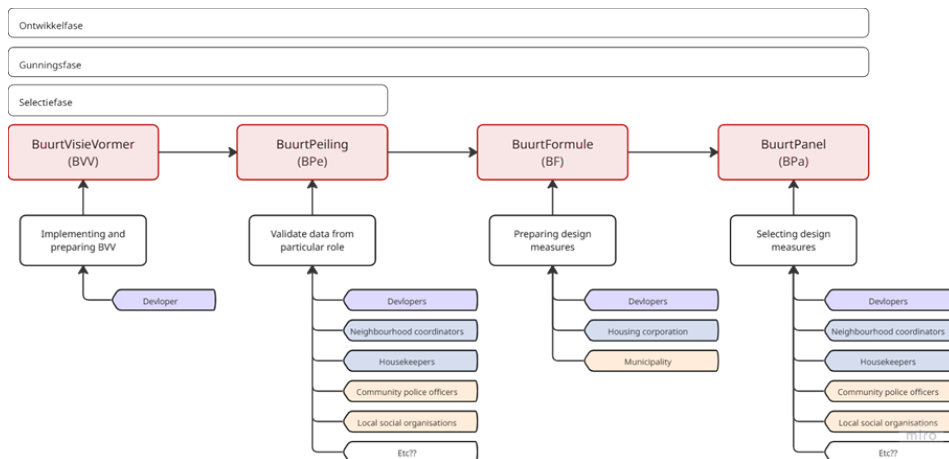
An improvement could be to make KodW (partially) applicable during the early phases of development, even when direct contact with residents—either physically or online—is not yet permitted. While this may seem contrary to the principles of participatory planning, it still allows for the integration of residents’ needs and preferences into the planning process. This could be achieved by gathering insights from other stakeholders within the area, such as neighbourhood coordinators from housing associations, community police officers, or local social organizations.

This improvement aligns with the broader goal of Accessibility & Input, in which active use is made of the knowledge and observations of intermediary parties. By allowing municipalities, housing corporations, and other social institutions to contribute their insights directly into the KodW dashboard, these findings can inform early-stage planning decisions—even before formal resident participation is possible.

To address the needs of potential tenants in new housing projects—who typically only become visible a few months before completion—it is possible to make use of the insights of caretakers and neighborhood coordinators from housing associations. These professionals often have in-depth knowledge of the challenges and needs of residents in a specific area. Moreover, the expected resident profiles are usually known in advance, allowing caretakers and coordinators to assess which design solutions are likely to be effective. In this context, caretakers and neighbourhood coordinators can serve as an expert panel, offering valuable input during the design and planning phases.

Expected effect

The potential effect of this measure is that residents may be less directly involved in the Kijk op de Wijk (KodW) process. Developers might opt to follow the steps without engaging residents. It is therefore essential to communicate clearly to developers that this approach does not fully reflect actual participatory engagement, but can still offer valuable insights in cases where municipal restrictions or practical limitations prevent early involvement. In such specific circumstances, it remains possible to incorporate anticipated needs based on the expertise of individuals who are closely connected to the target groups. Ultimately, this may lead to plans that better align with residents’ actual needs.



T8: Data sources & subjects

Current use and/or issue

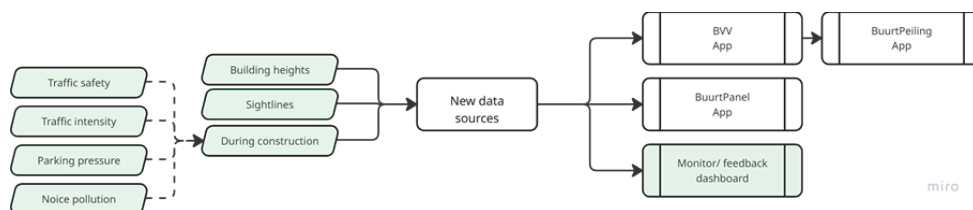
The data sources used in Kijk op de Wijk primarily focus on the current situation and the envisioned future state. However, they do not take into account the transitional phase during construction—an aspect that, for some residents, may pose a greater concern due to the prolonged nuisance and disruptions associated with building activities.

Improvement

The topics that should be included in KodW—and specifically in tools such as the BVV—are elements like building height and sightlines. These factors are often decisive for both residents and businesses, as they affect sunlight exposure, privacy, and visibility. In the analysis of the formal responses (zienswijzen) in section xx, these topics were repeatedly mentioned. Other important topics that should be incorporated into KodW include the approach during the construction phase and the post-completion phase. This includes issues such as traffic safety, traffic intensity, parking pressure, and noise pollution. These topics should be integrated into KodW and aligned with its components—such as the information provision, BVV, BuurtPeiling, and BuurtPanel—depending on the specific nature of each issue.

Expected effect

Including these topics enhances the inclusivity of the method by ensuring that all relevant issues are addressed. This contributes to a more diverse range of input from residents and provides developers with clear guidance for tailoring the process in a targeted and context-specific way.



APPENDIX P DMP

Plan Overview

A Data Management Plan created using DMPonline

Title: Designing Private Organised Participation by optimising market initiatives

Creator: Ties de Boer

Principal Investigator: Ties de Boer

Data Manager: Ties de Boer

Affiliation: Delft University of Technology

Template: TU Delft Data Management Plan template (2025)

Project abstract:

This research explores the integration of the participation method/ tool "Kijk op de Wijk" (KodW) of VORM within the framework of the Environment and Planning Act (EPA) in the Netherlands. "Kijk op de Wijk" is a methodology of VORM. The study seeks to address how developers can effectively use KodW as a privately organized participation (POP) tool in area development projects. The main research question focuses on improving participation processes to align with legal requirements while meeting stakeholder needs. The subquestions are trying to find out what the characteristics of KodW are and what the results in practice are. Eventually, the goal is to optimise the participation tool "Kijk op de Wijk" of VORM.

Data collection involves a mixed-methods approach, combining qualitative and quantitative methodologies. Methods include a case studies where document reviews, process observations, and interviews with stakeholders such as developers and municipalities related to the participation process in the specific case. The research reuses public and company data while generating primary data through fieldwork in specific urban development projects (e.g., De Kaai, Zuiderpoort Piekstraat, and Hof van Maasdam).

Data will be processed using thematic coding, comparative analysis, and framework-based assessments to evaluate KodW's performance. Key outputs include insights into the effectiveness of KodW, recommendations for its optimization, and a refined methodology tailored to diverse stakeholder groups and legislative requirements.

The study contributes to academic and practical understandings of urban participation, offering tools to enhance inclusivity and efficiency in urban planning initiatives. It aligns with societal goals of sustainable development and liveability by facilitating stakeholder engagement and minimizing objections in area developments.

ID: 167276

Start date: 27-01-2025

End date: 06-06-2025

Last modified: 25-02-2025

Designing Private Organised Participation by optimising market initiatives

0. Administrative questions

1. **Provide the name of the data management support staff consulted during the preparation of this plan and the date of consultation. Please also mention if you consulted any other support staff.**

Fred Hobma, supervisor for my graduation research at the Faculty of Architecture and the Built Environment, has reviewed this DMP on 15/01/2025 and did not have comments on the DMP.

The data steward J. Strandberg reviewed it for the first time on 22-01-2024.

2. **Is TU Delft the lead institution for this project?**

- Yes, leading the collaboration – please provide details of the type of collaboration and the involved parties below

Collaboration with VORM Ontwikkeling BV in the form of an internship. VORM is providing data and tool to perform the research.

I. Data/code description and collection or re-use

3. Provide a general description of the types of data/code you will be working with, including any re-used data/code.

Type of data/code	File format(s)	How will data/code be collected/generated? For re-used data/code: what are the sources and terms of use?	Purpose of processing	Storage location	Who will have access to the data/code?
Personally Identifiable Information (PII): Participants' name, email, work address, company, mobile work number	.pdf .xlsx .mp3	Contact information from participants taking part in the interviews. Verbal informed consent and contain participant' name and company. The consent is done before the interview starts. Audio-recordings are made on external device before moved to project storage. Recordings are deleted after transcription. The informed consent will be stored seperatly from the rest of the recordings and will be stored seperated from other research data on the TU Delft OneDrive Participants in interviews will be recruited with the help of VORM supervisor and colleagues	Administrative purposes: Obtaining informed consent and communicating with participants -- related to the interviews	TU Delft OneDrive External recording device (temporary storage) + TU Delft Onedrive (primary storage)	Ties de Boer (master student), Fred Hobma and Gerard van Bortel (Supervisors)
Audio-recordings of interviews with participants. Project and concept developers of VORM related to the cases, Participation experts on Kijk op de Wijk.	.mp3	Interviews are conducted at VORM office. Audiorecordings are made on external device before moved to project storage. Recordings are deleted after transcription Participants in interviews will be recruited with the help of VORM supervisor and colleagues	Capturing opinions on Kijk op de Wijk, Participation processes and different case projects (de kaai, Hof van Maasdam and Piekstraat)	External recording device (temporary storage) + TU Delft Onedrive (primary storage)	Ties de Boer (master student), Fred Hobma and Gerard van Bortel (Supervisors)
Anonymous transcriptions of interviews	.txt	Anonymous transcriptions created manually based on audio-recordings. Participants are asked to review the transcriptions of their interviews before the transcript is finalised	Privacypreserving data on Kijk op de Wijk, participation processes and case projects (de kaai, Hof van Maasdam and Piekstraat)	TU Delft OneDrive Offline Back up USB drive	Ties de Boer (master student), Fred Hobma and Gerard van Bortel (Supervisors)
Anonymised data on opinion on Kijk op de Wijk, participation processes and case projects (de kaai, Hof van Maasdam and Piekstraat)	.csv	Data obtained from coding anonymised transcriptions using Atlas software. TU Dekft has a campus licence for employees	Privacypreserving data on Kijk op de Wijk, participation processes and case projects (de kaai, Hof van Maasdam and Piekstraat)	TU Delft OneDrive	Ties de Boer (master student), Fred Hobma and Gerard van Bortel (Supervisors)
Report/ thesis	.pdf .txt	Serve as record of the process as well as documentation	Long-term documentation	TU Delft OneDrive Offline back up USB drive	Ties de Boer (master student), Fred Hobma and Gerard van Bortel (Supervisors) and Mo Sedighi of VORM (only acces to the thesis/ report, not other data)

Data from Kijk op de Wijk Portal about neighbourhoods	.xlsx	Data will be extracted from the Kijk op de Wijk Tool of VORM. This is data about the lifeability of neighbourhoods. Data from this portal is extracted with permission of VORM. Copyrights are with VORM ontwikkeling BV. The Data is existing data from the company and already anonymous and will be re-used in the analysis.	Analysing the performance of Kijk op de Wijk and improving the tool.	VORM Sharepoint	Ties de Boer (Master student) and Mo Sedighi (VORM supervisor)
Internal Project data of the Kaai, Piekstraat and Hof van Maasdam	.pdf .xlsx .txt	Data will be obtained from the internal VORM sharepoint	Used for the document review of the cases and analysing data used as input for the interviews.	VORM Sharepoint	Ties de Boer (Master student) and Mo Sedighi (VORM supervisor)
Observations during implementation of Kijk op de Wijk in participation processes	.xlsx .txt	Data will be obtained from own observations to see the interactions of initiators of participations proceses, no personal data will be collected, only anonymous data the interactions between the tool and developers.	used for understanding and analysing the developers experience on using the tool and collecting improvements.	TU Delft OneDrive	Ties de Boer (master student), Fred Hobma and Gerard van Bortel (Supervisors)

II. Storage and backup during the research process

4. How much data/code storage will you require during the project lifetime?

- < 250 GB

5. Where will the data/code be stored and backed-up during the project lifetime? (Select all that apply.)

- Another storage system – please explain below, including provided security measures
- TU Delft OneDrive
- TU Delft OneDrive: Primary research data storage. Only TU Delft team members (Master's student and supervisors) have access. Interview data will be stored in separate folders, and within the interview folder, there are separate folders for audiorecordings and anonymous transcriptions. Informed consent forms and contact information are encrypted separately from research data to minimise risk of re-identification. PII data of informed consent (.mp3) and administrative purposes will be stored separately on the TU Delft OneDrive, apart from research data.
- Offline backup on usb drive (only accesible for student, only text files from report/ thesis and anonymous transcripts from interviews, USB drive will be deleted after final report and conclusions)
- VORM Sharepoint (internal), only accesible from VORM laptop and network
- External recording device (used as temporary storage, deleted after storage on TU Delft OneDrive) External device is locked device and can only be entered through a password.

III. Data/code documentation

6. What documentation will accompany data/code? (Select all that apply.) • Data – Methodology of data collection

IV. Legal and ethical requirements, code of conducts

7. Does your research involve human subjects or third-party datasets collected from human participants?

If you are working with a human subject(s), you will need to obtain the HREC approval for your research project.

- Yes – please provide details in the additional information box below

I intend to apply for ethical approval from the human research ethics committee, but have not yet done so.

8. Will you work with personal data? (This is information about an identified or identifiable natural person, either for research or project administration purposes.)

- Yes

9. Will you work with any other types of confidential or classified data or code as listed below? (Select all that apply and provide additional details below.)

If you are not sure which option to select, ask your Faculty Data Steward for advice.

- Yes, data related to competitive advantage (for example, patent, IP)
- Yes, confidential data received from commercial, or other external partners

The confidential and competitive data is the tool Kijk op de Wijk of VORM. This is a participation method used by VORM and is developed by the company. This tool is part of the research and will be used to examine a practical example of a private organised participation. The tool can be presented and used for research, the exact procedure of Kijk op de Wijk is not part of the research, only the interactions between different stakeholders and user experience is used, which is not part of the confidential and competitive data.

10. How will ownership of the data and intellectual property rights to the data be managed?

For projects involving commercially-sensitive research or research involving third parties, seek advice of your [Faculty Contract Manager](#) when answering this question.

The intellectual property rights are framed by a graduation agreement between Delft University of Technology, myself and VORM Ontwikkeling. The improvements related to Kijk op de Wijk will be an advice towards VORM. The IPR of (the Data from) Kijk op de Wijk, used to come to these improvements is with VORM. The IPR of the advice is with the student.

11. Which personal data or data from human participants do you work with? (Select all that apply.)

- Proof of consent (such as signed consent materials which contain name and signature)
- Audio recordings
- Telephone number, email addresses and/or other addresses as contact details for administrative purposes
- Names as contact details for administrative purposes

12. Please list the categories of data subjects and their geographical location.

Interview participants are experts on the projects the Kaai, Piekstraat and Hof van Maasdam and also experts on Kijk op de Wijk.

13. Will you be receiving personal data from or transferring personal data to third parties (groups of individuals or organisations)?

- No

16. What are the legal grounds for personal data processing?

- Informed consent

17. Please describe the informed consent procedure you will follow below.

All participants will be asked for their consent to take part in the study and for data processing before the start of the interview. Consent is obtained verbally, whereby the participant positively affirms their participation in the study and their understanding of what the Participation Information Sheet states, and expressly agrees to the conditions of the data collection and processing. The consent will be recorded in an audio recording, stating their name and function. The recording of informed consent will be stored separately from the research data.

18. Where will you store the physical/digital signed consent forms or other types of proof of consent (such as recording of verbal consent)?

The verbal informed consent will be recorded in an audio recording. The recording will be stored separately from the research data on the TU Delft OneDrive. The external recording device will temporarily store the recording until the recording is moved to the TU Delft OneDrive, after that, the recording will be deleted.

19. Does the processing of the personal data result in a high risk to the data subjects? (Select all that apply.)

If the processing of the personal data results in a high risk to the data subjects, it is required to perform a Data Protection Impact Assessment (DPIA). In order to determine if there is a high risk for the data subjects, please check if any of the options below that are applicable to the processing of the personal data in your research project.

If any category applies, please provide additional information in the box below. Likewise, if you collect other type of potentially sensitive data, or if you have any additional comments, include these in the box below.

If one or more options listed below apply, your project might need a DPIA. Please get in touch with the Privacy team (privacy-tud@tudelft.nl) to get advice as to whether DPIA is necessary.

- None of the above apply

23. What will happen with the personal data used in the research after the end of the research project?

- Anonymised or aggregated data will be shared with others

The anonymised research data consists of anonymised interview transcripts, anonymised coded datasets. The audio recordings will be deleted after transcription, only anonymous interviews will remain. These data will be used in the body of the thesis and included in the appendix, but will not be shared in a data repository.

24. For how long will personal research data (including pseudonymised data) be stored?

- Personal data will be deleted at the end of the research project

25. How will your study participants be asked for their consent for data sharing?

- In the informed consent form: participants are informed that their personal data will be anonymised and that the anonymised dataset is shared publicly

V. Data sharing and long term preservation

27. Apart from personal data mentioned in question 23, will any other data be publicly shared?

Please provide a list of data/code you are going to share under 'Additional Information'.

- Not all non-personal data/code can be publicly shared – please explain below which data/code and why cannot be publicly shared
Data from Kijk op de Wijk will remain at VORM sharepoint. This is company data.

29. How will you share research data/code, including those mentioned in question 23?

- I am a Bachelor's/Master's student at TU Delft and I will share the data/code in the body and/or appendices of my thesis/report in the Education Repository

31. When will the data/code be shared?

- As soon as corresponding results (papers, theses, reports) are published

VI. Data management responsibilities and resources

33. If you leave TU Delft (or are unavailable), who is going to be responsible for the data/code resulting from this project?

My supervisor Fred Hobma, Management in the Built Environment

34. What resources (for example financial and time) will be dedicated to data management and ensuring that data will be FAIR (Findable, Accessible, Interoperable, Re-usable)?

Research data are only shared within the MSc Thesis: No additional resources required.

APPENDIX Q HREC
Delft University of Technology
HUMAN RESEARCH ETHICS
CHECKLIST FOR HUMAN RESEARCH
(Version January 2022)

IMPORTANT NOTES ON PREPARING THIS CHECKLIST

1. An HREC application should be submitted for every research study that involves human participants (as Research Subjects) carried out by TU Delft researchers
2. Your HREC application should be submitted and approved **before** potential participants are approached to take part in your study
3. All submissions from Master's Students for their research thesis need approval from the relevant Responsible Researcher
4. The Responsible Researcher must indicate their approval of the completeness and quality of the submission by signing and dating this form OR by providing approval to the corresponding researcher via email (included as a PDF with the full HREC submission)
5. There are various aspects of human research compliance which fall outside of the remit of the HREC, but which must be in place to obtain HREC approval. These often require input from internal or external experts such as [Faculty Data Stewards](#), [Faculty HSE advisors](#), the [TU Delft Privacy Team](#) or external [Medical research partners](#).
6. You can find detailed guidance on completing your HREC application [here](#)
7. Please note that incomplete submissions (whether in terms of documentation or the information provided therein) will be returned for completion **prior to any assessment**
8. If you have any feedback on any aspect of the HREC approval tools and/or process you can leave your comments [here](#)

Applicant Information

PROJECT TITLE:	
Research period: <i>Over what period of time will this specific part of the research take place</i>	10-02-2025 until 06-06-2025
Faculty:	TU Delft Faculty of Architecture & the Built Environment
Department:	Management in the Built Environment
Type of the research project: <i>(Bachelor's, Master's, DreamTeam, PhD, PostDoc, Senior Researcher, Organisational etc.)</i>	Master's
Funder of research: <i>(EU, NWO, TUD, other – in which case please elaborate)</i>	TUD
Name of Corresponding Researcher: <i>(If different from the Responsible Researcher)</i>	Ties de Boer
E-mail Corresponding Researcher: <i>(If different from the Responsible Researcher)</i>	t.b.b.deboer@student.tudelft.nl

Position of Corresponding Researcher: <i>(Masters, DreamTeam, PhD, PostDoc, Assistant/ Associate/ Full Professor)</i>	Masters
Name of Responsible Researcher: <i>Note: all student work must have a named Responsible Researcher to approve, sign and submit this application</i>	Fred Hobma
E-mail of Responsible Researcher: <i>Please ensure that an institutional email address (no Gmail, Yahoo, etc.) is used for all project documentation/ communications including Informed Consent materials</i>	f.a.m.hobma@tudelft.nl
Position of Responsible Researcher : <i>(PhD, PostDoc, Associate/ Assistant/ Full Professor)</i>	Associate Professor

Research Overview

NOTE: You can find more guidance on completing this checklist [here](#)

a) Please summarise your research very briefly (100-200 words)

What are you looking into, who is involved, how many participants there will be, how they will be recruited and what are they expected to do?

<i>Add your text here – (please avoid jargon and abbreviations)</i>
I am looking into the experiences of developers, municipal servants and participation experts on the private organised participation method of VORM Ontwikkeling. Around 15 to 25 experts in this field will be interviewed or take part in a focus group. In these sessions participants will be asked on their experience with participation processes and what makes some processes more useful than others. In advance, optimisations will be tested in focus groups where they can give their opinions on the improvements. They will be recruited through VORM and are associated with developments of VORM.

b) If your application is an additional project related to an existing approved HREC submission, please provide a brief explanation including the existing relevant HREC submission number/s.

--

c) If your application is a simple extension of, or amendment to, an existing approved HREC submission, you can simply submit an [HREC Amendment Form](#) as a submission through LabServant.

Risk Assessment and Mitigation Plan

NOTE: You can find more guidance on completing this checklist [here](#)

Please complete the following table in full for all points to which your answer is “yes”. Bear in mind that the vast majority of projects involving human participants as Research Subjects also involve the collection of **Personally Identifiable Information (PII)** and/or **Personally Identifiable Research Data (PIRD)** which may pose potential risks to participants as detailed in Section G: Data Processing and Privacy below.

To ensure alignment between your risk assessment, data management and what you agree with your Research Subjects you can use the last two columns in the table below to refer to specific points in your Data Management Plan (DMP) and Informed Consent Form (ICF) – **but this is not compulsory**.

It’s worth noting that **you’re much more likely to need to resubmit your application if you neglect to identify potential risks**, than if you identify a potential risk and demonstrate how you will mitigate it. If necessary, the HREC will always work with you and colleagues in the Privacy Team and Data Management Services to see how, if at all possible, your research can be conducted.

			<i>If YES please complete the Risk Assessment and Mitigation Plan columns below.</i>		<i>Please provide the relevant reference #</i>	
ISSUE	Yes	No	RISK ASSESSMENT – what risks could arise? <i>Please ensure that you list ALL of the actual risks that could potentially arise – do not simply state whether you consider any such risks are important!</i>	MITIGATION PLAN – what mitigating steps will you take? <i>Please ensure that you summarise what actual mitigation measures you will take for each potential risk identified – do not simply state that you will e.g. comply with regulations.</i>	DMP	ICF
A: Partners and collaboration						
1. Will the research be carried out in collaboration with additional organisational partners such as: <ul style="list-style-type: none"> One or more collaborating research and/or commercial organisations Either a research, or a work experience internship provider¹ ¹ <i>If yes, please include the graduation agreement in this application</i>	x		The company wants to have interview audio’s from the participants.	Only discussing the conclusions, after processing it in the thesis.		
2. Is this research dependent on a Data Transfer or Processing Agreement with a collaborating partner or third party supplier? <i>If yes please provide a copy of the signed DTA/DPA</i>		x				

3. Has this research been approved by another (external) research ethics committee (e.g.: HREC and/or MREC/METC)? <i>If yes, please provide a copy of the approval (if possible) and summarise any key points in your Risk Management section below</i>		x			
B: Location					

			<i>If YES please complete the Risk Assessment and Mitigation Plan columns below.</i>		<i>Please provide the relevant reference #</i>	
ISSUE	Yes	No	RISK ASSESSMENT – what risks could arise? <i>Please ensure that you list ALL of the actual risks that could potentially arise – do not simply state whether you consider any such risks are important!</i>	MITIGATION PLAN – what mitigating steps will you take? <i>Please ensure that you summarise what actual mitigation measures you will take for each potential risk identified – do not simply state that you will e.g. comply with regulations.</i>	DMP	ICF
4. Will the research take place in a country or countries, other than the Netherlands, within the EU?		x				
5. Will the research take place in a country or countries outside the EU?		x				
6. Will the research take place in a place/region or of higher risk – including known dangerous locations (in any country) or locations with non-democratic regimes?		x				
C: Participants						
7. Will the study involve participants who may be vulnerable and possibly (legally) unable to give informed consent? (e.g., children below the legal age for giving consent, people with learning difficulties, people living in care or nursing homes,).		x				
8. Will the study involve participants who may be vulnerable under specific circumstances and in specific contexts, such as victims and witnesses of violence, including domestic violence; sex workers; members of minority groups, refugees, irregular migrants or dissidents?		x				

9. Are the participants, outside the context of the research, in a dependent or subordinate position to the investigator (such as own children, own students or employees of either TU Delft and/or a collaborating partner organisation)? <i>It is essential that you safeguard against possible adverse consequences of this situation (such as allowing a student's failure to participate to your satisfaction to affect your evaluation of their coursework).</i>		x				
10. Is there a high possibility of re-identification for your participants? (e.g., do they have a very specialist job of which there are only a small number in a given country, are they members of a small community, or employees from a partner company collaborating in the research? Or are they one of only a handful of (expert) participants in the study?	x		There are a few experts on the specific participation method Kijk op de Wijk of VORM. It may be possible that they will be identified, since there are a few experts.	To mitigate the risk of re-identification, the experts involved on the specific participation method, is interviewed on a different topic than others. The experts on Kijk op de Wijk will be interviewed on the characteristics of participation, which is more general. The others related to participation will be interviewed on the interaction with various participation methods. Which keeps the information more general and not project or method specific.		
D: Recruiting Participants						
11. Will your participants be recruited through your own, professional, channels such as conference attendance lists, or through specific network/s such as self-help groups		x				

			<i>If YES please complete the Risk Assessment and Mitigation Plan columns below.</i>	<i>Please provide the relevant reference #</i>		
ISSUE	Yes	No	RISK ASSESSMENT – what risks could arise? <i>Please ensure that you list ALL of the actual risks that could potentially arise – do not simply state whether you consider any such risks are important!</i>	MITIGATION PLAN – what mitigating steps will you take? <i>Please ensure that you summarise what actual mitigation measures you will take for each potential risk identified – do not simply state that you will e.g. comply with regulations.</i>	DMP	ICF
12. Will the participants be recruited or accessed in the longer term by a (legal or customary) gatekeeper? (e.g., an adult professional working with children; a community leader or family member who has this customary role – within or outside the EU; the data producer of a long-term cohort study)		x				
13. Will you be recruiting your participants through a crowd-sourcing service and/or involve a third party data-gathering service, such as a survey platform?		x				
14. Will you be offering any financial, or other, remuneration to participants, and might this induce or bias participation?		x				

E: Subject Matter <i>Research related to medical questions/health may require special attention. See also the website of the CCMO before contacting the HREC.</i>					
15. Will your research involve any of the following: <ul style="list-style-type: none"> • Medical research and/or clinical trials • Invasive sampling and/or medical imaging • Medical and <i>In Vitro Diagnostic Medical Devices</i> Research 		x			
16. Will drugs, placebos, or other substances (e.g., drinks, foods, food or drink constituents, dietary supplements) be administered to the study participants? <i>If yes see here to determine whether medical ethical approval is required</i>		x			
17. Will blood or tissue samples be obtained from participants? <i>If yes see here to determine whether medical ethical approval is required</i>		x			
18. Does the study risk causing psychological stress or anxiety beyond that normally encountered by the participants in their life outside research?		x			
19. Will the study involve discussion of personal sensitive data which could put participants at increased legal, financial, reputational, security or other risk? (e.g., financial data, location data, data relating to children or other vulnerable groups) <i>Definitions of sensitive personal data, and special cases are provided on the TUD Privacy Team website.</i>		x			
20. Will the study involve disclosing commercially or professionally sensitive, or confidential information? (e.g., relating to decision-making processes or business strategies which might, for example, be of interest to competitors)	x		The participation method Kijk op de Wijk could be of interest to competitors.	This research only considers experiences in the method and the results of the participation and what initiators of participation would collect from the process. The exact procedure of Kijk op de Wijk is not considered in this research , only what is already publically available.	
21. Has your study been identified by the TU Delft Privacy Team as requiring a Data Processing Impact Assessment (DPIA)? <i>If yes please attach the advice/approval from the Privacy Team to this application</i>		x			

			<i>If YES please complete the Risk Assessment and Mitigation Plan columns below.</i>		<i>Please provide the relevant reference #</i>	
ISSUE	Yes	No	RISK ASSESSMENT – what risks could arise? <i>Please ensure that you list ALL of the actual risks that could potentially arise – do not simply state whether you consider any such risks are important!</i>	MITIGATION PLAN – what mitigating steps will you take? <i>Please ensure that you summarise what actual mitigation measures you will take for each potential risk identified – do not simply state that you will e.g. comply with regulations.</i>	DMP	ICF

22. Does your research investigate causes or areas of conflict? <i>If yes please confirm that your fieldwork has been discussed with the appropriate safety/security advisors and approved by your Department/Faculty.</i>		x			
23. Does your research involve observing illegal activities or data processed or provided by authorities responsible for preventing, investigating, detecting or prosecuting criminal offences <i>If so please confirm that your work has been discussed with the appropriate legal advisors and approved by your Department/Faculty.</i>		x			
F: Research Methods					
24. Will it be necessary for participants to take part in the study without their knowledge and consent at the time? (e.g., covert observation of people in nonpublic places).		x			
25. Will the study involve actively deceiving the participants? (For example, will participants be deliberately falsely informed, will information be withheld from them or will they be misled in such a way that they are likely to object or show unease when debriefed about the study).		x			
26. Is pain or more than mild discomfort likely to result from the study? And/or could your research activity cause an accident involving (non-) participants?		x			
27. Will the experiment involve the use of devices that are not 'CE' certified? <i>Only, if 'yes': continue with the following questions:</i>		x			
• Was the device built in-house?					
• Was it inspected by a safety expert at TU Delft? <i>If yes, please provide a signed device report</i>					
• If it was not built in-house and not CE-certified, was it inspected by some other, qualified authority in safety and approved? <i>If yes, please provide records of the inspection</i>					
28. Will your research involve face-to-face encounters with your participants and if so how will you assess and address Covid considerations?	x		risk with catching the flu	Maintaining distance between them during interview	
29. Will your research involve either : a) "big data", combined datasets, new data-gathering or new data-merging techniques which might lead to re-identification of your participants and/or b) artificial intelligence or algorithm training where, for example biased datasets could lead to biased outcomes?		x			
G: Data Processing and Privacy					

			<i>If YES please complete the Risk Assessment and Mitigation Plan columns below.</i>		<i>Please provide the relevant reference #</i>	
ISSUE	Yes	No	RISK ASSESSMENT – what risks could arise? <i>Please ensure that you list ALL of the actual risks that could potentially arise – do not simply state whether you consider any such risks are important!</i>	MITIGATION PLAN – what mitigating steps will you take? <i>Please ensure that you summarise what actual mitigation measures you will take for each potential risk identified – do not simply state that you will e.g. comply with regulations.</i>	DMP	ICF
30. Will the research involve collecting, processing and/or storing any directly identifiable PII (Personally Identifiable Information) including name or email address that will be used for administrative purposes only? (eg: obtaining Informed Consent or disbursing remuneration)	x		Data could be leaked	Storage of the PII (informed consent and administrative contact details) on the TU Delft OneDrive, secured with two step verification. This folder is separate from the research data.		
31. Will the research involve collecting, processing and/or storing any directly or indirectly identifiable PIRD (Personally Identifiable Research Data) including videos, pictures, IP address, gender, age etc and what other Personal Research Data (including personal or professional views) will you be collecting?		x				
32. Will this research involve collecting data from the internet, social media and/or publicly available datasets which have been originally contributed by human participants		x				
33. Will your research findings be published in one or more forms in the public domain, as e.g., Masters thesis, journal publication, conference presentation or wider public dissemination?	x		The master's thesis will be published in the TU Delft archives. The company might not want to publish it given the unwelcome results of the research.	Agree and document in the internship agreement and good communication with the graduate company.		
34. Will your research data be archived for re-use and/or teaching in an open, private or semi-open archive?		x				

H: More on Informed Consent and Data Management

NOTE: You can find guidance and templates for preparing your Informed Consent materials) [here](#)

Your research involves human participants as Research Subjects if you are recruiting them or actively involving or influencing, manipulating or directing them in any way in your research activities. This means you must seek informed consent and agree/ implement appropriate safeguards regardless of whether you are collecting any PIRD.

Where you are also collecting PIRD, and using Informed Consent as the legal basis for your research, you need to also make sure that your IC materials are clear on any related risks and the mitigating measures you will take – including through responsible data management.

Got a comment on this checklist or the HREC process? You can leave your comments [here](#)

Signature/s

Please note that by signing this checklist list as the sole, or Responsible, researcher you are providing approval of the completeness and quality of the submission, as well as confirming alignment between GDPR, Data Management and Informed Consent requirements.

Name of Corresponding Researcher (if different from the Responsible Researcher) (print)

Signature of Corresponding Researcher:

Date: 11-02-2025

X

Ties de Boer



Name of Responsible Researcher (print)

Signature (or upload consent by mail) Responsible Researcher:

Date:

X

Fred Hobma

Completing your HREC application

Please use the following list to check that you have provided all relevant documentation

Required:

- Always:** This completed HREC checklist

- **Always:** A data management plan (reviewed, where necessary, by a data-steward)
- **Usually:** A complete Informed Consent form (including Participant Information) and/or Opening Statement (for online consent)

Please also attach any of the following, if relevant to your research:

Document or approval	Contact/s
Full Research Ethics Application	After the assessment of your initial application HREC will let you know if and when you need to submit additional information
Signed, valid Device Report	Your Faculty HSE advisor
Ethics approval from an external Medical Committee	TU Delft Policy Advisor, Medical (Devices) Research
Ethics approval from an external Research Ethics Committee	Please append, if possible, with your submission
Approved Data Transfer or Data Processing Agreement	Your Faculty Data Steward and/or TU Delft Privacy Team
Approved Graduation Agreement	Your Master's thesis supervisor
Data Processing Impact Assessment (DPIA)	TU Delft Privacy Team
Other specific requirement	Please reference/explain in your checklist and append with your submission

APPENDIX R Consolidated improvements

