Participation at your doorstep

Stimulating social cohesion and building new relations between Rotterdammers and the municipality

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Master thesis, TU Delft
Design for Interaction

"Het is voor gemeenten zinvol meer aandacht te besteden aan de manier waarop burgers en ambtenaren met elkaar praten. Focus je op het proces, niet op de uitkomsten."

Caroline Bleijenberg

TUDelft   Gemeente Rotterdam

Preface

A few years ago, in a 'manage your master' course, I wrote down that, later in my lifetime, I want to design for 'future resilience and social cohesion'. Looking back at my graduation project, this is almost exactly what I ended up doing for a few months. Ending my time as a student by delivering this report makes me feel grateful for this opportunity. This project would not have existed without the help of all the wonderful people that I met because of this project.

Thanks Anne, for the opportunity of doing such an open project for the municipality. In the beginning of my project, I found it inspiring how you supported me to approach this topic so broadly, always stimulating me with new insights, projects and people to talk to. Inspiring to see how gradually the municipality is becoming more 'Rotterdammer-centred', also thanks to you.

Then my chair Stella, I have really valued how you always stimulated me to think or approach theories and conversations differently. I ended up doing a project outside of your sustainable energy-research field, so hope that I got to inspire you too. And of course Silje, who supported me throughout the project. I really liked how our conversations were always very reflective, through this I learned a lot about myself as a designer. You can see that you have a passion for educating, always bringing the best out of whom you are working with.

To all the people that I got to interview and interact with during my project. Especially all the people that I, sometimes randomly, encountered with in the Wijkhub Middelland-Nieuwe Westen. I think it's great work you're doing and just by being and working in that environment myself, allowed me to experience participation and working neighbourhood oriented first hand; something I think all designers and civil servants should do. Niels, Anne Bo, Ruud and Philip, see you soon!

Then the people 'outside' of the project that helped me through my graduation. First and foremost Claire. Thanks for the endless support, appreciation, distraction, relaxing, listening to my doubts and of course for borrowing your laptop.Though graduation projects may look smooth from the outside, it sometimes definitely was a bumpy road for me. You helped me through it. Thanks to my family Amanda Claudia, Wouter, mama, papa and Marian, for helping me to grow into the person I am and that I will be, supporting me during my studies, internships and personal life the past years. And of course I would like to thank the other fam: Abe, Koen and Casper. I must say that I missed you guys last months, but I am excited to see you guys back in Rotterdam and hear all your traveller stories. Grateful to closing off these 6 years of studies together and curious where we will be after 6 years, big things ahead!!

Executive summary

The goal of this project was to explore and improve the relationship between the municipality of Rotterdam and its citizens. This thesis presents a concept that allows the municipality to locally connect to residents and allows citizens to express their perspective on their local environment.

Citizens experience a growing gap between their lived world and that of governmental institutions. The historical low turnup rate of last municipal elections in Rotterdam, 39%, reflects the low trust people have in the municipality and how they feel unrepresented by the city council. Because of this, municipalities are striving to bring politics closer to citizens and are increasingly working more participatory; including citizens in city- and policy making. Gemeente Rotterdam just implemented a new governance model in which working neighbourhood oriented and through participation play a key role. The name: Wijk aan Zet (power to the neighbourhood).

The public good became something that is not created publically anymore. The interaction between the municipality and citizens is characterised by distance: civil servants are used to design services without citizens and citizens are used to a municipality that does its own thing. Both are not used to approaching each other in order to collaboratively make better public spaces, services and policies. If the municipality does not put effort in finding new ways to actively invite people to participate, the Wijk aan Zet model will not flourish to its full potential and the distance between 'city maker' and 'city user' will become bigger, the city less inclusive and neighbourhoods less liveable.

Participatory activities strengthen the social network of people within a neighbourhood and through this a neighbourhood can become more resilient. This process also works the other way around and through a stronger local network, people tend to engage more in participatory activities. It's an ongoing challenge for the municipality to include less obvious citizens in participation processes. This research shows that participatory activities can exclude citizens as they don't feel addressed, spoken to or don't have the practical means to join these activities. In order to promote participation and to make it more accessible for a broader group of citizens, the municipality should be a facilitator of community building and actively approach people in order to connect to them.

The Wijkbox concept is an intervention that combines these social and participatory aspects. In this box, citizens can leave their opinion, dreams and concerns about the neighbourhood. The box is handed out by civil servants in the neighbourhood and later passed on from citizen to citizen. As the boxes travel through the neighbourhood, more opinions are collected and more social connections are formed. The Wijkbox is a starting point for collaboration related to the topics proposed in the boxes. As the boxes end up in unexpected places, new people enter the local network. The Wijkbox allows civil servants to approach citizens more personally and provides citizens an accessible way to form their opinion about the neighbourhood, possibly stimulating them to join other participatory activities.

The Wijkbox was tested in two pilots with both citizens and civil servants. The Wijkbox shows potential in reaching 'not-yet-active' citizens and stimulating social connection within the neighbourhood. Citizens evaluated the form of participation as positive and civil servants were enthusiastic about the personal approach the Wijkbox initiates. At the moment, the concept is being implemented by the municipality in two local projects. It shows that the concept can potentially contribute to the more local approach that the municipality wants to take. The results of these experiments, which will be available after this graduation project, will show whether the concept benefits real-life projects and if it contributes to forming a long term, sustainable, relationship between Rotterdammers and the municipality.
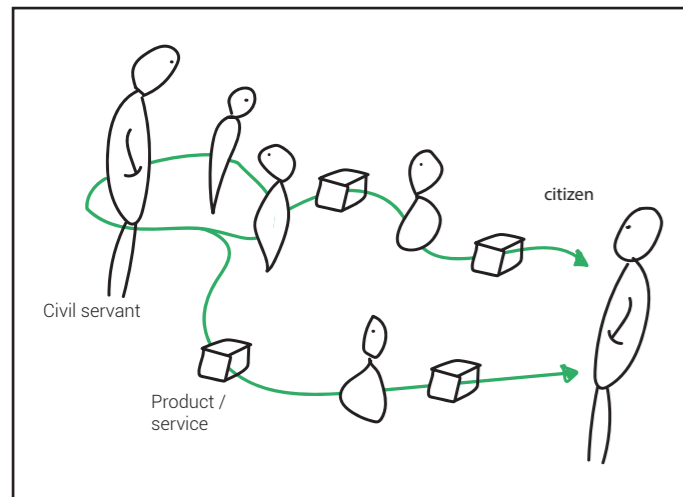

Fig. 3
Wijkbox is handed out in the neighbourhood

Fig. 4
A resident writes down their opinion in the Wijkbox

Fig. 5
A resident hands over the box to a other neighbour

Fig. 2
How a new service can help the municipality to initiate social interaction and possible participation

Civil servant

Product / service

citizen

Fig. 2
The Wijkbox concept

Reading guide

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Introduction

'Think along with the Council', 'In conversation with the city', 'Without citizens no city', 'City making together', 'The city is ours' (fig. 6): these are some examples of how governments and municipalities are increasingly encouraging citizens to participate in policy- and city making. In cities all over the Netherlands municipalities are aiming to bring politics closer to citizens and collaborate with residents in order to design more liveable streets, inclusive policies and better services.

Crisis like the Corona pandemic, the Toeslagenaffaire and the climate crisis, painfully show us how big the gap between citizens and politics became. Both citizens and policy makers experience this gap between the system- and lived world. The relationship between citizens and the municipality became passive and distant. Civil servants are used to giving form to the city without the input of citizens and citizens on their hand are not used to actively engage in collaborations with the municipality.

Participation is an opportunity to form better relations between these two perspectives and to build bridges over the trust gap. Through participation citizens and policy makers interact. Through participation, more resilient neighbourhoods and a more democratic city can be designed together. In neighbourhoods and in municipalities, participation is however scarcely embraced. New services and ways of working should focus on building bridges and forming new relations between the municipality and citizens. By this, the trust gap can be closed as more inclusive, resilient and future-proof neighbourhoods and cities can be designed.

Fig. 6
De stad van ons
(the city is ours)

How can we include and invite citizens in participation activities that are currently excluded from decision making processes?

Initial project goal

Initial project goal

Also gemeente Rotterdam intends to work more in collaboration with citizens. In order to do this a new neighbourhood oriented governance model was decided on by the city council. This new policy, 'Wijk aan Zet' (power to the neighbourhood) (fig. 7), aims to give citizens a stronger voice in their local living environment. Rotterdam will be divided in 39 neighbourhoods and every neighbourhood will get its own citizens' council, a digital participation platform and a physical 'hub',through which citizens and civil servants can interact with each other. These interventions aim to contribute to the forming of a better relationship between the municipality and Rotterdammers. However, the growing distrust and distance between citizens and the municipality makes it hard to initiate this relationship forming just through implementing the Wijk aan Zet governance model and expecting citizens to engage in participatory activities just by designing the participatory opportunities for it. Citizens might not feel invited to participatory processes, don't know about it, don't feel obligated to engage with policy or their neighbourhood community or simply don't have time to invest in participation activities. The municipality has to take an active role in inviting citizens to collaborate with them in order to build a better relationship.

The client

This project is in commission of Gemeente Rotterdam and specifically the department Dienstverlening. Within the department, I did my project directly for the team 'Kennis, Inspraak en Participatie'. This team aims to build knowledge about participation and inspire the rest of the organisation to apply participation and to work together with Rotterdammers. Through learning programmes, workshops, tools, handbooks, podcasts and so on they advise other colleagues about participation and how to apply it in their projects. They are always looking for new tools, ways of working, new workshop materials and handbooks, so doing a design project for them seemed appropriate when I was having conversations with different people from the municipality in order to shape my graduation project.

During the graduation project, I increasingly engaged and collaborated with civil servants that are part of the 'gebied organisatie' (district- or neighbourhood organisation). I did this through working from out of the neighbourhood hubs. This allowed me to experience and learn about the challenges of local participation, relationship forming and community building and provided me with the network to test and implement my concept in later stages of the project. The role of these civil servants is to be locally active in the neighbourhood and to build a network in the local context. They are the connecting factors between the more bureaucratic part of the municipal organisation and local entrepreneurs, organisations and active citizens. The neighbourhood organisation is a key player in the organisation of participation as they have the most bottom-up way of working and engage with citizens directly.

Fig. 7
Wijk aan Zet (power to the neighbourhood) branding

Project approach

In order to organise and execute this project, the double diamond design method was applied. This is a guiding framework that consists of four phases: discover, define, design and deliver. The first two phases form the research part of this project, the latter two form the design part of this project. Each phase starts with a diverging stage and is characterised by exploration. Each phase ends with a converging stage, which is characterised by specification.

In the **discovery phase**, I explored the topic of participation and specifically on the relation citizens have with the municipality and vice versa. First, an understanding of the concept of 'citizens participation' and the municipal organisation is built through reading papers and analysing reports. Through interviewing colleagues, experts and citizens, by visiting Wijkhubs and neighbourhood community houses, joining talks and events a broader view on participation was created.

In the **define phase**, I reduced the insights of the research into four design challenges. Through iteratively framing the project goal and discussing this with civil servants and the project supervisors, a final design goal is formulated that forms the basis of the design phase.

The **design phase** is characterised by exploring possible solutions for the proposed design goal. In order to design the right relationship and interaction between citizens and the municipality, an interaction vision was created. This interaction vision formed the base of the conceptualisation phase, where I came up with the Wijkbox concept. Through prototyping and experimenting with the Wijkbox concept, in collaboration with citizens and civil servants, the concept was developed over time whilst also evaluated.

In the **delivery phase**, the details of the concept are developed further. By engaging with people in the local Wijkhub, I got the chance to connect the concept to the neighbourhood council and to a local neighbourhood initiative. I produced several versions of the Wijkbox for these parties that are currently being used in the neighbourhood. A look ahead and a reflection form the end of this project and report.
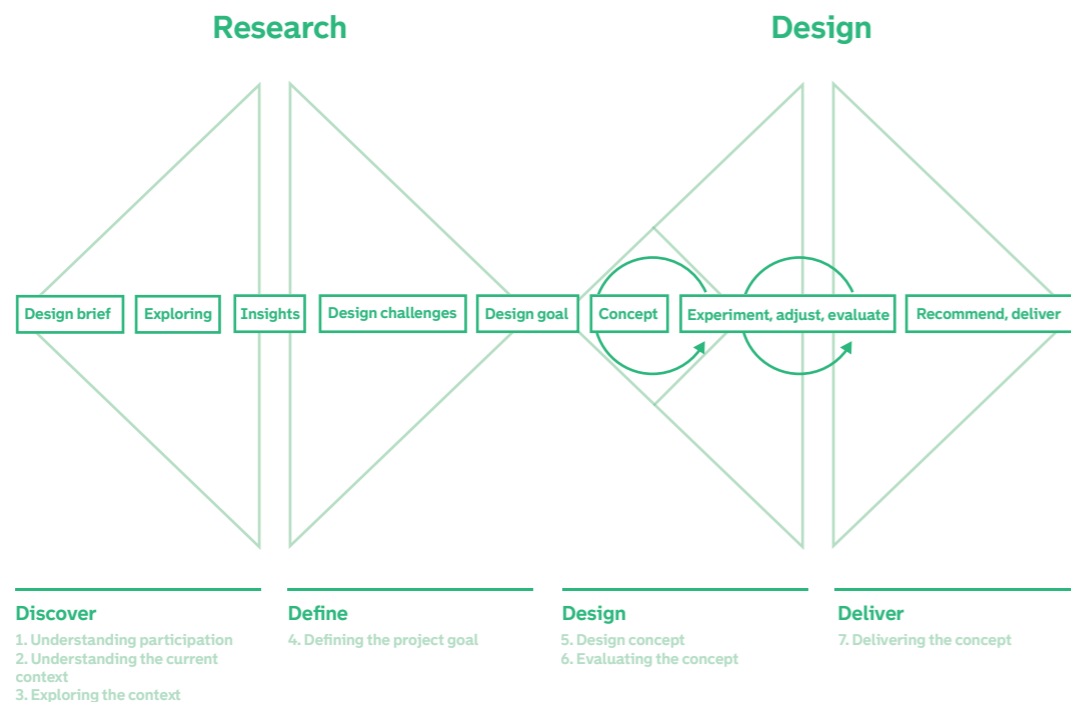
Design for Interaction
This project is characterised by the design for interaction approach. This way of designing focuses on the interactions that users have with products and services. It aims to give form to the intended relation or interaction before giving shape to the actual design of a product or service (Hekkert & van Dijk, 2011). It therefore promises to deliver more meaningful interventions. As reflected in the project introduction, this project is all about the relationship that citizens have with the municipality. Through designing the intended interaction first, a vision on how municipalities should approach citizens is created. The final design is an embodiment of this interaction and sparks for a better relationship between citizens and the municipality.

Participation
As my project is about participation, I tried to apply participatory ways of working and engage with participatory activities in my working methods. Through participating in meetings, visiting community houses and working in the local Wijkhub, I tried to be 'this civil servant that is actively working in the neighbourhood'. In my research I did a street interview session in which I talked to citizens and by interviewing experts and colleagues I tried to research the field from a broader perspective. In the design phase, I engaged with citizens through experiments.

Designing through doing
The design phase of this project was characterised by experimenting. After describing the envisioned interactions and coming up with a concept proposal, I developed prototypes that I used in two experiments. These experiments allowed me to validate the envisioned interactions, but also gave me the tools to develop the concept further. Rather than developing the concept in detail before validating it, the experiments were done with earlier versions of the concept.

Research   **Design**

| Design brief | Exploring | Insights | Design challenges | Design goal | Concept | Experiment, adjust, evaluate | Recommend, deliver |

Discover
1. Understanding participation
2. Understanding the current context
3. Exploring the context

Define
4. Defining the project goal

Design
5. Design concept
6. Evaluating the concept

Deliver
7. Delivering the concept

Research
Context
Interactions

Envision
Interactions
Relation

Experiment
Build, test
Evaluate

Propose
Final design

1 **Understanding** participation

This chapter provides an explanation of what participation is and gives an understanding of why participation is becoming increasingly implemented in governmental ways of working. I will explore both the benefits and risks of participation and will provide examples of different forms of participation. Finally, I will give a description of a set of preconditions that need to be taken care of by municipalities if they want to apply a more participatory way of working.

Towards a participatory society

"Participation is the building block for a contemporary democratic society and sustainable communities"

Edens & Klabbers (2019)

An ongoing movement

There is an ongoing movement happening towards a participatory society. World-wide, governments are promoting active citizenship (Slingerland et al., 2020). Municipalities in the Netherlands increasingly stimulate citizens to take co-responsibility of government duties and tasks (Schram et al., 2018). Policies and working processes aim to include residents in decision making processes (Teernstra & Pinkster, 2015). Civil servants are more active in the field and respond more flexibly to local needs (Edens & Klabbers, 2019). Cuthill & Fien (2005) describe citizen participation as a "building block for a contemporary democratic society and sustainable communities". Citizen participation is part of a broader argument or movement that states that citizens should be able actively engage in the democratic system of modern society next to 'passively' voting every four years. "The public goods need to be taken care op publically, together with citizens" (programme leader, personal communication, 2021).

Power to the citizens

Whilst organisations are promoting citizen participation, citizens increasingly experience a growing gap between politicians and their lived world. Research institute I&O Research showed (2018) that 32% of the Dutch citizens agree with the statement 'the municipality sufficiently takes into account the wishes of its residents', compared to 64% of municipal officials. 48% of the citizens agreed to the statement 'the municipality is only interested in my vote, not my opinion', again in comparison 12% municipal officials. Also the low attendance rate of the municipal elections show the low trust that citizens have in governmental organisations. Activist groups like extinction rebellion are promoting more power to citizens in the form of citizens assemblies (burgerberaden) (fig. 8, fig. 9), as they review political processes as too slow to tackle, for example, climate change (Extinction Rebellion Nederland, 2020). Researchers and journalists are even advocating against elections and proposing new forms of democracy in which citizen participation and citizens assemblies are playing a key role (van Reybrouck, 2016). Worldwide examples show that citizens can contribute to big political subjects, like participatory budgetting in Porto Alegre, a citizens assembly about abortion in Ireland and a similarly about climate change in France (VPRO Tegenlicht, 2020).
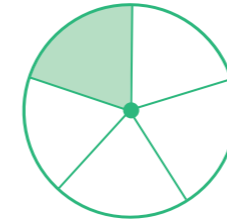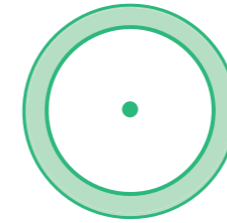
Fig. 8
Citizens assembly
G500 in Rotterdam

Fig . 9
"Citizens decide"
Exctinction Rebellion strike
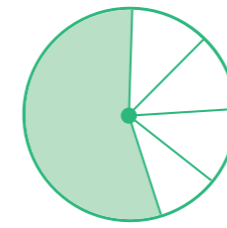
Citizens as a majority of a partnership. Their opinion should be leading

Citizens as experts of their lived world, as a serious, equal stakeholder in the collaboration

Citizens contribute in detailing the plans that are decided on by the municipality

Fig. 10
Different views on what participation should be (more-less influence top-bottom)

Fig. 11
"I participate, you participate, they profit"

What is participation

Whilst interviewing several civil servants during the beginning of my project, different views on what participation should be were already encountered (fig.10). Arnstein (1969) defined citizen participation as a terminology for citizens power. This power redistribution is about including citizens in political processes. It's a description of how citizens can or should be able to influence decision making processes, so that the outcomes of policy making processes fit to their needs. A participation advisor of the municipality described participation as letting the voices of citizens be heard in every phase of policy making. As citizens are the 'users' of the 'products' municipalities develop, it's argued that they should have a say in the development processes.

Why do we strive for participation?

Organisational

Essentially participation is about involving citizens into the development of the city and into decision making processes of which the end result will affect them. One of the motivations for a more participatory way of working for policy makers is to bring politics closer to the people that the decisions are made about. On political level, it has been shown that citizen participation can result in higher trust in governments (Slingerland et al., 2020), can contribute to actual better and more durable policies (Schram et al., 2018) and can positively influence the public support for future innovations and decisions (Hoefnagels, 2018).

Social

On the social level, citizen participation can result in an increase of local social cohesion (Dekker & van Kempen, 2009). Through participation activities, citizens meet and engage with each other, through this, social networks are built (van Veelen, 2019). It's also concluded that participation can positively influence the ownership that people experience in their environment (Dekker & van Kempen, 2009), especially in the development of the local environment. If people see things changing in their neighbourhood and they have had a say in this through participation, they tend to feel more connected locally and feel more ownership. This process also works the other way around. If people feel more connected to their local environment and engage in local social networks, they tend to be more motivated to participate (Slingerland et al, 2020).

Concerns about participation

The biggest criticism on participation is the risk of 'empty participation' (Arnstein, 1969) (fig.11). In this case participation is used to legitimise top-down decisions. Participation activities function as vehicles for people with power who can argue that they consulted citizens and considered all their wishes, whilst in reality they didn't consider the opinions of citizens. Also Edens & Klabbers (2019) argued that there is still too little noticeable change at policy level and especially in the bureaucratic middle. Teernstra & Pinkster (2015) conclude that participation processes indeed resulted in a stronger community and improvement of physical places in the local neighbourhood but note that citizens didn't have the power to influence long-term decisions on a higher scale, which resulted in the gentrification of their neighbourhood. This is in line with another concern about participation, which is that of the 'participation elite'. Because participation is mainly based on voluntary work, only people who have the time for it can engage in these activities. Research shows that indeed the privileged people tend to engage more in participation than vulnerable groups (Dekker & van Kempen, 2009). This raises the question on how participation is embedded in our society. How can citizens be voluntary or politically active if the current capitalistic society practically doesn't leave space to be active in the social domain? Is it possible that citizens are able to participate as much as municipalities want to include them in decision making processes?

Promises and risks of participation

Promises

Community and social resilience
Participation can result in a stronger feeling of community. Citizens, neighbourhood initiative takers and civil servants meet each other through participation. Even if they conflict with each other they do engage socially. If citizens have a complaint, idea or even a personal issue in the future, they can find the right people to help them.
(Dekker & van Kempen, 2009), (van Veelen, 2019)

Active citizenship
Governments expect more active citizenship from citizens: taking care of themselves and each other and showing their own initiative for a social and safe living environment. However, this asks for an inviting behaviour of the municipality. Engaging citizens in participatory activities is a way of stimulating this activiness.
(Joosse-Bil & van Buuren, 2020)

Ownership about environment
If citizens are included in participatory activities, such as the design of public space, their identification with this environment is enhanced. As citizens can influence their environment, they experience ownership over this environment.
(Dekker & van Kempen, 2009)

Better end result, public support
Citizen involvement in policy making can result in an improvement of quality of these policies. When citizens are involved in policy making, these interventions tend to be durable over time as there is more support for the end result.
(Schram et al., 2018)

Commitment for future innovations
In line with the above, citizen participation can lead to more commitment to future innovations. If people are involved in designing a public square, they tend to be more committed to the final result and 'accept' innovative solutions more.
(Hoefnagels, 2018), (de Koning et al., 2019)

Fits to modern time
Participation is said to be 'the cornerstone of modern society'. Organisations see participation as something that fits to modern society. A lot of organisations are more and more busy with participation and especially in governments, participation is popular.
(Cuthill & Fien, 2005), (Joosse-Bil & van Buuren, 2020)

Saving money
Participation can actually save money in the long run, whilst it appears to take more time and money. It's believed that through participation there is more support for interventions and that therefore these interventions are more durable, saving money over time.
(Movisie, 2015)

Risks

Empty participation
As mentioned, the biggest risk of participation is empty participation (schijnparticipatie). When citizens are involved, policy makers can claim that they have participated whilst in reality the plans were already made and nothing is done with the input of citizens.
(Arnstein, 1969)

Dissatisfaction, not feeling heard
As in participation activities, decisions have to be made and compromises are done, not everybody is satisfied with the final result of these activities. Collaboration is complex and doing this with all sorts of experts and citizens can result in solutions that are not supported by everybody. If citizens don't see their input back in the process, they don't feel heard.
(van Veelen, 2019)

Exclusion, non-representivity
As participation is mostly based on voluntary cooperation, there are problems with representation in the decision-making process. Research shows that not all residents are properly represented in participation activities. Therefore, both the process and the end result can exclude people.
(Voorberg & Maarse, 2017), (Dekker & van Kempen, 2009)

Power relations still remain
Research showed that due to a lack of confidence in the networks of citizens, municipalities are afraid of handing over power. Therefore, currently existing, power relations still remain in the collaboration. There is a risk of just reproducing these power imbalances in participatory processes.
(Ertner et al., 2010), (Dekker & van Kempen, 2009)

Lingering in the now, momentary
People tend to be concerned about yesterday, today and tomorrow rather than a future resilient city of 2040. The risk of including citizens in participation activities is that projects and solutions are lingering in the 'now'. With this, interventions can be momentary solutions, as people change their views and neighbourhood populations change over time.
(Voorberg & Maarse, 2017), (van Amerongen, 2020)

Complex, intensive activity
Co-creation is a complex activity as compromises need to be made. Also the whole organisation around participation: inviting citizens in various ways, organising events and informing the neighbourhood about the project's progress, takes time, effort and asks for a whole different way of approaching policy making and city making.
(van Veelen, 2019)

Forms of participation

Categorisation of citizen participation

Citizen participation appears in various forms. Participatory processes can be categorised by their underlying intention or goal. For example, Gemeente Rotterdam categorises their participatory programs to the public with the slogan 'meedenken, meedoen, meebeslissen': think-along, do-along, decide-along. One can already notice the value judgement that is already embedded in these terminologies, which imply that the municipality is the leader in the collaboration with citizens and that citizens are invited to participate with them. Arnstein (1969) identified and arranged eight types of participation on the so-called ladder of citizen participation. Whilst the paper is relatively old, the categories repeatedly come back in similar forms in more recent literature, reports and programmes about participation (Teernstra & Pinkster, 2015) (Gemeente Rotterdam, 2016). The levels represent the amount of influence that citizens can have on the end result, or the amount of 'power' they have in the decision making process (fig.12). It should be mentioned that this classification makes it appear that there are also clear boundaries between different forms of participation, whilst in reality these forms and types of participation mostly overlap. Figure 14 shows that the same type of participation can take place in very different ways. Figure 13 shows that the same form, a table conversation, can be different participatory activities.

Informing

On the lowest end of the ladder, citizens have no influence in decision making processes. They are only informed about what a government, in this case Gemeente Rotterdam, i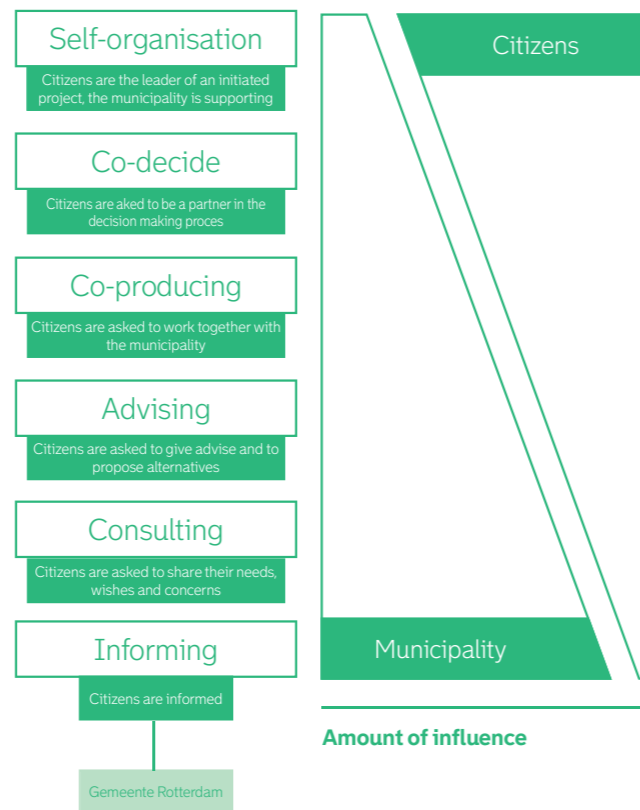s going to do. Examples of this are letters, social media posts, information meetings or public available policy documents. Whilst informing is included in reports about participation, Arnstein and Van Eekelen define this level as non-participation. However, open communication towards citizens is an important factor in a participatory society.

Consultation and advisory

Just above this level there is 'consulting' and 'advising'. With consultation, citizens are asked to give their input on certain topics. The focus can be on collecting information ("how do you experience the safety of your neighbourhood?, "what are important issues in your neighbourhood?") or on collecting feedback, "what do you think of the design proposals of the public square?". The main difference with advising is that consultation is passive. It's more about taking the concerns of the citizens into consideration in a decision making process. Advising asks for a more active role of citizens, the focus here is more on how citizens think it should be done. Although the two are similar, advising provides more room for discussion, concessions and alternatives. Examples could be filling in an online questionnaire, validating proposals of the municipality on an input meeting, council meeting about the issues citizens experience in their neighbourhood or online participative budgeting.

Coproduce

On the co-produce level, citizens are more actively engaged in the whole process of a project. At this level, citizens are seen as 'partners' and they engage more in decision making. The goal is to strive for equal participation between all involved partners within the guidelines of the project or policy. This however indicates that also at the co-production level, the municipality is the leading party who sets these guidelines. Examples of co-production are workshops about issues in the neighbourhood, renovation of a public square (Middelland), dividing the neighbourhood budget or creating design proposals for the new neighbourhood.

Co-decide and self-organisation

At these levels, citizens have the greatest decision making power and governments take a more facilitating role. Where the goal of the 'self-organisation' is to support citizens in managing their own projects and initiatives, the goal of 'co-decision' is to provide equal grounds between the municipality and citizens. Co-decision in that sense is similar to advising, but in this case the vote of the citizens is more decisive. An example of this level of participation is providing citizens with a 'free to spend neighbourhood budget'. Other examples of this level are citizens initiatives, a referendum and a residents panel.

Fig. 12
Ladder of participation, adaptation of gemeente Rotterdam

Self organisation
Meeting of a neighbourhood cooperation

Co-decide
A table conversation during a citizens assembly

Consulting
'Classic' neighbourhood consultation night

Coproduce
Writing down dreams during a co-creation session

Consulting
Talking to citizens about design proposals for the street
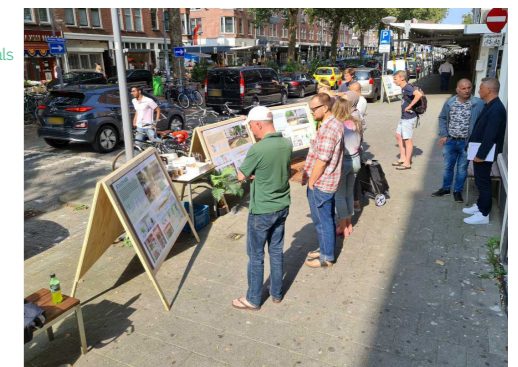
Fig . 13
A 'table conversation' can be very different participatory activities

Fig. 14
Two different examples of the same participatory ladder

Self-organisation
Neighbours taking care
of the greenery in their
street

Consulting
Enquête app
Gemeentepeiler

Consulting
Doorbell conversations
in the neighbourhood

Informing
Handing out flyers in
the neighbourhood

Coproduce
Making circular plant
containers
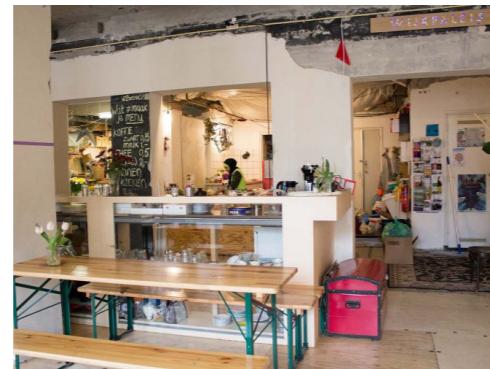
Self-organisation
Dinner at community
centre Wijkpaleis

Advising
Citizens give feedback
on city architecture
plans

Informing
Candidates of the
neighbourhood council

Informing
Talking to
Rotterdammers about
the coming elections

Informing
Talking to residents
about corona

Informing
Supporting citizens
in sustainability at the
'huiskamer aardgasvrij'

Consulting
Talking to residents
about sustainability
through cooking

**Informing, advising,
co-decide**
Participation platform
MijnRottedam

Self-organisation
Residents cleaning
litter in the streets

Preconditions for good participation

Combining forms of participations

'Good' participation cannot be executed through one method, tool, communication form or way of working. Every communication method or participation activity resonates with different citizens and civil servants (participation advisor 2, personal communication, 2021), we need to strive for combining participatory activities. Also Slingerland et al. (2020) conclude that variety in methods and activities, through digital means or real-life meetings, allows for different ways to get involved and stimulates different levels of commitment. This approach is reflected in the variety of participatory activities that Gemeente Rotterdam offers (appendix A), from digital enquetes to participatory budgeting and from creative meetings to neighbourhood-walk-around talks. Note that the variety of the methods doesn't mean that they are all applied as much.

Participatory activities and forms overlap and are applied for different purposes. For example, a physical gathering can include activities that are categorised by consultation (what are the wishes), co-production (how do we translate these to solutions) and co-decision (what solution is the most favourable). Secondly, for example, digital participatory budgeting can either be used to gather insights in the opinions of citizens or can be used to make policy choices. Respectively this addresses the 'advisory' and '(co-)decision' level of participation.

Through this variety of participatory tools and activities, different citizens feel addressed and different insights are collected. A co-creation session about a public square might ask a higher level of commitment from citizens and addresses more creative people, whilst a digital voting session about design proposals of this public square addresses the more 'critical' citizen and asks lower commitment but a higher level of digital fluency. If the goal is to involve as many perspectives, opinions and different kinds of citizens, different participatory activities need to be executed simultaneously and in sequence.

Fig. 15
Participation paradox.
Adopted from gemeente
Rotterdam (2010)

Transparancy about perspectives, motivations and interests. Social networks should be transparant

Influence

Clarity about the influence citizens have and anticipate to have

Exchange

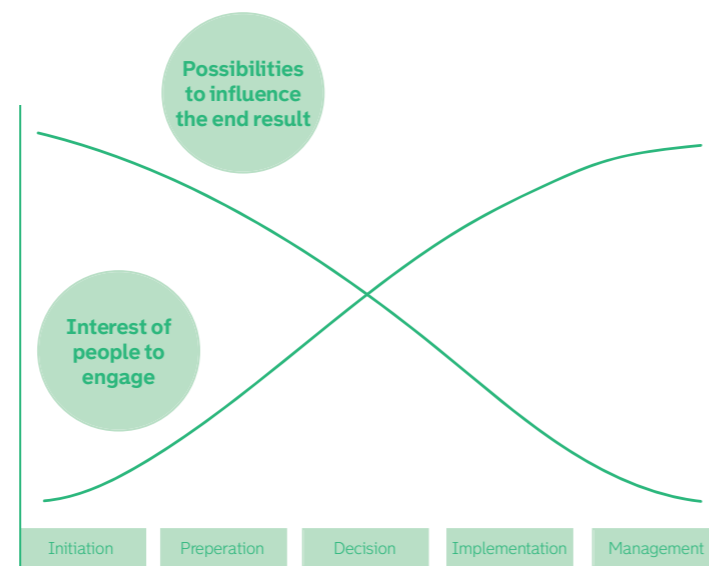**Information exchange, broadening participation to citizens who are currently excluded**

Fig. 16
Exchange, influence and
transparancy. Adapted from De
Koning et al. (2019)

Right activity at the right time

This brings us to the 'appropriateness' of different participation activities in the course of a project process. Gemeente Rotterdam divides their project processes in five phases: initiation, preparation, decision, implementation (or execution) and management (Gemeente Rotterdam, 2016). Every phase is wrapped up with a decision moment. Participatory forms and activities differ in their appropriateness and feasibility in these project phases. 'Front door conversations' (portiekgesprekken) can be appropriate in every project phase. It's mostly used to gather complaints, wishes and opinions of residents. It can also be applied to just inform citizens about something or to take care of their concerns if a project is in the implementation phase. A co-design session is typically done when the project is still 'open' and the direction of a project needs to be explored. Enquettes are typically an instrument that can be used for measuring or making decisions, so it applies to all decision making moments in a project.

Invite citizens as soon as possible

Also here, the focus should be on providing several opportunities along the course of a programme or project. If citizens are involved in a decision making process when there is almost no room for adjustment, 'empty' participation takes place; citizens generally get frustrated and don't feel heard (Arnstein, 1969). This brings us to the 'participation paradox' (Gemeente Rotterdam, 2010) (fig. 15) which states that there is a conflict in the potential influence of citizens and their actual (motivation) of involvement over the course of a project. In the beginning, projects are generally more 'open' and there is more room for influence of citizens. However, citizens don't feel the obligation to be involved as the potential influence the project can have on them is typically more vague (fig. 17). It's unclear for them what they can actually add to the project at this stage. When the project is more concrete, people can more easily determine the impact the project has on them and are triggered to get involved or to express their opinion. However, in these stages of projects, there is typically not much to decide anymore. It is a challenge for civil servants to make the potential impact of a project more clear in earlier stages of projects and to actively engage citizens through making clear how they can influence these projects, rather than passively organising input sessions that nobody visits.

Transparency, influence and exchange

De Koning et. al (2019) states that the space of interaction, the environments where citizens initiatives and civil servants connect, has the potential to contribute to bigger transition goals, but note that the full potential of this space of interaction is not benefited by these organisations and municipalities. They propose a need for more transparency, influence and exchange. Transparency is about understanding each other's perspective and to be able to find each other. There should be transparency about the perspectives, motivations and interests of all stakeholders in the collaboration: experts, civil servants and citizens. Also the social networks should be transparent; people should be able to find each other. Influence is about the amount of influence people have or anticipate to have. It should be clear to citizens what to expect from participation and how much influence they have or expect to have in the collaboration. Exchange is about broadening participation to those who are currently excluded. There should be a focus on broadening the participatory field and inviting and including citizens in the collaborations who are currently not involved.

Fig. 17
Participation paradox. Sign
saying 'we don't know yet
what this will be'

Community building

As reflected in the pictures on pages 20 and 21, participation is inherently linked to local communities, resident initiatives, community gardens, local welfare organisations, housing organisations, locally known civil servants and active neighbours. Personal connections are at the core of participation. Slingerland et al. (2020) concluded that actively connecting to the neighbourhood is something that should be the core of the start of a project. Also Cuthill & Fien (2005) show that personal relations are an essential part of the partnership between organisations and residents. An important takeaway is that political interest or active neighbourship can develop when people feel connected to their local surroundings. It can start with something very small, for example having dinner at a local community house, attending a reading class or swapping art. These activities don't necessarily relate to a specific project of the municipality, but are at the core of what participation is. It's this feeling of local coherence or togetherness that can form the fruitful base of what can develop in local political activity. The social side effects of participation promotes engaging more in local networks and engaging in local communities and social activities promotes engaging in participation activities. It also relates to trust a lot. If people engage with the municipality in their own living world and outside of a formal setting, the municipality is much more approachable when people have a complaint, need help or have an idea for an initiative.

Clear decision making process

If citizens participate, they want to know what munipalities do with their input. Municipalities should strive to be transparent about decision making processes. If citizens don't see their input back in the final result or decision, they don't feel heard (van Veelen, 2019). Being transparent about decision making processes means two things. One is to be clear upfront where the room is for input. If citizens expect that the municipality is going to implement their wishes 1:1, they will probably be disappointed afterwards. This relates to the expected influence described earlier. The other aspect is to provide clarity to citizens about how the decision was made and to make clear what input of citizens is implemented, what input is not implemented and most importantly: why. Citizens want to hear back and know what has been done with their input (participation advisor 1, personal communication, 2021).

Connect with neighbourhood

Field involvement

Identify key partners and stakeholders

Interviews
Questionnaires
Focus groups
Neighbourhood mapping
Installations
Design workshops

Gather data and doing analysis

Reflect on outcomes with stakeholders
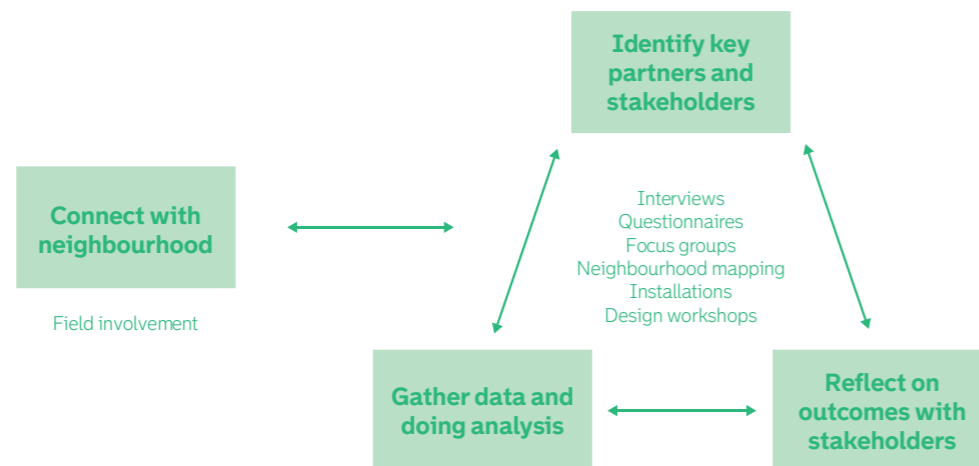
Fig. 18
Connect to the neighbourhood first. Adopted from Cuthill & Fien (2005)

Community garden Oeverloos

A youth worker helping youngsters

Fig. 19
Two examples of community building

Conclusion

In this chapter, we have seen how governmental organisations increasingly try to implement participation in their working processes. We have seen that participation can be a political 'tool' to create more support and to bring politics closer to people. On the other hand, participation also has an important social role and can strengthen local networks. These networks themselves stimulate more involvement and a higher chance of getting involved in participatory activities. We have also seen that empty participation is a lurking issue in the interaction between municipalities and citizens. Residents want to be heard and to see what has happened to their input. When such things do not happen, participation can again lead to distrust and dissatisfaction and we see that the same old power differences will continue to exist.

Making the decision-making process clear is therefore very important. In addition, the municipality should strive to combine participation techniques in order to appeal to a broader public. It's a challenge for municipalities to also include vulnerable citizens in city- and policy making, as for privileged people it's easier to participate. It is also important to involve people in projects as early as possible, because then projects are more open and there is more to decide and to think about. In that case, the municipality must make an extra effort to encourage and invite people to think- and do- along early in the process.

2 Understanding
the current context

In this chapter I will describe how the organisation of gemeente Rotterdam is structured and how participation relates to this organisational structure. I will try to describe the outlines to which participation is integrated in the organisation. Secondly, this chapter provides a more in depth explanation of the new governance model Wijk aan Zet that was implemented just after the municipal elections in april 2022. Finally, I will describe two participatory success stories that both show what participation can do and how it requires different ways of working. Over all, this chapter gives an overview of the important stakeholders and future plans of the municipality.

Participation and the organisation

Structure of the organisation
Municipal organisation
The municipal organisation is divided into a political department and civil department, respectively the legislature and executive department. The city council determines the broad outlines of a municipality's policy. The college of mayor and aldermen has the responsibility to execute these policies. The department that actually executes these policies is the civic department. In Rotterdam, the civic department is organised into clusters: works and income, city development, city management, public services, social development and organisational support. As the clusters are more active 'in the field' and experience the challenges of the execution of policies, they can put topics on the agenda of the college and city council. Figure 21 gives a schematic overview of the organisation of gemeente Rotterdam. Note that it's a very simplified model as the amount of clusters, project teams and neighbourhood organisations are scaled down drastically. The green highlights indicate important stakeholders for this project as they are related to participation.

Participation is mostly taking place locally and citizens interact with the civic department of the organisation. However, from the citizens' perspective, 'The Municipality', is just one entity (Schipper & van Steenbergen, 2017). Decisions made in the political part of the organisation and interactions they have with civil servants locally both shape their perspective towards the municipality. Related to participation, citizens are likely to be in contact with civil servants that are part of the neighbourhood organisation. Figure 21 shows how citizens, initiatives and members of the neighbourhood organisation meet each other in the 'local interaction space', a term adapted from de Koning et al.(2019). I try to sketch how the interactions in the local environment are ambiguous, complex and sometimes based on coincidence or personal social network.

District- and neighbourhood organisation
The district - and neighbourhood organisation are collective terms for civil servants who specifically work for a specific district or neighbourhood in Rotterdam. They are connected to a cluster, but more importantly, to a specific area. They generally balance between the organisational perspective and the local perspective, working on how city policies specifically can be implemented on a local level, but also how the local needs can change policy making. Specifically interesting for participation and my project are 'locally active civil servants'. These are the neighbourhood networkers (wijknetwerkers) and neighbourhood managers (wijkmanagers) (fig. 20). These civil servants are managing the projects happening in the neighbourhood, maintaining good relations with organisations and citizens and continuously work on community building in the area. For example, they support citizens in building their own initiative and applying for fundings, work together with youth help organisations and the local police and link citizens and organisations to each other.

Neighbourhood initiatives
Neighbourhood initiatives are an important actor in the field of a participatory city. As seen in the previous chapter, these initiatives can be an accessible way for people to get in contact with other residents and social organisations. The landscape of neighbourhood initiatives is sketched by de Koning et al.(2019), who identified several 'types' of neighbourhood initiatives. Firstly, the community type, that focuses on bringing people together, for example community gardens, buildings or platforms. Secondly, the special building type, that focuses on more niche activities, such as makerlabs, entrepreneur hosting buildings or an event hosting place. Thirdly, the network maker type, that aims to form networks between individuals or initiatives. Lastly, the supporting platform type, that provides initiatives and individuals the knowledge and resources to start an initiative. These neighbourhood initiatives also form a big part of the network of the neighbourhood organisation of the municipality and can therefore be seen as important connectors to the residents of a neighbourhood.
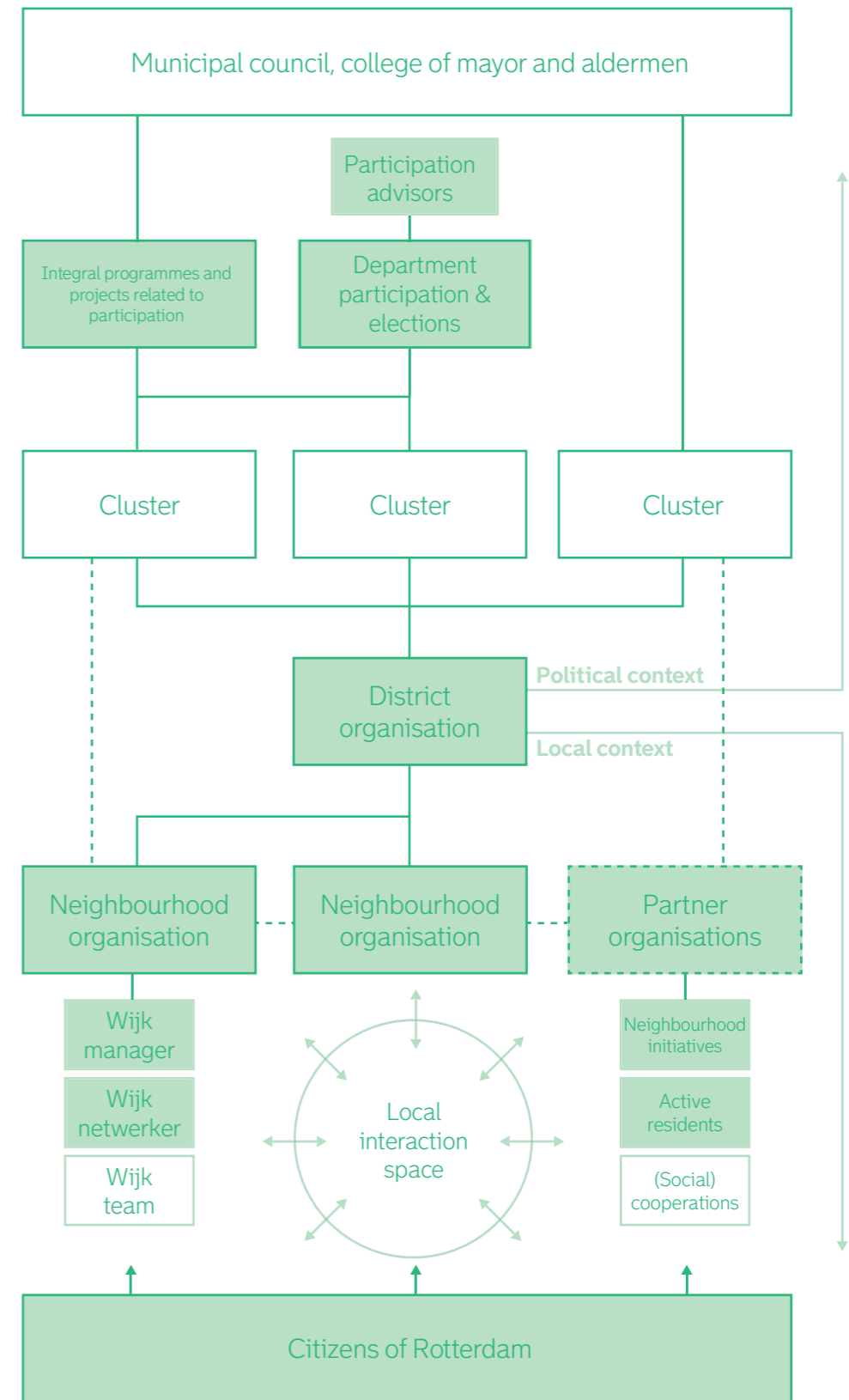

Fig. 20
Neighbourhood networker

Fig. 21
A simplified overview of the organisation of gemeente Rotterdam. Green highlights indicate important stakeholders for my project.

"We zoeken de bewoner steeds meer op"

We are increasingly approaching citizens

"We walsen nog steeds over bewoners heen"

We are still neglecting citizens

"De organisatie wordt steeds mensgerichter"

The organisation is increasingly becoming human-centred

"De organisatie is niet gebouwd op de complexe opgaven van deze tijd"

The municipality is not organised to tackle complex problems holistically

Fig. 22
Different views on how participation is integrated in the organisation

Participation in gemeente Rotterdam
As participation is increasingly on the agenda of municipalities and governments, we need to build an understanding of how it is integrated in these organisations and specifically in Gemeente Rotterdam. The recent attendance rate for the municipal elections show that the trust in the local municipalities is low. Especially in Rotterdam, the rate was historically low at 39%. A critical opinion article even claimed that via this turnout rate, the city council "has not been given the right to speak on behalf of the city, let alone make choices for Rotterdam" (Westra, 2022). The municipal Ombudsman (2020) researched how citizens initiatives are taken care of the municipality. It was concluded that the communication with the municipality was experienced as complex and cumbersome by the initiative takers. Whilst the contact with individual civil servants was sometimes experienced as pleasant, overall the municipality doesn't live up to its promises of 'Meedenken Meedoen'.

Or course it's hard to put a number to 'how participation is integrated in the organisation'. Therefore, in figure 22, I try to sketch out some conflicting stories that I heard when talking to colleagues, as both positive notes and critical views were shared. Civil servants do see that their colleagues are passionate about working for Rotterdam and are increasingly working more citizen-centred and interested in applying participation in their projects. People wish that the municipality will work more integrally, to be able to tackle complex issues from holistic perspectives and increasingly include citizens. However, most of them also noticed that the municipal organisation was not built to tackle today's complex issues in such ways. The interviews show that the integration of citizens in projects is too incidental. It's too bound to individuals and groups that are enthusiastic about participation. Also, members of the district organisations noted that the participation goals of the municipality are not reflected in the number of civil servants who are part of the district organisation. Between the civil servants who work from this local perspective and civil servants who work from an organisational perspective, there can be distrust towards each other. The local active civil servants don't trust project leaders that they are 'open to really participate'. Similarly, project leaders think that the neighbourhood networkers- and managers don't see the bigger, strategic and city-wide perspective. Generally, civil servants are enthusiastic about working Rotterdam-centred and think including citizens in their projects is a good approach. However, actually applying participatory ways of working happens too incidentally, as civil servants don't know how to do it or anticipate organisational challenges.

Wījk aan Zet

In recent years, gemeente Rotterdam has been exploring new governance models and experimenting with ways how politics can be brought closer to the living world of citizens and how citizens can be involved in local decision making processes. Various forms of resident councils and resident representation have been tried out over the years (wijkraad, gebiedscommissie, gelote wijkraad). The learnings of these experiments resulted in the Wijk aan Zet ('power to the neighbourhood' or 'the neighbourhoods turn') governance model (Gemeente Rotterdam, 2021) (fig. 23) that was implemented in april 2022. In this model, local democracy is approached from a neighbourhood level and Rotterdam is divided in 39 neighbourhoods. The goal is to give local democracy a new and more prominent role in the democracy of the city and promises Rotterdammers to be able to influence their local environment more directly. This can be done through a digital participation platform MijnRotterdam and a citizens council. In addition, a wijkhub is set up in each neighbourhood, which is a physical place where citizens, council members and civil servants can interact. These elements together form the main elements (fig 25) of the Wijk aan Zet 'approach'.
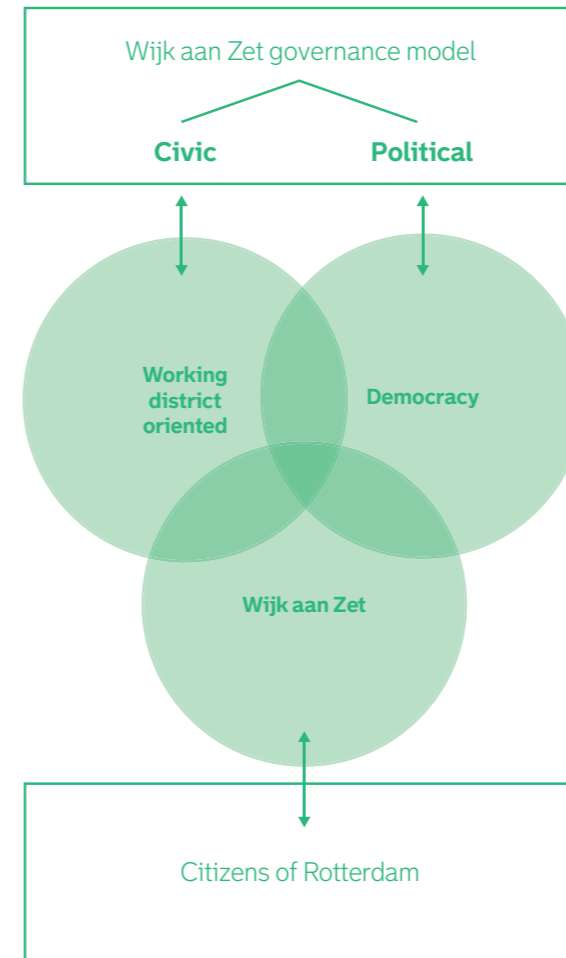
Fig. 23
Wijk aan Zet governance model, adaptation from Drift et al. (2016)

It is the intention that the various elements of Wijk aan Zet are connected to each other and complement the existing local networks of residents' initiatives and the tasks of the civil servants who are part of the area organisation (e.g. neighbourhood networkers and neighbourhood managers). Just like the district organisation itself, Wijk aan Zet as a whole can therefore be seen as a core connection point between the municipal government and the living environment of residents. Wijk aan Zet should be a part of a new way of working in which participation is continuous and where citizens are questioned and involved before developing policies. However, it must be noted that the actual mandate of the Wijk aan Zet programme is limited, as for example the citizens council is still primarily an advisory body. The reflection report of the Erasmus University (van Buren et al., 2022) shows us that the governance models with citizens councils show potential to strengthen the democratic system, but still lack the ability to influence top down decision making processes.

Wijkraad (neighbourhood council)
The neighbourhood council is at the core of the Wijk aan Zet programme. This is a group of 7-9 residents (fig. 24) of one neighbourhood that, similarly to the city council but then on a local level, represent the citizens of that neighbourhood. Like the city council, the Wijkraad was elected last in April 2022. Citizens of Rotterdam could vote for both the city council and the Wijkraad. The council members are not necessarily part of a specific political party, which makes the Wijkraad unique compared to previous forms of such advisory neighbourhood councils.

Their role is to represent the voice of the citizens towards the municipality and to advise the municipality from this citizens perspective. The intention is that they give both solicited and unsolicited advice. Solicited advice relates specifically to projects or issues where the municipality would like to hear the perspective of residents. Unsolicited advice is about raising issues and problems that the neighbourhood council members see happening in their neighbourhood. In addition to representing residents and giving advice, the district council is a party that should work closely with the already existing district organisation and is involved in organising participation and bringing organisations, entrepreneurs and residents together. Together with these parties they write the Wijkakkoord ('neighbourhood agreement'). The Wijkraad will be supported by a Wijkraad Coordinator, who will help them in doing their tasks as best as possible. This is a new role within the municipality and aims to make the position of the Wijkraad stronger.

Fig. 24
Neighbourhood council Bloemhof

Two participatory success stories

Wijk aan zet
"Power to the neighbourhood"

Working district oriented

Democracy / working district oriented

Democracy

Wijkhubs
Neighbourhood hub

MijnRotterdam
Participation platform

Wijkraad
Citizen counsil

Wijkakkoord
Neighbourhood agreement

Fig. 25
Wijk aan Zet elements and their function within the governance model presented previously

Wijkakkoord
The Wijkakkoord is an agreement between a specific neighbourhood and the municipality. This agreement will form the basis of the tasks and programmes, topics and issues that will be focussed on in the coming political period of four years. Through participation a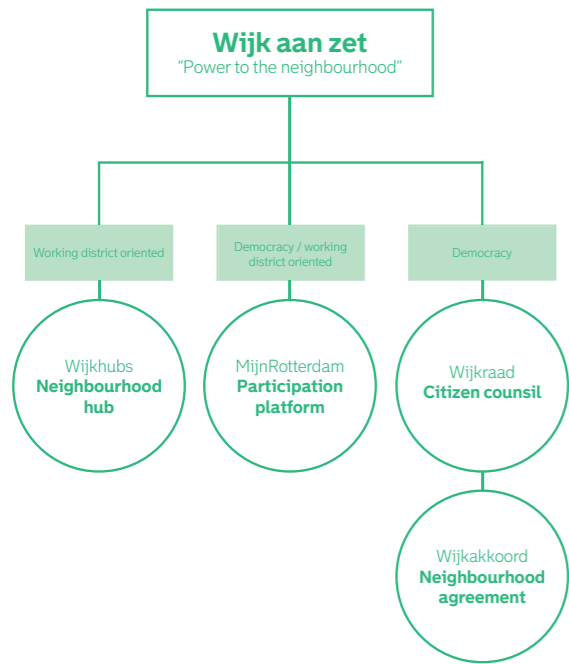ctivities, this agreement will be composed together with citizens, the district organisation, local entrepreneurs and of course the Wijkraad.

Digital participation platform
Every neighbourhood of Rotterdam will be connected to their own neighbourhood based digital platform, MijnRotterdam (fig. 27). The goal of this platform is to provide a channel where citizens and civil servants can interact. Civil servants can share information about their projects, citizens can share their opinions about their neighbourhood. Also neighbourhood initiatives and the neighbourhood council will get the chance to interact with the municipality and citizens, organising meetups, events and sharing information.

Wijkhubs
A Wijkhub (fig. 26)will be installed in every neighbourhood. This is a physical place where civil servants and the Wijkraad can work and other organisations can come together. Also for example the police or a youth support organisation member can work or meet people from there. The Wijkhub is open for everybody and the municipality especially wants it to be a location where citizens can easily walk in. The hub should be a place that citizens can visit if they have a question, complaint, want to see a specific person from the municipality or just drink a cup of coffee. The civil servants in the hub should be able to help these people or redirect them to other people in the organisation who can. Depending on the size of the hub, council meetings, participation evenings and events like that could be organised or even space could be given to a neighbourhood initiative or social entrepreneur. With the Wijkhubs, gemeente Rotterdam aims to be a more visible and approachable government.

"By being active, showing empathy and being loyal, the Reyeroord+ movement wants to light the fire that must keep itself burning in the long run."

Joosse-Bil & van Buuren, 2020

Reyeroord+
Reyeroord is a neighbourhood in the far south of Rotterdam. The neighbourhood is in need of a renewed sewer system and for a number of innovative civil servants this was a reason to think about other transitions that could be addressed simultaneously, like the energy transition and becoming a gas-free neighbourhood (Joosse-Bil & van Buuren, 2020). They wanted to tackle these issues with citizens, as the renewal of the neighbourhood could perfectly also integrate the wishes and needs of the residents. They asked citizens to dream about their neighbourhood and, together with the municipality, to realise those dreams. Ironically, this neighbourhood was a typical example of a neighbourhood with a low rate of active residents, limited social cohesion and low trust in the municipality. Citizens were not used to dreaming and thinking about their neighbourhood. In order to activate the residents, it asked for an inviting, open and active attitude from the municipality. The municipality organised input evenings, facilitated design competitions, co-creation sessions, 'dream sessions' and organised so-called 'Reyscafés' conversation moments. Through physical places in the neighbourhood, a container in a park and the 'Energiehuis' (energy house), they try to be accessible for people and work together with citizens on concrete, visible and sustainable projects (fig. 28, fig. 29).

The Reyeroord+ collective shows that by actively engaging in the living world of citizens and by activating citizens to dream about the future of the neighbourhood, residents can actually become more active and organise initiatives and events themselves. It shows that residents' engagement can be mobilised by strong government engagement. However, it remains unknown if this engagement is maintained once the municipality leaves.

Fig. 28
A conversation piece about green energy

Fig. 26
Neighbourhood networkers in front of Wijkhub Lombardijen

Fig. 27
Digital participation platform MijnRotterdam

Fig. 29
Residents producing water adaptive rain barrels

Conclusion

"Residents, entrepreneurs and the municipality work together to make the Middelland area more beautiful, safer and more fun."

Mooi Mooi Middelland website

Middelland

Middelland is a neighbourhood in Rotterdam West, close to the city centre. This neighbourhood is characterised by active citizens and neighbourhood initiatives. There are a lot of projects, initiatives, programmes, locations, organisations and social entrepreneurs that do something for the neighbourhood simultaneously. One of them is the community house network Huize Middelland which includes 13 community houses (fig. 31) that all serve a different function for the neighbourhood. The Wijkpaleis (fig. 30) is the most famous community house. Here, creativity, making and meeting stands central. Residents can visit the place for dinner, repairing their clothes or other activities. These parties started lobbying in the municipality as they believed that their network can actually take over municipal tasks in the neighbourhood, especially in the social healthcare domain. Together with local civil servants they started the platform/network Mooi Mooier Middelland (Schipper & van Steenbergen, 2017). With co-creation, neighbourhood coalitions and cooperations, they try to tackle issues in the neighbourhood together with the residents. It shows that this way of approaching social issues in the neighbourhood improves the 'samenredzaamheid' (co-reliance) in the neighbourhood (Dingemans, 2021). When the corona crisis hit, this neighbourhood network showed that they can quickly mobilise help for vulnerable residents, even quicker than organisations like the municipality.

Middelland shows how local networks can take care of their own environment and issues and even take over governmental tasks. It shows that through local activities and cooperation between initiatives, citizens' engagement can be mobilised. Unfortunately, just recently, the neighbourhood health cooperation of Middelland lost the tendering process to a big cooperation, WMO. This unfortunately shows that the municipality was too hesitant in giving citizens the power and money to regulate health tasks in the neighbourhood and raises the question how the 'Wijk aan Zet' can be taken seriously.
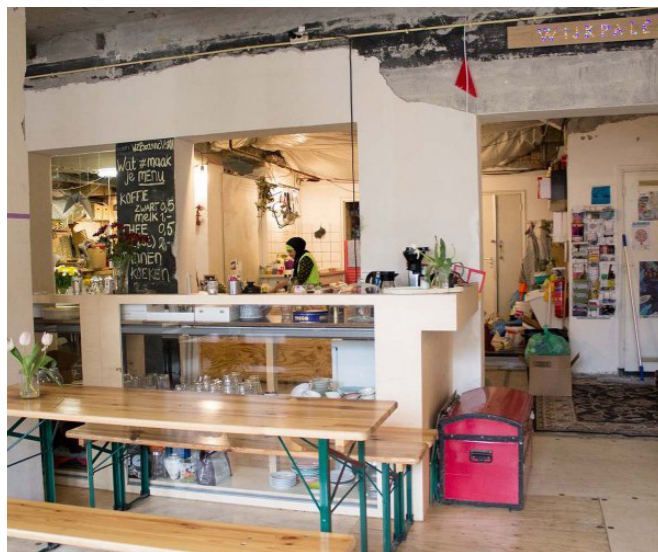
In this chapter we have seen how the organisation of gemeente Rotterdam is structured and how participation plays a role in this organisation. With two participatory examples I decribed two approaches on how to organise participation: by encouraging citizens and by facilitating neighbourhood initiatives. It can be concluded that gemeente Rotterdam is moving in the right participatory direction, but that actually applying participatory ways of working happens too incidentally as the organisational structure and attitude of civil servants lacks behind. In the description of the organisation and in reviewing the new Wijk aan Zet governance model, I identified key elements and figures that play a role in how participation is and will be organised in the coming years. The key figures are the civil servants that work in the neighbourhood organisation, the neighbourhood citizens council and possibly the neighbourhood initiatives and other civil servants in the organisation. These key figures determine the context of my project and are possibly the ones who are going to use my to be designed intervention. The key elements to take into account are the Wijkhubs and the Wijkakkoord; the place where participation will be organised and the agreement that is the result of these collaborations.

Fig. 31
Map of the neighbourhood community house network

Fig. 30
Fatma cooking dinner every wednesday at Wijkpaleis

3 Exploring
the context

Whereas the previous chapters provide an understanding of participation and the municipal organisation and goals, this chapter aims to provide a broader and contextualised view of the domain citizen participation. Through interviewing colleagues, experts, initiative takers and citizens, I was able to describe eleven distinctive contextual driving forces. These form the informational base of the later proposed design goal of this project. This chapter is a summary of the qualitative research that I conducted and can also be read on its own.

Method

Expert interviews
In order to get a better understanding of the contextual factors that influence participation and the collaboration between citizens and gemeente Rotterdam, I conducted semi-structured interviews with colleagues from the municipality. These conversations varied from walking around in a neighbourhood (fig. 33, fig. 34) and talking about specific places that were designed together with citizens to a more formal interview on zoom. I got the chance to speak to five civil servants that work in various neighbourhoods, who are already working at the Wijkhubs. Next to speaking to these civil servants, I got to interview two participation experts and six other colleagues from the municipality (fig. 32). The latter work in different parts of the organisation. They all have something to do with participation as one of these civil servants regularly leads participation evenings, another is promoting participation in the whole organisation and someone else is working with the Wijk aan Zet project. Others of these civil servants are working more on a strategic level and provided me with organisational insights related to participation. Lastly I engaged with three experts that brought the 'outside' perspective, active citizens that are all key players in different citizens initiatives around the city. For each interview a slightly tailored interview guide was made, of which two examples can be found in appendix B. Appendix E shows the results of these interviews.
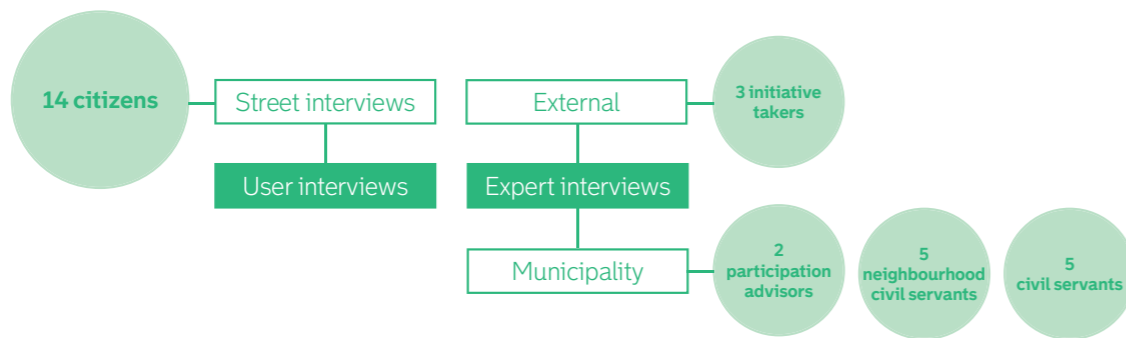
Fig. 32
Collection of interviews

Fig. 33
Visiting Wijkhub Oude Westen

Fig. 34
Visiting a Wijkhub in Delfshaven

Fig. 35
Street interview at Blaak market in Rotterdam

Fig. 36
A friend writing on a conversation piece

Fig. 37
Clustering the research insights
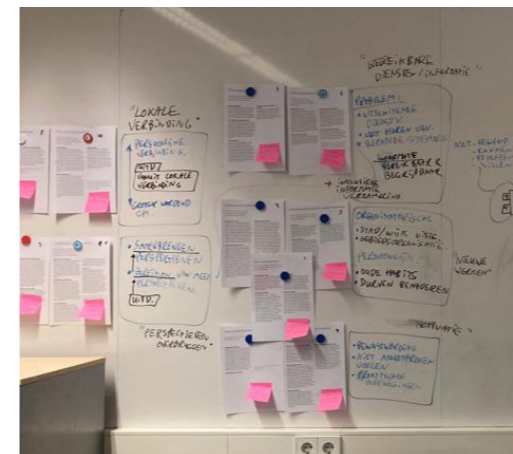
User interviews
To get insight into the needs and values of Rotterdammers related to participation and their relation and interaction with the municipality, I conducted street interviews at the Blaak market in the city centre of Rotterdam (fig. 35). This is a market where all sorts of people gather to buy groceries. Over the course of three hours, Rotterdammers who were passing by my 'conversation piece' (fig. 36)engaged in an interview from 5 up to 25 minutes, amongst them people from e.a. the areas Zuid, Hillegersberg, Centrum, Oude Noorden and West. In total, 10 conversations were held with a total of 14 people. A small interview guide was made for these conversations and can be found in the appendix C. The results of these interviews are shown in appendix D.

Presenting the insights
The following chapter is a summary of all insights gathered in the research phase of this project. Quotes and statements from the expert interviews, user interviews and literature are stated to support these insights. I present these insights in the form of clusters or so called 'driving forces', which are drivers that determine and steer the research domain (Hekkert & van Dijk, 2011). These driving forces were created through a process of iterative clustering of the insights (fig. 37), writing and presenting them to the supervisory team and some civil servants. The clusters are later used as a foundation to frame the goal of this project, but can be read on their own in order to get a good view on the contextual challenges and opportunities related to participation.

Questions on the conversation piece

What would you like to change about Rotterdam?

How would you like to make your voice heard?

How can the municipality listen better to you?

1. New role divisions between citizens and the municipality

The interaction between citizens and the municipality, neighbourhood and city, will change. Everybody has to adapt.

"Everybody has to adapt to this concept of active citizenship"

Edens & Klabbers (2019)

Everybody has to adapt
The municipality is aiming to collaborate more locally with citizens. As discussed, it's part of a broader movement towards more active citizenship and a participatory society. This will ask for engagement from both civil servants and citizens. Everybody has to adapt to this concept of active citizenship (Edens & Klabbers, 2019). We have to shape the public domain publically. It's complex and difficult, but we have to do it together (programme leader, 2021).

New ways of working
Programs like Wijk aan Zet and the new Omgevingswet aim to make it obligatory for municipalities to involve citizens in decision making processes. Within projects of the municipality, the connection and communication between project members, participatory experts and neighbourhood employees is becoming better (participation advisor 2, 2021). For example, most of the project leaders of the urban planning department search for a collaboration with the neighbourhood organisation (district coordinator, 2021). Though, a neighbourhood networker mentioned that civil servants are rarely active in the field. The question arises if Wijk aan Zet really will change the work- and system habits. Just visiting the neighbourhood doesn't mean that you are working neighbourhood oriented (neighbourhood civil servant 1, 2021). We already work neighbourhood oriented, it's just a new policy cover up and developed through the systemic frame, a citizens initiative taker mentioned (active citizen/initiative taker 3, 2022).

Inviting attitude
Mostly citizens are open to help, if we invite them in the right way (participation advisor 1, 2021). It really depends on the 'type' of citizens how they want to be approached. Some people want to creatively co-create, others just want to give their opinion on a proposed plan (participation advisor 2, 2021). However, citizens are not necessarily used to participating in municipal projects. Moving from passive to active citizenship demands an inviting attitude from the municipality, as was shown in the Reyeroord project (Joosse-Bil & van Buuren, 2020).

Pressure on citizens and civil servants
In its drive to actively invite citizens in participatory processes, the municipality is trying hard to develop as many 'channels' to get in contact with citizens (project leader, 2021). An initiative taker ironically noted that it will become a 'fulltime job to be a citizen' (active citizen/initiative taker 2, 2021). Most citizens don't have the practical means to be that active, as they are busy with work and daily life. We need to take active citizens seriously and if they are capable of actually contributing something, we need to pay them for it (neighbourhood civil servant 5). As participation is becoming increasingly important in the organisation, we need to see that back in the neighbourhood. The goals of the municipality are not reflected in the number of locally active civil servants (neighbourhood civil servant 1, 2021)

Fig. 38
An inviting attitude towards citizens

> Inviting attitude towards citizens
> Seriously integrating participatory ways of working into project based working
> More civil servants active in the local environment
> Making participation practically accessible for citizens
> Less pressure on the district organisation

2. Complexity of the organisation

The municipality wants, but struggles with new ways of working more integrally

"As policy processes are still rigid, it's questionable if 'real openness' in participatory projects can be achieved"

Participation advisor 1

Complexity of the city
Governments and municipalities have the duty to be there for every citizen. This makes the job of a municipal organisation per definition complex as every citizen is a client of their services. Something like 'the citizens' doesn't exist (neighbourhood civil servant 1, 2021). In Rotterdam, the municipality has the responsibility to provide services to 328.000 households and 638.000 citizens. The city is a complex factor: Rotterdam is divided into 39 areas. Issues that are at play in Rotterdam Zuid come from a completely different nature than those in Hoek van Holland. For participatory processes this means that the way of connecting with citizens should be approached differently in different areas.

Complexity through structure
The civil service department of the municipality is organised in clusters. They all serve different aspects of the public tasks of the municipality: city development, city management, public services, work and income and social development. This way of organising serves a more supply oriented way of working instead of more demand oriented working (district coordinator, 2021). Problems are becoming more complex and ask for a more holistic and integrated way of working. The way the organisation is built is not yet ready for this. From the outside the complexity increases, from the inside we are not ready for it. (process manager, 2021). However, the municipality is taking a more facilitative stance towards citizens and increasingly tries to adapt to the needs of the citizens (project leader, 2021). Participation programmes are an example of this. However it's still questionable if 'real openness' in projects can be achieved, as policy processes are still rigid and individual civil servants still can only act from their own cluster (participation advisor 1, 2021).

Complexity through 'chaos'
The second reason why the municipal organisation is a complex given, is that a lot of programmes and projects happen at the same time and in different parts of the city and organisation. The process manager (2021) talked about project bubbles: different projects are related but there is no actual link between them. Sometimes projects conflict with each other and logically, employees and citizens are confused. The political agenda of the city council also brings uncertainty. Firstly because the political cycle has a duration of 4 years, where projects or programmes can take much longer than that. When the city council changes, their view on programmes and projects can change, which makes the execution of these projects per definition complex. Secondly, personal interest or political drive of people with mandate, can really shift the direction of a programme (process manager, 2021). 'Random' events like civil servants changing jobs can make or break the existence of a neighbourhood initiative (active citizen/initiative taker 3, 2022). A parallel can be drawn with how participation is organised. It relies on 'a small group' of participatory enthusiasts (neighbourhood civil servant 2, 2021) and still really depends on the personal drive of project leaders and neighbourhood networkers.

Fig. 39
Complex for both citizens
and civil servants

> **Information management of neighbourhoods**
> **Information management of outcomes of participatory activities**
> **Managing city wide challenges and local participation challenges**
> **Not sending citizens from pillar to post (kastje naar de muur)**

3. Unknown path of participatory ways of working

Enthusiasm about participation, but struggling to let loose of old civil servant habits

"Civil servants are afraid that they cannot live up to the wishes of the citizens, because they know how complex it can be to get something done in the municipality"

Programme leader

Enthusiasm
Working Rotterdam-centred is an important driver for most colleges (participation advisor 2, 2021). People are enthusiastic about working more neighbourhood oriented and together with citizens. We are trying very hard to develop as many 'channels' to get in contact with citizens (project manager, 2021), the wijkhubs and online platform are just an example of this.

Limited enthusiasm
On the other hand, this enthusiasm is not shared throughout the whole organisation, as the district- and neighbourhood organisation is relatively small compared to the rest of the organisation, we rely too much on a small group of people (process manager, 2021). Two neighbourhood civil servants confirm this: the municipality is not active enough in the local neighbourhoods, there is too much pressure on a small group of people who know how to work locally. Most of our colleagues don't have the feeling that they have to work more neighbourhood oriented (safety director, 2021). And if they do, they just expect the neighbourhood organisation to take care of it (neighbourhood civil servant 5, 2021).

'Wijkwerken' (neighbourhood working) is a craft
Connecting with citizens, finding your way in social networks and being able to work locally is a skill that not every civil servant has. It's not in everyone's personality to work co-creatively (area account holder, 2021). Participation is about handing over control, ownership and decision making power, which can be unfamiliar for a civil servant (safety director, 2021).

Stuck in old habits
It's just easier to not approach citizens and to listen to their opinions (programme leader, 2021). Project members are stuck in their civic working patterns, act from out their cluster and think in 'problems'. "That's not my responsibility", "that's not possible" or "it doesn't fit our project guidelines" are things we hear a lot if we approach civil servants together with citizens (neighbourhood civil servant 1, 2021). Civil servants are afraid that they cannot live up to the wishes of the citizens, because they know how complex the municipality can be, it's both a barrier and an excuse to not approach citizens (programme leader, 2021).

Fig. 40
Habit of a civil servant

SPANNEND ZO MET EEN BEWONER IN GESPREK

SORRY?
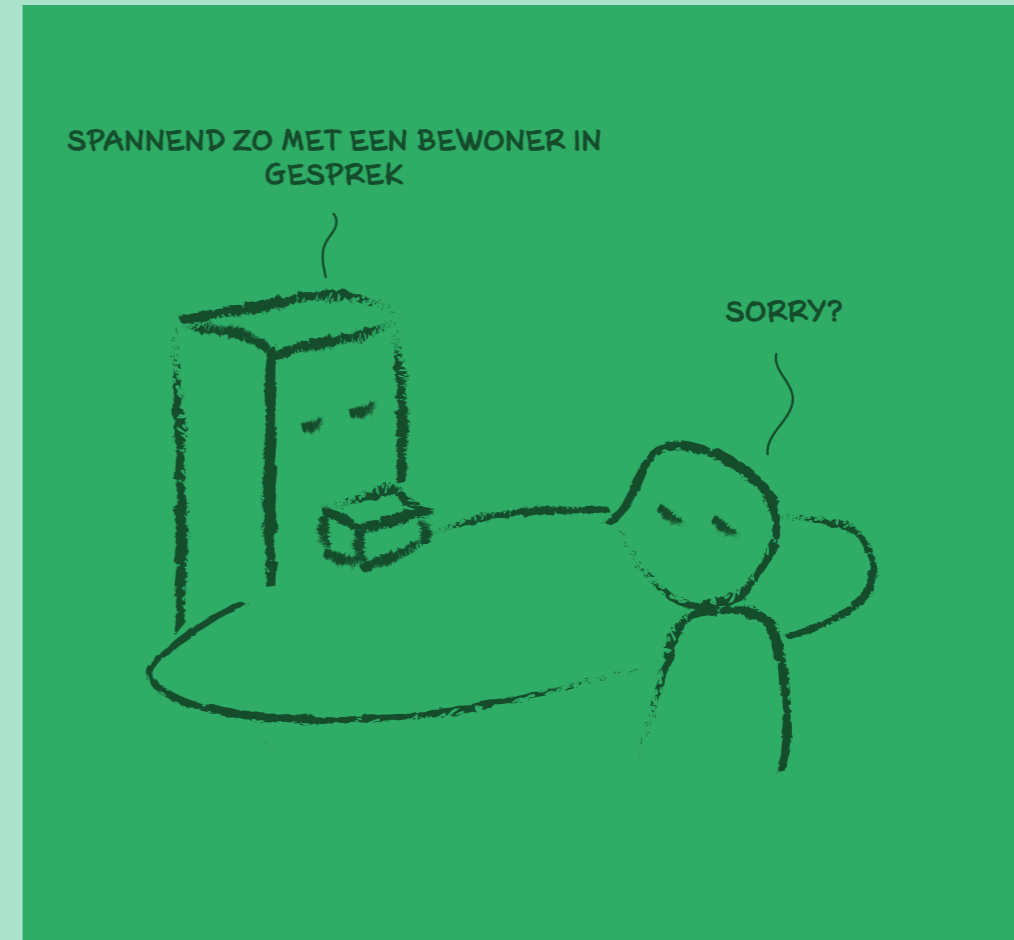
> **District- and neighbourhood organisation as a more serious and bigger part of the organisation**
> **Letting loose of old working habits**
> **Making room for approaching and connecting with citizens**
> **Facilitating colleagues in working more participatory**

4. Citizens are not used to actively contribute to the public domain

The municipality is struggling to activate citizens to work with them

"Citizens are not aware of the possible influence they can have, because they have never been invited to participatory processes"

Participation advisor 2

Not used to approach the municipality

"I only approach the municipality if I have a problem or need a new drivers licence"

Not feeling adressed

"You need to have a certain personality to be active in the local neighbourhood or association, it's not something for me"

Not seeing the need of participation

"The municipality has to do its work right. I vote every four years, I don't see the added value of going to participation evenings"

Sceptical towards the municipality

"They just do what they feel like, then I don't feel like expressing my opinion"

Practical barrier to participate

"The neighbourhood council meetings are during the day, when I am working"

Fig. 41
Rotterdammers at the
Blaak market

Not used to actively approach municipality
Citizens generally only approach the municipality if they have a problem, question or complaint. They don't know that they can approach the municipality with their ideas and plans (active citizen/initiative taker 1, 2021). The Reyeroord neighbourhood is a good example of this. Before the Reyeroord collective was initiated by the municipality, the neighbourhood was not an 'active neighbourhood'. People had to adapt to the idea of being able to have influence on their living environment (neighbourhood civil servant 4, 2021). We also saw that some citizens are not aware of the possible influence they can have, because they have never been invited to participatory processes (participation advisor 1, 2021).

Not feeling addressed
Generally, people are open to help if they are approached in the right manner (participation advisor 2, 2021). People don't necessarily feel addressed or invited to participatory activities. People don't think that they are the target group for a consultation evening and think that they don't have the required skills to for example come up with new ideas for a public square. In this example, the citizens of Bospolder Tussendijken had a low self esteem about their own skills, whereas for the civil servants, any input about their experiences is valuable (neighbourhood civil servant 2, 2021). Another reason for people not feeling invited is because people can view participatory activities as something that just doesn't fit their personality.

Sceptical towards the municipality
Other reasons the municipality is struggling to activate citizens in participatory activities is that citizens don't see the added value of these projects or activities. Citizens are sceptical towards how much they are able to influence.They don't think that the municipality will actually listen to them and therefore they don't bother putting effort in participation. Other citizens like to leave the responsibility to the government through voting once in four years.

Practical considerations and personal interests
The considerations to participate or not can also be of a more practical nature. The date and time of participatory activities, the amount of time the activities ask or the accessibility of the activities; are they physically accessible (e.g. is the event closeby or not) or digitally accessible (e.g. are people digitally fluent or not). Also the form in which the activities take place can determine the engagement of citizens (area account holder, 2021). A digital voting tool, creative session, gardening event or a formal meeting attracts different types of personalities. The subject has an influence as well. A creative session about climate adaptation in 2030, a vote about a safe neighbourhood or cleaning the neighbourhood also attract various types of citizens. It's the job of the municipality to provide a variety of channels, so that every voice can be heard (participation advisor 2, 2021).

> Inspiring citizens with what they can contribute
> Awareness of the influence citizens can have
> Adapting to the practical needs of citizens: making it easy to participate
> Introducing citizens to participation in accessible ways

5. Dehumanising systems

Processes are systematically optimised, which dehumanises the interaction with citizens

"Within the municipality, we have the tendency to 'tell people what is good for them' Solutions are developed from the perspective of the organisation"

Process manager

Fig. 42.
Policy making from an ivory tower

System optimization
The municipality generally has a systemic approach to issues. Their focus is to systematically optimise segments of their organisation and through this improve their overall services. However, when the focus lies on optimising segments, the bigger, more human centred picture is lost. This dehumanises the services and organisation as a whole (active neighbour/ initiative taker 2, 2021).

Local insights vs. political context
The municipality wants to work with a more local approach. The insights that you gather at a local level are different from the political reality. You have to be carefull with the suggestion of 'increasingly listening to the citizens' when the political space is not there. Communication, being open and critical towards each other is essential. Citizens and civil servants should be each other's 'critical friend' (active neighbour/ initiative taker 2, 2021). The new neighbourhood council will be advisory, several people are sceptical about their actual influence. (programme leader, 2021)

Power difference
There always will be an unequal power relation between the municipality and citizens. The municipality has the power to make decisions, citizens not (active neighbour/initiative taker 1, 2021). Within the municipality, we have the tendency to 'tell people what is good for them' (process manager, 2021). Solutions are developed from the perspective of the organisation or from the personal worldview of an individual civil servant. The municipality doesn't speak the same language as the people who need their services. Because of this, they approach projects and participation activities differently. They organise these activities from their own perspectives and because of this, especially vulnerable citizens are not reached (active neighbour/initiative taker 3, 2021).

Civic organisation is unreachable for residents
Communicating with the municipality takes a lot of knowledge and energy (active neighbour/initiative taker 1, 2021). As a citizen, you need a lot of patience if you want something from the organisation and for some citizens, the informative character of the communication is also a barrier to approach the municipality with their ideas, questions or concerns (active neighbour/initiative taker 2, 2021).

> Overcoming power balances
> Personal, accessible contact with citizens
> Empathising with the living environment of citizens
> Clarity towards citizens about the (political) solution space

6. Digitalisation and informatisation of interaction

The interaction between citizens and the municipality is increasingly based on digital information

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"Digitalization excludes vulnerable citizens. Their voices are not heard and they don't understand the digital services"

Social entrepreneur

"People from my part of the city don't understand the internet very well, it's super hard to reach somebody personally"

Citizen at Blaak market

Fig. 43
Rotterdam Digitaal
infographic

Digitization of services
The municipality is digitising their services (Rotterdam Digitaal, n.d.). The first interaction people mostly have with the gemeente is a digital one. Through digitised portals people are directed to the services they need. Governments are sharing more information to the public (Schram et al., 2018) as they have a transparency obligation towards citizens (programme leader, 2021). The digital platform MijnRotterdam is an example of this. On this platform citizens can participate in their neighbourhood via voting for plans and sharing ideas and concerns. According to the programme leader this is an interesting development, as civil servants are now almost forced to actually share their plans and ideas to the public.

Flow of information grows
Through the (participation advisor 1, 2021). For example, young people are more active in political debates online. This means that the flow of information between governments and citizens will grow.

Vulnerable people lack behind
At the same time, certain people struggle with the digitalization of the municipality. For them it's hard to find their way to the right service point within the organisation (W&I Group B.V. & Gemeente Rotterdam, 2021). The digitalisation facilitates the dehumanisation of the municipality (active citizen/initiative taker 1, 2021). Wijkhubs aim to humanise these services and to make them more accessible to those who struggle with finding their way digitally. But in the same way participatory processes can exclude people (Voorberg & Maarse, 2017), the informatisation of municipal services can.

Vulnerable people are not heard
Another challenge is that the increased flow of information does not include the valuable information from vulnerable people. For example that their voice is not heard on the digital participation platforms (active citizen/initiative taker 3, 2021) or that the municipality works with data that doesn't include data from these groups.
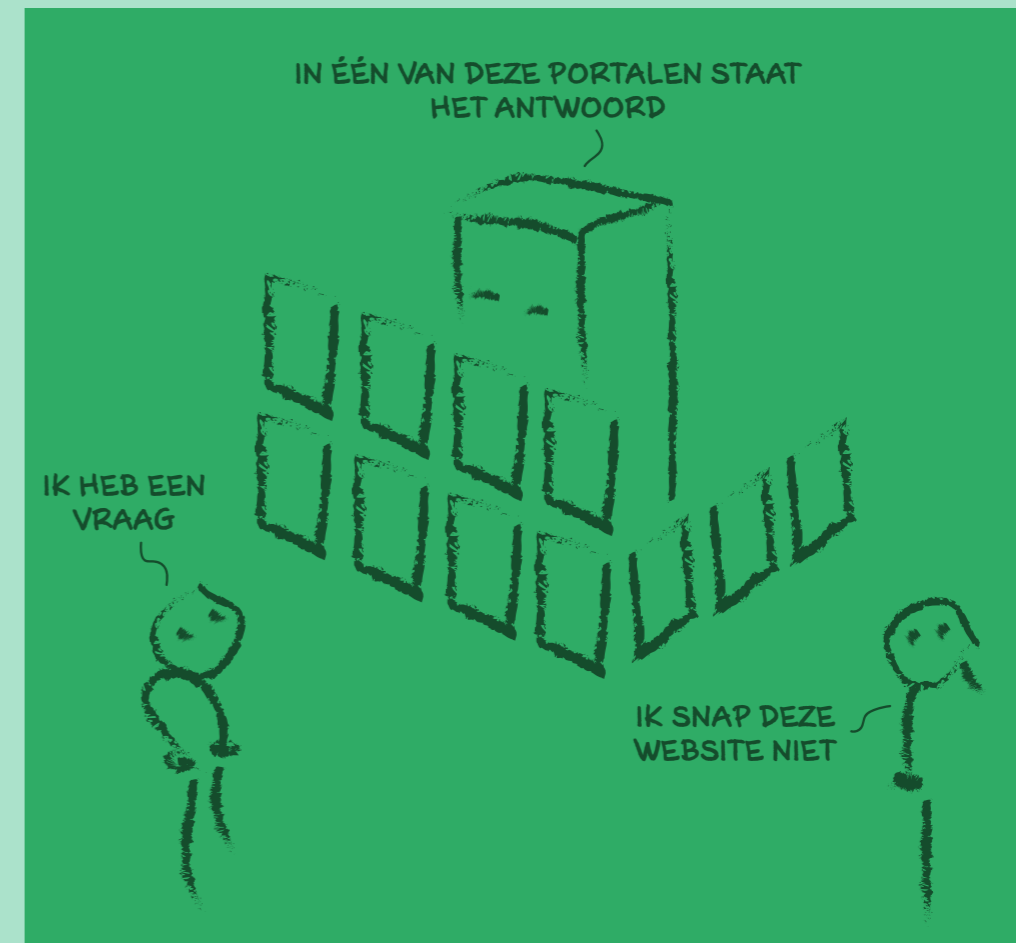
> **Focus on open, accessible and understandable information**
> **Collect information from vulnerable citizens**
> **Support people in online environments**
> **Don't substitute offline interactions with online interaction, but engage with citizens offline and online**

7. Diversity and inequality

It's hard to reach or help every Rotterdammer

"Citizens that engage in participatory activities can 'never' fully represent the whole neighbourhood"

Neighbourhood civil servant 2

Diverse neighbourhoods
Rotterdam is a diverse city. 'The citizen' doesn't exist, as everybody has their own lifestyle and preferences. As everybody is an expert on their own lived world, everybody has a different interpretation on how their environment should be. As Rotterdam is a big city, these lifestyles and preferences also differ a lot geographically. Rotterdam Zuid is a totally different place than Hillegersberg or Hoek van Holland. Also within these neighbourhoods, the differences can be big. It's an ongoing quest to reach out to every Rotterdammer. The municipality is aiming for inclusive communication regarding participation through using different styles of communication that resonate with the lifestyles of different Rotterdammers (participation advisor 2, 2021)

Representative participation
Participation can result in non-inclusive outcomes (Voorberg & Maarse, 2017). The citizens that are attendees on a consultation evening or other participatory activities can 'never' fully represent the whole neighbourhood (neighbourhood civil servant 2, 2021). This can mean that certain voices from the neighbourhood are not heard and that outcomes of such projects can exclude a certain group of citizens. In a case study research, women and immigrants were underrepresented in decision making processes (Dekker & van Kempen, 2009). The study even concluded that policy makers "find it difficult to value the contribution of ethnic minorities and lower income families". A neighbourhood civil servant noted that this ongoing issue of representativity in participation can be an excuse for the organisation to not take the results of these projects seriously and do their own thing anyway. It's important to not underestimate the value of the people who are active in their local environment.

Excluding citizens though services
The services of the municipality are developed from the frame of the system and personal perspective of civil servants. Because of this, they develop services that don't align to the needs of especially vulnerable citizens (active citizen/initiative taker 3, 2021). Vulnerable people struggle to find their way. If these people struggle with things they experience, they cannot directly link a question to it and also don't know that that question can be asked to a municipality (project leader, 2021). It's our job to be accessible and visible in the neighbourhood through for example the wijkhubs. We can then help people who find it hard to approach us digitally or at our big offices. (project leader, 2021). An initiative taker however thinks it's an imaginary scenario that people just suddenly will walk into these Wijkhubs. Civil servants need to actively engage in the neighbourhood, not just passively sit at a desk in Wijkhub.

Bureaucratically excluding
This exclusion is also reflected in the way citizens are stimulated to come up with their own ideas. The municipality strives to be open to ideas and initiatives of citizens through various channels, for example Citylab010. However, applying for these kinds of subsidies requires specific, mostly lingual and policy-like skills that not everybody has. Another question is if citizens know the existence of these channels.

Fig. 44
"Rotterdam inclusive city, is it happening?"

> **Variety of participation tools and methods: addressing a broad public**
> **Actively approaching (vulnerable) citizens in their living world**
> **Striving for more inclusivity and representativity in participation**
> **Taking active neighbours serious as partners**
> **Using the network of active neighbours to get in contact with not-yet-active citizens**

8. Distrust and criticism

People are sceptical towards working together with the municipality

"They will do their own thing anyway"

Citizen at Blaak market

Distrust towards municipality
The gap between citizens and governments is becoming bigger (safety director, 2021). Through the Toeslagenaffaire and the Corona crisis, people increasingly distrust the government. Rotterdam possibly has the largest number of victims of the Toeslagenaffaire (ANP, 2021). Also the recent riots against the Corona measurements illustrate the dissatisfaction with governmental institutions. In the context of participation this means that it can be harder to connect with citizens and involve them in projects, as it is hard for citizens to personally interact with somebody who works for an organisation that they do not trust (active citizen/initiative taker 3, 2021).

Sceptical to collaborate
People are sceptical towards organisations like municipalities. People view the organisation as very bureaucratic and think that the processes of municipalities are generally slow (neighbourhood civil servant 2, 2021). Citizens are sceptical towards collaborating with the municipality and don't bother making their voices heard, "they will do their own thing anyway" (Citizen at blaak market, 2021).

Expectations towards municipality
Citizens expect the municipality to properly arrange commonalities, basic society needs should be arranged by the municipality (neighbourhood civil servant 2, 2021). In this interaction, citizens can be seen as a consumer and the municipality as the producer. In participatory processes this means that citizens might not understand why they are involved in it, as they expect the government to take care of the public good. Because the government is ultimately responsible for the public finances and public services, there is little room for mistakes (project leader, 2021).

Fig. 45
"Stop lying" sign at a protest in Den Haag

> **Regaining the trust of citizens,**
> **Connecting with citizens personally**
> **Making it very clear what and that citizens can influence**
> **Stimulating citizens to collaborate from out their criticism**

9. Individualism and segregation

People live in their social bubbles throughout the city

"When different types of residents are separated from each other, they experience the city differently and serious frictions arise"

David Adjaye

"City-people are individual oriented people"

Citizen at Blaat market

Segregation of networks
Social networks are not place bound anymore, people do not necessarily work in the city they live in and also their social network is spread around the city and country. Rotterdam is a diverse city, but also in diverse cities people live in their personal bubble (van Veelen, 2019a). Research shows that the growing class differences result in physical segregation in the city (TU Delft, n.d.). Through gentrification, less fortunate people are pushed out of the city towards the suburbs, this distance is killing for society (Sennet, 2018). Also Adaye (n.d.) noted that this segregation is killing for society; "When different types of residents are separated from each other, they experience the city differently and serious frictions arise".

Loose connection to local environment
If people feel more socially connected in their local environment, they tend to be more motivated to engage in participatory activities or events with other residents (Slingerland et al, 2020). However, city life is individualistic. People don't necessarily know their neighbours or are motivated to put time in building a social network in their direct environment. Especially young people have social networks all over the city and quite frequently change houses (participation advisor 2, 2021).

Fig. 46
Famous example of segregarion in Sao Paulo

Fig. 47
Activist sign "poor people out, rich in"
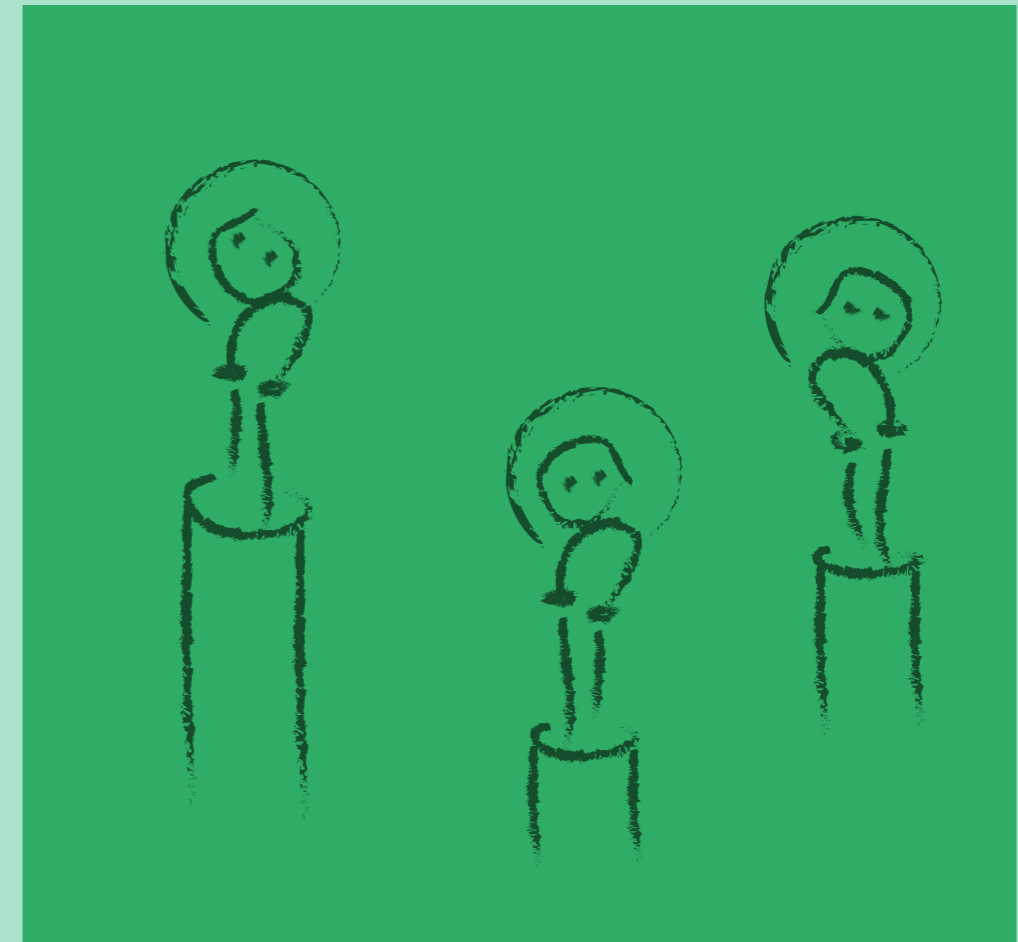
> Show the benefits of engaging locally
> Approach people from an individual perspective
> Connect people to each other through participation activities

10. Local collaborations

In neighbourhoods and in the municipality, people are engaging in local networks and cooperations

"Citizens are finding each other more and more through local networks. Civil servants are increasingly active in the local context"

Edens & Klabbers, 2019

Local networks
In different places in the city, citizens, social organisations, entrepreneurs and civil servants are forming local social networks. Citizens are finding each other more and more through our social network, an initiative taker noted. Civil servants are increasingly active in the local context (Edens & Klabbers, 2019). It's in this local context, where the lines between 'government' and 'neighbourhood initiative' blur, where people personally connect and do their best for the other. A neighbourhood civil servant noted that they works for the neighbourhood, not for the municipality. These local networks are at the core of how participatory projects and processes should be approached: easily accessible, through dialogue and via existing local networks.

Mutual dependence
As we have seen with the Reyeroord and Middelland networks, these networks are formed either bottom-up or are initiated via a more top-down approach. In every situation, the municipality is involved somewhere along the process. This can be because the initiatives need subsidies to keep themselves running or need bureaucratic support. Or because the municipality wants to help these initiatives to grow, get in contact with citizens through these networks, support the initiatives or to put it negatively, exploit their ideas to other parts of the city. It can be concluded that one way or the other, neighbourhood initiatives and the municipality are dependent on one another.

Professionalising
Neighbourhood initiatives still mostly keep the voluntary frame, which is unfair according to a neighbourhood civil servant. As the king announced in his speech (2013), we should strive for a participation society which actually provides people jobs, not only voluntary work. In Middelland, they are working hard to professionalise these neighbourhood initiatives with the neighbourhood cooperation De Middellander (De Middellander, n.d.) and to employ active neighbours in project teams of the municipality. This is unique in Rotterdam and is received with scepticism amongst colleagues,a neighbourhood civil servant noted, because they are not used to handing over control to a citizen.

HOE MOETEN WIJ ONS TOT ELKAAR VERHOUDEN?

**> Work from out the already existing networks
> Focus on professionalising the existing networks and professionalising the role of active citizens**

11. Complexity of perspectives

People, experts and civil servants perceive the city differently. Ambiguity of reality and expectations of collaboration

"Policy-makers notice the increased number of diverse opinions in bigger processes and clearly find these difficult to manage"

Dekker en van Kempen

Fig. 49
Bringing perspectives
together

Differences in perspectives
People are experts on their experiences, professionals are experts on their expertise, civil servants understand the public good and need to comply with the guidelines of policies (participation advisor 2, 2021). In participatory activities, everybody brings something else to the table. These different perspectives can enrich the process, but also conflict with each other. 'Factual' numbers can differ from how people experience their environment. A street can be safe according to data, however people can perceive this street as unsafe. (neighbourhood civil servant 2, 2021).

Complexity of participation
'Perfection' doesn't exist in participation. In the collaboration between citizens, experts and civil servants concessions need to be made and not everybody can be satisfied with the outcome (participation advisor 2, 2021). "Policy-makers notice the increased number of diverse opinions in bigger processes and clearly find these difficult to manage" (Dekker & van Kempen, 2009). Co-creation is something very complex (area account holder, 2021). Civil servants don't open up the process enough, because they are afraid that they cannot fulfil the wishes of the citizens. Citizens might think that the municipality will implement their wishes directly. "They asked for our opinion, right?" The important factor is that people want to feel heard. If decisions are made that for whatever reason do not favour their wishes it needs to be clear why.

Lived vs planned city
It's an ongoing quest for the municipality to determine what projects they want to include citizens. Sometimes the collective and systemic perspective is different from those from individual citizens (safety director, 2021). Some topics seem not suitable for participation (Voorberg & Maarse, 2017). However, the Reyeroord collective shows that a topic that doesn't seem to fit a collaboration, still can be a start to work together on related topics. No citizen would want to think about a new sewer system and no expert wants their opinion on it as it's a pure technical issue. But as the streets need to be opened for the renovation, it's a good starting point to rebuild the neighbourhood according to the wishes of the neighbourhood. It's a good example on how the system world and lived world can come together in a collaboration.

Future-now
Where the municipality is working on multi-years programmes and projects, citizens care about their world of yesterday, today and tomorrow (van Amerongen, 2020). This also brings complexity into participatory projects. It can be hard for citizens to imagine situations further in the future (van Eekelen et al., in press). However, this cannot be an excuse to not include citizens in multi-years programmes. As Teernstra & Pinkster (2015) show, participatory activities resulted in a stronger community and better public places, but citizens did not have the power to influence long-term decision making. It's a challenge to include citizens in the right way, so they both have ownership over their neighbourhood now as over the city in over 10 years.

> **Bridging the perspectives in participatory activities**
> **Focussing on broadening the amount of especially vulnerable perspectives**
> **Bridging micro, meso and macro topics, personal and societal concerns**
> **Provide insight in decision making processes**

4 Defining
the project goal

This chapter aims to conclude the research phase and give direction towards the design by creating guidelines and providing a vision within these guidelines. In order to do so, four problem definitions and design challenges are formulated. These design challenges form the basis of a list of design principles that will be used to formulate the design goal for this project. The tone of voice of this chapter will gradually change from objective to subjective, as I will take a stance and propose my vision as a designer within the context of the project. The chapter is concluded with a design statement that aims to bridge the gap between the municipality and citizens.

From driving forces to design principles

The previously presented eleven driving forces aim to give a complete overview of the different contextual factors that influence the current relationship between citizens and the municipality and how the role of participation is shaped in society. By zooming out, four overarching design themes or principles emerge out of this contextual overview: building trust, new perspectives, introducing citizens to participation and the participatory mindset. These are four directions the municipality should focus on when designing future working methods, services and products; if their goal is to be closer to the Rotterdammer and to shape the city together with them. In the next chapter, these design principles are explained in detail.

1 Building trust

8

Distrust and critisism

People are skeptical towards working together with the municipality

10

Local collaborations

In neighbourhoods and in the municipality, people are engaging in local networks and cooperations

5

Dehumanizing systems

Processes are systematically optimised, which dehumanises the interaction with citizens

2 Bridging perspectives

7

Diversity and inequality

It's hard to reach or help every Rotterdammer

11

Complexity of perspectives

People, experts and civil servants perceive the city differently. Ambiguity of reality and expectations of collaboration

6

Digitalisation and informatisation

The interaction between citizens and the municipality is increasingly based on digital information

3 Introducing citizens to participation

1

New role divisions between citizens and municipality

Interaction between citizens and municipality, neighbourhood and city, will change

4

Citizens are not used to actively contribute

The municipality is struggling to activate citizens to work with them

9

Individualism and segregation

People live in their social bubbles throughout the city

4 Participation mindset

3

Unknown participatory ways of working

Enthusiasm about participation, but struggling to let loose of old civil servant habits

2

Complexity of the organisation

The municipality wants, but struggles with new ways of working more integrally

Design principles

1. Building trust

People lost their trust in governments, the interaction between citizens and municipalities is dehumanised. At the same time, on a local level, civil servants and citizens bond and work together to improve their neighbourhood.

Problem definition
People are sceptical towards collaborating with municipalities as generally the trust towards governments is low. Citizens don't necessarily see the point of letting their voice be heard as municipalities will do their own thing anyway. The interaction between citizens and governments is 'dehumanised' as the bureaucratic systems are complex and generally unfathomable and unaccessible for people. On the other hand, we see that active citizens, civil servants and (professional) neighbourhood initiatives increasingly collaborate on a local level. The complex system of the bureaucratic municipality however prevents that insights from these local collaborations are used to their full potential in the broader perspectives of city policy making.

Design challenge
We see that these local collaborations bridge the trust gap between citizens, individual civil servants and the municipality. Through stronger, local and personal connections, the municipality can be more approachable and accessible for citizens. Citizens interact with civil servants and the organisation as a whole becomes a bit more human. People know who to approach if they experience problems, want to ask a question or even start an initiative. However, for most citizens these local networks are still unknown. Focusing on strengthening the personal and social connections through participatory processes or day to day interactions, could potentially bridge the trust gap and broaden the local context. When this local context grows, there is a greater chance of interfering with the political context.

Design principle 1

Personal approach, building social connections
"Gemeente Rotterdam should focus on rebuilding trust by initiating social connections with citizens on a local level, approaching residents personally."

Fig. 50
Building trust
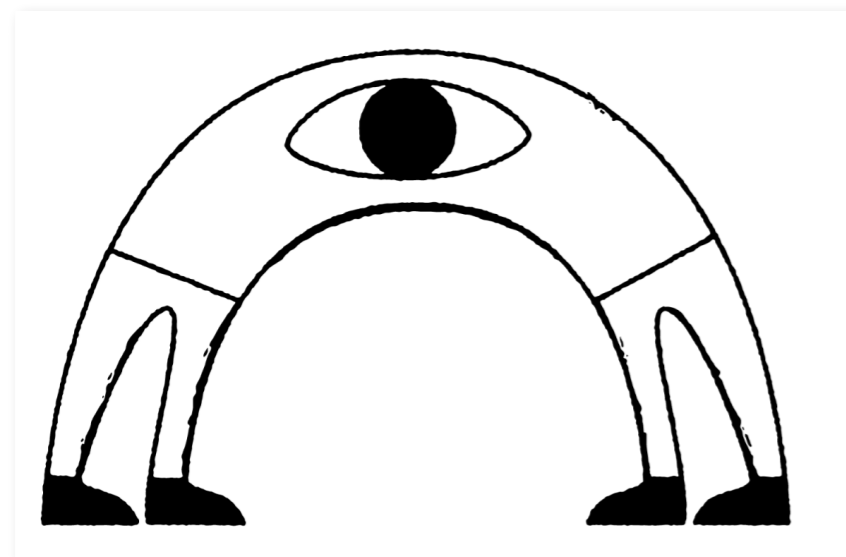
2. Bridging perspectives

As municipalities aim to work more through participation, the inclusivity of the social domain is questioned. The perspectives of people who are not able, willing or knowing how to participate are not reflected in the decision making process. At the same time, the complexity of collaborations increases and citizens don't see their opinion back in the decisions made.

Problem definition
As municipalities increasingly work with participation, the inclusivity of the social domain is at stake. As society is more and more based on information and as services of the municipality are digitised, vulnerable people lack behind and information about these people is dehumanised. Also the ideas and perspectives of non-vulnerable citizens that are just not able or willing to participate, are not reflected in participatory processes. Rotterdam is a diverse city, but this diversity is not always reflected in the participation activities. The risk is that certain perspectives are not taken into account in the decision making process or in the initiation of local projects.

On the other hand complexity increases as more people, opinions and perspectives enter the decision making process, civil servants deal with this increase of complexity. Outcomes of participatory projects are per definition a compromise. Citizens want to know what the municipality did with their insights, but generally are not engaged in this process and don't hear anything back of what and how their input influenced this process.

Design challenge
The municipality should strive to find new ways of reaching out to people and collecting new opinions, stories and perspectives. Especially people who are not familiar with participation, are not particularly triggered by a municipal flyer on their doormat or an online enquete that is passively present on a hard-to-find website. Civil servants need to find more active ways of approaching these people in order to include their perspective in their projects. Another challenge is to bring these perspectives together in a more open and clear decision making process. Citizens should be able to see what the municipality did with their insights.

Design principle 2

Collecting new perspectives
"Gemeente Rotterdam should focus on actively striving to collect new perspectives, by actively approaching citizens"

Design principle 3

Clear process and result
"Gemeente Rotterdam should focus on an open and clear decision making process, by making it clear what has been done with the opinions of citizens"

Fig. 51
New perspectives, clear process and result

3. Introducing citizens to participation

As the interaction between citizens and municipalities are still characterised by a 'consumer-producer' relation, people don't feel invited and addressed to contribute to the public domain. Municipalities increasingly struggle to invite citizens in accessible ways.

Problem definition
Citizens are not used to approaching municipalities with their ideas, questions or complaints. In the context of participation, citizens either don't see the point of interfering with municipalities or they don't feel that they are the 'target group' for participatory activities. They don't feel addressed through the ways of communication or have never been invited to participate. The interaction between citizens and municipalities is still characterised by a 'consumer-producer' interaction, though municipalities increasingly want to work participatively. Luckily, people are generally open to help, but they might not have the practical means to engage in participation. At the same time, city life is individualising and citizens don't necessarily feel connected to their local environment.

Design challenge
As people are not used to actively contribute to their local environment, there is an opportunity to make people aware of the influence they can have. Through local participatory activities, citizens meet each other and the side effects of this social cohesion is that neighbourhoods can be more resilient. The municipality needs to show people what it could mean to be part of a local community or how easy it can be to once in a while express your complaints or ideas. Through awareness creation, inspiration or personal interaction, people can slowly start to engage in local (participatory) activities. A challenge here is to make it accessible for people to engage, practically and also socially.

Design principle 4

Introducing people to participatory activities
"Gemeente Rotterdam should focus on introducing people to participatory activities, showing them how accessible, fun or socially it can be"

Fig. 52
Introducing to participation
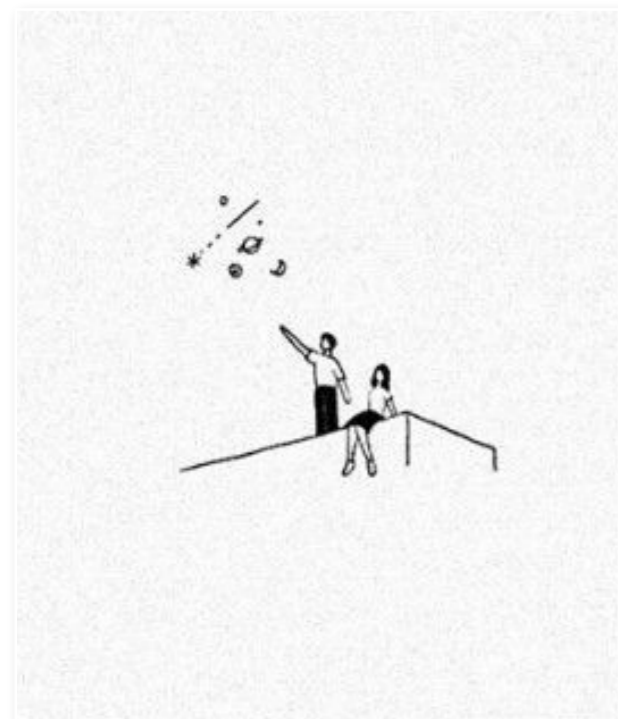
4. Participation mindset

As working with participation asks for opening up the civic project-based working, civil servants are hesitant to really apply these new ways of working. However, they also experience the gap between the system and the lived world and are passionate about working for the Rotterdammers . They should be able to put this into action.

Problem definition
The municipal working context is complex. The municipality wants to work more participatory, but the bureaucratic system prevents human centred working. Civil servants are bound to project-based guidelines and struggle with applying new participatory ways of working. They are scared that they cannot live up to the wishes of citizens and this prevents them from approaching citizens. On a personal level, it's easier not to approach citizens as it's convenient to keep working as used to and it puts yourself and your work in a vulnerable position. On the other hand, civil servants have a passion for the city and the citizens and also experience the gap between their work for the municipality and the lived world of its residents. The wijkhubs are an example of a means to bring the municipality and civil servants closer to the local environment of citizens.

Design challenge
The municipality should strive for new ways to make it more accessible for civil servants to seek connection with citizens, get acquainted with human centred working and apply participatory ways of working. Project-based guidelines need to open up to make space for experiment and to build local connections. Through new tools and methods, civil servants should be supported to increasingly get acquainted with the participation mindset, communicating and connecting with citizens.

Design principle 5

Stimulating the participation mindset
"Gemeente Rotterdam should focus on stimulating civil servants in getting acquainted with participatory ways of working, by introducing them to new tools, methods or services"

Fig. 52
A new participatory mindset

Project goal

Personal vision on the project
Bridging the gap between the municipality and citizens
The previous chapter gives an overview of the different approaches Gemeente Rotterdam could take in order to work more with rather than for its residents and bridging the gap between the system world and the lived world. It's no longer durable to approach the public good as if it would be a product; where the municipality is the producer and the citizens are the consumers. Developed services don't fit the lived world of citizens anymore, citizens don't feel represented by the government and also civil servants experience the distance between their work and the Rotterdammers they are doing it for.

With my project, I want to contribute to bridging this gap between citizens and the municipality as a whole.

Striving for social cohesion and resilient neighbourhoods
Participation has a lot of positive side effects as through participatory processes civil servants, organisations and citizens meet each other. Through this, social relations form and people know where to find each other. This is very important for the social cohesion and resilience of neighbourhoods, as people can find the right organisations if they have a problem, complaint or question. It has also been discussed that this process works the other way around too: active neighbourship can develop when people feel connected to their local surroundings.

With my project, I want to contribute to the feeling of social cohesion within neighbourhoods.

Rather than a passive relationship, where both citizens and the municipality are not interacting and where municipalities develop services, public space and policies that they think will help people....

...the municipality should engage citizens actively, like they are asking a stranger for directions, showing citizens that they trust them, need them and want their help in order to find the best directions.

Fig. 53
Project goal metaphor

Personal vison

1. Bridging the gap between citizens and the municipality.

2. Feeling of social cohesion in neighbourhoods

Design principles

1. "Gemeente Rotterdam should focus on **rebuilding trust by initiating social connections** with citizens on a local level, approaching residents personally."

2. "Gemeente Rotterdam should focus on actively striving to **collect new perspectives**, by actively approaching citizens"

3. "Gemeente Rotterdam should focus on an **open and clear decision making process,** by making it clear what has been done with the opinions of citizens"

4. "Gemeente Rotterdam should focus on **introducing people to participatory activities,** showing them how accessible, fun or socially it can be"

5. "Gemeente Rotterdam should focus on **stimulating civil servants in getting acquainted with participatory ways of working,** by introducing them to new tools, methods or services"

Project goal

"Developing a service or tool that initiates social connections between civil servants and citizens, supporting citizens in getting introduced to participation and civil servants in developing a participatory mindset. Resulting in more social cohesion, the gathering of new insights and bridging the trust gap between citizens and the municipality as a whole."

Interaction qualities

Open, surprising, collaborative, reflective, 'accesibly challenging', sparks curiosity

Over all project goal
The research conducted in this project resulted in five design principles, described in the previous chapter, that are used to formulate the design goal. These design principles will later act as design requirements, but are also used to brainstorm for design interventions. The goal of this project goes further on the initial goal stated at the beginning of the project, that was formulated as "how can we involve citizens in participation activities that are currently excluded in the decision making processes?". Therefore this project will be focussed on the initiation of new relations between citizens and civil servants in order to include more perspectives in decision making processes, as the research indeed reflected a need for more human centred ways of involving people and letting their voices be heard. The goal of this project will be less focussed on the actual decision making processes. It was found that social connection through a personal approach can help citizens to be introduced to participation and help civil servants to get familiar with participatory ways of working.

Interaction qualities
As the project is about initiating a relation between people, it's necessary to get a grip on 'how' these relations come about and what feelings and interactions we want to evoke by the to-be-designed intervention. To be able to get a grip on these interactions qualities, an interaction vision was developed. An interaction vision gives a description of 'how' people experience the interaction with an intervention and is best described by the use of an analogy or metaphor.

The interaction between the municipality and citizens should feel like the interaction between a stranger asking another stranger to take a photo for them. The interaction is initiated by the municipality. Citizens are approached personally and a bit by surprise, however in an open way, asked for a small favour. Whilst making the picture, citizens are engaged in the process of making a good picture and can bring in their own knowledge on how they think the picture could be taken best. The process might involve several iterations and asks for involvement from both sides, challenging each other and reflecting on the results during the process.

It must be noted that this interaction is very momentary and only describes how the interaction between a civil servant and citizen should be experienced briefly. However, the goal of this project is to increase the possibility of building a relationship over a longer time and to also spark social cohesion between a neighbourhood or street as a whole.

Two relevant approaches
After stating the overarching goal for this project and describing the interaction qualities that the intervention should evoke, I explored two theories that led to different approaches that could be taken into account while developing ideas and concepts.These approaches give perspective on how elements of the project goal can be approached.

Towards the concept

Fig. 54
Citizens
assembly

"the members are typically selected at random, like a jury"

Fig. 55
Social bonds, the
strength of weak ties

weak tie   strong tie

Citizens assembly
A citizens' assembly is a group of citizens of around 50 to 200 people, who are invited and selected at random through a lottery process (fig. 54). The selection of citizens is strategically balanced to ensure that the group of citizens that is attending the citizens' assembly is more representative of society. If the selection process would be based on just inviting citizens to the assembly, the citizens that tend to actually react to this invitation are citizens that are already engaged in politics or have special interest in the topics discussed in the assembly, the 'usual suspects'. There is much more interesting to say about how this way of approaching citizen participation can influence the way we approach democracy as society. However, the goal of this project focuses on the initiation of relations. The way of randomly inviting citizens is seen as an interesting approach to reaching the goal of interacting with new citizens and collecting new perspectives in the decision making process.

The product or service should engage citizens at random, as this way of 'selecting' or 'connecting' to citizens increases the opportunity for engaging new perspectives in the decision making process.

Social cohesion, strength of weak ties.
Through this project, I want to contribute to the feeling of social cohesion within neighbourhoods. With the design I hope to stimulate contact between civil servants, citizens and citizens amongst each other. The theory of 'the strengths of weak ties' (Granovetter, 1973) was used as an inspiration to come up with a new approach for the project (fig. 55). This theory states that a weak tie, a loose social bond with another individual, allows people to get in contact with the social network of this other person. It states that by having a network of loose social bonds, people actually have the potential to get in contact with way more social groups. For this project, it's therefore interesting to design an intervention that stimulates the forming of these loose social connections between civil servants and citizens amongst each other.

The product or service should stimulate the forming of loose social connections, as these have the potential to create greater social coherence in neighbourhoods.

Design statement
The exploration of the interactions qualities and two possible approaches, a more specific design statement was formulated. Whereas the project goal stated earlier gives a coherent overview of the different challenges of this project, this design statement gives a more concrete starting point for the forming of ideas and concepts. It states more specifically 'who' should initiate the interaction and how this interaction should be approached.

Final design statement

"I want civil servants to connect to and introduce new citizens to what it can mean to participate, by approaching them personally and 'accesibly challenging' them to collaborate, sparking the formation of loose social connection and possibly engaging people in other participatory activities."
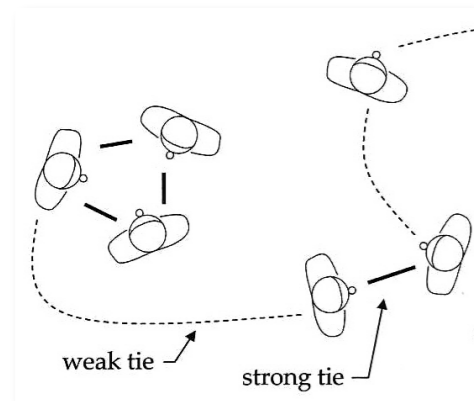
During the conceptualization phase of this project, several design directions were explored. The most promising design direction was developed when brainstorming for new solutions on 'how to get in contact with new people' and 'how to collect new perspectives and information'. Following the theory of the strength of weak ties, it's an interesting approach to initiate a 'via-via-interaction' and to make use of the social ties people already have, whilst also initiating the forming of new social ties (fig. 56, fig. 57). Through this cross pollination-like mechanism, the municipality could open up the opportunity to get in contact with people they are not in contact with yet and possibly include these people, or their opinions, in a participatory process. To initiate this cross pollination-like mechanism, the Wijkbox concept was developed.

Design approach

Connecting people, civil servants and citizens, to each other through a via-via-interaction, initiating a cross-pollination like mechanism around participation.

Fig. 56
How the concept
should stimulate
the formation
of social
connections
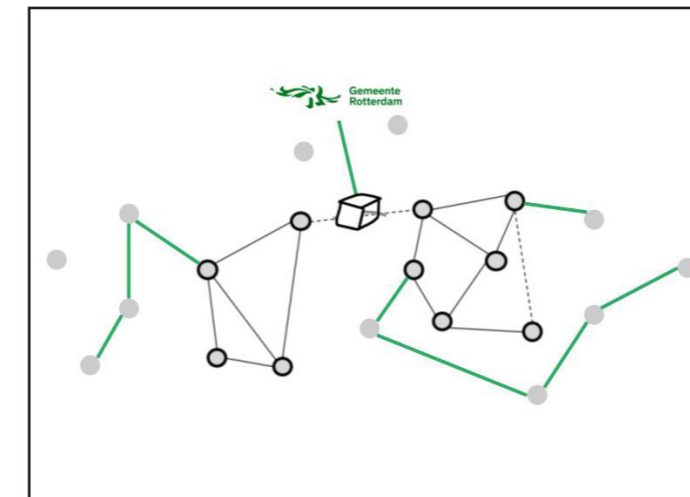
Fig. 57
How the concept
should stimulate
a via-via
interaction and
connect not-yet-
active citizens to
participation

Civil servant

Product / service

Not-yet-active citizen
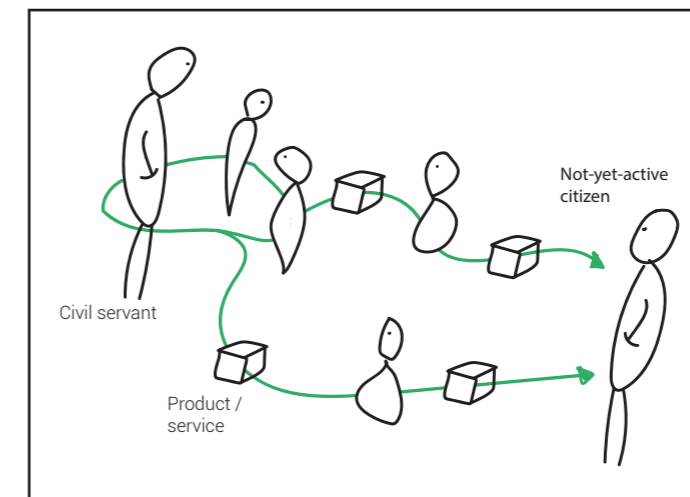
5 **Introducing**
the Wijkbox

The Wījkbox concept

Value for citizens of Rotterdam

An accessible way to do something for your local environment and meeting new people

Value for gemeente Rotterdam

Building trust through personal contact and stimulating citizens to participate

What
The Wijkbox (neighbourhood box) is a new participatory tool that citizens use to write down their opinion about the neighbourhood. The box is handed over from neighbour to neighbour in a chain reaction and goes by different residents of the neighbourhood. Therefore, more opinions and stories are collected and residents get in contact with each other. The chain reaction is initially started by the municipality through handing out several Wijkboxes in the neighbourhood. People receive the Wijkbox, leave behind their opinion in the box and hand the box over to the next person.

Value for citizens
The Wijkbox stimulates citizens to get in contact with each other as the boxes are handed over from person to person. It provides citizens with a way to express their opinion about the neighbourhood and together give the neighbourhood a greater voice. Residents who are new to local decision making processes are introduced to what participation is in an accessible way.

Value for the municipality
The Wijkbox gives the municipality a new opportunity to personally get in contact with citizens as the boxes are handed out in person in the neighbourhood. It provides the organisation a new way to reach out to citizens in the neighbourhood that they have never been in contact with, collecting their opinions, building trust and possibly engaging them in other participatory activities.

Hand out
Connect with residents

The Wijkbox initiates a moment of connection between citizens and civil servants as the box is delivered at people's front doors. As the interaction vision states, it's an open and surprising moment of contact that sparks curiosity. Citizens are asked if they want to participate by receiving the Wijkbox and filling in some questions about the neighbourhood. After that, citizens can fill in the Wijkbox in their own time, and pass it on to another neighbour. For the civil servants, this interaction is accessible as it doesn't require asking people difficult questions or much of their time. Therefore, the Wijkbox also is an interesting tool for civil servants to get acquainted with making contact with people. For the municipality, it's an opportunity to show people a more human side of the organisation and to make the government as a whole more approachable.

Interactions: Open, surprising, sparks curiosity
Design goal: Building trust, introducing citizens to participation, stimulating civil servants to get acquainted with participation, building loose social connection

Fill in
Express your opinion

When people open the Wijkbox, they receive a small gesture or present, in this case flower seeds. Then they are asked to fill in some questions about the neighbourhood. Depending on the phase of a project of the municipality, these questions can be focussed on gathering insights on a specific project or to inventorize what topics people find important for the future of their neighbourhood as a whole. In this way, the box functions as an initiator for new projects or programmes of the municipality. The questions spark interest and make citizens, especially citizens who never 'participated', aware that they can actually think along and participate on local topics. In this way, the Wijkbox introduces people to participation and challenges them in an accessible way to reflect on how they experience the neighbourhood. Citizens collaboratively build knowledge. As the box is passed on, more and more opinions are collected in the box. People can read, reflect and react on what others wrote down, sparking a feeling of togetherness.

Interactions: Accesibly challenging, reflective, collaborative
Design goal: Collecting perspectives, introducing citizens to participation

Pass on
Interact with a neighbour

When a resident is done filling in the Wijkbox, they pass on the Wijkbox to another resident. They are free to ring a bell of a neighbour that they already know or to deliver the box to somebody unknown. Through this activity, citizens meet each other and the Wijkbox functions as a conversation starter. The Wijkbox initiates a social moment, people might talk about the topics that are proposed in the box, or just have a short chit chat delivering the box. The idea is that the Wijkbox is handed over multiple times, and that after this process the box might end up at people who are not familiar with participation and expressing their opinions about local participation processes.

Interactions: Surprising, open, challenging, sparks curiosity
Design goal: Introducing citizens to participation, building loose social connection, social cohesion, engaging new people

Role within Wijk aan Zet
A bridge builder between elements of Wijk aan Zet, connecting citizens to these different elements

The Wijkbox plays an interesting role in the Wijk aan Zet governance model that is currently being implemented (fig. 60). Specifically it could function as a connector or bridge builder between the different aspects and elements of the programme. As mentioned, the Wijkbox is a tool to show people what is happening in the neighbourhood and spreading the word of local collaborativity. Similarly, the box can spread the word of the new elected neighbourhood council members and the neighbourhood hub. The box can provide the neighbourhood council and the rest of the locally active civil servants with the right information to be able to determine what subjects to focus on in the coming four years. It can be a starting point to invite people to meetings and events, exploring the opportunities and challenges of the neighbourhood even more collaboratively and giving the neighbourhood council the means to formulate the plans for the neighbourhood in the Wijkakkoord (neighbourhood agreement). Lastly, the Wijkbox can introduce people to the digital participation platform MijnRotterdam. Here, people can see the results of the information that was found in the Wijkboxes and discuss further on these topics and be invited to other participatory meetings and events.

Ladder of participation
As the above explanations reflect, the Wijkbox functions as an initiator for social contact, as a collector of new information and as a starting point for further collaborations and the initiation of starting new projects and writing neighbourhood plans. Considering the ladder of citizen participation, the box taps into the levels 'consultation' and 'advisory' as citizens are asked to propose their opinions and give advice towards the municipality (fig. 59).

By focusing on the 'lower part of the ladder' there is a risk of designing for empty participation, where citizens participate but nothing is done with their input. The Wijkbox is more about bridging the social gap between the municipality and citizens amongst each other. With the Wijkbox I hope to stimulate more people to interact with each other. By broadening the local context and connecting more and more people to the local collaborations through the boxes, I hope to give citizen participation a more serious place in the neighbourhood and municipal organisations and increase the chance of 'moving up on the ladder'.

A boundary object to close the trust gap

Taking the local approach seriously

A reason to conversate

Social connection

A tool to collect different opinions

New perspectives

A means to show what is happening in the neighbourhood

Spreading the word

An initiator for ideas and projects

Starting point for collaboration

Role within participation

Taking the local approach seriously
The Wijkbox gives the municipality a reason and opportunity to actively approach citizens. By doing this, civil servants are showing residents that they are willing to put effort in getting in contact with them. Through this they show that the organisation is taking the local approach of the Wijk aan Zet governance model seriously, showing citizens other sides of the organisation. In this way, the Wijkbox is quite literally an object that can build bridges between citizens and the municipality, and close the trust gap little by little.

Social connection
Handing out the Wijkbox is a reason for the municipality to get in contact with people. The interaction is accessible as it doesn't require civil servants demanding time from citizens. Through this interaction, citizens get to know the civil servants that work in the local context or are starting a project in the local context. When citizens hand over the Wijkbox they also have a reason to socially engage with their neighbours. By means of the chain reaction that the box initiates, more people enter the conversation and possibly get in contact with each other and the municipality.

New perspectives
As the Wijkbox goes from person to person, it can end up in a different social circle than where it was handed out. As every citizen has a slightly different social circle and by following the theory of the strength of weak ties, the box passes by various types of residents. Through this process, new opinions and perspectives on the neighbourhood enter the chain reaction and lead to new insights and information.

Spreading the word
The Wijkbox, metaphorically and literally, spreads around the neighbourhood as it is handed over from house to house. Therefore it's a way to spread the word about what is happening in the neighbourhood; what projects the municipality is working on, introducing people to the new neighbourhood council (Wijkraad) and the neighbourhood hub. In this way, the Wijkbox is a means to inform and engage people in the current and future developments in the neighbourhood.

Starting point for collaboration
The Wijkbox has an inventory character as it asks citizens to write down their views, opinions, dreams and complaints about their direct environment. It's less about more quantitative participatory methods where people for example are asked to vote for certain projects or plans proposed by the municipality. The Wijkbox relates more to sensing and probing what citizens of a specific neighbourhood would like to see happening and therefore the Wijkbox can be considered as an initiator for projects.

Fig. 58
A resident ringing the doorbell of a neighbour

Self-organisation

Co-decide

Co-producing

Advising

Consulting

Informing

Wijk box

Fig. 59
How the Wijkbox is a starting point for other forms of participation

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MijnRotterdam **Participation platform**

Introduce to the platform

Use the insights

Local projects

Initiate an event

Wijk box

Introduce to the civil servants

Wijkorganisatie **Local civil servants**

Wijkraad **Citizen counsil**

Wijkhubs **Neighbourhood hub**

Spread the word

Introduce to the council

Participatory activities

Use the insights

Wijkakkoord **Neighbourhood agreement**

Fig. 60
Wijkbox as a connector between different Wijk aan Zet elements

Hand out

Civil servant Puck is walking around in the neighbourhood looking for places to deliver a Wijkbox. After ringing a random doorbell, resident Max opens the door and Puck explains the Wijkbox concept. Puck also introduces Max to what the municipality is trying to achieve locally and tells Max about the new Wijkhub. Max is a bit confused by being approached by somebody from the municipality so randomly. As he is new to the neighbourhood, it's nice to hear about the Wijkhub and its location. Max is curious about the Wijkbox, accepts it and brings it inside.

Fill in

Max was a bit busy so opens the box the next day. After reading about the Wijkhub and Wijkraad, he finds flower seeds for his garden and also reads the explanation: 'take a present', 'fill something in', 'pass on the box'. After filling in the questionnaire, Max decides to leave his email address on the questionnaire. There might be a meeting or event that he finds interesting and can visit. He also scans the QR-code in the box as he is curious for what information was found through the Wijkbox. He finds that, obviously, the results of the Wijkbox are not there yet but quickly reads about the new local approach of the municipality.
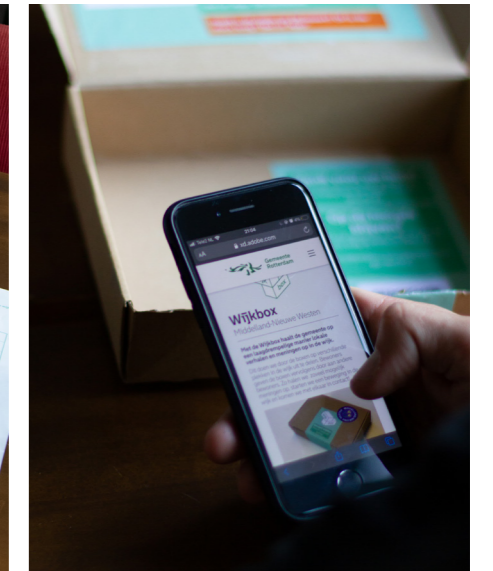
Pass on

The next day, Max aims to deliver the Wijkbox to another resident closeby. As he is new to the neighbourhood, he only knows his direct neighbours so far. He challenges himself and walks one street further. With a slightly tense feeling he rings a random doorbell and after a while a neighbour opens the door and introduces herself as Claire. With a little effort and awkwardness Max manages to explain the principle of the Wijkbox and explains the tasks for Claire to do. After some hesitation, Claire accepts the package and they chit chat a bit about the neighbourhood. Claire introduces Max to a nice takeout restaurant and they talk about the litter on the street.

Details of the Wijkbox

Local
The wijkbox is personalised by adding a sticker of the neighbourhood. By doing this, the box focusses on a local approach.

Theme of the box
This Wijkbox is designed around the theme 'public space' and 'green'. These are accessible topics to stimulate people about their direct environment and the neighbourhood. Next to this, citizens are asked to reflect on if they also see different challenges for the neighbourhood.

Collaborative
The approach for this Wijkbox is positivity and collaborativity: 'samen maken we verhaal' (together we build stories) and 'samen maken we de wijk' (together we create the neighbourhood).

Personal
With a personal message from the civil servant, citizens can read more about what the goal of the Wijkbox is. They are introduced to the civil servants connected to the local Wijkhub. Also, they can personally contact the civil servants as their contact information is stated in the box.

Explanation of the tasks
When opening the box, the explanation of the tasks stands out. The tasks are divided into three tasks: take a present, fill in the questions and pass on the box. Citizens are encouraged to hand over the box to an unknown citizen: 'een nieuwe buur leren kennen? Geef de box aan iemand die u nog niet kent!' (want to meet a new neighbour? Pass it on to someone unknown!). People are also encouraged to pass on the box within two days: 'together we will reach more people!'.

Deadline
A clear deadline is presented when people open the box. This is the 'end date' of the trajectory of the Wijkbox. People who have the box at or after that date are supposed to bring it back to the Wijkhub, but can also contact the civil servants to pick it up.

Want to read everything properly?
Appendix F

Filling it in together
Citizens leave their opinion by answering questions on a big questionnaire (A2 size) page. By doing this one a single page, citizens are stimulated to react to each other's comments, sparking a sense of inspiration and collaborativity.

Leaving contact information
Next to answering the questions, people can leave their contact information in the Wijkbox. They are asked if they are 'open to be contacted for possible future events or meetings'. People can leave their information in their preferred way: email, phone number or their address. If they don't want to leave their contact information 'publicly' in the box, they can directly send it to the civil servant or subscribe to an email list digitally.

Bridge to online participation
People are stimulated to 'stay up to date' with the developments and outcomes of the Wijkbox. To do so they can leave their contact information in the Wijkbox, but they can also simply scan the QR code to apply themselves to an emailing list on the digital participation platform MijnRotterdam and read further about local developments .

Small gesture to residents
In the box, citizens can find a small present that they can take out of the box. This present can relate to the subject that the box is about . In this case it's flower seeds, as the theme for the box is 'greenery' and 'public space'.

Details of the platform

Showcase	**How low tech participation and online participation could work together**
Methaphor	**Building bridges**
Increasing the reach	**Engaging more people with the insights gathered in the boxes**
Practical	**Being able to invite citizens to other activities**

The municipality aims to stimulate participation in various methods. In doing so, their goal is to provide a variety of participatory methods and create as many channels for citizens to get in contact with the municipality as possible. Digital participation is one of these channels. Digital participatory platforms aim to give people the opportunity to participate at all times, as it's not bound to a specific date of time. It doesn't require people to sit at a neighbourhood meeting for several hours and therefore promises to have a bigger reach and include more people in the decision making process. On the other hand we've seen that digital services can exclude people as they are not digitally fluent. So why design a digital platform?

The Wijkbox itself has a very low tech, ad hoc kind of character. Civil servants and citizens amongst each other meet personally. This character aims to make the municipality as a whole more accessible as for example contact information from the civil servant is shared. However, it was stated that the Wijkbox acts as an initiator for possible further collaborations and participatory activities. These activities should again attract an as broad public as possible and the municipality should strive to not only kickstart the initiation of contact, but also the further proceedings of what happens after this initiation.

With this Wijkbox section for the MijnRotterdam.nl platform, I want to showcase how physical interaction and digital interaction can complement each other rather than substitute one another. Municipalities cannot expect that a digital platform is immediately widely used as it makes participation practically easier. The digital platform MijnRotterdam was just recently implemented and still needs to find its way into the participatory interactions in the neighbourhood and city. I want to show that new tools can build bridges in various ways: connecting civil servants to citizens, connecting citizens to each other, connecting citizens to the wijkhub and wijkraad and connecting different participatory activities, on- and offline to each other.

Lastly, the digitalisation of the Wijkbox insights provides the opportunity to engage more people than only the people who received the box. People who are already active on the platform might want to leave their opinion about the proposed topics as well.

Fig.
Scan the QR code to experience the prototype firsthand! Or click this link.

The results presented in the app are the real insights gathered during an experiment with the Wijkbox concept (presented in chapter 6)

Read more
Users can read more about what will happen with the results. With clear visuals, residents get a picture of what their opinion will add in the local decision making process. They can also read more about for example the Wijkhub of neighbourhood council.

Wijkbox homepage
On the Wijkbox section in the MijnRotterdam platform, people can read about the Wijkbox project.

Apply for events
Throughout the app, citizens can apply to physical participation meetings, in this case called 'Wijkverhalen maken' (making neighbourhood stories)
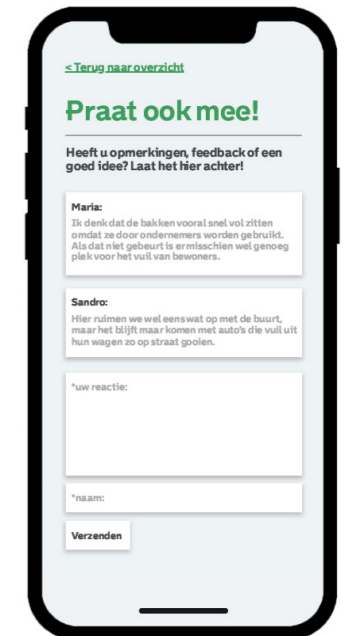
Result example
Results are presented in themes and per theme quotes that were found in the box are literally presented.

Results overview
On this page, the insights of the Wijkbox are presented to citizens. Here they can engage and read more about what other citizens wrote down.

React on insights
On the application, people can react on the topics and quotes stated by other residents. This is meant to also give people who didn't receive the Wijkbox at home a chance to propose their opinion.

6 **Evaluating**
the concept

This chapter aims to give insight in the evaluation process of the Wijkbox concept. Through prototyping, I got the chance to both test the Wijkbox concept and develop the concept further. This chapter gives an overview of the citizens' perspective and the civil servants' and municipal perspective, as the concept was tested with both parties during this phase of the project. The insights gathered in these experiments are used to evaluate the concept on its intended goal stated in the previous chapter. In this chapter I first present the insights gathered in each experiment in more detail. Later I give a more overall description of an overview of successful and less successful factors of the concept, ending with a final review on the Wijkbox concept.

Evaluation and design method
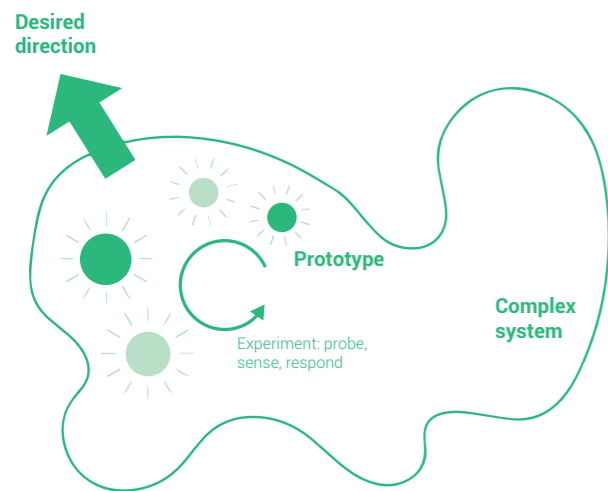
In order to validate the Wijkbox concept, two prototypes were developed and tested (fig. 63, fig. 64). I did this throughout the project and started this in an earlier stage of the concept development process. In this stage of the project, the Wijkbox concept was relatively vague. The design and test process of this project therefore were carried out simultaneously, an approach similar to the build-measure-learn approach (fig. 62). I decided to take this approach as the concept idea still had a lot of unpredictability in it: as the Wijkbox is supposed to be handed over from citizen to citizen, a lot of uncertainties could come in. The actual 'product-in-use' will give us a better understanding of what actually can happen with the Wijkboxes than endlessly trying to predict this. It will give a better understanding of how citizens and civil servants will experience the interactions with the concept and each other. This design approach follows the principles of systemic design (van der Bijl- Brouwer, 2019), where through probing and experimenting concepts are evaluated on the go and analysed in what, maybe unpredicted ways, these prototypes have the potential to steer these systems in ways that are reviewed as meaningful (fig. 61).

During the project two experiments were carried out. The first experiment was the most prominent experiment and was carried out with citizens of Rotterdam. Through this pilot I got to test and validate the 'citizens' side' of the experiences with the Wijkbox concept. Through the second experiment, I tested the 'civil servants' side' of the experience. Both the tests give insight into the experiences with the Wijkbox from different perspectives and give enough insight in order to validate the concept as a whole. Therefore I will use the insights of these experiments in order to evaluate the Wijkbox and to give further recommendations.

Note that some elements of the final design that were introduced before in this report, were not yet part of the prototypes that were used to test out the interactions. The most notable element is the digital platform. I came up with the design of the MijnRotterdam Wijkbox section after the two experiments carried out in this project. Therefore, the insights of the experiments don't cover the platform and don't provide the grounds to evaluate it.

Fig. 61
Probing, sensing and responding in a complex system through protoryping. Adaptation from van der Bijl-Brouwer (2019)

Desired direction

Prototype

Complex system

Experiment: probe, sense, respond

Concept idea
Personal contact
Social cohesion
Participation

Experiment 1
Social cohesion
Participation

Citizens'perspective

Experiment 2
Personal contact
Participation

Civil servants' perspective

Final design proposal

Fig. 62
Design and evaluate process

Fig. 63
Prototype 1, citizens' perspective

Fig. 64
Prototype 2, civil servants' perspective

Fig. 65
Setup of evaluation session with civil servants

## The citizens' perspective
Research method
The first experiment was carried out by delivering four prototypes (fig. 63) (appendix G) to citizens in the neighbourhood Middelland-Nieuwe Westen. The choice was made to actually give the boxes time to make a journey through the neighbourhood, rather than only confronting people with the prototype and discussing it with them. This way of approaching a test would not give relevant insights, as residents would then only reflect on their experiences based on speculations. Therefore the boxes were 'left alone' for the time frame of over roughly a week. In order to do this, I delivered the boxes to four citizens in the neighbourhood and got the opportunity to experience how it would be for a civil servant to deliver the boxes at peoples' houses. After one week, one of the boxes came back safe and sound at my house. The other three boxes needed to be picked up. In order to find these boxes back, I followed the journey of each of the four boxes, starting at the house where I delivered them first. Depending on each Wijkbox, the experiment therefore took about one to two and a half weeks.

Collecting insights
By following the journey of the boxes, I got the opportunity to talk and interview people about their experiences. These conversations varied from a one hour (recorded) interview at peoples' kitchen table to a shorter chat of 20 (unrecorded) to even a small questionnaire on WhatsApp. For the interviews, two interview guides were prepared (appendix H). One for shorter and one for longer conversations. The interviews were focussed on the actual events that people experienced with the boxes rather than speculating about what could happen with the box. With the longer interviews, I got the opportunity to reflect more on the role of the municipality and how this box plays a role in the interaction between citizens and gemeente Rotterdam.

The civil servants' perspective
Research method
The second pilot was carried out with civil servants of gemeente Rotterdam. In order to do so, I organised a half hour long focus group discussion at the Wijkhub in Middelland-Nieuwe Westen (fig. 65). Three civil servants joined the meeting. Rather than collecting feedback from the civil servants based on reviewing the prototype, presentations and other probes, I decided to engage the participants in a 'mini-pilot'. In this pilot, I sent the civil servants into the neighbourhood with a simplified version of the Wijkbox. Through doing this, the discussion about the concept would be based on experiences rather than speculations. This provided me with the opportunity to reflect and validate upon the goals set for this project, related to the civil servants attitudes towards delivering the Wijkboxes to citizens. In total, four boxes have been delivered in the neighbourhood.

Simplified prototype
For this mini-pilot, a simplified version of the Wijkbox (fig. 64) (appendix I) was created. This box contains a much shorter questionnaire and doesn't require citizens to pass on the box to another citizen. In this prototype, citizens are asked to bring the prototype back to the Wijkhub or to make a photo of the questionnaire and send it to me. This gave an extra opportunity to test whether people are willing to bring the box back to a specific location.

The citizens' perspective

Pilot conclusions
In this chapter, the insights gathered during the pilot are presented. First, a short description of the journey of each box is presented. This already gives an idea of the different interactions participants had with the Wijkbox. Later we will dive deeper in these experiences of people and an overview of the insights gathered in the interviews with people is presented. A more detailed overview of the results is described in appendix J. Figure 67 and 68 give an idea of how a filled in questionairre looks. Interested in what citizens filled in? Check out appendix K.

Box 1
The first box reached the most citizens, which in this case was five. This was the only box that was returned to me. This was done on the deadline date proposed on the prototype. These citizens mostly filled in the questions and passed on the package relatively quickly after receiving it. These citizens know each other relatively well.

Box 2
The second package got stuck after one interaction between two citizens. The first user that received the box gave it to someone in the street that they didn't yet know. This person wanted to hand it over to someone on the stairwell porch. However, nobody opened their door or wanted to participate. The box wasn't returned nor did I receive a message from the last user. Therefore I had to go down the same route as the package, which is what I did with boxes 3 and 4 as well.

Box 3
The third box made a detour, after the first person that received the box from me, gave it out to someone randomly in their street. This person happened to live in the neighbourhood and accepted the package. However, the address of this person was not specifically noted down. Therefore I actively had to look for the package in an area of the neighbourhood, ringing people's doorbells. Through this process I was added to the street WhatsApp group. I found the prototype back through a phone call from the recipient of the package.

Box 4
The last box reached two citizens. The first user had the box laying around for some time, but eventually tried three addresses. One neighbour didn't open up, another didn't want to participate and the last neighbour accepted the package. This person didn't contact me, so again, so I had to go to their house to pick up the prototype. It turned out that both these citizens had not filled out anything on the questionnaire. The last user didn't have or took time to fill it in and expected to discuss the topics with me. Also this citizen didn't seem to understand the principle of having to pass on the box.

"I filled it in and passed it on within the same day"

Citizen, box 1

"The giveaway didn't work out, I tried my whole flat. "

Citizen, box 2

"I talked to a random person on the street. This person lives on the corner of [...] street and [....] street"

Citizen, box 3

"It didn't come across that I had to give it to a neighbour"

Citizens, box 4

Fig. 66
Streets where the boxes where delivered (in random order)

Fig. 67
A full questionairre
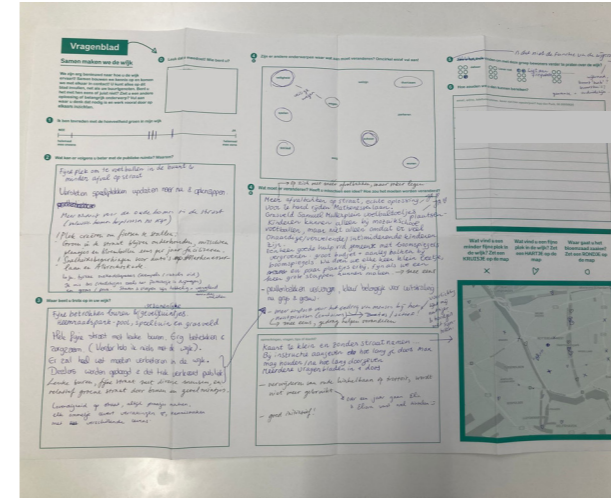
Fig. 68
A moderate full questionairre
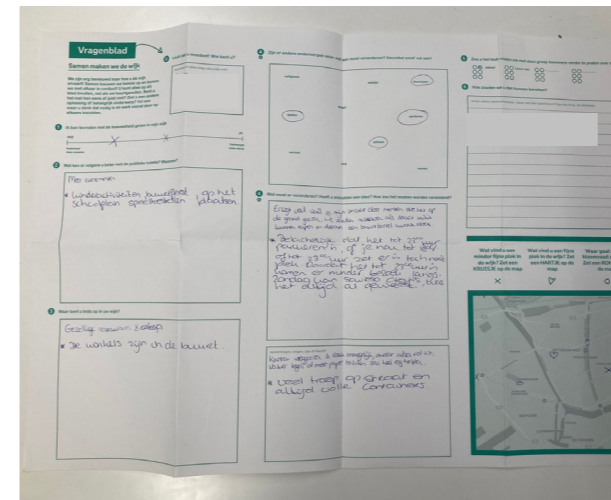
Fig. 69
Quantitative results of the experiment

Pilot length
1 week planned
2,5 weeks total

People reached
12 residents
6 not 'active citizens'

Handed over
9 times from neigbour to neighbour
3 times to a total random person
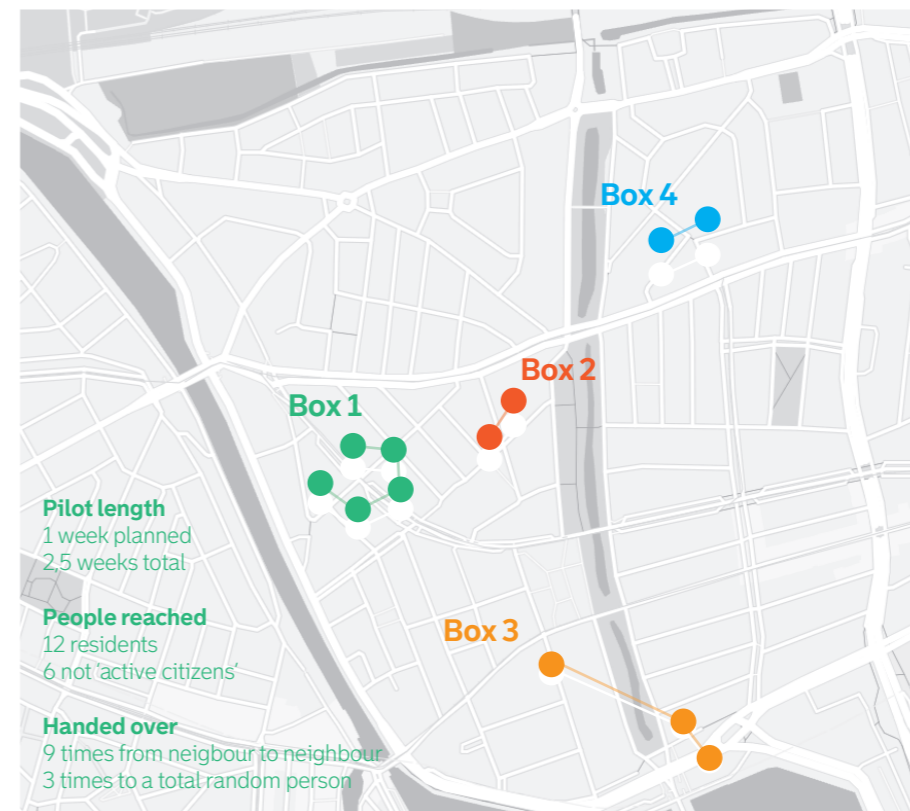
Handing out and picking up the Wijkboxes
Generally I was kindly welcomed by residents in the neighbourhood while handing out the boxes. Citizens were curious and also sometimes a bit confused or wanted some extra explanation. However, most of them seemed to be pleasantly surprised and wanted to participate in the experiment. At some places, I was even invited inside or got offered a drink. This illustrates how the Wijkbbox can stimulate good contact between civil servants and citizens. I also encountered three people that didn't want to participate. Two of them wanted to help, but were a bit hesitant as they were too busy with work. One participant didn't seem to understand my questions, due to a language barrier, and closed the door on me.

As mentioned, only one package was returned safe and sound. I found the other boxes back by following the journey of the boxes, starting at the house where I left a box in the first place. It varied in terms of efficiency per box. People are not always home if you want to pick up the box at their place or ask where they delivered the box after filling it in. One box was 'lost', as I didn't have an address of where the box ended up. Through ringing doorbells in the neighbourhood, I got in contact with people that offered to help with finding the box. I think, reflecting on this process, that this is maybe one of the core qualities of the Wijkbox. It brings people together as people want to help and feel ownership about the box and their environment.

Motivations to participate and accept the box

People that participated in this pilot had different motivations to do so. In the interviews I got the chance to ask the people who participated what their motivation was to do so.

"Meeting someone new in my street"
"Because I got it from a neighbour"
"I am always up for things that relate to improving our street"
"I participated because I got it from this particular neighbour"
"If somebody from my street asks something, I'm always open to help"
"Because I wanted to help you with your project and research"
"It's a shame not to fill it in and pass it on"
"It's a nice initiative"

Social interaction with (un)known residents

The wijkbox sparks social interaction between neighbours as it stimulates people to personally interact with each other. For some residents the box is a reason to talk about the topics that are described in the questionnaire and for some citizens it's just a brief contact moment of connection just handing over the box. Participants mostly handed over the box to someone that lives close by and that they already know, as this was just more convenient to do. However, the residents that got in contact with unknown neighbours, were positively surprised by the social interaction they experienced. Citizens can get demotivated by closed doors or neighbours that don't want to participate, this can be one of the reasons for the box to get stuck.

Reasons for the box to get stuck

People forget to fill it in
People don't have time to fill it in
People don't understand the concept, the assignment is not clear
People don't understand the questions, language
Demotivated by closed doors
Demotivated by non-participating neighbours

Sparks for thinking about the neighbourhood

The questions in the wijkbox stimulate citizens to think about their local environment. People who are less familiar with local initiatives are stimulated to think about their wishes and needs and to express them (for the first time). For people who are more active citizens, the questions are quite general. But the box could be a way for them to get in contact with other neighbours again and to express their opinion to the municipality.

Form of participation

Compared to other forms of participation, people were enthusiastic about the fact that the box gives them the opportunity to take some time for yourself in your personal space to think about the neighbourhood and form your opinion. Compared to a classic counceling evening, people are not bound to a specific time frame and are less bothered by the social dynamics during these evenings. Via this tool, everyone gets an equal turn to express their opinion. However, the wijkbox cannot fit every need of every citizen. Some of the participants noted to be doing just fine with a questionnaire.

"I was quite nervous about having to pass the box to someone because I don't know many people on my street. I was super excited and happy after the meeting. Now we can always say hi to each other."

Citizen, box 2

"I talked to the neighbours about the points that had been written down. Something happens in the neighbourhood again and you become more aware of your surroundings."

Citizen, box 1

"At residents meetings, you always have to deal with group dynamics and people with big mouths. Through this tool, everyone is addressed in his or her own time in an equal manner. You have some time to think."

Citizen, box 1

"Passing on the box? that did not come across, I thought someone was going to pick it up at my place"

Citizen, box 4

"It's funny to see what your neighbours care about. I thought my direct neighbours would have a similar view, but it turned out to be different than I expected."

Citizen, box 1

"I would like the issues to be addressed by the municipality. That they really listen to us and that they also make you feel that way. That you can also see that something is done with it and that they have listened."

Citizen, box 2

"It's easy to give your opinion, but does it do something??"

Citizen, box 3

I did not put myself on the list. I don't feel like taking just for the sake of talking.

Citizen, box 3

Non-inclusivity of the wijkbox

One out of four questionnaires was almost empty. One of these participants didn't seem to understand the concept of the box. The textual character of the box excludes people that are not textually fluent or who are less confident with the Dutch language. Vulnerable people don't seem to have the 'head space' to think about the future of the neighbourhood and therefore their opinion is less represented in the results.

Other perspectives

The found information on the questionnaires is not breathtaking novel to the municipality and to fellow residents amongst each other. However, people noted that they found it interesting to read about the opinions of others and said that they did find opinions that they didn't expect. Everybody experiences the neighbourhood differently and this is interesting to see, but also finding recognition in other peoples' comments is nice. People are curious for the results, especially people that received the box first.

Clarity about the results

Participants expressed their wish for the municipality to do something with the results and they found it yet unclear how the municipality is going to use these insights. They want the municipality to be clear about what they found and what they are going to do with it. Still, people are sceptical towards the municipality and if they are going to listen to the insights in the wijkbox.

Interaction with the municipality

The box and the interaction with the civil servant has the potential to humanise the interaction between citizens and the municipality, however only one resident has actual contact with the municipality. People appreciated the personal approach that the wijkbox initiates, but are challenging its ability to make the municipality more accessible, as it's still unclear where to find the right information.

Possibility to participate

9 out of 12 participants left their contact details and 4 participants noted on the questionnaire 'to be open to get together' with the other residents that received the wijkbox. In the interviews, people noted that the box could be a starting point for a conversation with other citizens or a civil servant, but were hesitant towards frequently going to boring municipal counselling evenings.

Civil servants perspective

Fig. 70
A civil servant
walking around in the
neighbourhood

"The personal touch works! People feel addressed and heard. Through this tool, they can experience another municipality than just the one that hands over their passport."

Civil servant at feedback session

"It's a challenge for us to keep connecting to citizens and not approach these kinds of concepts as something momentary."

Civil servant at feedback session

Before heading outside to deliver the boxes to citizens, the participants were actually enthusiastic about the assignment, whereas I expected them to act a bit more hesitant. Later, we reflected on this and they noted that this group of civil servants is not representative of all types of civil servants as they see themselves as 'the type of colleagues that are open for connection, which not every colleague is'. Though, they expected a bit more explanation about the 'rules' of the experiment and mostly asked if they had to deliver the packages at peoples houses or if they are allowed to give them to people on the street. I told them that the participants have to live in the neighbourhood.

The experiment went quicker than I thought as they were already back at the Wijkhub after roughly fifteen minutes (fig. 70, fig. 71). Each of them were enthusiastic about the interactions they had with residents of the neighbourhood and noted to have had nice and kind conversations. One couple, of which I was part, delivered their boxes smoothly without any closed doors or citizens that refused to participate. The other couple encountered one closed door, one participant that wasn't able to participate and a group of people on the street that wanted to participate but didn't happen to live nearby. They handed one of the packages over to a resident at their house and one of the packages to somebody on the street, after making sure this person lived in the neighbourhood. The civil servants came back enthusiastically to the Wijkhub and immediately started talking about the notable interaction they had with residents. After discussing how fast they actually did the assignment, we started talking and reflecting about their experience and later we dived deeper in the challenges and opportunities of the concept in the broader context. A more detailed overview of the results is described in appendix L.

Personal approach
The civil servants reflected positively on the personal approach that is part of handing over the boxes. Through this personal approach, we can show citizens another, more personal and approachable government, somebody noted. If we approach citizens with a gesture (the present) and a small conversation without too much to ask for, people feel being talked to and might even feel heard. This way of approaching citizens can also stimulate people who never thought about their local environment to start doing so, one participant noted. The civil servants were enthusiastic about the conversations they had with citizens, but noted that the interaction was quite short. One participant noted that this can be a quality of the design, as it's different from other participation activities where we ask quite a lot (of time) from citizens, a civil servant said. However, they should be able to find us then again, somebody else noted. The concept seems to stimulate conversation, humanise the municipality and make civil servants more reachable, however, this interaction might 'flow away' over time.

"I also notice a disconnection between my work and the people we are doing it for. The goal in our work should be connection, that's what's so fun about this tool."

Civil servant at feedback session

"It's an opportunity to get out in the real field again. To get in contact with Rotterdammers by using this tool and be able to provide them with good service"

Civil servant at feedback session

Fig. 71
Civil servants
walking around in the
neighbourhood

Bridging the system world and lived world
The concept opens up the possibility to build a bridge between the work of the municipality and the lived world of its residents. It can show people another side of the municipality and possibly make the organisation more approachable. But it could also make civil servants more connected to the lived world of citizens. These kinds of activities are good for civil servants to leave their 'ivory towers' and be part of the more human centred mindset switch the municipality has to go through, one civil servant noted. A few organisational forms were discussed in which the concept could be a part of a trajectory new colleagues of the municipality go through. However, this should never be the main goal of this project or concept and should always be approached as a 'side effect' of it.

Challenges
Diversity and inclusivity
During the session, the civil servants reflected on the inclusivity of the wijkbox and the box would reach a diversified group of citizens.
The wijkbox can be an opportunity to reach out to a more diverse public. The civil servants reflected on the people they spoke to and reviewed it as diverse. It's a challenge for both citizens and civil servants to hand over the box to not like minded people. As we have seen it's a barrier for citizens to hand over the wijkbox to an unknown citizen. Civil servants can be relatively more thoughtful in this. However it's the question how the municipality can include people who are low literates or don't master the language enough. The box is very linguistic and the formulation of the questions might be hard for people to understand. The personal approach of handing out the boxes does give the opportunity to explain it to people, but doesn't necessarily overcome this barrier. As discussed, not everybody has the mental space to think about the future of the neighbourhood. However their view might be the most interesting to include in the projects as we seek for an inclusive society. It can be concluded that ringing a diversified set of doorbells doesn't mean that the actual collected information is also diverse, through various reasons. As we have seen in the test with citizens, boxes can get stuck at houses of people that are open to help, but don't understand the content or assignment of the box.

Providing feedback to citizens
Similarly to residents, civil servants also consider the safeguarding of results an important part of this concept and discussed about the right form of giving feedback to the citizens about the information collected through the boxes. This could be done through the online participation platform MijnRotterdam, as showed in the final design proposal in chapter 5. Through this digital manner, people who didn't receive the wijkbox can also engage with the insights. An advantage of connecting the platform to the wijkbox concept could be to also provide a way of communication about the journey of the boxes, dates, deadlines and lost boxes. One civil servant noted that only providing the results digitally can be too passive and expressed a need of stimulating community building by physical events. Actually bringing people together to discuss the results and to possibly make an action plan together.

Fig. 72
Table after the feedback
session

Conclusions of the experiments

Social connection through the Wijkbox

The Wijkbox stimulates social contact between civil servants and citizens amongst each other. Through this it allows for loose social bonds within the neighbourhood and makes the municipality more approachable. However, the contact might be too incidental and lost over time.

People find the social concept of the box interesting. For residents, the box provides an opportunity to talk to people, usually, in their street. The Wijkbox can spark new social connections. Most people hand it over to somebody they (somewhat) know already and for them the box is an extra motivation to make contact. For civil servants the box is a reason to get in contact with people and to ring their doorbells. The concept could lower the threshold for approaching citizens, however the pilot was conducted with civil servants that are enthusiastic about participation. The personal approach that the box stimulates seems to make the municipality more accessible. For the municipality it's an opportunity to show people another face of the organisation. Residents to get in touch with each other and the municipality through the Wijkbox. In theory only one resident has contact with a civil servant, but the pilot showed that it requires more contact moments to collect the boxes back. The question however is still if the box actually makes the municipality more approachable through this. Also the civil servants noted that the contact can be momentary, and might be lost over time.

Connecting to new people and perspectives

The Wijkbox has the potential to reach not-yet-active citizens and for the municipality to get in contact with these people, however the box mostly circulates in already existing social networks. It's questionable if the box reaches a diverse public and if new perspectives are collected.

Half of the people who have had the box are not characterised by being active residents. Using the Wijkbox concept is therefore a way to get in touch with these people, or to collect their ideas in the box. We've also seen that the boxes are passed on by citizens to neighbours that they already (somewhat) know. In this way, certain opinions and people are not included into a single box, because it circulated in a specific social circle. As described, the insights found in the boxes are not mind blowing new for the municipality. One could say that the Wijkbox therefore lacks the ability to collect new perspectives, but as mentioned new people are reached and these people do get a chance to express their opinion. Also, people indicated that they found it interesting to hear about the other perspectives or their fellow neighbours.

Some people do not understand the box, the language, the assignment or the concept. Their opinion, which may be especially very valuable, is not included in the decision making process. The Wijkbox is still too poorly suited to people who do not master the language and is textual focussed. Officials saw the box as an opportunity to reach a more diverse audience, if the municipality delivers the boxes in the right places, but did agree on the inclusivity challenge for the Wijkbox.

Introducing citizens to participation

The Wijkbox stimulates citizens to start thinking about their local environment and through this, people are introduced to what it can mean to participate. It's questionable if it stimulates citizens to engage in other participatory activities as they are still 'afwachtend' towards the municipality.

For some people, the box was a stimulus to start thinking about the neighbourhood. For other citizens, it was a stimulus to perhaps do something with other neighbours again. Others were fairly neutral about leaving their opinions behind. Through the box, people get in touch with participation. Half of the citizens reached through the pilot could be characterised as not-yet-active citizens, so the box does introduce them to what participation is or could be. It remains to be seen whether it can actually encourage people to engage in further participation activities. Many people indicated that they still see the municipality as an organisation that is not going to do anything with the insights. While some people saw it as an opportunity to enter into dialogue with the municipality, others were reluctant to participate in discussions or council evenings (especially on a frequent basis). The civil servants mainly explored how the continuation of the box could take place. This could be done digitally and physically, but preferably a combination.

Form of participation

The Wijkbox is a new form of participation that was reviewed by most citizens as possibly more appropriate than other participation forms. It's more personal, allows for equal participation and citizens can participate in their own time. However, for civil servants it can be an organisational challenging tool and questionable if 'new' information is found.

The box is in between different forms of participation. It is more active than a flyer or an anonymous questionnaire, more accessible than participating in a residents' evening and more accessible than a civil servant who comes to the door for a long conversation. While handing out the boxes, civil servants don't ask much of people at that moment. People are able to engage with the box when they want. This might also be a reason why the Wijkbox lowers the threshold for civil servants to approach people. People were enthusiastic about the participation form. The Wijkbox allows them to take some time for yourself in your personal space to think about the neighbourhood and form your opinion. Residents also found reading the opinions of their neighbours interesting. For a few citizens, the playful approach and the textual character didn't seem to fit their preferences.

For the municipality, the question remains whether this tool provides them with insights they did not already know. Questioning can play an important role in this. For now, the tool was still very inventory in its function; to collect what people are concerned about. For civil servants, this method can be intensive, reflecting on my own process of having to find and retrieve the boxes. Although it is difficult to say after a pilot with 4 boxes, it is clear that something different happens with each box. This is of course practically difficult for civil servants, but it can actually promote social contact within a neighbourhood: having to search for it. It is an organisational challenge, but more communication means more contact.

Wijkboxes get stuck

The Wijkboxes can get stuck because of various reasons. Also bringing back the Wijkbox to a Wijkhub is something that citizens tend to not do. This has a negative influence on the social benefits of the Wijkbox, the collection of information, reaching new perspectives, the motivation of citizens and the workload of the civil servants.

Wijkboxes get stuck for various reasons; people forget to fill it in, people don't have the time they thought to fill it in, people don't understand the language, questions, assignment or concept or are demotivated by closed doors or non-willing-to-participate neighbours. Also the returning of the boxes is not self-evident. Returning the box to the Wijkhub seems to be a barrier for people. Boxes that get stuck have a negative influence on the social potential of the concept. It is precisely this social aspect that makes the concept special, that is then less utilised. On the other hand, by setting up four boxes in pilot 1, eight contact moments took place between residents, of which three were contact moments between total strangers. In pilot 2, there were four contact moments between civil servants and residents, and theoretically also four moments when people bring the box back to the Wijkhub. Boxes that get stuck, lost or are not returned ask for more organisational effort from civil servants, but as discussed this extra effort could on the other hand stimulate more social connections. Lastly, boxes that get stuck, lost or are not returned influence the amount of information that is gathered and influence the motivations of people. As boxes get lost, information is lost and people who put effort in the box could be dissapointed.

Providing feedback to citizens

The Wijkbox is a tool for the municipality to get in contact with people. Both civil servants and citizens expressed the need for providing citizens with feedback about the results of the Wijkbox. The questioning should be appropriate so that the municipality can do something with it, but also be as open as possible.

Residents are curious what will happen with the results from the Wijkbox. They are curious about what other residents have written down and what the municipality will do with it. Some residents are still very sceptical about the latter. The civil servants also consider it very important to give good feedback on what information has been found in the box. They see this as an important starting point to involve people in other forms of participation. Civil servants do mention that the municipality often has little room for action. It remains to be proven whether the open questioning of the box does not make it appear to citizens that there is going to happen something with their opinions, while in practice this is often difficult. On the other hand, the tool was desiged for the beginning of a participation process, because it is about reaching new residents. In this case, it does require an open way of questioning because people want to be heard and are not stimulated to provide their opinion about decisions that have already been made.

The right initiator of the Wijkbox

The Wijkbox seems to fit the work of people that are part of the neighbourhood organisation. It has the potential to engage other civil servants or possibly the neighbourhood council in working more locally and connecting to new citizens.

During the feedback session with the civil servants, we discussed what kind of civil servants should work with this concept. The obvious candidates for this are the neighbourhoodnetworkers and the -managers; the question is whether the Wijkbox concept will bring something new to their work that they are not already familiar with. The civil servants in the session saw it as an addition to the work of these civil servants and in the pilot we also saw that the concept can generate new contacts and reach new citizens. The expertise of a wijknetwerker can ensure that these contact moments do not remain momentary, but can be something that continues to exist. It was also discussed that the Wijkbox working method can be a way to get civil servants out of their 'ivory towers' into the neighbourhoods, so that they experience for whom they are working and that the gap between citizens and civil servants becomes smaller from their perspective. The focus must remain on the residents and we must be careful that the Wijkbox does not become an 'excursion' for civil servants, without being meaningful for the residents. It was also discussed that the Wijkbox can help the newly chosen neighbourhood council to get familiar with approaching citzens, whilst gathering information and spreading the word about their new role.

7 Delivering
the concept

This chapter aims to conclude this project and give final recommendations on the Wijkbox concept and the way of working with the Wijkboxes. In this chapter I present two real life applications of the concept. I happily present that during the final stage of this graduation, I got the chance to produce several boxes for the municipality and that they will use these boxes in two different projects during the coming summer period. After presenting these two applications of the concept, I describe a set of recommendations and limitations based on each step within the 'Wijkbox method'. With this I hope to give civil servants hand on advice in applying the Wijkbox method in their projects. The chapter is finished by personal reflection and a description of more general recommendations and limitations related to this whole graduation project.

Implementing the Wījkbox concept
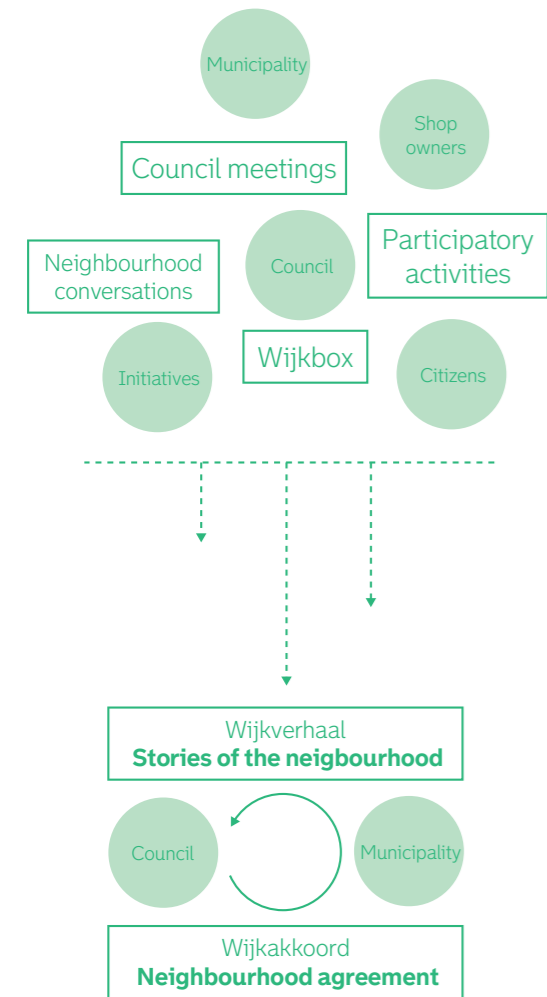
Fig. 73
How the Wijkbox and other activities contribute to 'making stories' and eventually to the Wijkakkoord

Fig .74
Neighbourhood council
Middelland-Nieuwe Westen

Wijkraad Middelland-Nieuwe Westen

Together with the Wijkmanager of Middelland I came up with the idea to connect my project and the Wijkbox to the recently elected neighbourhood council. In the last stage of this graduation project, I produced several Wijkboxes for the council which are going to be used coming summer. This is a group of 9 citizens of the area Middelland-Nieuwe Westen that is going to represent the voice of the people from the neighbourhood, through collaborating with the municipality the coming 4 years. As described in chapter 3 the Wijkraad has to write a neighbourhood agreement, the Wijkakkoord. This is an agreement with the municipality in which plans for the neighbourhood are made.

In order to work towards this agreement, the neighbourhood organisation and the Wijkraad of Middelland-Nieuwe Westen (fig. 74) are going to write Wijkverhaal (neighbourhood stories) (fig. 73). They aim to include as many residents, organisations and local shop owners in writing this story, in order to make the neighbourhood stories a story of everybody, so that the final neighbourhood agreement includes all these perspectives. Through different methods they aim to collect these stories: talking to citizens on the street, organising meetings, interviewing initiatives and so on. The Wijkbox could be an interesting method to add to their toolbox of 'neighbourhood story making' (Wijkverhaal maken). It helps the Wijkraad to get a grip on what topics residents in the neighbourhood find important. As they are recently elected, some members are new to local politics. The Wijkbox could help them to determine their plans for the coming years and get acquainted with participatory ways of working. A side effect of course is that they can build up new social connections in the neighbourhood, that can help them over time to include them in local collaborations and make the voice of the neighbourhood stronger. For citizens the Wijkraad is also a new thing. The Wijkbox, amongst other activities, could help to spread the word about the Wijkraad. In this way they are more approachable and citizens can more directly be involved in local decision making.

Fig 75
Neighbourhood council
Middelland-Nieuwe Westen

In the final weeks of this project, I got the chance to deliver one box for each residents council member. The boxes (fig. 75) (appendix M) will be distributed around the neighbourhood around the date of my graduation ceremony. A month later, they will be collected again and the results will be added to the Wijkverhaal. Each box is personalised and includes a photo and personal message of each member of the Wijkraad, they will all hand them out personally.

This implementation shows that the Wijkbox can be applied in other processes and that 'building a better relation between civil servants and citizens' can also mean 'building social connections between the Wijkraad and residents'. Because the neighbourhood council is closely connected to the municipality, the Wijkbox also in this case contributes to building bridges between the municipality and citizens. Of course, the boxes still need to be handed out and who knows what will happen.

Courtyard of a housing block

Neighbourhood organisation 'De Middellander', Woonstad (social housing rental company) and gemeente Rotterdam are collaborating in Middelland to make the neighbourhood greener. They are doing a project in which they aim to make a specific housing block of Woonstad (fig. 76) more green and attractive. In doing this, they wish to include the residents of that housing block in making plans for the shared courtyard. However, in a previous attempt to invite citizens, they were not satisfied with the turnout. They approached me, while working in the local Wijkhub, if we could maybe think of a way to use the Wijkbox concept and stimulate the start of a movement in the housing block. At that time, they were planning an event in the housing block, organising three days of 'geveltuin' (front garden) making. Together we came up with the idea to hand out several Wijkboxes during that event. The idea is that the citizens that are present at the event, citizens who are slightly 'more active' than their neighbours, receive a box and hand it over to a neighbour, hopefully starting a chain reaction in the housing block. Through the Wijkbox, a movement can be started and wishes and dreams about the courtyard can be collected.

Fig. 76
Woonstad housing block

Fig. 77
A tailored box and questionairre
for this project, executed in Dutch,
Turkisch and Arabic.

Fig. 78
Working hard to build
'Geveltuinen'

In the final week of this project, I produced 5 boxes (fig. 77) (appendix N) for this project. I tailored the questionnaire in the Wijkbox specifically for this project. In the housing block live a lot of citizens that are part of the Moroccan and Turkish community. Therefore the project team asked me to add those languages to the Wijkbox, in order to lower the barrier for these people to participate and make it more inclusive. It was really nice to see that one of the members of this team quickly connected to citizens in the neighbourhood to check up on the spelling of the translation. I learned that the Wijkbox itself can also be an object that can be co-created with the neighbourhood.

This implementation shows that the Wijkbox can be applied in projects that are already running. It also showed me that it can be a method in which active citizens are included in co-creating the Wijkbox, but also in the distribution of the boxes. It again shows active citizens are key in community building and can be 'a starting point' to connect to not-yet active citizens'. Also in this case, I am not sure what will happen with the boxes.

Small note after the geveltuinen event
First of all, it was great to get my hands dirty during this day. It got me to reflect on how you can be a facilitator from a design point of view, but also from a very concrete 'let's just do it' point of view. Our work was received very happily by the residents of the housing block and the activity sparked pleasant and interesting conversations with them about the neighbourhood. However, we didn't manage to engage them in the activity itself (also because most of the residents were relatively old). It again showed how hard it can be to connect to citizens and actually get them to join an activity, as the project team has put effort in handing out flyers and going door-by-door weeks before. At the end of the day, I delivered three boxes to some active residents of the housing block. I am going back next week to see if we can deliver the other two boxes and otherwise see what happens first. I was confronted again with the complexity of the topic of this graduation project, but also learned how effective a hands on approach can be, making the neighbourhood greener and having pleasant conversations with residents.

Fig. 79
A collection of boxes
made by collegues

Delivering the project internally
The 'participation club' is a group of civil servants that comes together once in six weeks to inspire each other with participatory activities, approaches and projects. My project was one of the themes for this get-together (fig. 80). We organised it at the Wijkhub Middelland-Nieuwe Westen and about 15 colleagues joined the event. Especially for this event, other neighbourhood managers and -networkers had been invited, as the Wijkbox can possibly be a tool to apply in their work or in that of the Wijkraad in their neighbourhood. Next to presenting my project, I invited everybody to design their own Wijkbox (fig. 79). All these people work with participation, but sometimes on an abstract level. I wanted to stimulate them to make and hand out a box in their own neighbourhood and experience participation first hand. With experience comes stories and with stories they can inspire other colleagues. Therefore, hopefully this activity contributes to starting a movement of participatory mindset change in the organisation.

A few examples of what colleagues are planning to do with their own designed Wijkbox. One colleague has a boring, empty wall in his street. He wants to see if his neighbours want to do something with it and is going to use his Wijkbox for it. Two others are approaching it more openly and want to see what their neighbours come up with: one of them is going to hand it over to a creative and active neighbour and see what happens. Another colleague didn't want to hand it out in her own street as she noted that she doesn't want to mix up her work and private life. Civil servants that are active in the local environment, are going to show their prototype to their colleagues and the Wijkraad in their neighbourhood. We are in contact now and possibly other neighbourhoods will implement the Wijkbox in the near future. Note: I don't know if they handed out the Wijkboxes at the moment of writing this piece of text.

Fig. 80
Presenting my project
to colleagues

Delivering the concept

The Wījkbox method

This service overview, or service blueprint, describes the 'Wijkbox method'. It's an overview of the different steps that need to be followed when applying the Wijkbox concept in a municipal project and can be used as a guideline when planning to include the Wijkbox in a project. This overview aims to provide people who work with the Wijkbox method with hands on advice per step in the process. However it also leaves space for interpretation and making a plan oneselves. As we have seen, the Wijkbox can be applied in different types of projects and therefore projects can be initiated by different stakeholders; wijkraad, wijknetwerkers, civil servants of specific projects or even by neighbourhood initiatives. Therefore, in each project, some steps need more attention then in other projects.

What citizens see or do / Tasks of the municipality

Active citizens are included in the Wijkbox movement

Project is visible to citizens online

Boxes are handed out in the neighbourhood

The municipality is reachable for questions

The Wijkboxes are handed over from citizen to citizen

Citizens engage with a civil servant

Citizens receive a reminder 'not home card'

Citizens engage with a civil servant

Citizens receive a reminder 'not home card'

Citizens are invited to new participatory activities via their preferred channel

They can follow all the activities on MijnRotterdam

Preparation of Wijkboxes
- **Formulate questions for the Wijkbox** — As open as possible
- **Make a planning for the Wijkbox project** — Give residents time and plan the unexpected
- **Decide where to distribute the boxes** — Focus on representativity
- **Include active citizens in the Wijkbox project** — They can help to reach more people

In this phase a project is initiated. The right stakeholders are brought together: the district organisation of a specific neighbourhood, the Wijkraad and possibly other organisations or even residents' initiatives.

Project initiation
- **Make a participation plan** — Invite citizens as soon as possible
- **Start a project on MijnRotterdam.nl** — Transparancy about the project
- **Involve residents and stakeholers in the neighbourhood** — Make use of existing networks

In this phase the project stakeholders prepare the materials for the Wijkboxes. Formulating the questions for in the Wijkbox, determining how many where boxes will be distributed. An overall planning for is made and the boxes are produced.

Starting the Wijkbox movement
- **Hand out the boxes in the neighbourhood** — Be open for surprises, take in account the living rythm of citizens
- **Keep track of the adresses of residents** — Give residents time and plan the unexpected
- **Inform and stimulate people to engage in the movement** — But respect their dignity

In this phase, the boxes are distributed by the stakeholders. Preferably, this is done by ringing the doorbells of residents. But can also be done by distributing boxes on the street or distributing boxes at an event where many residents are present.

Wijkboxes circulate in the neighbourhood
- **Give the boxes time and be approachable for questions** — Update people around the Wijkhub about the Wijkboxes

In this phase, the boxes are located at people's homes. The stakeholders give the boxes time to make a journey in the neighbourhood, but should be available and reachable to citizens with questions or residents that encounter problems with the box.

Check up on the Wijkbox journey
- **Help people or redistribute the box** — Extra contact with citizens through offering help
- **Let people know that you where there** — Make use of 'not home cards' if people are not home

The stakeholders go back to the houses where they have left the boxes. They continue the journey of a Wijkbox until they reach the house where the box is at the moment. They find out if certain boxes got stuck or not. If so, they can take these boxes to a new house, help people with questions and make contact.

Collection of all the boxes
- **Pro-actively collect the boxes** — But give citizens time to bring it back
- **Keep the delay in mind of collecting the boxes** — People are not always home

When the final date of the Wijkboxes is reached, citizens can either bring back the boxes to the Wijkhub or notify the municipality to pick up the boxes. Stakeholders collect the boxes that are not brought back by following the journeys of the boxes back again.

Results and further activities
- **Bring the results of all the boxes together** — In co-creation with stakeholders and neutrally
- **Accesible information** — On MijnRotterdam and through preferred channels
- **Build bridges** — Invite citizens to various activities, online and physically

The involved stakeholders come together in a meeting and bring the information found in the Wijkboxes together in an overview of topics or themes. They present these insights to citizens and invite citizens to further participatory activities.

Initiate a project

In this phase a project is initiated and it's determined that the opinion of residents must be collected and that throughout the project, the project members want to include citizens in the decision making process. In this phase, the right stakeholders are brought together: the district organisation of a specific neighbourhood, the Wijkraad and possibly other organisations or even residents' initiatives.

Recommendations
Engage citizens as soon as possible
Make sure that residents are involved as early as possible. The Wijkbox is made to stimulate the forming connections between citizens and the municipality. Apply the Wijkbox method as early as possible, especially when the project is still unclear. The method takes some time as the Wijkbox is supposed to be handed over from neighbour to neighbour multiple times. In this time, project members can do other project tasks or apply other participatory activities.

Make use of existing communities
Work together with organisations or certain communities if you want to reach those communities specifically with the Wijkbox. For example, work together with some active residents that live close to a public square that the project is about or with key figures from certain communities within the neighbourhood, e.g. the Moroccan community or the youth community. Make sure that you co-create the participation plans with them, use their ideas in order to reach new citizens during the project or include them in activities of the Wijkbox method, for example distributing the boxes.

**Post the project on mijnrotterdam**
Create a project on the platform MijnRotterdam. This shows citizens that you want to be transparent about the whole project and are interested in their opinion about it. Practically, it can be used to invite citizens to events and activities and related to the Wijkbox it can later be used to share the results that came out of the boxes.

Limitation
The neighbourhood box is not designed as a fun activity for civil servants to get acquainted in getting in touch with residents. Information is collected and residents expect something to be done with it. The focus is on making social connections, but that certainly does not mean that that is the only purpose.

Project is visible to citizens online

Project initiation

Make a participation plan
Invite citizens as soon as possible

Start a project on MijnRotterdam.nl
Transparancy about the project

Involve residents and stakeholers in the neighbourhood
Make use of existing networks

Prepare

In this phase the project stakeholders prepare the materials for the Wijkboxes. It is mainly about formulating the right questions presented in the Wijkbox and determining how many and in which places the boxes will be distributed. An overall planning for the Wijkbox method is also determined in this phase and of course the boxes are produced.
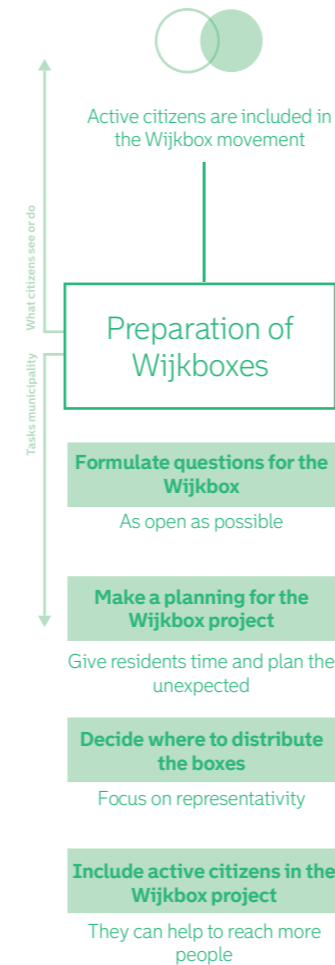
Recommendations
Formulate open questions
Make sure that the questions are open and that it sparks for participation in the movement. The Wijkbox is a starting point for further participation steps and must therefore ensure that people become enthusiastic about contributing.

Plan the places where to distribute
Plan the distribution of the boxes at 'street level'; determine in which streets you will distribute the boxes. When planning the locations, make sure the boxes are distributed in different types of streets (rented/built, flat/house, large/small). Pay attention to the target groups that you perhaps want to specifically reach. An example of this is distributing more Wijkboxes in 'vulnerable' streets. In this way, participation becomes more representative and inclusive.

Generous planning
Give residents time to fill it in. Also make sure that you plan for a delay, because some boxes get 'lost' and have to be searched for together with residents. This takes time.

Include active citizens
Involve active citizens in the Wijkbox method. They might have good ideas on what to ask or how to reach new citizens. For example, if you are doing a project about a public square and know some residents living there, include them in the production and distribution of the boxes.

Limitations
How many boxes
In my graduation project, I have not yet gained enough knowledge about how many boxes are needed to reach a certain number of people, there is no rule of thumb yet. In my experiment, four boxes reached 13 houses.

Planning
I also have not gained enough knowledge to give advice on how long the boxes should get the time to make a proper journey in the neighbourhood. Fastest route: one week, six houses. Slowest route: 2,5 weeks, two houses.

Active citizens are included in the Wijkbox movement

Preparation of Wijkboxes

Formulate questions for the Wijkbox
As open as possible

Make a planning for the Wijkbox project
Give residents time and plan the unexpected

Decide where to distribute the boxes
Focus on representativity

Include active citizens in the Wijkbox project
They can help to reach more people

Distribute

In this phase, the boxes are distributed by the stakeholders. This is done by ringing the doorbells of residents. In this way, there is control over the 'correct' distribution of the boxes. It can also be done by distributing boxes on the street or distributing boxes at an event where many residents are present.

Recommendations

With all stakeholders
Make sure you hand out the boxes with all stakeholders. Make sure it becomes a moment to kick-start a project with energy! If you have involved residents in developing the boxes, also invite them to hand them out.

Keep track of the addresses
Make sure that the addresses are kept where the boxes are delivered. This way, you can go back to these people later on if a box gets lost.

'Living rhythm'
Take peoples' rhythm of life into account when determining at what date and time the boxes should be distributed. The community box gives people the opportunity to participate in their own time, but the moment of distribution can determine if people (and what type of people) are home or not.

Open to surprises
Contrary to the preparation phase in which you decide where and how many boxes are going to be distributed, make sure that you are open to surprises in this phase. The power of randomly distributing the boxes in a street is that you reach people you do not normally reach. Be open to encounters on the street and do not rigidly stick to the plan you have in mind.

Inform people, but leave them 'in hun waarde'
If residents do not want to participate, they have good reasons for it. Inform them briefly about the project and that they can always visit the neighbourhood hub. But then leave it at that and respect it if they don't want to talk to you or participate in the Wijkbox method.

Limitations

Language
Due to language barriers some residents will refuse the request to participate. This barrier can be lowered by offering the box in another language as well. The idea behind the Wijkbox is that people can think about the neighbourhood in their own time, therefore it must remain written. If necessary, you can ask these people briefly on the spot how they experience the neighbourhood, to make them feel heard as well. But beware: keep them in their dignity; if they don't want to participate, then that's totally okay.

Boxes are handed out in the neighbourhood

What citizens see or do

Tasks municipality

Starting the Wijkbox movement

Hand out the boxes in the neighbourhood
Be open for surprises, take in account the living rythm of citizens

Keep track of the adresses of residents
Give residents time and plan the unexpected

Inform and stimulate people to engage in the movement
But respect their dignity

Use

In this phase, the boxes are located in the neighbourhood at people's homes. The stakeholders give the boxes time to make a journey in the neighbourhood, but should be available and reachable to citizens with questions or residents that encounter problems with the box.
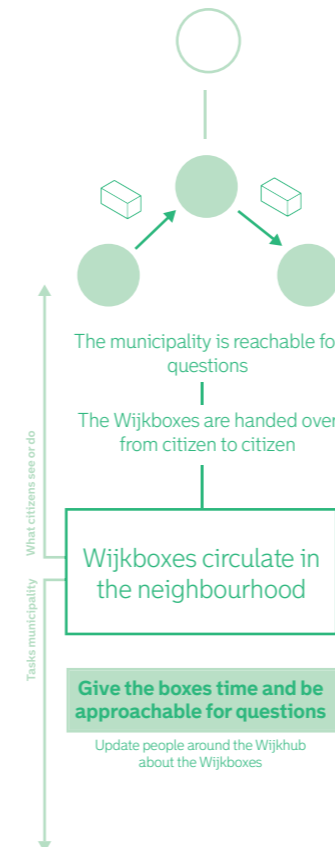
Recommendations

Be reachable
Make sure that residents can easily reach the people involved in the project. Preferably a phone number rather than an e-mail. Make sure this is easy to find in the design of the Wijkbox.

Everybody up to date
Make sure that people in the neighbourhood hub know about the Wijkbox project. Make sure that when residents enter the hub with questions, people can handle this or refer residents to the right person.

Time
Give people time to fill in the box and pass it on, but be clear about the time they have: if it takes them a bit longer, it doesn't matter, but there must be an incentive to get started. So communicate clear deadlines to residents. For example, 'pass the box after a maximum of two days'. Also make sure there is a clear end date in the design of the box.

Limitation

It can happen that boxes get stuck as people forget about the box, don't have the time that they expected to have or didn't succeed in passing on the box to a neighbour. The experience with the experiments conducted in this project is that if this happens, citizens don't necessarily contact the municipality about this. Therefore the Wijkbox method asks for a more active role of civil servants.

The municipality is reachable for questions

The Wijkboxes are handed over from citizen to citizen

What citizens see or do

Tasks municipality

Wijkboxes circulate in the neighbourhood

Give the boxes time and be approachable for questions
Update people around the Wijkhub about the Wijkboxes

Update moment

In this phase, the civil servants go back to the houses where they have left the boxes. Then they continue the journey of a Wijkbox until they reach the house where the box is at the moment. In this way, they find out if certain boxes got stuck or not. If so, they can take these boxes to a new house, or help people with certain issues or questions.
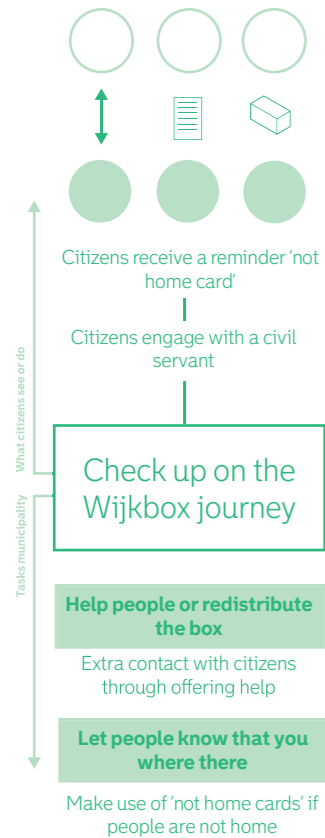
Recommendation
Execute this step!
The overall advice is to execute this step, as it brings extra moments for social connection and increases the possibility that valuable information is found in the boxes. As mentioned, citizens don't actively reach out if they encounter an issue. Visiting citizens in order to help them is the embodiment of being an inviting government. It ensures more contact with residents because you include them in the 'search' for the boxes. It also ensures that you have an extra moment to talk to people about the neighbourhood or, for example, to ask someone who does not read or write the language very well, about their opinion of the neighbourhood. The box can then be distributed again and thus collect more information.

Keep track of the addresses of people
Again, make sure that the addresses are kept where the boxes are delivered.

If people are not home
It happens that people are not at home. Compared to the next phase, the picking up phase, you do not need to visit them a second time. The 'in between update step' is about continuing the boxes that have become stuck as best as you can.
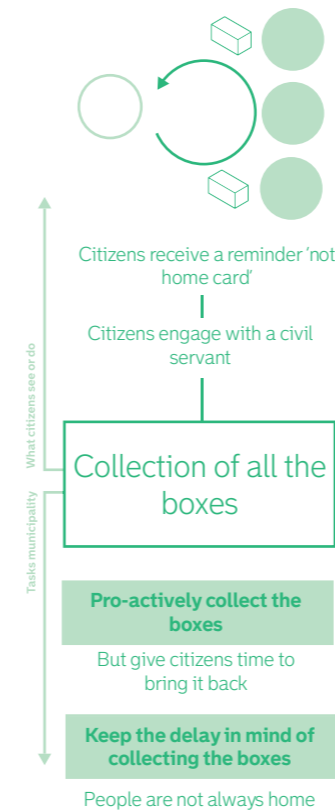
Not home cards
Provide people with not-home notes. In this way, people get a reminder that you came by. This could be a reminder for people to fill in the box and pass it on. Or be reminded to contact you, for example, they have failed to pass it on.

Limitation
This step seems to be an extra step and costs extra effort and time. However, if this step is not executed, then valuable information is not collected and partly the effort put in the Wijkbox method is lost.

Citizens receive a reminder 'not home card'

Citizens engage with a civil servant

Check up on the Wijkbox journey

Help people or redistribute the box

Extra contact with citizens through offering help

Let people know that you where there

Make use of 'not home cards' if people are not home

Collect

When the final date of the Wijkboxes is reached, citizens can either bring back the boxes to the neighbourhood hub or notify the municipality to pick up the boxes. Civil servants and council members collect the boxes that are not brought back by going to the latest addresses where they have left or seen the boxes and following the journey of the boxes.

Recommendations
Actively collect
Give residents time to return the box, after the expiration date. But above all, be proactive in collecting the boxes. Again, keep track of people's addresses and work with no-home cards.

Outrun
Keep in mind that the project will get some delay and outrun because people are not always home when you plan to collect the boxes. In the tests executed in this graduation project, the 'slowest box' had a delay of 1.5 weeks. This was because the collection process was slightly difficult because people were not home. Make sure that the communicated deadline in the box is not the real deadline within the schedule of the whole project.

Limitation
The chance that people will bring back a box themselves is very small; it only happened once in my graduation project. Also in my project, not any box got really lost. However, this could happen if the scale of a project becomes bigger then the experiment I conducted. With more boxes in the neighbourhood, the chance increases.

Citizens receive a reminder 'not home card'

Citizens engage with a civil servant

Collection of all the boxes

Pro-actively collect the boxes

But give citizens time to bring it back

Keep the delay in mind of collecting the boxes

People are not always home

Presenting results and inviting citizens

The involved stakeholders come together in a meeting and bring the information found in the Wijkboxes together in an overview of topics or themes. They present these insights to citizens and invite citizens to further participatory activities.

They can follow all the activities on MijnRotterdam

Citizens are invited to new participatory activities via their preferred channel

Results and further activities

Bring the results of all the boxes together

In co-creation with stakeholders and neutrally

Accesible information

On MijnRotterdam and through preferred channels

Build bridges

Invite citizens to various activities, online and physically

Recommendations

In co creation
Involve all stakeholders in the activity of clustering of insights.

Neutral
Make sure the insights are brought together fairly and as neutral as possible. Make sure that the personal views of stakeholders do not start to twist or drive the insights found in the boxes.

Involve residents
Make sure residents are kept informed! Residents may have left their details in the box and therefore expect to hear something back, even if this is an update about the project.

Accessible information
Make sure residents can access the insights. Respond to how residents have left their data (email, address, telephone number) and invite them via these channels to view the results of the neighbourhood boxes (on mijnrotterdam).

**Present the information on mijnrotterdam**
Presenting the insights on mijnrotterdam ensures that the information found in the project are presented publicly. In this way, participation becomes transparent and people in the neighbourhood can join in.

Building bridges
Make sure that as many bridges as possible are built. Introduce people to the mijnrotterdam platform through the neighbourhood box, but also invite people on the platform to physical events. Inform them about the Wijkbox via email, but also visit their house again if future participatory events will take place.

Limitation
By presenting the information digitally, people who have joined because of the physical character of the Wijkbox, may drop out again. Make sure that for them physical participation is also possible.
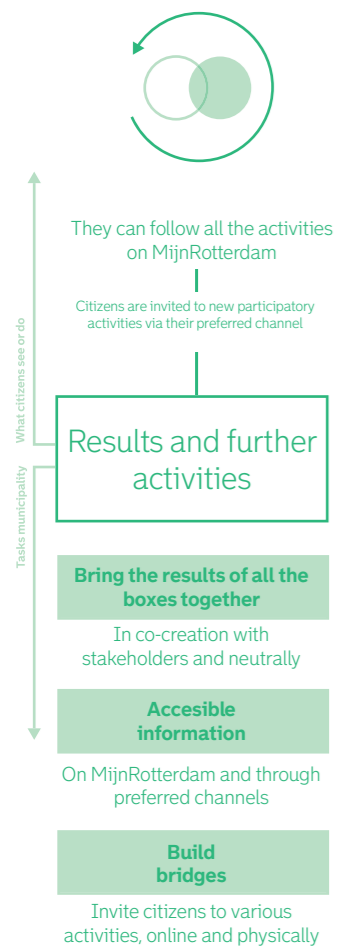
Final conclusion

Project goal
In this project, a new approach to citizen participation was explored through developing and testing the Wijkbox concept. The interaction between the municipality and citizens is characterised by distance: generally civil servants are used to doing their work without the input of citizens and citizens are used to a municipality that does its own thing. The Wijkbox aims to decrease this distance by taking a personal approach. Through the Wijkbox, civil servants are stimulated to engage with citizens personally and citizens are introduced to participation. The concept promises to provide citizens with an accessible way to do something for the local environment and with a surprising way to meet new people. It promises to provide the municipality a new way to build trust and to get in contact with new citizens, stimulating them to participate in the local network.

Potential of the WIjkbox
Both the experiments in this project showed potential for stimulating social cohesion in the neighbourhood. The Wijkbox showed potential stimulating contact between civil servants and residents and stimulating citizens to get in touch with each other. Citizens were positive about the form of participating, being able to reflect and leave an opinion in their own time and environment. Therefore in itself, the Wijkbox is a good participatory tool. However the value of the box for the municipality is more related to the fact that it brings residents and civil servants closer together, possibly stimulating them to work together about the topics proposed in the Wijkbox. Next to that, half of the citizens reached in the pilots can be characterised by not-yet-active citizens, and therefore the Wijkbox is a promising tool for engaging new people locally.

Limitations of the Wijkbox
These benefits are accompanied by practical challenges, 'the concept asks for an investment of effort and time', and more ideological challenges, 'the concept doesn't yet reach a diverse public'. Furthermore, it's still unknown if the Wijkbox engages citizens socially and participatory in the long run or just in the moment. Next to that, all the effort of the Wijkboxes can be for nothing, when civil servants don't handle the next project steps with care. When citizens don't hear back about the results of the boxes or nothing is done with the insights, the relationship between the municipality and citizens is damaged again and the distance between the two increases because of this. In this project I tried to show the municipality how bridges can be built, but of course these bridges should be taken care of properly after.

Reflecting on the projects' contribution
New tools always ask for different ways of working and therefore sometimes don't immediately appear promising as a change of mindset has to take place. In that sense, the development of new concepts only raises more questions and challenges. This follows the principles of systemic design which states that 'complex problems cannot be solved just like complicated problems'. It asks for a different mindset of probing, sensing and responding. Through that perspective, the Wijkbox sparks new ways of sensing and other methods of responding to this should be developed. The whole point

of the municipality wanting to work more participatory and together with citizens, rather than for citizens, is that a mindset change has to take place. With the Wijkhub concept I hope to contribute to this change. The concept does ask for time, investment of energy, being flexible and adaptable to unexpected events, but also provides the municipality with a new channel to get in touch with citizens in different, more social ways. Besides that it contributes to the perception of social cohesion and brings residents in contact with each other. I think it's worth the effort.

Multi purpose method
Next to the fact that I was very happy to be able to produce several Wijkboxes for two different projects of the municipality, the concept shows great potential as stakeholders are enthusiastic to implement it. It also shows how the Wijkbox can be implemented in different project situations and in different contexts. For the Wijkraad, the boxes function as a way to spread the word about the Wijkraad and to get a grip on what topics people in the neighbourhood find valuable. For the Woonstad project, the boxes function as a way to reach and engage residents in the movement of improving the public garden. I would argue that this project is therefore less about proposing the 'perfect product'. It's more about proposing a new way of working: the Wijkbox method. Every project situation requires a slightly differently designed Wijkbox, but I would argue that the way of approaching citizens and stimulating citizens to get in contact with each other is the unique selling point of the Wijkbox and could contribute to applying a more participatory approach and creating social cohesion.

Discussion and recommendations

R1: Experiment with this over time and in a real project, see if people who received wijkboxes actually join other participatory activities.
R2: Provide a variety of methods for people to engage later: digitally, physically, through straightforward questionnaires or creative meetings. This increases the chance that people see something that fits them and join.
R3: Always keep people up to date, about the results of the Wijkbox, about the proceedings of a project; always. They might not ask for it actively themselves, but hearing nothing back demotivates people and increases the gap between citizens and the municipality.

R1: Be careful in the selection of participatory tools and try to create a 'total package or palette' that is as inclusive as possible. Try to put extremes in the selection; if you do something creative, also do something totally not creative.
R2: Involve communities in co-creating the participation plan and in the participatory activities. In the case of the Wijkbox: include citizens in making the boxes (just like I did) and include them in distributing them in the neighbourhood.

R1: A small pilot could be set up to test if the digital bridge in the Wijkbox is used by citizens. This could then be a proof of concept to build digital and non-digital bridges in other interventions as well.
R2: Start using the platform! Show citizens what is happening in the neighbourhood and show them how seriously the organisation is taking the new Wijk aan Zet model.

Do people engage over time?
This project is about the initiation of relations and collecting information. It's still unknown if people are going to stay connected to a project after they use the Wijkbox. People did leave their contact details after filling in the wijkbox, but I don't know if they would actually come to similar events. The test showed that some people prefer the Wijkbox over joining a council meeting. Cynically, this indicates that the Wijkbox doesn't stimulate people to join other activities. Combined with the fact that boxes themselves don't collect breathtaking new information one could say that the contribution of the Wijkbox only is these social relations that possibly fade over time. However, people did leave their contact details. Only a real-life project could give us enough information to test whether people are engaged over time. If not, the Wijkbox could be adapted so that it does bring surprising insights into projects.

Inclusivity
Secondly the inclusivity is still a point for improvement. Of course, not any participatory tool can be 100% inclusive, but I designed something textual which obviously excludes certain people. On the other hand, the Wijkbox includes groups of citizens who would never have joined a participatory event, so it does reach new people. The implementation of a wijkbox in other languages shows that it is possible to improve its inclusiveness. The results of the project will show if this actually helped including people from the, in this case Moroccan and Turkish, community.

Digital component
The digital element of the Wijkbox has not been tested. To put it critically, it's questionable if a digital component would complement the Wijkbox, as some citizens were enthusiastic about the non-digital character of the box. However, I think that the municipality should strive for transparency in their projects and I would advise to always share project progress, such as the results of a Wijkbox experiment, online as it becomes public. Though, the Wijkbox should be able to exist without the digital platform.

R1: Test the concept in a different neighbourhood. Preferably in two neighbourhoods that are different so that the results can be compared. I would advise to test it in a more rural-like area (Hillegersberg) and a more city-like area (Stadsdriehoek).

R1: The neighbourhood organisation should always be involved.
R2: Don't make a 'fun activity' out of the Wijkbox concept. This only confirms the prejudice people have of 'a municipality that comes by one day and leaves the other day'

Biassed pilot
I tested the Wijkbox concept in the neighbourhood where I live myself. Call it coincidence or not, but this neighbourhood (Middelland-Nieuwe Westen) is one of the most 'active neighbourhoods' in Rotterdam if we look at how many neighbourhood initiatives it houses. The boxes in the test did reach citizens that are not active yet. Of course it still raises the question if the concept would also work in a totally different neighbourhood, in terms of population, size and I would also say architecture.

Does it lower the barrier for civil servants?
The concept was also tested with civil servants. It was a small test (n=3) and with civil servants that are generally enthusiastic about neighbourhood oriented working. They are also 'easy to get along with'. It's unknown if the project would help other civil servants to go out in the neighbourhood, or if the box is just another barrier for them. We discussed that the box does make the contact easier, as civil servants don't ask much from citizens at the moment. Reflecting on my own experience, ringing the first doorbell was a bit scary, however pleasantly scary. In the session we also discussed that the Wijkbox could be an interesting activity for civil servants not yet familiar with neighbourhood oriented working. This is a benefit from the Wijkbox, but it should never be the main goal.

The Wijkbox doesn't 'exist'
The concept now still needs me to be able to exist. In the last stage of the project, I put effort in delivering the concept to two actual projects. This is the way I chose to make a possible impact. I could also have made an effort in designing templates, handouts and other things, to make sure that civil servants can do it themselves and thus make an impact. But I think that if I hadn't actively connected to people who possibly wanted to use my project, these templates would have ended up on the metaphorical 'shelf'. I am happy with my approach, but I do see that there is still room for improvement to make the neighbourhood box workable for project teams. On the other hand, I do not pretend to have designed the perfect product and I am curious to see what someone would make of it. I very much hope that the two projects will benefit from the Wijkboxes I made for them. If so, possibly the Wijkbox will then start to live a life in the organisation.

Personal reflection

First of all, looking back at this project, I feel blessed to be supported throughout the project by so many people, without them I wouldn't be here writing this reflection. It feels good delivering this project but also feels like the beginning of a new project. The project is being implemented now and the results of the new Wijkbox experiment still need to come back. I feel proud that the municipality is so interested in my project and willing to implement it in my own neighbourhood and possibly in other neighbourhoods too. This gave me a lot of energy in the last weeks of this project.

Systemic approach, concrete interventions

The different people that I met throughout the municipal organisation during my project, made me reflect about how I see myself or want to position myself as a designer. Systemic topics and complex problems attract me, but I am also a big fan of concrete design interventions. Through this project, I increasingly developed appreciation and respect for people who are just doing it; making the neighbourhood more green, managing a neighbourhood initiative or approaching 'neighbourhood oriented working' radically different. During the in-between-midterm-and-greenlight phase, I struggled a bit with this conflict of complexity/ systemic and concreteness. As I approached my research very broadly and systemically, I constantly had the feeling that I was losing this complexity while designing concrete solutions. When I look back at the Wijkbox concept, I know that it is not going to solve tons of problems that I found in my research. I also see that it is not going to change the system all of a sudden. This sometimes made it hard for me to believe in my project, as I am a doubtful person (positively put a throughtfull one). As a designer, I need to watch out so that I don't become cynical about 'not being able to change the whole system'. These do-ers, that I was inspired by, also don't do this. The fact that they do something concrete everyday, gets them energised and to continue the work they do (I think). I also see that with the Wijkbox concept. It gets people enthusiastic because: 1. It's different and 2. Because it's concrete and simple (the idea behind it, not the organisation around it). Because of this, people are enthusiastic to possibly apply it too and through this, maybe this small, concrete intervention could do something to the system. On the one hand I feel the urge to approach projects more from an organisational perspective. I think designers (and also local civil servants) sometimes do things that could have more impact when approached more systemically. On the other hand I feel the urge to be busy with concrete things, no abstract talking, but doing!
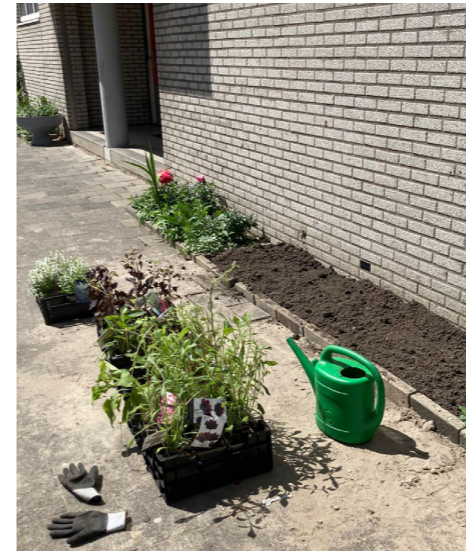
Going out there

This brings me to the second point of reflection: 'going out there'. People, students around me and also myself, have the urge to stay in their safe zone. Especially when things are not going well. When you are stuck with a project, your natural reaction is not to talk to people but to try to solve it yourself first. However, if I look back at the best days of this graduation project, I think of the days where I did look for contact with people, sometimes even without a goal. I think that my project itself shows the power of the Wijkhubs. The people that I encountered there, mostly even randomly, are the reason that my project now is being implemented in the neighbourhood. Also the first test with my concept. I was really hesitant to actually make something and make the project concrete. However, handing out the boxes in the neighbourhood let me experience my own design and immediately 1. Gave me energy again and 2. Showed me the power of my design. Paradoxically to the whole topic of participation, going out there can be scary. When I was walking towards the Blaak market to randomly interview citizens, something was holding me back. But while doing it, it was super nice and insightful. This again shows how complex the topic of participation is and how hard it can be to stimulate civil servants to go out there.

I need inspirational people around me

One very concrete thing that I learned through this project is that I need to be a designer that operates in a team and in an inspiring environment. I learned that doing a design process on my own is not something that suits me. The freedom is nice, but the 'moments of being stuck' and 'having to manage it all by yourself' don't make the process feel free for me. If I look back at the great moments in this project, these moments always include another person who totally switches my mind about something, tells me something I don't yet know, is responding well to my work or wants to collaborate. This shows that my work, but most of all my work happiness, is highly influenced by other people around me and that I need to look for connections in my future job.

Respect for initiative takers

A last thing that I want to add is how much my perspective changed about people who do something for their local environment. I think maybe especially in the municipality, we sometimes forget how much these people are doing for the public good. Just out of enthusiasm or personal drive. Maybe, just thinking about it now, this could be a cool bridge for me to bridge my internal conflict about 'complexity' and 'concreteness': doing something for the neighbourhood locally and also doing more 'complex' stuff in a design job. Let's see where we end up!

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tweebosbuurt/

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Bringing perspectives together. (n.d.). [Photo]. https://
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veranderopgaven

Chapter 4
Chris DeLorenzo. (n.d.). Building trust [Illustration]. https://
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New perspectives, clear process and result. (n.d.). [Illustration].
https://nl.pinterest.com/pin/763782418068769878/

Introducing to participation. (n.d.). [Photo]. https://nl.pinterest.
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Project goal metaphor (1). (n.d.). [Photo]. https://www.
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Project goal metaphor (2). (n.d.). [Photo]. https://www.
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of-weak-ties/

Chapter 7
Neighbourhood council Middelland-Nieuwe Westen. (n.d.).
[Photo]. https://www.rotterdam.nl/wonen-leven/middelland-
nieuwe-westen/

Appendices

IDE Master Graduation

Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

⚠ **USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT**
Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

STUDENT DATA & MASTER PROGRAMME
Save this form according the format "IDE Master Graduation Project Brief_familyname_firstname_studentnumber_dd-mm-yyyy".
Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !

family name	Gräffner	5405
initials	P.G	given name Puck
student number		
street & no.		
zipcode & city		
country		
phone		
email		

Your master programme (only select the options that apply to you):

IDE master(s): (IPD) (★ Dfl) (SPD)
2nd non-IDE master: _____
individual programme: _____ - _____ (give date of approval)
honours programme: (Honours Programme Master)
specialisation / annotation: (Medisign)
(Tech. in Sustainable Design)
(Entrepeneurship)

SUPERVISORY TEAM **
Fill in the required data for the supervisory team members. Please check the instructions on the right !

** chair	Stella Boess	dept. / section:	HCD / AED
** mentor	Silje Dehli	dept. / section:	DOS / MCR
2nd mentor	Anne Boomsluiter		
	organisation:	Gemeente Rotterdam	
	city: Rotterdam	country:	The Netherlands

comments (optional)

⚠ Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v..

⚠ Second mentor only applies in case the assignment is hosted by an external organisation.

⚠ Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.

APPROVAL PROJECT BRIEF
To be filled in by the chair of the supervisory team.

chair   Stella Boess   date 08 - 12 - 2021   signature

Stella Boess - IO
Digitally signed by Stella Boess - IO
Date: 2021.12.08 15:30:13 +01'00'

CHECK STUDY PROGRESS
To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair.
The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: 39 EC

Of which, taking the conditional requirements into account, can be part of the exam programme 30 EC

(★ YES) all 1st year master courses passed

(NO) missing 1st year master courses are:

List of electives obtained before the third semester without approval of the BoE

name   C. van der Bunt   date 10 - 12 - 2021   signature

C. van der Bunt
Digitally signed by C. van der Bunt
Date: 2021.12.10 13:30:10 +01'00'

FORMAL APPROVAL GRADUATION PROJECT
To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **.
Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks ?
- Does the composition of the supervisory team comply with the regulations and fit the assignment ?

Content: (★ APPROVED) (NOT APPROVED)

Procedure: (★ APPROVED) (NOT APPROVED)

comments

name   Monique von Morgen   date 04 - 01 - 2022   signature

IDE TU Delft - E&SA Department /// Graduation project brief & study overview /// 2018-01 v30   Page 2 of 7

Initials & Name   P.G   Gräffner   5405   Student number 4490371
Title of Project   Activate Rotterdam civil servants and citizens to interact and collaborate

Activate Rotterdam civil servants and citizens to interact and collaborate <u> </u>   project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date   <u>17</u> - <u>11</u> - <u>2021</u>   <u>06</u> - <u>06</u> - <u>2022</u>   end date

INTRODUCTION **
Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

This graduation project is about developing methods- or tools for civil servants and citizens of Rotterdam that stimulate more local participation. The project will be executed directly for the municipality of Rotterdam (gemeente Rotterdam). The involved mentor from the municipality is a participation adviser within the organisation and is interested in the development of new tools and methods that activate civil servants to involve 'difficult- to-reach citizens' in participation processes.

There is an ongoing focus on participatory city making and working more closely together with citizens (1). Participation has the potential to qualitatively improve policies and to provide citizens with a sense of ownership of their living environment (2). The city of Rotterdam also increasingly promotes this collaborative way of city making: 'De stad is van ons' (the city is ours) (3). Citizen participation appears in different ways, varying from a voting application to a neighbourhood event (picture 1, next page). In principle, municipalities work at the service of citizens. However, not unregularly, municipal processes end up with a result that is not in line with the values of citizens. For example the renovation process of Museum Square in Rotterdam (4), in which regular visitors (urban sporters) of the square were not included. It resulted in a park design that is not suited for their sporting activities. If the municipality would have interacted with these sporters, both the working process and the outcome of it would be more human centred. However, this collaboration or interaction is limited by the fact that not everybody's wishes can be implemented in such complex projects. The municipality still has the responsibility of creating future proof policies and city plans.

The municipality intends to work more neighbourhood oriented by march 2022 and to collaborate more closely with citizens on a neighbourhood scale with the new 'Wijk aan zet' (power to the neighbourhood) policy (5). Every neighbourhood will get its own neighbourhood council, digital platform and physical 'hub' (Wijkhubs, picture 2), through which citizens and civil servants can interact with each other. The hub, platform and council can be seen as implementations of 'interaction spaces', stated by De Koning et al. (6), that allow citizens and municipalities to interact and work together towards mutual transition goals. It's in the interest of the municipality to actually activate this interaction between civil servants and citizens and vice versa. Specifically the municipality is looking for ways to include citizens in participation processes that they currently don't interact with, described by the company mentor as 'the normal Rotterdammer' and 'the big middle group'. It's citizens who might not feel invited to participatory processes, don't know about it, don't feel obligated to engage with policy or their neighbourhood community or simply don't have time to invest in participation activities. However, including their opinions, views and ideas into the city making of their neighbourhood (in this case through the Wijkhubs, counsil and platform) could broaden the conversation and improve the quality of life in the neighbourhoods.

(1): A.B. Teernstra & F.M. Pinkster (2016) Participation in neighbourhood regeneration: achievements of residents in a Dutch disadvantaged neighbourhood
(2): https://www.socialevraagstukken.nl/betrek-burger-helemaal-bij-beleid-maar-maak-hem-geen-eindverantwoordelijke/
(3): De stad is van ons (the city is ours) : https://www.rotterdam.nl/meedenken-doen/
(4) "More green in museumpark, less place to skate": https://openrotterdam.nl/meer-groen-in-museumpark-minder-plek-om-te-skaten/
(5): Wijk aan zet (power to the neighbourhood) : https://www.rotterdam.nl/meedenken-doen/de-wijk-aan-zet/
(6): De Koning, J. I., Puerari, E., Mulder, I. J., & Loorbach, D. A. (2018, June). Design-enabled participatory city making.

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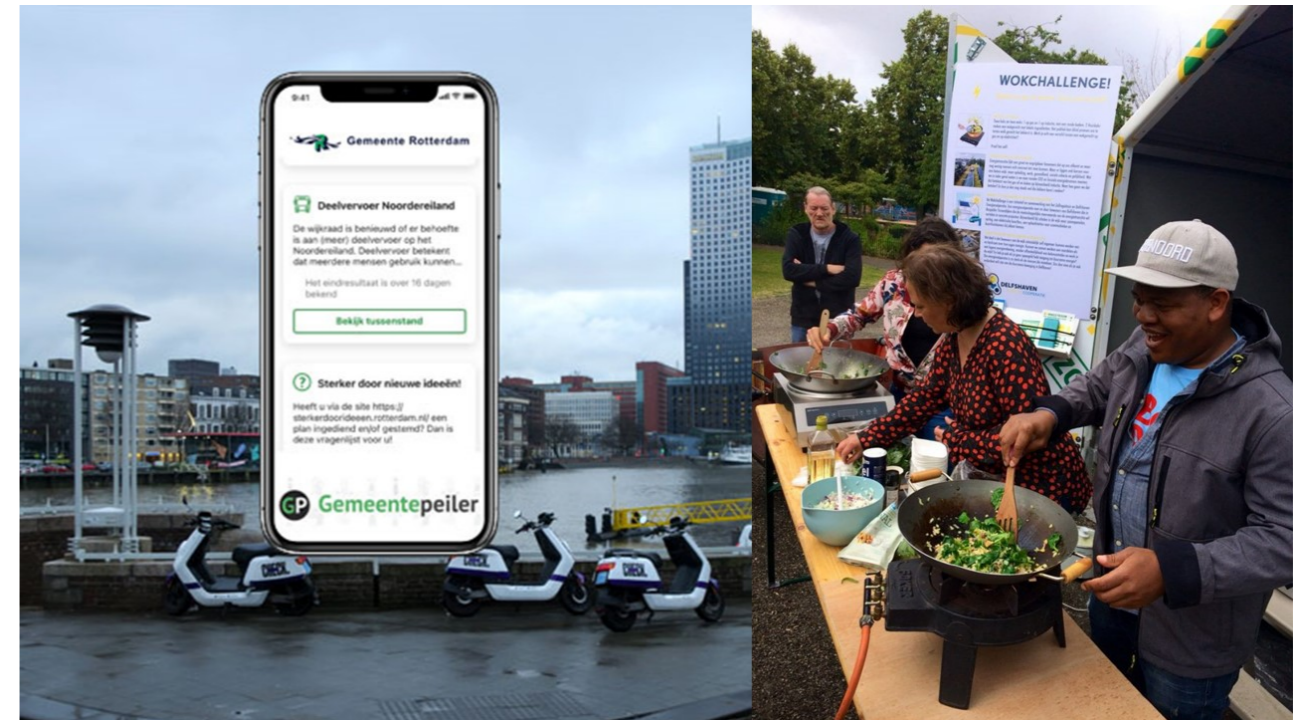introduction (continued): space for images

image / figure 1:   <u>Participation tool examples: Questionairre app (left). An event (right)</u>

image / figure 2:   <u>Wijkhub: Spaces that physically brings the municipality closer to the neighbourhoods.</u>

PROBLEM DEFINITION **
Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

The municipality of Rotterdam is going to work more neighbourhood oriented by the year of 2022 and is working on involving citizens increasingly in their projects and processes. Through physical hubs in every neighbourhood, a neighbourhood specific platform and a council, civil servants and citizens are brought closer together. For my project, I will take the scope of the neighbourhood Wijkhubs. Already, the municipality has some Wijkhubs up and running in specific neighbourhoods. This gives a clear focus and starting point to research the interactions that take place or don't take place between civil servants and citizens in and around these hubs. The focus is on the barriers and opportunities that civil servants and citizens experience in order to interact with each other on a neighbourhood level. The research will be focussed on the area Rotterdam West.

To be addressed issues:
- What are the barriers and opportunities for people to interact/engage in their local community and with the municipalities around the Wijkhubs?
- What are the barriers and opportunities for civil servants to interact/engage with citizens in the neighbourhood and around the Wijkhubs?
- What are the difficulties for civil servants to connect to not-yet-active citizens in the neighbourhood? How are they succeeding now?
- What are the characteristics of the not-yet-active citizens, described by the client as 'the normal Rotterdammer'/ 'the middle group'?
- What are the boundaries in the organisation structure and in the project processes of the municipality that discourage a fruitful collaboration between citizens and civil servants on a neighbourhood level?

ASSIGNMENT **
State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, ... In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

In this project I will develop new tools or methods that activate civil servants to interact and collaborate with citizens that are characterized by 'the normal Rotterdammer' (See introduction). I will research the current opportunities and barriers that civil servants and citizens experience in order to interact and collaborate with one another, focussed around the neighbourhood Wijkhubs in Rotterdam West.

The result of the project is the design of new methods or tools to activate this interaction and collaboration. This design intervention could vary from a new way of working, a conversation tool, a digital product or an event in the neighbourhood. The purpose of the design is to establish new interactions between civil servants and citizens. The final design intervention will be tested on its intended interactions. Next to that, the intervention should fit within the boundaries of the Wijkhubs and the organisation structure of the municipality of Rotterdam in a broader perspective.

Research and design plan
1. Researching existing participation projects of the municipality of Rotterdam.
2. Analysing the interactions between citizens and civil servants in the Wijkhubs. Analysing the working process of civil servants. Deriving opportunity spaces to activate participation and collaboration.
3. Learning from current existing neighbourhood initiatives: how do they succeed to connect and interact with neighbours? How do they connect to not-yet-active neighbours?
4. Researching the characteristics of the not-yet-active citizens, described by the client as 'the normal Rotterdammer'/ 'the middle group'?
5. Proposing solution directions based on the context research.
5. Co-create different concept directions. Testing the concepts and choosing one concept to develop further.
6. Pilot testing the final design on its intended interactions.

PLANNING AND APPROACH **
Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date   17 - 11 - 2021   6 - 6 - 2022   end date
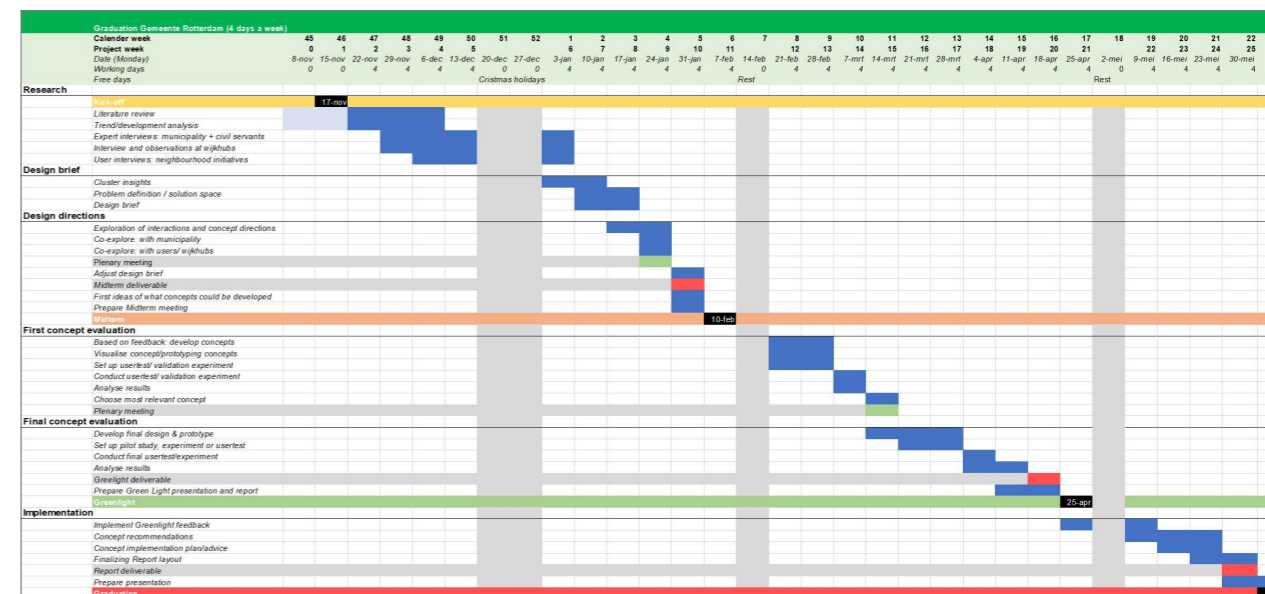
Pre Mid Term. Diving deeper in the context through:
- Researching existing literature about participation and local governance. Researching relevant trends and developments in the field of participation, city development and policies
- Interviewing people from the municipality, civil servants that are active in local neighbourhoods. Observing interactions that take place at neighbourhood hubs, interviewing civil servants and citizens. Interviewing people from local neighbourhood initiatives.
Making sense of the data:
- Developing a framework that shows different approaches and opportunities that could activate civil servants and citizens to interact with each other. Defining the focus of the project in a design goal
- Developing an interaction vision that describes 'how' the design goal should be met through the to be designed intervention.
- Exploring possible solution areas/ concept directions with the municipality and people who I encountered during the project (users) and adjusting the project brief.

Mid Term - Green light:
- Developing concept proposals from the solution areas proposed above.
- Testing and evaluating the concepts with users and stakeholders from the municipality. Testing which concept meets the design goal and interaction vision in the most relevant way.
- Setting up and conducting a final usertest/pilot/experiment with this concept: focussing on the intended interactions proposed in the interaction vision.
- Recommendation plan on how to implement the concept in the working process of a civil servant

MOTIVATION AND PERSONAL AMBITIONS
Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed.
Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, ... Stick to no more than five ambitions.

FINAL COMMENTS
In case your project brief needs final comments, please add any information you think is relevant.

Initials & Name   P G   Gräffner   5405   Student number 4490371

Title of Project   Activate Rotterdam civil servants and citizens to interact and collaborate

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A: Forms of participation

Gemeente Rotterdam (2010)
Gemeente ROtterdam (2016)
Physical
Bewonersavond
Bewonersavonden zijn een geschikte vorm voor het informeren van bewoners over bepaalde projecten en zaken die in hun omgeving spelen.
Informeren, raadplegen, adviseren

Bewonersbrief
Bewoners worden geïnformeerd over zaken die in hun omgeving en uitgenodigd voor wijkgerichte bijeenkomsten.
Informeren

Bewonerspanel
Een bewonerspanel is een prima middel om achtergronden en motieven bij tal van thema's te achterhalen. Ook nieuwe ideeën voor producten en dienstverlening kunnen via panel worden getest.

Raadplegen, adviseren, coproductie, meebeslissen
Brainstorm: Ideeën verzamelen, delen en prioriteren.
Deze werkvorm geeft een goed inzicht in ideeën die bij doelgroepen leven en prioriteiten die zij daaraan toekennen.
Raadplegen, adviseren
Toepasbaarheid: beginfase project

Burgerinitiatief
Met het burgerinitiatief komt uw voorstel op de agenda van de raad. Iedere inwoner van Rotterdam van 14 jaar en ouder kan een burgerinitiatief indienen.
Niveau: Adviseren, Coproduceren
Toepasbaarheid: Begin en beheer

Burgerjury
Een burgerjury schrijft een advies over een specifiek beleidsdilemma, het proces duurt meerdere dagen.

Buurt bestuur
Een aantal bewoners representeert de geselecteerde buurt en mag zelf beslissen waarop een hoeveelheid gelabelde capaciteit (bijvoorbeeld 200 uur) van betrokken diensten wordt ingezet
Coproductie, meebeslissen

Doelgroepen debat
Er wordt heel wat over bepaalde doelgroepen gepraat, maar met hen wordt een stuk minder gepraat. Doelgroepdebatten in samenwerking met lokale sleutelfiguren zijn een goed instrument.
Informeren, raadplegen, advies, coproductie

Enquête
Via een enquête kan een representatief deel van een doelgroep worden gevraagd naar hun mening over bepaalde onderwerpen.
Niveau: Raadplegen, Adviseren
Toepasbaarheid: Alles behalve uitvoering

Groepsgesprekken
Een groepsgesprek is een gestructureerde discussie onder een kleine groep van belanghebbenden, begeleid door een ervaren gespreksleider. In feite is het een combinatie van een gericht interview en een discussiegroep
Raadplegen, adviseren

Inspiratie Bezoek
Bij een inspiratie bezoek gaat een groep deelnemers vanuit de doelgroep een of meerdere relevante voorbeeldprojecten bezoeken.
Niveau: Raadplegen, adviseren
Toepasbaarheid: Alle fases

Klankbordgroep
Een klankbordgroep dient als klankbord gedurende een project of proces en bestaat uit vertegenwoordigers van de diverse onderscheiden groepen betrokkenen.
Adviseren, coproductie

Kleine ergernissen
Om in een wijk de zogenaamde kleine ergernissen aan te pakken, of andersom, snelle verbeteringen door te voeren, kan de gemeente de inwoners van de wijk betrekken.
Niveau: Coproduceren
Toepasbaarheid: Begin en beheer

Lagerhuis
Discussievorm zoals in het Engelse lagerhuis.
Niveau: Raadplegen, adviseren
Toepasbaarheid: begin en besluit

Lusten en lasten
Bewoners krijgen een eigen budget. Eerst worden thema's geïnventariseerd. Via een enquête en informatieavond worden deze getoetst. De bewoners zijn zelf betrokken bij de uitvoering
Niveau: Coproduceren, meebeslissen
Toepasbaarheid: Alle fases

Ontwerp atelier
In een ontwerpatelier gaan de deelnemers zelf aan de slag met de invulling van een bepaald gebied.De uitwerking kent vele varianten, zoals het maken van een schets (heel vrij) tot het leggen van een puzzel uit van tevoren opgestelde varianten
Niveau: Adviseren, meebeslissen
Toepasbaarheid: Begin en besluit

Open Huis
Bewoners kunnen binnenlopen in het open huis en hun mening geven over stellingen en bijvoorbeeld ontwerpen.
Niveau: Raadplegen, adviseren
Toepasbaarheid: Voorbereiding en besluit

Opzoomeren
Opzoomeren is een instrument om bewoners in staat te stellen om op kleine schaal in hun straat of buurt activiteiten uit te voeren.
Informeren, raadplegen, adviseren, coproduceren, meebeslisse

Participatieve begroting
In een participatieve begroting gaan burgers en maatschappelijke organisaties samen met een overheid beslissen waar een deel van de gemeentelijke begroting zal worden besteden.
Niveau: Coproduceren, meebeslissen
Toepasbaarheid: Alles

Persoonlijke gesprekken met wijkprofessionals
Niet alleen belevingen van bewoners, maar ook van betrokken professionals uit de wijk zijn van belang om een beeld van de wijk te krijgen.
Informeren, raadplegen, adviseren

Portiekgesprekken, straatinterviews
Om een completer en diepgaander beeld te krijgen van wat er speelt in de buurt/wijk is het vaak nuttig om met individuele bewoners te spreken. Ook kan een kwestie zo gevoelig liggen bij betrokkenen of een dermate grote impact hebben dat een persoonlijk gesprek op zijn plaats is.
Informeren, raadplegen

Preferentiemeter
Met de preferentiemeter wordt gemeten welke prioriteiten burgers, deskundigen, bestuurders toekennen aan verschillende voorstellen. Geïnteresseerden kunnen de meter tijdens een bijeenkomst op internet openen
Niveau: Raadplegen, adviseren
Toepasbaarheid: Begin en besluit

Roept u maar
In een situatie waarbij er verschillende belangen en actoren zijn, de betrokkenen door elkaar heen om tafel laten plaatsnemen. Niemand treedt op als woordvoerder. Aanwezigen mogen roepen over het onderwerp wat ze willen.
Niveau: Raadplegen, adviseren
Toepasbaarheid: Begin

Referendum
Een referendum kan raadgevend zijn aan de politiek of zelfs besluitvormend.
Niveau: Raadplegen, meebeslissen
Toepasbaarheid: Vooral besluit

Stadsinitiatief
Bij het Stadsinitiatief kunnen Rotterdammers hun idee werkelijkheid laten worden. Door middel van een aantal vooraf vastgestelde criteria werden alle ingediende ideeën door een board teruggebracht naar de beste projectplannen.
Meebeslissen

Stellingen
Discussie over stellingen die in een aantal rondes worden geselecteerd als de stellingen waarover in de groep geen eenduidigheid bestaat.
Niveau: Raadplegen
Toepasbaarheid: Alle fases

Te gast bij netwerken in de wijk
Bij deze vorm gaan we gesprekken aan met stakeholders uit de wijk door zelf naar hen toe te gaan op de momenten dat zij bij elkaar komen, zoals bestaande bewoners- en gebruikers netwerken in buurten/wijken.
Informeren, raadplegen, adviseren, coproductie

Tent in de wijk
Tijdens deze sessies worden bewoners ter plekke op de hoogte gesteld belangrijke fysieke plannen in hun wijk. Deze plannen maken veelal deel uit van de ruimtelijke visie.
Informeren, raadplegen, gedachtenwisseling

Thuis mee-ontwerpen
Bewoners worden uitgenodigd om zelf thuis een inrichtingsplan samen te stellen uit een "bouwpakket".
Niveau: Adviseren, coproduceren, meebeslissen
Toepasbaarheid: Begin

Veiling
In een proces of project waarin keuzes moeten worden gemaakt over behouden of wegdoen van bepaalde elementen kan de veiling een passende werkvorm zijn.
Niveau: Raadplegen
Toepasbaarheid: Begin en besluit

Versnellingskamer
Versnellingskamer, ook wel aangeduid als Group Decision Room of Brainbox is een kamer vol met computers. Er is een facilitator nodig die de sessie begeleidt. Iedere deelnemer neemt plaats achter een beeldscherm en typt zijn bijdragen daar in.
Niveau: Adviseren, coproduceren
Toepasbaarheid: Alles, vooral beslissen

Werkatelier
Een werkatelier is een interactieve bijeenkomst met een geselecteerd gezelschap van bewoners. Er is veel inbreng van bewoners.
Informeren, raadplegen, adviseren, coproductie

Workshop
Een workshop is een bijeenkomst waarbij mensen actief deelnemen en gezamenlijk, vaak creatief, werken aan vooraf gedefinieerd doel.
Coproductie

Wijksafari
Een wijksafari is een excursie in een wijk die is opgeknapt.
Informeren

Wijkschouw
Een wijkschouw is een wandeling door een deel van de wijk waarin bewoners de deelgemeente laten zien waar verbetering in de openbare ruimte nodig of wenselijk is.
Informeren, raadplegen

Wijkaandelen
Bewoners en ondernemers kunnen wijk aandeelhouder worden. Zij worden aandeelhouder door in te stemmen met de bijbehorende spelregels. Elk jaar krijgt elke bewoner er een aandeel bij en daarmee een extra stem.
Niveau: Raadplegen, meebeslissen
Toepasbaarheid: Alles

Digital
Raadplegen
Digitale debatten - Microsoft Teams
Enquête - Gemeentepeiler
Focusgroepen - Spilter, Microsoft Teams
Informatieavond - Vimeo
Klankbordgroep - Facebook, LinkedIn, Twitter

Adviseren en meebeslissen
Expertgroep - Microsoft Teams, Spilter
Rondetafelgesprek - Microsoft Teams
Wijkgesprek/gebiedsdebat/vergaderingen/bestuurscommissies - Notubizz, Microsoft Teams

Cocreatie en meebeslissen
Atelier - Microsoft Teams
CityLab010 - CityLab010.nl
Werkgroep - Buurbook, Facebook, Twitter
Stakeholder Methode - Spilter
Bewonersinitiatief - Opzoomermee

B: Interview guide experts (2 examples)

Interview participation advisor
Introductie
Kun je wat vertellen over hoe jouw functie zich verhoud in de organisatie?

Setting the stage
Wat is eigenlijk jouw definitie van bewonersparticipatie? Waarom vindt jij het zo belangrijk? (wat is voor jou persoonlijk de main driver?)
Wat is meer het algemene belang van participatie? dus bestuurlijk/ samenlevings level? (Kun je een bewoners perspectief hierop geven en een organisatieperspectief?)Hoe vaak heb jij eigenlijk interactie met bewoners?

Status bewonersparticipatie
Hoe is bewonersparticipatie volgens jou op dit moment geïntegreerd in de gemeente als geheel?
Zie je hier veranderingen in plaatsvinden? (Naast wijk aan zet aanpak)
Zou je een inschatting kunnen maken van de (on)welwillendheid tot participatie vanuit jouw collega's? Zou je hetzelfde kunnen doen voor bewoners?
Zie je hier veranderingen in plaatsvinden?
Wat zijn redenen voor deze (on)welwillendheid? Als in: wat maakt het lastig om mensen aan te zetten tot participatie? wat maakt het makkelijker?

Ontwikkelingen
Zie je ook ontwikkelingen buiten de directe participatie thema's die invloed hebben op de manier waarop overheden en bewoners interactie met elkaar hebben? (technologie, bestuurlijk,

Tools en werk van [participatie adviseur]
Kun je wat vertellen over de tools die jij ontwikkelt? Hoe zien die eruit? Ik heb bijvoorbeeld een handreiking gezien over digitale participatie en 'het kompas'
Wat proberen jullie vooral te bereiken met de tools? Informatie/ aanzetten tot/mensen erover leren/ ermee omgaan?
Met wie maak je deze tools? Wat zijn hun achtergronden? Bestuurlijk/design/sociologie?

Mijn project
Waar liggen denk je de grootste kansen of uitdagingen? Gaat het om activatie van mensen in het begin van het proces? Gaat het om het ondersteunen/faciliteren van het gesprek? Andere dingen?

Interview process manager
Rol, functie
Procesmanager. Wat houdt het in? 'Waar zit het' in de organisatie. Hoe dicht/ver van de bewoners werk jij? Voorbeeld van een project. Hoe de bewoners hierin een rol speelden.
Wat vertellen over complexiteit van werk vs. human centered werken? Hoe kun je dat blijven doen denk je?
Hoe zie je wat jij doet dit in relatie/vergelijking met collega's (hoe anders/radicaal)?

Gemeentelijke organisatie
Zijn er grote ontwikkelingen gaande binnen de organisatie? Nieuwe manieren van werken? zoals bij het reframing project? Wat voor rol zou de gemeente volgens jou moeten spelen in een moderne samenleving?
Hoe ziet deze samenleving er volgens jou uit?
Wat zie jij als grote uitdaging voor meer met bewoners samenwerken? Hoe denk jij dat we bewoners het beste kunnen bereiken?

Participatie, wat, waarom, hoe
Definitie van bewonersparticipatie. Persoonlijke drive.
Participatie: meedenken, meedoen of meebeslissen?
Wat is meer het algemene belang van participatie?
Samenleving, bestuurlijk, bewoners?
Hoe is bewonersparticipatie volgens jou op dit moment geïntegreerd in de gemeente als geheel? Zie je hier veranderingen in plaatsvinden?
Zou je een inschatting kunnen maken van de (on) welwillendheid tot participatie vanuit jouw collega's?
Hoe kun je volgens jou het beste participeren? Kansen/ barriers:

Behoefte bewoners?
Wat verwachten bewoners van de gemeente in het algemeen? En van ambtenaren?
Merk je behoefte aan meer samenwerking? Waarom? Merk je ook welwillendheid tot samenwerking?
Vanuit wie komt de samenwerking vooral? Zie je daar kansen/moeilijkheden?
Wat maakt het lastig om mensen aan te zetten tot participatie? wat maakt het makkelijker?

C: Interview guide citizens

Main guidelines
1. (Wat) zou u aan de stad willen veranderen?
    a. Wat voor onderwerpen vindt u belangrijk?
2. (Hoe) zou je je stem hierover willen laten horen?
    a. Hoe zou jij hier aan bij willen dragen?
    b. Vind je dat bewoners bij moeten dragen aan de publieke omgeving?'
3. Wat is uw relatie met de gemeente?
4. Hoe kan de gemeente beter naar jou luisteren?
    a. Hoe ziet de ideale samenwerking eruit volgens u?
    b. (Hoe) zou de gemeente u moeten benaderen?

Other questions
Hoe zou/wil jij meedoen in een samenleving? Of wat verwacht jij van een gemeente?
Wat zou er volgens jou moeten veranderen, waardoor je het gevoel krijgt dat je gehoord wordt als bewoner?
Waar wil je invloed op hebben?
    Straat, vuil, duurzaamheid, huizenmarkt, etc .
Hoe zouden we wederzijds begrip kunnen krijgen voor elkaar?
Hoe zou de gemeente jou moeten benaderen?
Wat zou jij aan de stad willen veranderen?
Waarover wil jij je mening kwijt over de stad?

Poster used as conversation piece: on the right

BEKIJK DE STAD DOOR EEN ANDERE LENS!

WAT ZOU JIJ WILLEN VERANDEREN AAN ROTTERDAM?

HOE ZOU JIJ JE STEM HIEROVER WILLEN LATEN HOREN?

HOE KAN DE GEMEENTE BETER NAAR JOU LUISTEREN?

D: Interview results citizens

#1, Crooswijk, (+/- 50 jaar)
Onderwerpen: vooral afval.
MeldR app: als bewoner de ogen van de gemeente.
De gemeente luistert wel, maar het duurt te lang.
Gemeente zou meer zelf rond kunnen rijden in de wijk om het afval te signaleren.
Als bewoner vooral invloed hebben op directe leefomgeving, niet iets wat kilometers ver weg is.
Met de buurt in een app: worden dingen onderling besproken.

#2, Prinsenland, (+/- 40 à 50 jaar)
Bestuurders in Prinsenland doen veel, in bijvoorbeeld West niet. Bijvoorbeeld het gedrag in het verkeer daar. Weinig groen. Dat is in Prinsenland wel.
In Prinsenland wordt goed gereageerd op klachten en wensen van bewoners. Persoonlijk contact is daar goed, ze komen dan de wijk in om echt te luisteren.

Wat kan gemeente beter doen? Luisteren naar bewoners, maar ook verder kijken. Soms hebben bewoners niet het hele overzicht van wat er nodig is. Dieper gaan dan alleen wat een bewoner wenst.

Wijkgericht goed plan: meer ogen en oren in de wijk.
Onderdeel van wijkteam in Hoogvliet. Zijn bijna altijd in de wijk te vinden: eettafel gesprekken, op pad gaan, collega's zijn bijna altijd op pad.

#3, de Esch, (+/- 50 jaar oud)
Woont al 35 jaar in de Esch, goede rustige buurt.
Onderwerpen: vuil op straat, criminaliteit. Moeten we gewoon mee dealen. Betaald parkeren vraagstuk speelt daar nu.

Brief op de mat over parkeren vraagstuk. Daar reageer je dan op door het invullen van een enquête, maar hoor je niets meer van terug. Ook heb ik eens een klacht ingediend, daar hoor je dan ook niets meer van.
Uiteindelijk was ze wel blij met het resultaat: zorgde voor minder verkeer in haar buurt

Via de Wijkraad kunnen we onze stem laten horen, maar die besprekingen zijn altijd overdag. Dat heeft geen zin, misschien kunnen die 's avonds.

#4, Kralingen/ De Esch, (+/- 50 jaar oud)
Onderwerpen in de buurt: natuurlijk de nieuwe Oeververbinding. Daar hoor je over via de nieuwsbrief van Kralingen.

Hubs in de wijk: goed idee. Kunnen binnenlopen is belangrijk. Met klachten of ideeën, dat maakt niet zoveel uit.

Tip: gebruik maken van televisie en journalistiek. Bewoners opleiden om zelf verslag te doen van hun buurt. Hoor en wederhoor bij de gemeente en ambtenaren. Informatie bouwen met elkaar en kritisch blijven op elkaar (bewoners en

gemeente).
Zelf gedaan binnen www.cineac.tv

Beeldend kunstenaars betrekken in ontwikkelen van de wijk.

#5, Nieuwe Westen, (+/- 35 jaar)
Onderwerpen: meer groen, jongeren aan het werk krijgen, afval natuurlijk.
Heeft ook gewerkt aan het buurt verbeterplan met organisaties.

Problemen worden klein gemaakt: het afvalprobleem bijvoorbeeld. Dan kan je als bewoner gaan prikken. Leuk, maar daarmee los je het probleem niet op. Er mist echte koppeling van bewoners met partijen die wat kunnen betekenen.

Wijk aan Zet: leuk experiment, raadsleden niet gekoppeld aan een politieke partij. Risico is wel dat je dan geen ervaring hebt en minder daadkracht hebt. Je gaat je dan sneller vormen naar het huidige gemeente systeem.
Raad is adviserend en heeft geen echte besliskracht.

#6, Centrum (+/- 40 jaar)
Onderwerp: vooral woningmarkt. Voorkomen dat grote partijen het hele systeem overnemen.

Geen behoefte aan stem laten horen, eens in de 4 jaar stemmen is genoeg.
Wel eens uitgenodigd voor een G1000 gesprek in de Doelen, dat was erg leuk.

Beter benaderen vanuit gemeente? Geen behoefte aan. De website is goed en duidelijk voor mij. Ze moeten hun werk goed doen en ik stem op een partij waarvan ik denk dat ze dat doen.
Niet zo bekend met hoe je je stem kan laten horen als bewoner naast stemmen.

#7, Zuid (+/- 35 jaar)
Onderwerpen: woningen tekort, huurprijzen.
Oplossing is meer bouwen. Mensen worden niet gehoord.
Luister naar de mensen! Pas als je echt goed luistert, kun je elkaar begrijpen.

Heeft niet veel contact met de gemeente. Slecht ervaringen mee. Via het internet lukt het veel mensen uit Zuid niet. Ik heb zelf ook gebeld, maar lukt niet, mensen begrijpen je niet. Fysiek contact is belangrijk. We zijn mensen met emotie, dat kan niet op internet.

#8 Oude Noorden (+/- 60 à 70 jaar)
Goede burgemeester, super trots: eerlijk en oprecht man. Is er voor iedereen.
Contact met gemeente over normale dingen, afvalbelasting bijvoorbeeld.
Helemaal geen behoefte aan contact zoeken met de gemeente, gaat toch goed zo? Niks te klagen. Eerst zien dan geloven. Actief in de wijk: geen behoefte aan.

#9 Zoetermeer, komen vaak in Rotterdam (+/-25 à 30 jaar)
Mensen in Rotterdam zijn op zichzelf, anonimiteit van de grote stad.

Meer investeren in klant contact. Gevoel dat er niets mee wordt gedaan als je een klacht telefonisch doorgeeft. Kan het gevoel geven van ons tegen de gemeente.
Mensen die gebrekkig Nederlands spreken haken af als ze

telefonisch met gemeente in contact willen komen.

Gezicht beter laten zien in de wijken? Er zijn genoeg politie en boa's toch?

Niet de input van bewoners vragen, dan krijg je veel te veel meningen en perspectieven. Je moet het beperken tot (bijvoorbeeld 10) keuzes.
Enquêtes verdwijnen vaak in de prullenbak.

Onwetendheid over dat je de gemeente kan bereiken bij mensen.

#10, Hillegersberg, Schiebroek (+/- 40 à 50 jaar)
Gemeente doet maar waar ze zin in hebben, er wordt toch niet geluisterd. Dus hou me niet bezig met mijn stem laten horen. Niet zoveel zin in om in een buurtcommissie te zitten.

Er is weinig te klagen in wijken waar het goed gaat: bij ons is er veel groen bijvoorbeeld. Dan hoef ik niet mee te doen met dingen hoor, voel me niet geroepen om dat te doen.

Verzorgingstehuis wat er in Schiebroek komst (verslaafden, immigranten etc.). Het komt er toch wel. Geïnformeerd worden is wel fijn, dan weet je waar je aan toe bent.

Vroeger had je verenigingen waar ouders dan actief waren en contacten hadden in de wijk. Maar ook daar is het een klein clubje van mensen die enthousiast zijn en dat leuk vinden.

Mensen hebben het tegenwoordig te druk voor dit soort dingen.

E: Interview results experts

Civil servants from the participation advisory team
Participation advisor 1 - 29-11-2021
Participation advisor 2 - 9-12-2021

Civil servants who work in various neighbourhood
Neighbourhood civil servant 1 - 7-12-2021
Neighbourhood civil servant 2 - 8-12-2021
Neighbourhood civil servant 3 - 13-12-2021
Neighbourhood civil servant 4 -
Neighbourhood civil servant 5 -

Other civil servants throughout the organisation
Area account holder - 30-11-2021
District coordinator - 7-12-2021
Project leader - 7-12-2021
Programme leader - 8-12-2021
Process manager - 13-12-2021
District director - 13-12-2021

Active citizens and initiative takers
Active citizen/initiative taker 1 - 24-12-2021
Active citizen/initiative taker 2 - 30-12-2021
Active citizen/initiative taker 3 - 11-01-2022

Participation advisor 1
Definition
Participation is about making sure that the voice of the end-user, our citizens, is heard in every phase of our policy making. Every specialism is important in our projects, the experiences of our (future) citizens is one of these specialisms.

Assets of participation
• Better and more durable policies.
• More ownership of the city.
• A shared city is a more liveable city.

Conditions for good participation
• Open for the other; change your perspective (citizens and civil servants).
• Time to implement participation (civil servants)
• Act with integrity. Explain the decision making process. Be honest (civil servants)
• Show what has been done with the feedback: make it concrete. (civil servants)
• Hard for civil servants to know what they can live up to, with their (limited) influence in the organisation

Challenges:
• Niet doorslaan in participatie, anders kan je het niet waarmaken. (je moet de behoeftes van mensen meenemen in elk facet van het project, maar je hoeft ze niet altijd te bevragen)
• It doesn't have to be perfect

Working city centered through participation
Working city and citizen centered is an important driver in work for most colleagues. There is almost no civil servant who doesn't realise that participation is part of our job.

People are up to date
People are up to date with what happens in the world.

Everybody seems to have knowledge about all sorts of topics

Willingness to participate
Mostly, people are helpful and open to participate (if it doesn't ask too much of them).

Always an opinion
If you want to have an opinion about something, you can. For some people this means that they will always obstruct.

Participation is about bringing perspectives together
It's the role of a professional to give the professionals' perspective. It's the role of citizens to give the experience perspective. It's the role of a project leader to bring these perspectives together.

Absolute truth and perfection
Perfection doesn't exist in a participation project. The outcome is not desirable for everybody. It's hard for people, citizens and civil servants, to understand that there is no absolute truth.

Participation is not about copying the citizens view
People think that if we ask their view on a certain case, that we will just do what they say.

Rigid processes prevent 'real and open' participation
Civil service is rigid. For civil servants, it's hard to embrace openness in their projects and to approach citizens with an uncertain project. Because of this, they think participation is hard to implement in their projects.

Complex organisation
A lot of buttons cannot be turned just like that, because it connects to a lot of other mechanisms. Our system is so complex that it is impossible.

'Nergens over gaan'
An individual civil servant 'gaat nergens over'. In participation processes, you cannot promise people things that you cannot live up to.

Visibility paradox
It's easier to do participation processes in the beginning of projects, because the project is still open. This however means that their voice is less visible in the end result.

Concrete results
People want to see something concrete.

Participation advisor 2
Bewoners zijn niet meer passief als vroeger. Mensen weten ons steeds meer te vinden. Ze zijn beter in het vinden van informatie.

Persoonlijke drivers voor participatie
• Participatie hoort bij deze tijd
• Resultaat wordt beter door participatie
• Zorgt voor meer draagvlak
• Minpunt: duurt langer

Wijk aan zet: De wijken worden leidend. Wij gaan meer in de wijk werken en hopelijk ook meer wijkgericht.

Starre organisatie
• Mensen van de clusters blijven in hun torens. (stadsontwikkeling is wel op straat te vinden)

• De bewoners als meer leidend past niet altijd op onze systemen. Je moet de bewoner hierin meenemen.
• Bij de gemeente is in ontwikkelprocessen nog steeds leidend. Dit zal blijven, maar wordt steeds minder.

Leefstijlen (geel, groen rood, blauw)
• Helpt heel erg in het maken van een participatie/ betrekking plan
• Sommige mensen willen creatief betrokken worden (in het begin). Anderen willen op detail hun mening geven (in de uitwerking)

Hoe participeren
• Herkenbaarheid, persoonlijk contact, persoonlijke uitnodiging
• Uitleg over beslissingen
• constructief communiceren

Bereidheid participatie
Hangt heel erg van de leefstijl af. Een bewonersavond is niet voor iedereen. Per wijk zijn de behoeftes voor een samenwerking heel anders.
Idee: functie van de wijkhubs koppelen aan leefstijlen

Contact wijknetwerker en projectleider.
Wordt steeds beter. Beter de driehoek maken tussen cluster, communicatie en wijknetwerker (en een participatie adviseur)

"Bewoners zien dingen gebeuren, maar weten niet dat je waar ze met een idee terecht kunnen. En soms zelfs niet eens dát ze ergens terecht kunnen."

Kans: hierop inspelen
Ze kunnen terecht bij de wijkmanager. Die gaat ook meer mandaat/budget krijgen.

De organisatie moet klaar zijn voor meer input vanuit de wijkhubs. 'Binnen op orde voordat je naar buiten kan gaan"

Neighbourhood civil servant 1
"Ik werk voor de bewoners, niet voor de de gemeente. Ik sta achter de plannen van de bewoners en probeer hen hierin te ondersteunen en soms te beschermen."

Wijkgericht werken: kans, maar sceptisch
• De gemeente komt te weinig naar de wijknetwerkers toe.
• Je kunt wel in de wijken gaan werken, maar dat betekent niet per se dat je wijkgericht aan het werken bent.
• Wijk aan zet kan bijdragen aan de daadkracht van bewoners, bewonersinitiatieven en wijkmanagers, maar het is toch iets wat heel erg van bovenaf is bepaald.

Vastigheid van de organisatie
• Denken in wat niet kan (Voorbeeld plein 1.)
Bewoners hadden echt goede plannen. De projectleden van de gemeente gingen meteen in beperkingen denken. In regels van wat allemaal niet kan.
• Achteraan in de rij als projectnummer (Voorbeeld plein 2.)
Een bewonersinitiatief kwam achteraan in de rij. Hierdoor paste het niet in het budget van dat jaar, waardoor het project bijna niet doorging.

Wensen van bewoners
• Individuele wensen: Het zijn niet 'de bewoners', maar een 1000 koppig monster met individuele meningen. De ene wilt groen, de ander parkeerplekken.
• Soms moet je bewoners teleurstellen en nee zeggen. Dat is niet erg, je moet daar duidelijk over zijn.
• Mensen doen pas mee als het hen wat aangaat.

Expertise en toekomst doelen van de gemeente - Wat doe je als bewoners iets anders willen?
Project vergroenen van een plein. Als je aan bewoners vraagt hoe ze het plein willen inrichten en ze willen allemaal extra parkeerplekken. Wat doe je dan? Het heeft ook zoveel te maken met je eigen perspectief als medewerker van de gemeente.

Participatie
• Naar zijn idee moet in ieder geval 50 procent van de beslissing bij de bewoners liggen.
• Opkomst. Een brief in de bus trekt een bepaald publiek aan. Een buurtfeest met tent trekt hele andere mensen aan.

Neighbourhood civil servant 2
Formele rol: advies geven op initiatief aanvragen van bewoners, verbinding tussen gemeente en bewoners, overleggen met scholen en partners in de wijk zoals Buurt bestuurt.
Informele rol: Gevoel krijgen voor wat er speelt

Wijk aan zet:
• Volgend jaar krijgt iedere wijkmanager hand budget om uit te geven aan initiatieven in de wijk die zij beoordelen als relevant.
• Sceptisch: gaat dit het dan wel zijn?
• Er gaat meer mandaat voor de wijkmanager komen. Maar: dan moet er ook meer beleidsruimte zijn om af te wijken van budgetten en stedelijke regels.
• Nieuwe overlegvorm: clustermanagers, wijkraad, wijknetwerker/manager

Wijkhubs
• Goed om in de wijk te werken
• De wijk moet er ook echt een rol in krijgen
• Ontmoetingsfunctie
• Geen gemeentelijk kantoor
• Niet alleen werken in de wijk, ook de wijk in

"Als je mensen helpt, gaan ze je vanzelf voor andere dingen benaderen."

Verschillende opvattingen van bewoners en gemeente
Mensen hebben cultureel een andere kijk op vergroening. De gemeente heeft een overkoepelend en maatschappelijk belang om de stad te vergroenen.

Inclusiviteit van participatie. Eigenaarschap over het proces.
Ook een plein herinrichtingsplan (dat vanuit bewoners kwam), is lastig om inclusief in te richten. Dit is niet erg voor het resultaat: het plein wordt waarschijnlijk mooi en fijn voor de meeste mensen. Maar voor het gevoel van eigenaarschap over zo'n plek is inclusiviteit in het proces belangrijk.

Lastig
• Mensen denken niet dat zij de doelgroep zijn voor een inspraakavond. Kans: zelfvertrouwen hierin stimuleren.
• Wantrouwen naar de gemeente (toeslagen affaire)
• Tijd: geld aanvragen duurt lang. Dat kan de energie eruit halen bij bewoners.

Het is onmogelijk om een representatieve participatiegroep te hebben.
Uitdaging: wat zijn de wensen van de mensen die niet naar een bewonersavond komen? Als alle aanwezigen parkeerplekken willen, wie representeert dan het belang van bijvoorbeeld de kinderen in de wijk?
Kans: de blik van de participanten en projectleiders openen naar andere doelgroepen.

Maar: Aan de andere kant moet je respectvol met de meningen omgaan van de mensen die wel naar zo'n avond komen.

"Participatie gaat niet over kiezen tussen tussen A en B, het gaat over observeren, mensen spreken en hen betrekken: De gebruiker centraal stellen"

Rol organisatie:
• Samenwerking tussen bewoner en gemeente faciliteren
• Structuur hiervoor bieden
• Initiator zijn van wat er speelt: onderwerpen naar voren brengen
Dit gaat over het algemeen goed. Problemen
• Tijd van de architecten
• Stedelijk vs. wijk

"Collega's zijn welwillend om wijkgericht te werken. Ze moeten wel de ruimte krijgen om af te wijken van het stedelijke."

Behoefte bewoners vs. de kennis van experts (beleving vs. papier)
Soms kan de ervaring van een bewoner haaks staan op de data en kennis van een expert.

Bewoners of ambtenaren stimuleren de hub in te gaan?
• Ambtenaren: zijn niet bang om de wijk in te gaan. Goed faciliteren om werkafspraken daar te hebben.
• Bewoners: Dat is ingewikkelder. Wat hebben ze er te zoeken? Wat bieden wij aan?

Verwachting bewoner naar de gemeente:
• Dat de basis op orde is
• Dat het goed geregeld is
• Geen snelheid
• Hulp en vertrouwen
• "jullie moeten het oplossen"

"Ideeën ontstaan in een collectief, met een buurtgenoot of met een initiatief. Het zal niet gebeuren dat een individu met een idee binnenkomt."

Neighbourhood civil servant 3
Wijknetwerker - netwerk opbouwen in de wijk
Wijkmanager - procesmanager. Op strategisch niveau tussen de wijk en clusters in. Programma's uitrollen die van het college naar de gebieden gaan. Samenwerken met de gebiedscommissie (straks wijkraad).

Bewonersparticipatie
• heel belangrijk. Met de nieuwe omgevingswet gaan we serieus invulling eraan geven. Serieus invulling geven aan je stakeholders en dus ook je bewoners.
• We gebruiken nog te veel het sausje participatie, terwijl we aan het informeren zijn. Jezelf elke keer afvragen waar je op de ladder zit. Doel zo hoog mogelijk? Hangt af van het project.
• Bewonersparticipatie: ik zou het een 7 geven. Wanneer een 8?
• We zijn nog kwetsbaar. Afhankelijk van specifieke personen. We zijn nog heel afhankelijk van de wijknetwerker. Heel afhankelijk van zijn/haar sociaal netwerk of van hoe zij werken.

Communicatie met bewoners
• Digitale vertaling ziet zij als iets heel goeds: het wordt dan echt meer breed gedragen. En daarbij komen we dan in contact met mensen die buiten de sociale netwerken vallen van de ambtenaren in de wijken.
• Heel scherp blijven op wat is de boodschap en via welk kanaal communiceer je dit.

• Wijken - heel erg kijken wat voor type bewoners er wonen (digitaal vaardig? ...)

Wijkgericht werken/organisatie
• Menselijke uitdaging voor collega's. Meer op de adviseursrol gaan zitten (voor bijvoorbeeld de wijknetwerker).
• Kritisch reflecteren op onszelf. Alles staat of valt bij de houding van de mensen die bij de gemeente werken. weten waar je voor staat.
• Gemeente Rotterdam moet gaan geloven aan flexibele en lossere rollen,
• Het begint met ons: het aanwezig zijn in de wijk, naar de hubs gaan.
• Meer in de wijk aanwezig! Actief uitnodigen. Ik weiger om overleggen over mijn gebied in de Rotterdam te doen. Ik doe dat in de Wijkhub.
• Een leidinggevende moet dit echt als target hebben!

Hubs
• Bewust gekozen door locaties die al gerund worden door bewoners. Gelooft in aansluiten bij bestaande netwerken. Kiezen voor waar veel bewoners al komen.
• Pilot. Heel mooi om te zien dat het sterke vindplaatsen zijn voor bewoners om op een natuurlijke manier met mensen. Benaderbaar, vindbaar.
• Bewoners komen binnen met alles. Maar het moet duidelijk zijn dat ze niet binnen moeten komen met klachten voor een steen in de wijk. afval in de wijk.

Area account holder
Wijkhubs:
• What is really the plan for these places? It sounds more like a word or 'hype'.
• What is the difference between a Wijkhub and a Huis van de Wijk?
• Verhaal over de wegbezuinigde buurthuizen en dat nu elke wijk een Huis van de Wijk heeft. Ook het wegbezuinigen van de deelgemeente kantoren. Dat lijken nu de Wijkhubs te worden?

Participation conditions/challenges:
• Project members don't know what they want to get out of participation. They just want to participate
• Everybody wants to reach 'de grote middengroep', maar is het erg dat sommige mensen niet komen opdagen bij een inspraakavond. But indeed: a lot of white people.
• People think that they can push their ideas in the project.
• Civil servants are not open enough for topics that don't fit the project goal.

Participation is complex
Co-creation is complex. A big part of it is to accept that the greater goal is more important than your personal view. This is hard for both parties. Civil servants are not open enough for topics that don't fit the project goal. Citizens cannot understand that the municipality is not doing what they say.

Participeren om het participeren
Project members want to participate, but don't know what they want to get out of it. They are not open for 'real participation'

Afraid to start real conversations
Civil servants are sometimes afraid to just start the conversation. That doesn't fit everyone's personality. Really listening is so important. People sense if you don't do this.

District coordinator
Er gaat meer macht naar de wijk, vraag is of dit gaat lukken
• Gebiedsontwikkelaars hebben veel invloed: maken een werkpakket voor een gebied. Met de nieuwe wijk aan zet aanpak gaat invloed hebben op de budgetten. Dit zorgt ervoor dat er minder macht gaat naar de gebiedsontwikkelaar, en meer naar de wijkmanagers en de bewoners.
• Inzicht op ontwikkelingen en behoeftes vanuit de wijk komt vanuit de wijkmanagers. Uitdaging: "Je kunt de wijkmanagers wel meer mandaat geven, maar de projectmatige capaciteit van die managers moet dan ook steviger worden."
• Sommige (vaak oude) projectleiders zitten zo vast in hoe je een project zou moeten aanpakken. Kans: meer participatie skills voor hen.
• Projectleiders werken volgens de richtlijnen van projectmatig werken. Het contact zoeken met wijkmanagers zit hier al in. Ook het (in ieder geval het overwegen van) participatievormen is hierin meegenomen. Toch is er te weinig ruimte (geld, tijd, project richtlijnen) om het goed te doen.

Wantrouwen tussen collega's tegenover elkaar. Projectmatig vs. participatie
• Wijkmanagers denken dat de clusters niet naar hen luisteren en niet meewerken. Denken dat de projectleiders niet openstaan voor 'echte participatie'.
• Clusters benaderen hun werk heel projectmatig. Die verwachten dat de wijkmanagers dat snappen en hun 'nuttige informatie binnen de kaders' geven.

Participatie
• Ziet participatie als een expertise die onderdeel zou moeten zijn van een set aan expertises binnen een project.
• Participatie kan geld schelen op de lange termijn. Als je het niet goed doet dan kan het veel geld kosten. Voorbeeld: bouwproject door 4 bewoners een paar dagen stilgelegen. Kosten: 5 ton. Als je de bewoners er eerder bij had gehaald, was dit misschien niet gebeurd.
• Sceptisch over fysieke participatie. Daar heeft een jonge hipster echt geen zin in. Digitaal zou hiervoor wel kunnen werken.
• In buurthuizen zie je ook een bepaald type persoon. Als je echt de sfeer van de wijk zou willen krijgen, moet je in de koffietentjes en cafés gaan werken.

Project leader
Wijknetwerkers en wijkmanagers zijn de spinnen in het web van de wijk

Wijkhub
• Wijkhub = aanlandplek. (geen vaste werkplek). (ambtenaren)
• In een wijkhub zullen uiteindelijk meer disciplines samenkomen (die er toe doen voor de wijk) en uiteindelijk hopelijk ook meer aansluiting op elkaar vinden. (ambtenaren en bewoners)
• Aanname: ook meer gevoel krijgen voor de wijk. (ambtenaren)
• Een kanaal om in contact te komen met de gemeente (Bewoners)
• Uitdaging: kwalitatieve dienstverlening, zorgen dat er iemand aanwezig is die kan helpen.

Mensen weten niet dát en waar ze terecht kunnen
Er zijn ook mensen die worstelen met dingen die zij meemaken, maar daar niet direct een vraag aan kunnen koppelen en ook niet weten dat die vraag aan een gemeente

gesteld kan worden.

Vertrouwen in de overheid
Het vertrouwen in de overheid is gedaald.

Fouten maken
De gemeente mag geen fouten maken

Faciliterende overheid
Tot 10 jaar geleden, konden we nog wegkomen met 'dat we wel konden bedenken wat goed is voor mensen'. We worden steeds meer een faciliterende overheid en gaan veel meer uit van de behoeftes van (individuele) bewoners.

In contact met bewoners
Alles wordt uit de kast getrokken om meer in contact te komen met de bewoners. We zijn met heel veel verschillende kanalen bezig om de bewoner te bereiken.

Programme leader
Wijkhubs
• Werken in de Wijkhub: daar wel zijn, maar niet echt in de wijk werken. Lamellen dicht, kantoorachtig.
• Er moet ten alle tijden een publiek ding in zitten (iets dat door/voor de mensen is)
• Ziet meer heil in werken op plekken in de stad die er al zijn.
• Voor bewoners is het makkelijk als er een vlaggetje hangt van de Gemeente: dan kunnen ze laagdrempelig een vraag stellen

Wijk aan zet.
Beter luisteren naar de wijken. Wijkraad: eigenlijk alleen maar adviserend (sceptisch over hun invloed)

Status participatie:
• Kan altijd beter.
• Over veel belangrijke onderwerpen wordt gewoon over bewoners heen gewalst (bijvoorbeeld wonen).
• Aanpassingen buitenruimte gaat meestal wel goed.
• Skater voorbeeld: de juiste mensen zijn niet gehoord
• Rotterdammers met een initiatief: onderzoek ombudsman was negatief

Welwillendheid tot participatie
• Beperkte welwillendheid bij ambtenaren. Veranderingen: weet ik niet.
• Dingen moeten anders. Dat platform bijvoorbeeld. Op zich niet zo goed voor bewoners, maar goed voor de ambtenaren; ze moeten dingen delen. Je komt dan niet meer weg.
• Vrijblijvendheid van bewoners betrekken moet eraf.
• Als een bewoner zegt 'ik voel me niet gehoord, dan zegt een ambtenaar dat dat komt 'omdat we niet doen wat ze zeggen'. Bullshit. Komt door hun power.
• Idee: in personeelsgesprekken: hoeveel rotterdammers heb jij dit jaar gesproken.
• Is tijd een factor? Nee. Het is geen zin hebben, het spannend vinden. Het is makkelijker om het niet te doen.

Bewoners
• Bij bewoners: er is heel veel wantrouwen. Imago van de overheid in z'n geheel. Mensen beginnen heel wantrouwend.
• Andere kant is: krachtige initiatieven die ELKAAR opzoeken.

Complexiteit van participatie
• Ik ben er voor om al dat geklooi weer te geven. Het is onwijs moeilijk. Kom er maar eens uit, super lastig.

- De publieke zaak moeten we samen doen. Dat is niet efficiënt. Daar gaat het niet om. De waarde is dat we elkaar ontmoeten en elkaar zien voor de dingen waar we voor staan.
- Er is veel draagvlak voor [...]

Process manager
Digitale hubs en fysieke hubs: hoe werken die samen? En weten de ambtenaren die ze moeten gaan gebruiken hoe het werkt?

"Project Bubbels: projectleiders met targets naar boven. Verschillende projecten hebben met elkaar te maken maar er is geen link."

Zelfde met de clusters. Er wordt vanuit afdelingen gedacht, niet vanuit de vraagstelling.

Te weinig reflectie op de manier van werken. Überhaupt in het begin al: zit er iedereen in het projectteam die er zou moeten zitten?

Projectleiders werken vaak samen met wie ze kennen. Ook worden mensen betaald uit hun cluster en is het lastig om integraal te werken.

Vraagstukken worden complexer. "De organisatie is als systeem niet gebouwd op deze tijd. Vanuit buiten neemt de complexiteit toe, vanuit binnen zijn we daar niet klaar voor."

De organisatie is zo opgebouwd, dat wij in staat zijn om anderen te bedenken hoe het moet.

We denken dat we een geheel van factoren kunnen opdelen in afdelingen. Bij een vraagstuk zijn alle factoren van belang, dus kan je het niet per afdeling oppakken.

Mensen hebben de neiging om namens hun afdeling te handelen.

Politieke context; wethouders willen wat. De oplossing is al bedacht. Lastig om dan te experimenteren en ontdekken. (of de oplossing wel de juiste is). Politieke druk.

Welwillendheid tot bewoner opzoeken. Binnen bepaalde clusters wel. De kanalen gaan wel goed: klachten die binnenkomen bijvoorbeeld.

Rotterdamse ambtenaren zijn doeners. Hierdoor gaan ze soms te snel naar een oplossing.

Wijk aan Zet lijkt al heel bedacht vanuit de organisatie, niet vanuit de behoefte.

District director
Beweging gaande om onderwerpen in breder perspectief aan te pakken (integraal programma rond grotere thema's). [..]

Hoe krijgt [..] problematieken in kaart? Vooral door in contact te zijn met partijen, organisaties, vrijwilligers en ook een deel van de bewoners.

Doel van de hubs:
- Werken op de plek waarvoor je het doet
- plek bieden voor organisaties (voor bijvoorbeeld afspraken)
- iets zakelijker dan huis van de wijk (daar gaat het echt om een plek te bieden voor een zangclub)

"Ruimte schept mogelijkheden". Voor professionals van (welzijns)organisaties maakt dat niet zoveel uit, die weten de gemeente wel te vinden.

Welwillendheid: "merendeel van de collega's heeft geen gevoel dat ze wijkgericht zouden moeten werken. Ze weten er niet vanaf of vinden het niet handig."

Participatie gaat over het uit handen geven van de regie, dat kan als spannend worden ervaren. Het is belangrijk voor de democratische legitimiteit.

"Ik zie het als aanvulling op een bepaalde basis die wel vanuit de gemeente wordt gesteld."

Het collectieve belang van de overheid gaat soms tegen dat van een bewoner of bewonerscollectief in. Voorbeeld Tweebosstraat.
Uitdaging: hoe regel je de doelen van de wijk vs. de stadsbrede doelen.

Het risico van iets meer participatief inrichten is dat er extra frustratie kan ontstaan als de gemeente toch iets anders gaat doen dan wat de bewoners willen.

Scherp zijn op waar je wel en niet op gaat participeren. Hoe hoger op de ladder hoe spannender.

Bang voor: Bewoners die het onderling oneens worden. Jezelf teveel werk geven.

Kloof tussen overheidsinstellingen en burgers wordt groter. Groeiende polarisatie, corona, toeslagen affaire. De gemeente is nog een vriendelijke actor in dit verhaal.

Ambtenaar - hub: Ervaren en voelen van een plek is zo belangrijk.
Bewoner - hub: In wijken waar de afstand tot de overheid groot is, kan een fysieke plek helpen (deze bewoners zijn letterlijk en figuurlijk minder mobiel)

Moeten we bepaalde onderwerpen wel op willen lossen met de doelgroep die het probleem veroorzaakt, afval bijvoorbeeld.

Active citizen/initiative taker 1
Rol: Actieve bewoner. [...]. Stuurt vrijwilligers aan. [..] en omstreken. Gemeente benaderd haar vaak voor haar grote bewoners netwerk.

Sceptisch over Wijk aan Zet: De nieuwe wijkraden zijn een communicatiemiddel tussen top en bottom. De wijkraden geven advies en hebben geen échte macht. Het gaat vooral om kruisbestuiving. Wanneer de juiste mensen in de raden zitten kan het goed gaan werken. Het netwerk rond de raden gaat heel belangrijk zijn voor het wel of niet slagen.

Professionalisering van de samenleving
Alles is geprofessionaliseerd, zoals bijvoorbeeld welzijnswerk. Als je als bewoner iets (simpels) wilt opzetten, kom je er bijna niet tussen. Ook wordt goed werk van bewoners overgenomen door professionele organisaties.

Ambtenaren zijn vervreemd van de bewoners
Ambtenaren zijn vervreemd van de bewoners. Daardoor hebben ze een bepaalde vooringenomenheid of al gevormde mening voordat ze met bewoners gaan praten.

Gaat de gemeente écht de wijken in?
Het is goed dat de gemeente de wijken meer fysiek ingaat, maar ik vraag me nog wel af ze ook echt mét de wijk gaan

werken. Er is hier een spreekuur. Één uurtje in de week!

Informele netwerken in de wijk
De gemeente heeft maar een heel klein deel van de netwerken binnen de wijken in kaart. Informele netwerken worden vaak niet meegenomen in hun projecten. Deze netwerken zijn vaak beter dat die van de gemeente. Er is platte communicatie en onderlinge gunfactor.

Benaderen van de gemeente
Mensen zoeken de gemeente pas ook als ze geld willen voor een idee, een probleem ervaren of hulp nodig hebben

Communiceren met ambtelijke molen
Communiceren met de ambtelijke molen kost heel veel energie. Niet alle bewoners hebben dat, of de kennis en daadkracht ook niet.

Niet open voor kritisch weerwoord
De gemeente zegt een weerwoord te willen vanuit bewoners, een kritische blik. Maar daar staan ze helemaal niet voor open.

Machtsverschillen
De gemeente heeft doorzettingsmacht, bewoners niet.

Persoonlijke kwaliteiten van ambtenaren
De ervaring van bewoners met de gemeente hangt heel erg af van de persoonlijke kwaliteiten van een individuele ambtenaar. Wanneer iemand niet fijn wordt behandeld, haken ze af.

Druk op gebiedsorganisatie van gemeente: gebruik het informele netwerk!
Er is veel druk op een aantal ambtenaren die soms in de wijk actief zijn.

Geloofwaardigheid gemeente
Bewoners hebben weinig vertrouwen in de gemeente, de geloofwaardigheid is weg. "De gemeente gaat toch niets voor ons doen"

Digitale gemeente/fysiek
De gemeente is niet meer aanwezig in de wijken. Alles is gedigitaliseerd, elke fysieke ontmoetingen zijn weg. Hier en daar is er nog een verdwaalde wijknetwerker (af en toe) aanwezig in de wijk.

Active citizen/initiative taker 2
Taalkundig: "bewoner betrekken" klopt niet. "Hoeveel vrijheid gaan we de burgers geven". Burgers zijn per definitie vrij!

Eigenlijk zou iedereen een beetje etnografisch onderzoeker moeten worden. Jezelf eerst onderdompelen in een context. Voelen hoe de plek is.

Bestuurskundig passen organisaties niet meer bij de vraagstukken van deze tijd.
Procesoptimalisatie vindt plaats binnen elke afdeling. De optelsom van deze optimalisatie zorgt voor een dehumanisering van een organisatie als geheel. Ook zijn de kosten van al deze processen hoger dan nodig. (wanneer je het integraal aanpakt).

Gemeente vindt het lastig om kritiek te ontvangen.
Als mens schiet je in de verdediging bij kritiek en zorg je dat het zo snel mogelijk onschadelijk gemaakt wordt.

Politiek vs wijken.
Er speelt een andere logica: wat je ophaalt in de wijknetwerken is heel anders dan het politieke speelveld. Wat helpt is dat een wethouder goed uitlegt wat er wel en niet kan.

Vraag is dan: wat suggereer je met 'meer naar de bewoners luisteren? En je door politieke realiteit onderwerpen van tafel veegt.

Organisatie, processen, beleid en wijken.
- Initiatieven hebben te maken met veel verschillende wethouders en ambtenaren van verschillende clusters en onderdelen van de organisatie.
- De gemeente begint elke keer opnieuw. Wijk aan Zet is Right to Cooperate in een nieuw jasje, maar daar is ook niet meer zoveel van waard. Nieuwe programma's, managers, experimenten, proeftuinen, etc.
- Discontinuïteit in relaties, toewerken naar doelen en in uitvoering, elke keer opnieuw beginnen, kan zorgen voor een lagere legitimiteit van de overheid.
- We hebben een scheiding gemaakt van beleid en uitvoering. Wat we nodig hebben zijn ambtenaren die procesdeskundig zijn, die ook goed beleid kunnen schrijven. Relationele proces deskundigen.
- Processen duren langer dan vier jaar. Uitvoering van processen duurt veel langer dan dat. Het werk voelt af als de nota klaar is.

Implementatievraagstukken. We moeten het in de wijk doen, maar: hoe je dat doet staat niet beschreven.
Experimenteren met het omdraaien. Het is een machts vraagstuk. Macht delen met bewoners, nieuwe checks and balances.
Ambtenarij is nog steeds een dominante factor.

Samenwerken kost veel energie.
Hoe langer je met de gemeente samenwerkt hoe gefrustreerder je wordt. Als bewoner heb je een lange, professionele adem nodig.
Legitimiteit van de overheid komt steeds meer in het geding. Ook van de gemeente.

Bewoners willen meedoen, maar het ontbreekt hen aan organisatiekracht.
Gemeente moet als partner in deze ontwikkeling. Daar haakt het op af.

Meedenken met elkaar, het aan durven gaan. Partners in co-creatie. Wat kun je binnen het beleid voor een initiatief doen, en wat niet: communiceren.
        Critical friend van elkaar.

Ambtenaren in de wijk: open houding en integrale kennis.

Wijkakkoord van de wijkraad: hoe verhoudt dit zich tot de programmering van [...] en andere organisaties in de wijk.

Druk op de bewoners is groot: fulltime job om bewoner te zijn.

Beleid maken op straat: antropologisch onderzoek.
Nieuwe inzichten zie ter plekke worden benut. Dat kan misschien fysiek in de hubs.

Geen behoefte aan nieuw, maar aan duurzame uitwerking.

Active citizen/initiative taker 3

Politiek en wijk
Afhankelijkheid van individuele connecties binnen de gemeente.
Afhankelijkheid van beleidskaders en doelen van welzijnsorganisaties.

Hubs: vooruitgang.
Wel echt als dienstverlenings plek. Mensen komen alleen naar de gemeente als ze iets nodig hebben

Ambtenaren kunnen niet denken vanuit burgers.
Alleen mensen die goed kunnen lezen, schrijven en praten kunnen met de gemeente werken. Dan is de helft van de wijk uitgeschakeld. Dan gaat weer alle aandacht naar de mensen die het al krijgen, niet de mensen die het nodig hebben.

Wijkraad
• Is bedacht vanuit het systeem. Lost alleen een organisatorisch probleem voor de gemeente zelf op: dat ze op verschillende plekken met verschillende groepen bewoners te maken hebben. Systeemoptimalisatie.
• Wijkraad kan niet meer dan een gebiedscommissie.
• Wat heeft de wijk eraan

"Alles wat je aanbiedt, komt niet terecht bij de doelgroep die het echt nodig heeft. Je zegt dat je er voor de minima bent, maar je spreekt een taal die zij niet begrijpen. De participatie is in een vorm gegoten die deze doelgroep precies niet bereikt. "

Gemeente heeft gee nvertrouwen in de wijk:
• De gemeente laat zien dat ze de wijk niet echt vertrouwen. Als het gaat over een klein beetje geld, willen ze het in eigen beheer houden. Je kunt dat niet herstellen met een praat raad, waarin mensen niet echt iets kunnen toevoegen.
• Groter percentage colour lokaal en een groter wijkbudget geeft dit vertrouwen wel.
• Geen vertrouwen geven is ook: 'wij kunnen met onze

ambtelijke molen vanachter ons bureau wel bepalen wat de problemen in de wijk zijn, daar hebben we geen wijk bij nodig'. De organisatie die dan 'het beste kan schrijven', wint de aanvraag. De wijk komt hier niet tussen.

Participatie Avonden: slecht bezocht.
Alleen de mensen die goed kunnen lezen en het interessant vinden, komen misschien. De vorm sluit mensen uit.

Bewonersavonden van [...] werden wel goed bezocht:
Omdat er serieus iets mee te beslissen was. Echt budget.
Als jij als burger denk dat je impact kan hebben, dan ga je meedoen. Als de gemeente zeggenschap en eigenaarschap teruggeeft aan de wijk, dan gaan mensen opstaan. De wijkraad heeft dit allebei niet.

De hoop is dat de hubs en de raad ervoor zorgen dat ambtenaren meer in de wijk werken. Maar wat voor indruk van de wijk krijgt iemand die af en toe een dagje in de wijk aanwezig is?
Ideale hub: ambtenaren aanwezig die groot netwerk hebben in de organisatie. En die ook vaak aanwezig zijn.

Gemeente denkt: 'we openen een kantoor, en men loopt wel binnen'. Je moet zelf als ambtenaar de mensen opzoekt. Dan kom je op hun plek en krijg je vertrouwen. Vertrouwen bouw je niet door achter je bureau blijft zitten. Niet met de houding 'ik kom wat brengen', maar 'ik wil wat leren'.

De gemeente denkt: zij hebben een probleem, wij gaan het oplossen. Ander paradigma is: wij hebben een probleem. Wij spreken de taal niet van de mensen die ons nodig hebben. Zelf een oplossing werkt dan niet. Nederigheid is nodig. Gemeente zit vol met hbo'ers en academici, en bedenken oplossingen vanuit hun leefwereld.

Binnen de wijk zijn mensen op hun eigen manier met duurzaamheid bezig: tuinen etc. De grote vraagstukken kunnen alleen mensen met geld aan denken: zonnepanelen etc.

F: Final design prototype

Samen maken we verhaal!

Uitleg

STAP 1
Pak een cadeautje uit de box, deze is voor u!

STAP 2
Vul de vragen in op het vragenblad.

STAP 3
Geef de box daarna aan een buur in de wijk!

*Een nieuwe buur leren kennen? Geef de box aan iemand die u nog niet kent!

Geef de box binnen 2 dagen door, dan bereiken we samen meer mensen!

Wijk box

Doorgeef wijkbox
Samen maken we verhaal

Pak uitV   ul in G   eef door

Vragenblad

MIDDELLAND-NIEUWE WESTEN

Dank voor uw hulp!
We gaan de resultaten gebruiken om afspraken te maken met de gemeente

Op de hoogte blijven?
Laat uw gegevens achter in de box en volg de Wijkverhalen op

mijn.rotterdam.nl/middelland-nieu-we-westen/

G: Prototype 1 materials

Theme of the prototype
The theme chosen for this Wijkbox was 'green' and 'public space'. Therefore the citizens received flower seeds as a present for participating and expressing their opinions about the neighbourhood. Next to green in the public space, citizens were asked to reflect on if they also see different challenges for the neighbourhood. The approach for this Wijkbox was fairly positive and collaborative: 'samen maken we de wijk' (together we create the neighbourhood) and 'samen bouwen we kennis op en komen en komen we met elkaar in contact' (together we build knowledge about our neighbourhood and get in contact with each other).
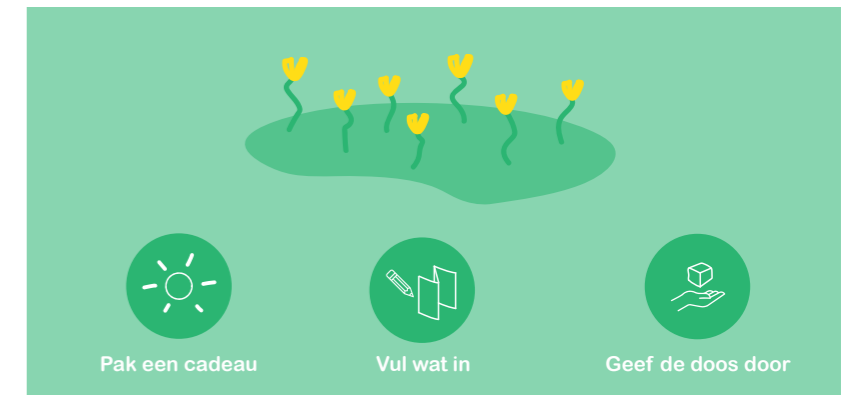
Explaining the concept
To explain the purpose of the Wijkbox and the principle to hand over the Wijkbox to a next citizen, several explanatory texts and images were used. In the box, people are introduced to the project and in this case also my graduation project is mentioned. In the communication, a personal approach is taken, through adding a picture and by providing people with my contact details. Also a deadline is communicated to make sure citizens can bring the box back or contact me in order to collect the box at their place.

Questionnaire
In the Wijkbox, a big questionnaire was added. Through this, citizens are asked to leave their opinions all on one single page, possibly stimulating them to react to each other's comments and to spark a sense of inspiration and collaborativity.
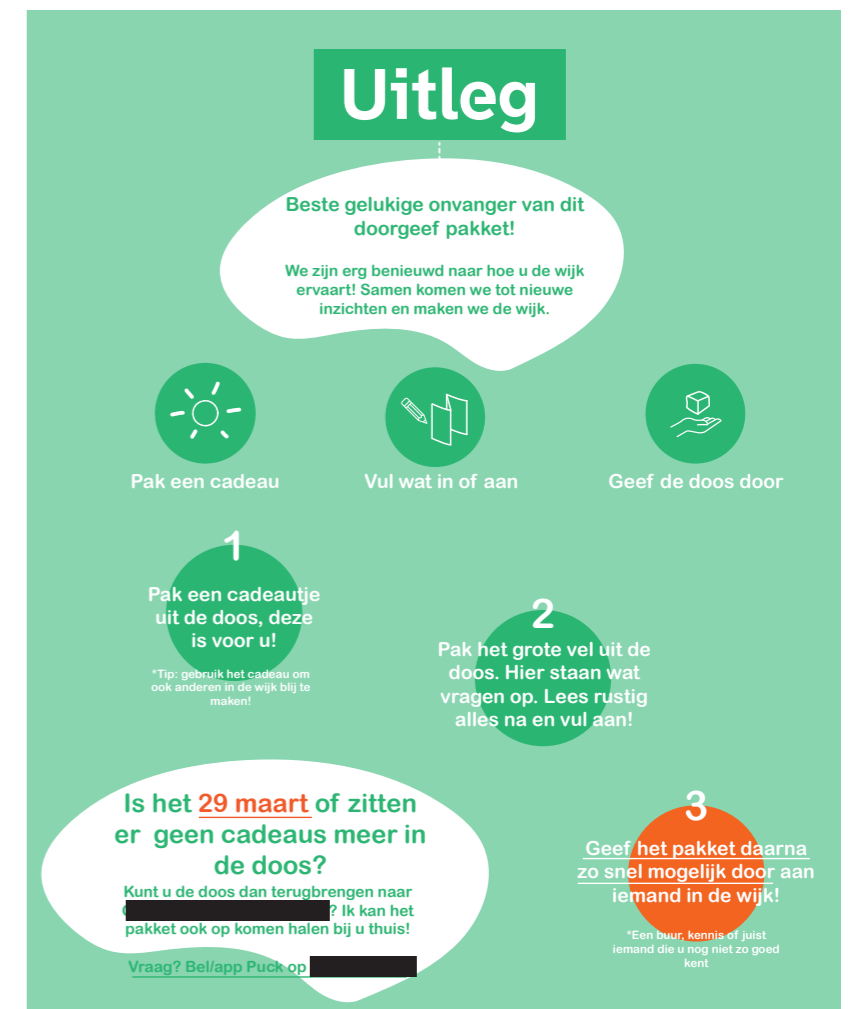
Testing the chance of possible participation
To get an insight if the Wijkbox as a whole could stimulate people to possibly engage in future participatory activities, for example by coming together with their neighbours to talk about the proposed topics, people were asked on the questionnaire page if they would be open to that. They had the possibility to leave their contact details on the form in their own preferred manner; address, phone number or email.

Samen maken we de wijk

We zijn erg benieuwd naar hoe u de wijk ervaart! Samen bouwen we kennis op en komen we met elkaar in contact! U kunt alles op dit blad invullen, net als uw buurtgenoten. Bent u het met hen eens of juist niet? Ziet u een andere oplossing of belangrijk onderwerp? Vul aan waar u denk dat nodig is en werk vooral door op elkaars inzichten.

0 Leuk dat u meedoet! Wie bent u?

anoniem invullen mag natuurlijk ook!

1 Ik ben tevreden met de hoeveelheid groen in mijn wijk

NEE   JA

helemaal mee oneens   helemaal mee eens

2 Wat kan er volgens u beter met de publieke ruimte? Waarom?

3 Waar bent u trots op in uw wijk?

4 A Zijn er andere onderwerpen waar wat aan moet veranderen? Omcirkel en/of vul aan!

veiligheid   welzijn   duurzaam

wegen

spelen   parkeren

schoon

sociaal

zorg

wonen

4 B Wat moet er veranderen? Heeft u misschien een idee? Hoe zou het moeten worden veranderd?

opmerkingen, vragen, tips of klacht?

5 Zou u het leuk vinden om met deze groep bewoners verder te praten over de wijk?

○○ Jahoor   ○○ Liever niet   ○○ ....   ○○ ....
○○   ○○   ○○   ○○

6 Hoe zouden we u dan kunnen bereiken?

email, adres, telefoonnummer, liever niet hier opschrijven? App dan Puck, 06 20050635
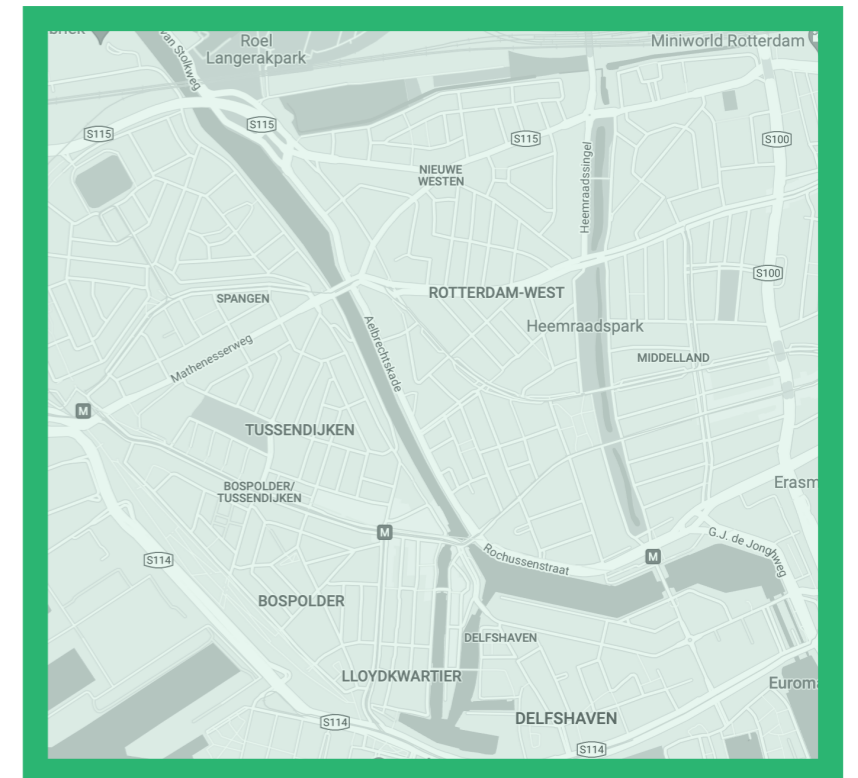
Wat vind u een minder fijne plek in de wijk? Zet een KRUISJE op de map ✕

Wat vind u een fijne plek in de wijk? Zet een HARTJE op de map ♡

Waar gaat u het bloemzaad zaaien? Zet een RONDJE op de map ○

H: Interview guides experiment 1

30 minutes version
Introductie
• Zou je jezelf omschrijven als actief bewoner?
• Hoe is jouw relatie/connectie met de gemeente? Heb je wel eens samengewerkt met de gemeente?

Over all ervaringen met de doos
• Hoe is het gegaan met de doos? Kan je kort wat zeggen over de hele ervaring? (Van wie) krijgen, invullen, weggeven? Wat is je bijgebleven?
• Waar denk je dat het voor is?

Inzoomen op momenten
Krijgen
• Vooral ingaan op de sociale situatie en op de motivatie om het te gaan invullen.
• Kun je vertellen hoe je de doos hebt gekregen? Wat gebeurde er?
• Hoe reageerde jij hierop? Hoe was het gesprek?
• Waarom heb je besloten mee te doen?
• Motivatie om mee te doen, of meer van mm wat is dit? Gaf het een buurtgevoel?

Openen en lezen
• Vooral ingaan op ervaring van het cadeau, het lezen van buren (buurtgevoel) en of het duidelijk was
• Ben je meteen aan de slag gegaan met de doos? (of heeft het lang thuis gelegen)
• Wat gebeurde er toen je de doos opende? Wat was je eerste reactie? Cadeautje?
• Begreep je wat er van je werd gevraagd? Wat je moest doen?
• Waarom heb je besloten om het ook in te vullen?
• Heb je gelezen wat de ander heeft opgeschreven? Wat vond je van deze ervaring?

Invullen zelf
• Vooral ingaan op ervaring van deze vorm van participatie (mening achterlaten). Gevoel van samenwerken met buren en het feit dat je de antwoorden deelt.
• Hoe vond je het om je mening over de buurt achter te laten?
• Wat vond je van deze manier van je mening geven (richting de gemeente, in vergelijking met andere manieren van participatie)?
• Wetende dat je buren het kunnen lezen? (en de gemeente)
• Wat denk je dat er met de resultaten gaat of kan gaan gebeuren? Wat zou je willen dat ermee gebeurt?
• Was het duidelijk dat je het voor de gemeente hebt ingevuld? Meer of minder duidelijk?
• Waren de vragen duidelijk? Concreet genoeg? Of te vaag?
• Heb je jezelf op de lijst gezet om benaderd te worden om met deze groep te spreken over de wijk? Waarom? Hoe zie jij dit voor je? (gemeente aanwezig ja of nee, etc)

Weggeven
• Vooral ingaan op naar wie en of hoe dit was (ervaren drempel)
• Hoe was het om weg te geven? Makkelijk/moeilijk?
• Wist je al snel aan wie je het ging geven?
• Aan wie heb je het gegeven? Waarom? (juist iemand die je kent of niet)
• Hoe ging dit weggeven aan iemand anders? Wat gebeurde er?

Over all
• Heeft dit product jou iets gebracht? Wat dan?
• Ben je iets tegengekomen wat je nog niet was tegengekomen?
• Hoe zou je zelf dit product toepassen of zien?
• Verbeteringen etc.

Door dit product voel ik mij meer verbonden met de wijk
1-10, hoe hoger? Waarom?
Door dit product kom ik nieuwe mensen tegen
1-10, hoe hoger? Waarom?

Door dit product ben ik bereid vaker mijn mening te geven
1-10, hoe hoger? Waarom?
Dit product past goed bij hoe ik mijn mening zou willen geven
1-10, hoe hoger? Waarom?

Door dit product ben ik nieuwsgieriger naar wat er gebeurt in de wijk
1-10, hoe hoger? Waarom?
Dit product verlaagt de drempel naar de gemeente
1-10, hoe hoger? Waarom?

10 minutes version
Introductie
• Zou je jezelf omschrijven als actief bewoner?
• Hoe is jouw relatie/connectie met de gemeente?

Over all ervaringen met de doos
• Hoe is het gegaan met de doos? Kan je wat zeggen over de hele ervaring? (Van wie) krijgen, invullen, weggeven? Wat is je bijgebleven?
• Waar denk je dat het voor is?
•
Krijgen
• Vooral ingaan op de sociale situatie en op de motivatie om het te gaan invullen.
• Wat gebeurde er, wat dacht je? Hoe ging het gesprek?
• Waarom besloten om mee te doen?

Openen, lezen en invullen
• Vooral ingaan op ervaring van het cadeau, het lezen van buren (buurtgevoel) en of het duidelijk was. Vooral ingaan op ervaring van deze vorm van participatie (mening achterlaten). Gevoel van samenwerken met buren en het feit dat je de antwoorden deelt.
• Heb je de doos meteen geopend en ingevuld? Wat gebeurde er?
• Hoe vond je het om op deze manier je mening achter te laten? (opschrijven, lezen van je buren, wetende dat anderen het gaan lezen)
• Wat denk/hoop je dat ermee gebeurt?
• Heb je jezelf op de lijst gezet om benaderd te worden om met deze groep te spreken over de wijk?

Weggeven
• Hoe was het om weg te geven? Makkelijk/moeilijk?
• Wist je al snel aan wie je het ging geven?

Over all
• Heeft dit product jou iets gebracht? Wat dan?
• Hoe zou je zelf dit product toepassen of zien?
• Verbeteringen etc

I: Experiment 2 materials

Session details
Before sending the civil servants into the neighbourhood I introduced them to my project through a small presentation and through showing the prototype used for the first pilot, as two of the attendees didn't know anything about my project. After this introduction I provided them with the prototypes. I kept the briefing of the assignment short, as I wanted to know how they approach the handing out of the boxes from their perspective.

Briefing:
we are going into the neighbourhood and ringing people's doorbells! You can tell people that it is about a survey of the neighbourhood, that we are collecting opinions. Try not to explain too much about the box, because it should speak for itself. Try to pay explicit attention to what happens and how you experience it.

Throughout the whole feedback session and whilst going outside to deliver the Wijkboxes to citizens, the civil servants were asked to write down their insight on feedback cards. These feedback cards were used later on in the discussion. After handing out the boxes to citizens, we reflected on the activity and how the civil servants experienced the contact with residents. This led to a conversation about the challenges and opportunities of the Wijkbox concept in the broader perspective of the organisation and the work and attitudes of civil servants. In total we had a conversation of about one hour.

Challenge card:
do you see a specific challenge within the context of this project?
Opportunity card:
do you see a specific opportunity within the context of this project?
Anekdote / observation / insight card:
did you see, experience or heard something interesting?
'At the door' card:
this card could be used to quickly write down the address and what happened there (and gave me the opportunity to possibly collect the boxes again at peoples' places)

Uitleg

Bedankt dat u de tijd neemt voor het invullen van wat vragen en het opsturen van de antwoorden. We zijn erg benieuwd naar uw wensen voor de wijk! Dit pakket is onderdeel van een onderzoeksproject van student Puck Graffner, in samenwerking met gemeente Rotterdam. Dank voor het meedoen!

STAP 1
Pak een cadeautje uit het pakket, deze is voor u!

STAP 2
Sla dit formulier open en vul de vragen in. We zijn benieuwd naar uw mening!

STAP 3
Deel uw mening met ons door het formulier...
...terug te brengen op de Wijkhub,
...een foto te sturen naar Puck op

① Ziet u dingen in de wijk waaraan wat zou moeten veranderen? Omcirkel of vul aan:

veiligheid   welzijn
wegen   parkeren   duurzaam
spelen
groen   wonen
armoede
sociaal   zorg   schoon

② Wat moet er veranderen? Hoe zou het moeten worden veranderd? Heeft u misschien een idee?

③ Wat is uw wens voor de toekomst van deze wijk? Heeft u bepaalde dromen?

Klaar met invullen? Dank! Zou u dan zo vriendelijk willen zijn uw antwoorden met ons te delen? Zo weten wij wat er speelt in de wijk en kunnen we hiermee aan de slag

Optie 1: Langsbrengen bij
De Wijkhub is een plek waar de gemeente aanwezig is. U kunt hier binnenlopen met al uw vragen of ideeen.

Optie 2: Maak een foto en stuur deze via Whatsapp naar Puck Graffner: . Uiteraard gaan wij als gemeente veilig om met uw gegevens.

J: Results experiment 1

Experiences with the boxes

Motivations to participate and accept the box
People that participated in this pilot had different motivations to do so. In the interviews I got the chance to ask the people who participated what their motivation was to do so. While handing out the boxes in my neighbourhood, I also encountered three people that didn't want to participate. Two of them wanted to help but were too busy with work. One participant didn't seem to understand my questions and closed the door.

"Meeting someone new in my street"
"Because I got it from a neighbour"
"I am always up for things that relate to improving our street"
"I participated because I got it from this particular neighbour"
"If somebody from my street asks something, I'm always open to help"
"Because I wanted to help you with your project and research"
"It's a shame not to fill it in and pass it on"
"It's a nice initiative"

Passing on the box, social interaction

The box sparks social interaction, conversation starter
People were generally enthusiastic about the social interaction that the box sparked. The package seems to (for now briefly) spark social connection as it's a reason for people to approach and talk to each other. Also the content of the box can be a reason for people to start talking about their local surroundings. Explaining the principles of the box when handing it over wasn't hard for people. However, some people, especially unfamiliar residents, were a bit hesitant in accepting the package as they expected a bit more explanation.

"Given to someone I already knew, but we did spend an hour chatting. Het leeft wel weer op."
Citizen, box 1

"I talked to the neighbours about the points that had been written down. Er gebeurt wel weer wat en je wordt je bewust van je leefomgeving"
Citizen, box 1

It was weird to get the box, but also really fun.
Citizen, box 2

Handing it over to somebody known
Most of the residents passed on the box to a neighbour that they (somewhat) already know. Neighbours noted that it's more convenient to hand it over to someone that you already know, as they are more likely to accept it. One participant consciously gave it to a neighbour that is also an 'active' resident, because this gave them the assurance that something will happen with the box.

Giving something to someone you know is easy.
Citizen, box 1

I gave it to someone who is also active. I want something to happen with it, so then I pick someone who I think can contribute to that.
Citizen, box 1

Handing it over to somebody unknown
Two people gave out the package to someone that they have never interacted with before. One of these residents was very enthusiastic about the social interaction and conversation they had with their neighbour. However, before handing it over, they experienced nevousivity.

"I found that I was quite nervous about having to pass the box to someone, especially because I don't know many people on my street. I was super excited and happy after the meeting. Now we can always say hi to each other.
Citizen, box 2

Demotivated by closed doors
People noted that the passing on went well, however, at least two boxes got stuck. Still, it's a barrier for people to go outside and ring on the doors of their neighbours. Especially when their neighbours don't open the door or don't want to participate, the 'energy' can flow away and the box is left at someone's place for what it is.

I stood in front of a closed door twice. But that was no problem, fun to do.
Citizen, box 4

I did hope for more positivity and more enthusiasm. I was very excited but disappointed now.
Citizen, box 2

Boxes that got stuck
Mostly, people said that they immediately opened the box out of curiosity. Though, some of the boxes were left untouched at some houses for a few days before handing it over or before I came by to pick them up. If the box gets stuck at a certain house it drastically influences the amount of people that it reaches. People noted that they forgot about the package, didn't have time to fill it in or were still wondering who to give it to. Other reasons for this can be not understanding the concept because of its language or complicatedness, being demotivated by closed doors or being demotivated by neighbours that don't want to accept the box. There was one person who passed on the box without filling in the questions, however it's unknown if the reason for this was due to time, understandability or for example disinterest.

People forget to fill it in
People don't have time to fill it in
People don't understand the concept; complicated or language
Demotivated by closed door
Demotivated by non-participating neighbours

Hoe ervaren mensen het openen, lezen en invullen van de doos?

Sparks to think about the neighbourhood
The questions in the box stimulate people to think about their local environment, especially for people who are less familiar with local initiatives, 'being active' or expressing their opinion about local topics. For them, the box was a new incentive to start thinking about their own wishes and complaints. For people that are already more familiar with organising community drinks or applying for permits at the municipality, the questions were a bit general. However, for these people, the box stimulated them to get in contact again with neighbours and possibly do something together.

"Some of the questions were a little tricky because I never really thought about it. Ik ben iemand die alles wel prima vindt, so nice that it caused me to think about the neighbourhood myself for a change."
Citizen, box 2

"Het gaf me wel weer een gevoel van 'he misschien kunnen we wel wat doen met de straat'."
Citizen, box 1

Interesting to read others' opinions, curious for the results
Users were generally interested in reading what fellow residents had written down in the package. Some citizens actually read perspectives that they didn't expect to read. Also one person noted that you generally never talk to your neighbours about these kinds of topics. The box can give an insight into how others experience the neighbourhood. However, the found information in the box is not breathtaking new or surprising. One resident said that they didn't find anything new in the box, but that the recognition of shared views is also interesting to see. People that were the first ones to receive the box from me, all noted to be really curious for the opinions of the people that would fill in the form later. They were disappointed to not be able to have the reading experience that others get.

"Grappig om te merken waar je buren zich om bekommeren. Je denkt door te praten dat dat op een lijn zit, maar toch is het anders dan ik dacht."
Citizen, box 1

"Ik heb niet door wat de rest heeft opgeschreven (omdat ik de eerste was), ik ben wel benieuwd of ze dezelfde mening delen"
Citizen, box 2

Worden mensen gestuurd in hun mening vormen?
The filled-in forms show that people react to each other as they filled in arrows, 'agree' statements, or wrote down nuances on the questionnaire paper. One participant noted that the fact that others already filled in their opinion gives you more confidence to add something as well. However, it remains a question if the first user influences the topics that other people write about too much. One participant noted that this is not the case and that it actually helps for inspiration and forming an opinion, but also noted that you have to keep in mind to stay close to your own view.

"Als iemands mening op een formulier staat durf je er vervolgens zelf iets aan toe te voegen"
Citizen, box 3

"Het helpt een mening vormen. Grappig om te lezen. Het is niet te sturend."
Citizen, box 1

Privacy
Participants generally were not bothered by the fact that others got to read their opinions. They noted that they trust the people in their neighbourhood and that it doesn't matter if they can read their view on these kinds of topics. However, one participant that was the first one to fill in the box noted that what they would write down could only be related back to them. They was a bit worried that their neighbour would get prejudiced about them. One participant noted to be cautious with leaving their contact details, but as they trusted me and my project, they did. If it was someone random from the municipality that handed over the box, they would have thought about it twice.

Geen probleem dat mensen kunnen lezen wat ik opschrijf, het zijn toch mijn buren.
Citizen, box 4

Achterlaten gegevens kan spannend zijn (zeker in deze tijd). Het opschrijven van je mening was niet spannend
Citizen, box 1

The participation form (het middel / vorm van participeren)
During the interviews it was found that this tool provides people with a way of participating that is different from other forms of participation. People were enthusiastic about the fact that the box gives them the opportunity to take some time for yourself in your personal space to think about the neighbourhood and form your opinion. One participant compared it to a consultation evening, where you are bound to a specific time frame. This user also noted that on these evenings, you have to deal with group dynamics and people with expressive opinions and characters. Via this tool, they noted, everyone gets an equal turn to express their opinion.

"Bij een bijeenkomst heb je altijd te maken met groepsdynamieken en mensen met een grote mond. Via dit middel komt iedereen in zijn eigen tijd op een gelijkwaardige manier aan bod. Je hebt even de tijd om na te denken."
Citizen, box 1

However, the tool doesn't seem to fit everyone, two people also noted to be doing just fine by filling in a questionnaire. Whilst most participants were enthusiastic about the playful character of the tool and the 'non-digital' qualities, one participant called the experience 'a bit childish'. Another important note is that one out of four questionnaires was almost empty. One of these citizens didn't take the time to fill in the questions and the other participant didn't seem to understand the concept of the box. The textual character of the box excludes people that are not textually fluent. Due to these reasons, the box can get stuck.

But what's next?

What is the municipality going to do with the results?
Most of the residents that received the box were curious what would happen with the results. They expressed their wish for the municipality to do something with the insights and to hear or see something back of the insights that were gathered. A few citizens found it still unclear what the municipality is going to do with the insights, as it wasn't yet communicated in the prototype. People expressed their scepticism towards the municipality about their ability or willingness to do something with the insights found in the wijkbox. One participant said that they wanted more clarity about what the municipality can offer to citizens (or cannot offer). For this person the box increased their expectations of what the municipality can offer.

Ik zou graag willen dat de onderwerpen bij de gemeente worden behandeld. Dat daar echt naar ons wordt geluisterd en dat je dat gevoel ook krijgt. Dus ook zien dat er wat mee gebeurd en dat ze geluisterd hebben.
Citizen, box 2

"De vraag is of er wat mee gaat gebeuren, ik woon hier al heel lang, maar zie niets van de gemeente. Praatjes vullen geen gaatjes."
Citizen, box 2

Makkelijk om je mening te geven, maar haalt het ook wat uit??
Citizen, box 3

Accessible municipality?
With some of the citizens I reflected on the accessibility of the municipality. The personal message in the box, the present and the personal approach of delivering the boxes have the opportunity to humanise the interaction between citizens and civil servants. Participants however also noticed that it's hard to reach the municipality and unclear where you can go as a citizen. One of the participants specifically mentioned the need for knowing where to go or who to contact. Another citizen expressed the need for a contact person that could be connected to the wijkbox, so that they can together take action and implement the insight of the box. Some residents noted that this box has the possibility to make the municipality a bit more accessible, however only one person per box actually has contact with a civil servant. It's still unclear what, who and even if the municipality is doing something with what the citizens wrote down.

It can lower the barrier towards the municipality. If something is done with the results.That is so difficult now, that everything goes through desks and you don't have a designated contact person.
Citizen, box 1

Persoonlijke bericht is erg leuk, ook met de foto. Ook de uitleg en contactgegevens is fijn.
Citizen, box 1

De gemeente doet toch wat ze willen, daar verandert deze box niks aan
Citizen, box 2

Possibility to participate
To find out if this concept would stimulate people to possibly come together with their neighbours to talk about the proposed topics, people were asked on the questionnaire page if they would be open to that. They had the possibility to leave their contact details on the form in their own preferred manner; address, phone number or email. Of the 14 people that received the box, …. left their contact details. Though this data is biassed because of my research, it gives an indication if people would be open to this. I did get the chance to ask people why they would or would not join a meeting together with other citizens or the municipality and how they envision this.

Sparks for possible contact, but not too frequently and in what form?
For some people the box could be a starting point for a conversation, meeting or event with other neighbours and the municipality. However, people are generally a bit hesitant towards this, as they mostly don't see themselves frequently going to 'these boring municipal meetings'. The wishes towards this get together differ. Some residents see it as something socially and others see it as something practical for taking action.

I did not put myself on the list. Praten om te praten heb ik geen zin in.
Citizen, box 1

Misschien is deze box een aanleiding om met iemand van de gemeente in gesprek te gaan. Maar zonder dat dit vaak of regelmatig moet gebeuren, dat hoef ik niet.
Citizen, box 2

Ik had het gelezen als zijnde samenkomen met de buurtgenoten. Maar als je het breder trekt en het meer als ideeënbus ziet voor de gemeente, zou het juist wel fijn zijn om iemand te spreken over de haalbaarheid.
Citizen, box 1

Product features insights
> The message and the box make the experience personal and accessible
> Present is perceived as a positive gesture
> The box doesn't fit through a mailbox, but this stimulates for a conversation
> Many text is needed to explain the steps people have to take, this makes it less accessible and understandable for certain people
> The prototype is perceived as playful, but for some it's a bit childish
> Big questionnaire sparks for reacting to one another, but is too small for 5 people to fill it in
> Leaving contact details can be scary
> Non-digital character is perceived as positive
> Box sparks attention

K: Questionairre results experiment 1

Waar bent u trots op in uw wijk?
Levendige wijk
"Levendigheid op straat, altijd praatjes maken, elk ommetje levert nieuwe verrassingen op, kennismaken met verschillende levens"
"De wijk is sociaal, ruimtelijk en een goede mix van mensen"
"De sociale omgang in de wijk"

Betrokken buren
"Fijne, betrokken buren"
"Zorgzame en betrokken buren in mijn directe omgeving. Verder heb ik niet zoveel met de wijk als geheel"
"Leuke buren, fijne straat en diverse mensen"
"Als buurtbewoners ruimen wij regelmatige het zwerfvuil op (zou elke dag moeten!). Fijn dat we dit zo kunnen oplossen"

Plekken in de wijk
"Gezellige restaurants en cafeetjes in de buurt"
"De winkels zijn in de buurt"
"Natuurspeeltuin en de activiteiten daar"
"Mooie singel in de wijk"
"Heemraads skatepool, speeltuin en grasveld"

Wat kan er volgens u beter met de publieke ruimte + wat moet er veranderen in de wijk?
Vuil
"Karton weggooien is vaak onmogelijk omdat alles vol zit. Vaker legen of meer papierbakken."
"Er ligt veel vuil in mijn straat door mensen die het daar op de grond gooien. Misschien zouden we het als straat op kunnen ruimen en daarna een buurtborrel kunnen doen"
"Veel troep op straat en altijd volle containers"
"Prullenbakken zijn grijs en grauw. Kleur is erg belangrijk voor de uitstraling."
"Meer afvalbakken op straat"
"Op zich niet meer afvalbakken, maar vaker legen."
"Meer aandacht voor het gedrag van mensen die vuil naast de containers zetten"
"Meer toezicht op de vuilcontainers"

Activiteiten in de straat

"Meer evenementen"
"Kinderactiviteiten of een buurtfeest"

Meer groen
"Meer ruimte voor natuur en geveltuinen, minder voor auto's"
"Groen in de straat blijven onderhouden, misschien het opknappen van de straat eens per jaar faciliteren"
"Ik mis het bos of een fijn bospark hier in de buurt"
"Goede hulp van de gemeente om de boomspiegels en gevels te vergroenen. Nu doen we ieder jaar een klein beetje, maar het zou fijn zijn als we echt grote stappen kunnen maken"
"Meer aandacht voor oude bomen in de straat. Niet kappen of volwassen bomen terugplanten na de kap"

Meer speelmogelijkheden
"Fijne plek om te voetballen in de buurt"
"Versleten speeltoestellen updaten naar nu en opknappen"
"Kinderen kunnen hier in de buurt alleen maar op de Mozaiekschool voetballen, daar is geen gras en is zijn geen fijne kinderen"
"Kinderactiviteiten organiseren, speeltoestellen plaatsen op het schoolplein"

Onveiligheid
"Dealers worden gedoogd en dat trekt verkeerd publiek"
"Een echte oplossing voor te hard rijden op de Mathenesserlaan"
"Snelheidsbeperkingen voor auto's op de Mathenesserlaan en Aelbrechtskade"
"Verkeersveiligheid moet meer worden gehandhaafd"
"Fysieke snelheidsdrempels"

Parkeren
"Belachelijk het tot 23:00 parkeren is. Er is toch geen plek, of de tijd nou 18:00 of 23:00 is. Zondag kan sowieso gratis, dat is het altijd al geweest"
"Teveel deel scooters en bakfietsen die zomaar op de stoep staan"
"Meer plek maken om fietsen netjes te stallen"

L: Results experiment 2

Personal approach and interaction
Feeling spoken to
The civil servants reflected positively on the personal approach that is part of handing over the boxes. Through this personal approach, we can show citizens another, more personal and approachable government, somebody noted. If we approach citizens with a gesture (the present) and a small conversation without too much to ask for, people feel being talked to and might even feel heard.

Het persoonlijke werkt! Mensen voelen zich aangesproken en gehoord. Through this tool, they can experience another municipality than just the one that hands over their passport.
Civil servant

Sparks to think about neighbourhood
As already reflected in the previous user test, the concept can stimulate or spark people to start thinking about their neighbourhood and their wishes. One of the civil servants reflected on their own role as a citizen. Together they came to the conclusion that the way of approaching citizens can also stimulate people who never thought about their local environment to start doing so.

Am I actually socially connected in my own neighbourhood? The fact that you are approached personally, that someone makes contact with you, makes you think 'oh yes of course, this is my neighbourhood, what do I actually want here?'.
Civil servant

Laagdrempelig contact, momentary connection
Though sometimes short, they were enthusiastic about the conversations they had with people. This short interaction and way of connecting to people can be a quality of the concept, as it's different from other participation activities where we ask quite a lot (of time) from citizens, a civil servant said. These small moments of connection can be very important when people have a question or complaint in the future. However, they should be able to find us then again, somebody else noted. The concept seems to stimulate conversation, humanise the municipality and make civil servants more reachable, however, this interaction might 'flow away' over time.

> Challenge: How do we keep the interaction active over time?

We also had short contact, but that is precisely an advantage over a participation evening where you spend 2 hours talking about a paving stone.
Civil servant

It's a challenge for us to keep connecting to citizens and not approach these kinds of concepts as something momentary.
Civil servant
Kans om het uit te leggen, risico om te intruden
Some citizens were a bit hesitant to participate and accept the package in the first place, and wanted to know more about the purpose of the project. The advantage of the box is that you're there to tell them about this, a civil servant noted. In comparison to an enquete, this way of approaching people, opens up to giving people a person-to-person explanation. It was discussed that this conversation moment could also be suited for helping people with other questions or other issues. Some citizens might not have the mental space to think about the future of the neighbourhood, but might be assisted with something else. However, we concluded that the municipality shouldn't act too pedantic and should respect peoples' wishes.

> Challenge: Hoe kunnen we bewoners die niet mee willen doen met de box toch een helpende hand uitreiken zonder belerend te zijn als gemeente?

As a municipality, we mustn't be overly pedantic, or people won't open up in the future. You have to respect people and leave them in their own dignity. If they don't want to participate, that's fine.
Civil servant

Bridging the system world and lived world
Connect the disconnected
The concept opens up the possibility to build a bridge between the work of the municipality and the lived world of its residents. As said, it can show people another side of the municipality and possibly make the organisation more approachable. But it could also make civil servants more connected to the lived world of citizens, as they engage with them and get an insight into where people live. It has not been discussed if the actual content of the box sparks civil servants with new insights.

I also notice a disconnection between my work and the people we are doing it for. The goal in our work should be connection, that's what's so fun about this tool.
Civil servant

Interesting to get a glimpse behind every door, it's an accessible and friendly tool for that.
Civil servant

Organisational transition - Citizen-centred mindset switch
It was discussed that this concept could be a good tool for civil servants to connect to the lived world of citizens and that these kinds of activities are good for civil servants to leave their 'ivory towers' and be part of the more human centred mindset switch the municipality has to go through. A few organisational forms were discussed in which the concept could be a part of a trajectory new colleagues of the municipality go through. However, this should never be the main goal of this project or concept and should always be approached as a 'side effect' of it. Still, it's an ongoing question in what way the municipality is going to activate the 'classic civil servant' to work more citizen-centred and how we can create more political support for this concept and through this concept, one civil servant noted.

> Challenge: How can we stimulate 'classic civil servants' to also engage with citizens through this concept, without shifting the focus to this goal?

En dus zelf weer eens met je poten in de klei staat, maar ook dienend kan zijn aan de bewoner van Rotterdam door hieraan mee te werken en met hen in contact te komen.
Civil servant

Challenges
Asking the right questions, where in a projects process
> The participants were doubtful about the questions asked in the wijkbox. They reviewed the questions as very open. This helps to get a feeling for what is going on in a neighbourhood. People mostly don't feel heard because the plans have already been laid out in municipal projects. This way of collecting information could be very appropriate in the initiation of projects, when we have to decide what to focus on. We could give people a voice in this. The box seems to be most suitable in the beginning of participation processes.
> However, it raises the question if the municipality can do something concrete with this in the short term. Wishes change over time, whilst projects could take years. Mostly we can't do something with what people are proposing, a civil servant noted, and there will be residents who are going to say 'hey, I wrote this down, but nothing has changed'. Who is the right initiator for the box?
> As discussed, the wijkbox could be an interesting tool to get people that are not part of the 'gebiedsorganisatie' to engage with citizens on a local level. Because of this, the risk is that the interaction with citizens will be too momentary and too much focussed on the civil servants.
> Still the local civil servants seem to be the most suitable to initiate handing out the wijkboxes. It might be interesting to connect other civil servants to this activity, so that more colleagues will get acquainted with neighbourhood oriented working.

Losing information
> The participants were wondering if citizens would actually bring the boxes back to the Wijkhub, as they would see this as a barrier themselves.
> For citizens it can be frustrating if boxes get lost as they put effort in it. How can the municipality deal with these lost boxes and make sure minimal information is lost and people don't feel disappointed.

M: Boxes produced for the Wijkraad

Samen maken we verhaal!

Uitleg

Wijk box

STAP 1
Pak een cadeautje uit de box, deze is voor u!

STAP 2
Vul de vragen in op het vragenblad.

STAP 3
Geef de box daarna aan een buur in de wijk!

*Een nieuwe buur leren kennen? Geef de box aan iemand die u nog niet kent!

Doorgeef wijkbox
Samen maken we verhaal

Geef de box binnen 2 dagen door, dan bereiken we samen meer mensen!

Pak uit   Vul in   Geef door

Vragenblad

Dank voor uw hulp!
We gaan de resultaten gebruiken om het wijkverhaal te schrijven. Dit gebruiken we om afspraken te maken met de gemeente

Op de hoogte blijven?
Laat uw gegevens achter in de box

MIDDELLAND-NIEUWE WESTEN

Vragenblad

Samen maken we verhaal

We zijn erg benieuwd naar hoe u de wijk ervaart! Samen bouwen we kennis op, maken we verhaal en komen we met elkaar in contact! U kunt alles op dit blad invullen, net als uw buurtgenoten. Bent u het met hen eens of juist niet? Ziet u een andere oplossing of belangrijk onderwerp? Vul aan waar u denk dat u nodig is en werk vooral door op elkaars opmerkingen!
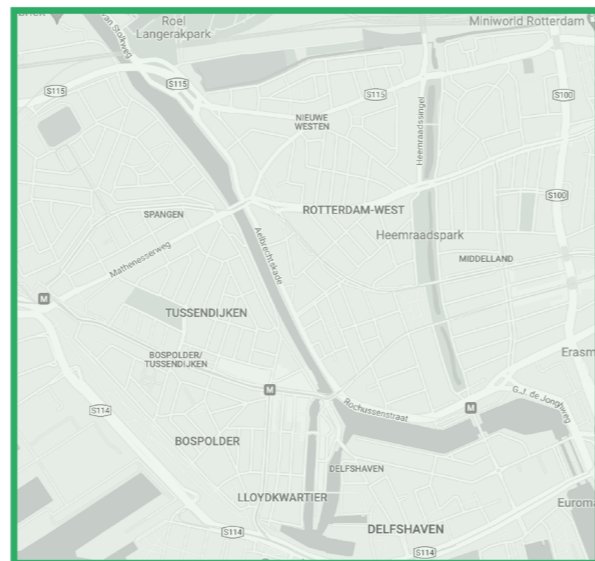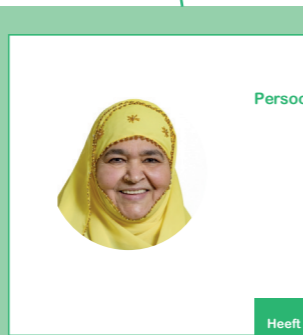
0 Leuk dat u meedoet! Wie bent u?

anoniem invullen mag natuurlijk ook!

1 Ik ben tevreden met mijn omgeving en wijk

NEE _____ JA
helemaal   helemaal
mee oneens   mee eens

2 Wat vind u een minder fijne plek in de wijk? Zet een KRUISJE op de map
Wat vind u een fijne plek in de wijk? Zet een HARTJE op de map
Schrijf kort op waarom

3 Waar bent u trots op in uw wijk?

Persoo...

4 Wat kan er volgens u beter binnen uw directe omgeving?

6 Waar droomt u van als u zich de wijk over 4 jaar voorstelt?

ruimte voor extra vragen, klachten, input, tips of ideeën

5A Over welke thema's maakt u zich zorgen in de wijk?

veiligheid   welzijn   duurzaam
                  wegen
spelen   parkeren
        geld   schoon
sociaal   ongelijkheid
           zorg   wonen

5B Waarom? Wat zou u willen dat er verandert aan deze onderwerpen? Heeft u ideeën?

Dankuwel! Onder andere uw input gebruiken we om het verhaal van onze wijk te schrijven. Dit verhaal gebruiken we om afspraken met de gemeente te maken over wat er aankomende 4 jaar moet gebeuren in de wijk. Wilt u op de hoogte blijven van de wijkraad? Laat dan hieronder uw gegevens achter. Mogen we u dan ook uitnodigen voor eventuele besprekingen of evenementen? Vink dan een 'ja' aan achter uw gegevens.

email, adres, telefoonnummer, liever niet hier opschrijven? Stuur dan uw gegevens naar het mailadres in de box.

	Ja	Nee
	O Ja	O Nee
	O Ja	O Nee
	O Ja	O Nee
	O Ja	O Nee
	O Ja	O Nee
	O Ja	O Nee
	O Ja	O Nee
	O Ja	O Nee
	O Ja	O Nee
	O Ja	O Nee

Heeft u vragen over de box of lukt er iets niet?
Bel of App: ....

Heeft u de doos op ....?
Of is de doos leeg? Bel of App!

N: Boxes produced for Woonstad project

Samen maken we de tuin mooier!

Wat gaan we met de tuin doen?
Bahçeyi ne yapacağız?
ماذا سنفعل بالحديقة؟

Pak uit · Vul in · Geef door

Uitleg

Pak een cadeau uit de doos!
Kutudan bir hediye al
خذ هدية من الصندوق!

Vul de vragen in
Soruları doldurun
املأ الأسئلة

Geef de doos door aan een buur
Kutuyu bir komşuya ver
مرر الصندوق إلى أحد الجيران

Vragenblad

Is de doos leeg?
Kutu boş mu?
هل الصندوق فارغ؟

Bel / app

Vragen?
Sormak?
سؤال؟

HOF VAN MIDDELLAND

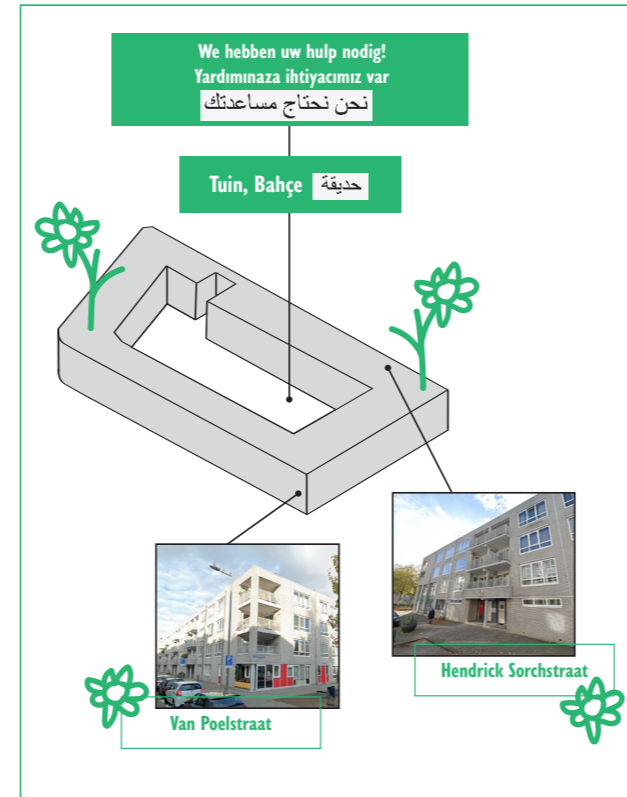**Wat gaan we met de tuin doen?**
Bahçeyi ne yapacağız?
ماذا سنفعل بالحديقة؟

0 Dank voor uw hulp! Uw naam
Yardımınız için teşekkürler! Adınız lutfen
شكرا لمساعدتك! اسمك

1 Ik ben blij met het binnenplein
Bahceynen memnunum
أنا سعيد بالفناء

NEE ———————————————— JA

We hebben uw hulp nodig!
Yardımınıza ihtiyacımız var
نحن نحتاج مساعدتك

Tuin, Bahçe حديقة

Van Poelstraat

Hendrick Sorchstraat

2 UW MENING / SIZIN GÖRÜŞÜNÜZ
Wat vind u nu van het binnenplein aan uw huis?
Mahallenizdeki avlu hakkında ne düşünüyorsunuz?
ما رأيك في الفناء في منزلك؟
رأيك

3 UW DROOM / SIZIN HAYALINIZ
Hoe zou u willen dat het binnenplein eruit zien? Wat zijn uw dromen?
Avlunun nasıl görünmesini istersiniz? Hayalleriniz neler?
كيف تريد أن تبدو الفناء؟ ما هي أحلامك؟
حلمك؟

4 SAMENWERKEN / IŞBIRLIĞI YAPMAK
Hoe gaan we dat voor elkaar krijgen met de buurt? Wat kan/wil u zelf doen?
Bunu mahalle ile nasıl yapacağız? Kendin ne yapmak istiyorsun?
كيف نفعل ذلك مع الحي؟ ماذا يمكنك ان تفعل بنفسك؟
للتعاون

5 Uw huisnummer
Ev numaranız
رقم منزلك