Self-organization in Urban Renewal

A model describing and visualizing the process of self-organization in the ‘new reality’ of urban renewal
An inspiring example of early self-organization in urban areas is the Favela: the self-steering society

Behind the chaotic look of these slums is a strong community where social control and group processes play a major role in the daily life. (Kreijveld, 2012)
In September 2013 I started the graduation process at the faculty of Architecture and the Built Environment, Delft University of Technology. This report contains the final research documentation of my graduation research. It starts explaining the background of this research and the research proposal. Next, the different phases of the research are elaborated, from a theoretical framework, through research in practice, a process model is designed. 

I chose the graduation laboratory Urban Area Development of the faculty of Architecture and the Built Environment, Delft University of Technology. The topic of my graduation study is based on my own experiences and fascination with urban areas, especially cities. As a little child I grew up in the city of Rotterdam and moved several times, but like everyone more changed my perceptions and ideas of what a city is about. And also taught me a lot about what is important to me when I come to live in an environment.

When I started my studies at the faculty of architecture I soon realized that the experienced phenomenon was present in the ‘shifting’ world. The globalization makes all kinds of boundaries blur or even disappear. How people identify with the urban environment is becoming more important. Residents are willing to contribute to the demarcation of their living environment by adding or preserving identity of urban spaces which they can identify themselves with. They are willing to arrange things themselves to feel at home. Conflicting interests complicate these processes but more than that represent the sense of the city. These processes contribute to the existence of the city.

As a little child I grew up in the city of Rotterdam at least I thought I grew up in the city. I grew up in the neighborhood Schiebroek, which was a ‘new’ city when I lived there. I knew the neighbors and their dogs, I could play in the streets, ‘make peoples worlds expand’. More and more efforts are made to create ‘identity’ in urban spaces which they can identify themselves with. And with the input of literature enabled me to do so. My graduation topic is the concept of self-organization in urban renewal and explores the influencing (external) factors. This research exposes the process of self-organization in urban renewal and examines the influencing (external) factors.

My first mentor, Agnes Franzen, for her expertise on new urban development strategies and guidance through my research. My second mentor, Louis Lousberg, for his expertise on process and project management and his willingness to step in at a later stage of my research. The interviewees for their time, interest, answers and causing new insights. Joost van Hoorn of Platform31, for his time and sharing the different cases which applied for the budget ‘Ecologie van de Stedelijke Vernieuwing’. As well as the corresponding contact information.

Although I performed the graduation research on my own, I was not the only one who influenced the research. There are some people I would like to thank for various reasons. 

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And of course my family and friends for listening to me and the distractions.
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Overall, this report represents my final research documentation of the graduation study I executed at Delft University of Technology, Faculty of Architecture, Delft Real Estate and Housing, Urban Area Development Laboratory.

I will be graduating on a research into self-organizational processes in urban renewal. The aim is to develop a model describing and visualizing the process of self-organization in urban renewal in the Dutch planning context.

This P5 report is intended for both my mentors and the delegate of the Board of Examiners - to give both insight in my research process and the findings of this research. The report can also be read by people interested in the subject. The literature study will give an overview of the subject self-organization in a concise way after which the concept is studied in the Dutch planning context. Principles that can be found in examples of successful self-organization will be presented and translated into a process model simplifying the findings.

After representing the summary, definitions and different perspectives the documentation of the graduation research begins, dedicated to answering the following main research question:

How can we describe & visualize the (collaboration) process of self-organization in urban renewal and are we able to generalize certain aspects of this process to come to a process model that can be applied to the ‘new reality’ of urban renewal?

Answering this research question 3 activities/actions are relevant: Descriptive, visualizing and generalizing. These ‘activities’ can be recognized in the report. This graduation report starts off with an outline of the research, after which some concepts are explained, then the basis is sufficient to start the ‘activities’. The description starts from a theoretical perspective, translating the findings into theoretical process principles, after which a practical study enriches the description and a transformation into practical process principles takes place. While describing input from practice the visualization starts and in the end the visualization leads to a translation into a process model, see Figure 1.
Part of this changing context are the changing roles themselves. They will organize it for themselves. Residents become more willing to invest in their living environment. More and more effort is needed to make a place feel like home. Due to the economic crisis that started in 2008 bigger changes in people to take responsibility for their own lives. Formal and informal support. Thus, the law assumes a government role. In this new reality there is a need to reinvent the balance between steering and ‘letting go’ (allowing). The search for the right new balance is an ongoing process. Important is the way people respond and what they do. In this new reality there is a need to reinvent the balance between steering and ‘letting go’ (allowing). The search for the right new balance is an ongoing process. Important is the way people respond and what they do. (Wet Maatschappelijke Ondersteuning). Two Important themes in the field of urban area (re)development are introduced their interpretation of the distinction.

- *System world:* The system world describes the perspective of the social and economic (semi)public world; (semi)-government, other (semi-)public organizations and the bigger institutionalized businesses. This system world is used. Habermas was the first to use this distinction. His main idea is the distinction between life world and system world. Habermas distinguished the ‘system’ (state and economy aspects) and the ‘lifeworld’ (everyday life). After which different other scientists made clear the elements of the hermeneutic circle. The outcomes/results of the analysis become theory which is analyzed in practice, after which new outcomes become new theory.
The graduation research is divided into 3 phases (1) developing theoretical framework, (2) research in practice (3) design phase. Preceded by the elaboration of the research
12 Sub-research questions, spread over the 3 phases of research, together will lead to answering the main research question. Here we describe it further: the interrelationship of self-organization in urban renewal and are we able to generalize certain aspects of this process to come or for a process model that can be applied in the ‘new reality’ of urban renewal?

In the first phase literature study on the process of self-organization in urban areas is parallel to the research on the process of self-organization in other fields. The second and third phase of the research partly run parallel to each other. During the case studies, organizational in other work fields. The second and third phase of this graduation research partly run parallel to each other. During the case studies, self-organization in urban renewal and are we able to generalize certain aspects of this process to come or for a process model that can be applied in the ‘new reality’ of urban renewal?

The process of self-organization is characterized as a process of cooperation. The research is conducted to subject cooperation and process analysis. The focus is on personal interaction and interaction between different actors in addition to this only self-organizational process in urban renewal are studied. Demarcating the scale level to the living environment and/or working environment and neighborhood.

The theoretical framework is developed by answering a set of sub-research questions as follows.

1. What is urban renewal?
2. What is self-organization?
3. What are some (pre)conditions that demarcate this graduation research?
4. What research questions as follows.

The theoretical framework results in theoretical list of process principles (DESCRIBING a combination of principles (factors) which together lead to a successful self-organizational process.

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The process can progress autonomously. The team has certain rules. There is commitment. A small group together needs to perform. The process is flexible. New directions are possible and there is some form of leadership. Someone dares to take the first step.

Summarizing the findings, self-organization can only be successful in the entire process. The theoretical list of process principles (on the left) describes lessons of self-organization in other work fields and UAD. Are there similarities between the theoretical list of process principles and the practice of self-organizational processes in UR? The research continues with research on practice. In this phase, generalisings and describings of the process principles were not recognized also led to new interesting insights. All subjects were relevant to study, the subjects of which the related process principles were not recognized also led to new interesting insights.

In general the first theme ‘Roles & Relationships’ is least recognizable. Most commonly the role of the subject in the case study is not described. The recognition of the process principles and describing specific interactions between the subject in the case study. The modifications of the non-recognized process principles, in order to become practical process principles, however are not that big. The second theme ‘Rules of the game’ the non-recognition of some of the process principles is related to the most (predetermined) regulation in self-organization in UR. Much of the organization is formed during the process and good ways to do so are described also during the process. The third theme ‘The way the playing field works’ is most recognizable. The process principles are abstract, but easily applicable in practice also in the practice of UR.

The theoretical list of process principles can be drawn from lessons of self-organization in other work fields and UAD. The theoretical list of process principles (on the left) describes process principles that together form a successful self-organizational process, based on experiences in other worlds. The list is divided into three themes that will be studied in the next phase of the research project.

Generalizing and Describing

The research continues with research on practice. In this phase, the theoretical process principles are to be studied in the following phases of the research. What conditions should apply for self-organizational initiatives to develop? Five self-organizational processes (societal initiatives) in UR to develop certain conditions need to be met. First there has to be a certain need, leading to a proposition made by one or more parties with the aim to jointly develop value. Next, a certain balance between challenge and equipment is required in order to a person to get actively involved. If he feels the equipment is inadequate and/or the challenge is too large, he will feel overwhelmed. Vise versa, if a challenge does not interest him or is not attractive enough, he is not challenged.

Another condition is the need for good collaboration, where a focus on group decisions making and group capacity composition. For self-organizational processes (societal initiatives) in UR to contribute to unraveling and understanding the process of self-organizational processes in other work fields? Sub research on theoretical process principles

The way the playing field works

The research continues with research on practice. In this phase ‘Roles & Relationships’ Subjects related to interpersonal relationships and the behavior of individuals within a group. ‘The rules of the game’ Subjects describing the way the group as a whole acts. ‘The map, the playing field works’, Subjects describing how the group relates to its surroundings.

The theoretical framework forms the analytical framework for the continuation of the research. The subjects belonging to the theoretical process principles are to be studied in the following phases of the research.

The case studies led to the following additions to the list of process principles: non-predetermined regulation in self-organization in UR. Much of the organization is formed during the process and good ways to do so are described also during the process. The theoretical framework for the analytical framework for the continuation of the research. The subjects belonging to the theoretical process principles are to be studied in the following phases of the research.

Control & Management

Roles & functions within workgroup

Structure of workgroup

Steering & Management

Control and management need to be directed at a shared responsibility. Some form of hierarchy is needed; a layered structure with a steering group, project groups and workgroups is natural in a process approach. Need for a self-maintaining social structure that is able to restore itself and overcome obstacles and changing circumstances.

Need for a flexible, adaptable, receptive and customizable workgroup. Development workgroup

Composition of workgroup

Interactions within workgroup

Exchange within workgroup

Approach to project

The way the playing field works

The environment is seen in table 7.1. Roles & relationships: Subjects related to interpersonal relationships and the behavior of individuals within a group. ‘The rules of the game’: Subjects describing the way the group as a whole acts. ‘The map, the playing field works’, Subjects describing how the group relates to its surroundings.

The way the playing field works

Sub research on theoretical process principles

What lessons can be drawn from the experiences with successful (collaborative) self-organizational processes in other work fields? Lessons were drawn from 3 work fields with the potential to contribute to understanding and understanding the processes of self-organization in UR. Summarizing the findings, self-organization can only be successful when:

Roles & relationships

Need for a ‘bigger’ (bigger than the workgroup) social network as support base for the initiative

Need for good collaboration, where a focus on group decisions making and group capacity composition.

Next to these conditions there are some additional contextual conditions that need to be met. For actors to join, a sense of belonging, some boundaries need to be set, mutual trust and faith as well as some form of organization are required. Next, a certain balance between challenge and equipment is required in order to a person to get actively involved. If he feels the equipment is inadequate and/or the challenge is too large, he will feel overwhelmed. Vise versa, if a challenge does not interest him or is not attractive enough, he is not challenged.

Another condition is the need for good collaboration, where a focus on group decisions making and group capacity composition. For self-organizational processes (societal initiatives) in UR to contribute to unraveling and understanding the process of self-organizational processes in other work fields? Sub research on theoretical process principles

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The way the playing field works

Sub research on additional practical process principles

Can we recognize other (other than subject related) to recognize additional practical process principles? The case studies led to the following additions to the list of process principles as well as an additional theme: approach to an elaboration of process principles. Approach the neighborhood as an enterprise.
Theme 1: Rolls & Relationships

1. Rolls and relationships in networks:
   - At the level of ownership and responsibility: individuals explain the need for a specific involvement in the project in order to feel ownership.
   - Involvement of external actors (private or public parties) in order to execute certain sub-projects.
   - Differences in expression: Active searching, approaching or inviting.
   - Influence external parties by grants.

2. A workgroup that is flexible by being adaptable:
   - Breaking down hedges and fences (symbolic by breaking down physical barriers).
   - Community formation; shared management.
   - Place to encounter each other.

3. Different groups with limited group cognitive complexity:
   - Groups need to be able to connect around a project, often this implies actors from a specific field.
   - However to a certain extent dependent on interested parties.

Interaction in collaboration

1. Involvement of external actors in the collaboration.
   - Breaking down hedges and fences: making broken hurdles and fences possible to encounter each other community formation; shared management.
   - Involvement of external actors.

2. Different groups of actors are brought together by one actor (or group of actors) per sub-project.
   - Natural division: A connecting actor (often initiator) that connects other actors.

Exchange within workgroup

1. Exchange within workgroup: different ways of breaking down barriers: breaking down hurdles and fences is place to encounter each other community formation; shared management.
   - Different kinds of networks: local, semi-local, professional network.

3. System within system
   - Addition: certain scales need to be considered, i.e. scaling of project or contributing to a bigger goal, for example of the city.

Additional theme: Approach to project (pp. 4)

- Improvisation & experiment.
- Additional: possible adoption of business like tools (such as a program).

Organizational development

1. Planning: management, feasibility and reality phase possible.
   - Feasibility phase: no definitions and preparation phase.
   - Preparatory phase in initiative (mission project).

2. Sub-research on basic case: Shapiro
   - With the findings on the control cases some adjustments could be made to the conceptual practical process principles.

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   - Preparatory phase in initiative (mission project).

- Sub-research on basic case: Shapiro
   - With the findings on the control cases some adjustments could be made to the conceptual practical process principles.
The way the playing field works

Social/Environment

10. The environment (system world), which provides space for organic development, the system world can get involved in new ways. (forms of self-organization can be recognized:)

• life world gets 'space' of system world

• life world and system world work together

Support Base

12. Different kinds of networks together form the support base (system world): local-, environmental- and professional network

• supported by a bigger group that takes shared responsibility, where the roles determine (continuous development consisting of (individual) sub-projects.)

Voting

13. Management, feasibility and realization phase parallel development forms: Forms of structure

• life world execute the process.

Support Base

14. An environment (system world) which provides space for organic development, the system world can get involved in new ways. (forms of self-organization can be recognized:)

• life world gets 'space' of system world

• life world and system world work together

Approach to project

15. In order for self-organizational ability to appear new forms of development and appropriate forms of structure need to be adopted.

New forms of development

16. In order for self-organizational ability to appear new forms of development and appropriate forms of structure need to be adopted.

• roles determine each other

• roles determine each other

Phase of design

17. By considering an area/neighborhood as a place to experiment and improvise, the conditions are appropriate/fitting for actors to show/express/use/(commit to) self-organizational ability.

Approach to project

18. The concept process model needs to combine the distinction system world and life world, the time factor and the process principle. The distinction in system world and life world is used to simplify the reality of urban area development in the Netherlands which forms the context of this graduation research. To recognize the difference between life world and system world it can be helpful to get involved in different ways, 2 forms of self-organization to be recognized:

• life world gets 'space' of system world

• life world and system world work together

Support Base

19. Different kinds of networks together form the support base (system world): local-, environmental- and professional network

• supported by a bigger group that takes shared responsibility, where the roles determine (continuous development consisting of (individual) sub-projects.)

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Voting

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Support Base

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• supported by a bigger group that takes shared responsibility, where the roles determine (continuous development consisting of (individual) sub-projects.)

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26. Management, feasibility and realization phase parallel development forms: Forms of structure

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29. Different kinds of networks together form the support base (system world): local-, environmental- and professional network

• supported by a bigger group that takes shared responsibility, where the roles determine (continuous development consisting of (individual) sub-projects.)

Voting

30. Management, feasibility and realization phase parallel development forms: Forms of structure

• life world execute the process.
In order to sharpen the concept process model and come to a final process model, the findings of this graduation research are validated; this graduation research is created and the aim of this graduation research achieved. The process model should not be considered to be the ideal path for a self-organizational process in UR to develop. The model is found on p. 143. Using the validation the Concept Process Model can be sharpened, a final process model is built. And thereby the end product of this graduation research is created and the aim of this graduation research achieved.

Conclusion
The main research question of this graduation research is: How can we describe & visualize the (collaboration) process of self-organization in urban renewal and are we able to generalize certain aspects of this process to come to a process model that can be applied in the ‘new reality’ of urban renewal? Finally this main research question can be answered as follows. We are able to generalize certain aspects of the process of self-organization in urban renewal using a limited amount of cases. When we describe the generalized into practical process principles with a certain level of description this generalization is possible. The practical process principles describe the (collaboration) process of self-organization in urban renewal.

Visualizing the (collaboration) process of self-organization can be done by: first subdividing the practical process principles in groups of principles each describing an aspect of the development in self-organization; (2) development of different groups; (3) development of different scales of networks; (4) emergence of self-organizing processes/project; (5) the process of organizing and formalizing and (6) the organic development characteristics. After which these aspects to be visualized, using 2 colors to represent the distinction in system world (gray) and life world (yellow). Now the context of the ‘new reality’ can be simplified and its application becomes clear. We can add the phases of organic development to the model in order to present the different stages of the different aspects within the entire process of self-organization. This process model can be found on p. 144.

The practical process principles describe the (collaboration) process of self-organization in urban renewal.
Looking back at the validation by experts I concluded on 3 important adaptations that would strengthen the model:
1. Stages: Naming of the different stages instead of supporting, summarizing description underneath. An adaptive to the concept model, the stages will be provided with a title. The purpose of both the project and process is in small steps, determining the route along the way can be more accurately described by the use of stages. 1. Consider stages to present ‘similar’ steps, however stages are steps. The planning indicates the continuous development of both the process and project. Combining stages and planning will deals with the bigger and smaller tracks in the process of self-organization in UR.

2. Changes in terminology: The validation showed that the terminology was too strongly related to the system world. As adaptation to the concept model the following changes have been made regarding the terminology: (1) Sub-project becomes sub-plan or activity and (2) Management becomes shared ‘unexpressed’ management.

3. Organization & formalization: The process of formalization is less substantiated than the other findings, this should be clear in the model. Using the validation the Concept Process Model can be sharpened, a final process model is built. And thereby the end product of this graduation research is created and the aim of this graduation research achieved.

The model needs to be considered a concept process model. A subsequent validation by both experts and practice will sharpen the model.

We can add the phases of organic development to the model in order to present the different stages of the different aspects within the entire process of self-organization. This process model can be found on p. 144.

The practical process principles describe the (collaboration) process of self-organization in urban renewal.

Visualizing the (collaboration) process of self-organization can be done by: first subdividing the practical process principles in groups of principles each describing an aspect of the development in self-organization; (2) development of different groups; (3) development of different scales of networks; (4) emergence of self-organizing processes/project; (5) the process of organizing and formalizing and (6) the organic development characteristics. After which these aspects to be visualized, using 2 colors to represent the distinction in system world (gray) and life world (yellow). Now the context of the ‘new reality’ can be simplified and its application becomes clear. We can add the phases of organic development to the model in order to present the different stages of the different aspects within the entire process of self-organization. This process model can be found on p. 144.

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Introduktie
Mijn afstudeeronderwerp is het concept van zelforganisatie in stadsvernieuwing. Dit dank ik de Durant en de de kamerlijke jurist karin. Wat een belang voor zelforganisatie in in de definitie van self-organising is. Dit is een proces waarbij in situatie en organisatie worden gemaakt.

In Nederland zien we een verschuiving van 'government' naar 'government'. Dit onderzoek is gebaseerd op de elementen van de hermeneutische analyse van de betekenis van de term 'zelforganisatie'. De verantwoording van de resultaten van het onderzoek is gebaseerd op de elementen van de hermeneutische analyse van de betekenis van de term 'zelforganisatie'. De verantwoordelijkheid voor de resultaten van het onderzoek is verantwoord en expliciet gemaakt. Door uit te leggen hoe ik mijn bevindingen gerechtvaardigd voor zover mogelijk ben ik me voorbereid op deze verschillende 'werelden' als volgt:

1. Het mogelijk maken van initiatieven uit de samenleving en (2) de mogelijken van nieuwe concepten zoals zelforganisatie. Het doel van dit onderzoek is om inzicht te geven in het proces van zelforganiserende processen in stadsvernieuwing:

- Een samenwerkingskader voor initiërende partijen van (semi-) publieke organisaties en grotere geïnstitutionaliseerde bedrijven, lokale professionals, of collectieven van deze bedrijven, lokale professionals, of collectieven van deze bedrijven.
- Een samenwerkingskader voor initiërende partijen van (semi-) publieke organisaties en grotere geïnstitutionaliseerde bedrijven, lokale professionals, of collectieven van deze bedrijven.
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Methodologie

Bij het beoordelen van de waarde van het (besluitvormings) proces moet een kritische kijk in de literatuur worden genomen. Daarnaast worden de literatuurbronnen en het model aanscherpt en praktijk wordt verzameld en de resultaten worden teruggekoppeld aan de theorie. Later kan de correctie van het model worden gevalideerd door deskundigen, feedback uit de praktijk, en/ of ander onderzoek dat gerelateerd is aan het onderzoek. Tot slot wordt het model bekeken vanuit verschillende invalshoeken; kan het procesmodel ook worden voltooid?

De praktische lijst van principes zal worden verwerkt in een procesmodel waarbij de praktische principes worden gebruikt als input voor de visualisatie. Uiteindelijk leidt de visualisering processen te generaliseren om te komen tot een procesmodel dat in de praktijk kan worden toegepast en tot de ontwikkeling van een (praktisch) kader, bij het vertalen van de bevindingen in theoretische procesprincipes. De praktische lijst van processprincipes zal worden vertaald in een procesmodel waarbij de praktische principes worden gebruikt als input voor de visualisatie. Uiteindelijk leidt de visualisering processen te generaliseren om te komen tot een procesmodel dat in de praktijk kan worden toegepast en tot de ontwikkeling van een (praktisch) kader, bij het vertalen van de bevindingen in theoretische procesprincipes.

De kern van dit onderzoek is de ontwikkeling van een (praktisch) kader, bij het vertalen van de bevindingen in theoretische procesprincipes. De praktische lijst van processprincipes zal worden vertaald in een procesmodel waarbij de praktische principes worden gebruikt als input voor de visualisatie. Uiteindelijk leidt de visualisering processen te generaliseren om te komen tot een procesmodel dat in de praktijk kan worden toegepast en tot de ontwikkeling van een (praktisch) kader, bij het vertalen van de bevindingen in theoretische procesprincipes. De praktische lijst van processprincipes zal worden vertaald in een procesmodel waarbij de praktische principes worden gebruikt als input voor de visualisatie. Uiteindelijk leidt de visualisering processen te generaliseren om te komen tot een procesmodel dat in de praktijk kan worden toegepast en tot de ontwikkeling van een (praktisch) kader, bij het vertalen van de bevindingen in theoretische procesprincipes. De praktische lijst van processprincipes zal worden vertaald in een procesmodel waarbij de praktische principes werden gebruikt als input voor de visualisatie. Uiteindelijk leidt de visualisering processen te generaliseren om te komen tot een procesmodel dat in de praktijk kan worden toegepast en tot de ontwikkeling van een (praktisch) kader, bij het vertalen van de bevindingen in theoretische procesprincipes.
Het team bepaalde regels heeft

Elke actor gebruik maakt van zijn / haar eigen talenten, kennis en ervaring en kan deze overmaken. Het proces flexibel is, nieuwe wegen kunnen worden ingeslagen en er een bepaalde vorm van leiderschap is. Iemand de eerste stap durft te nemen. Samenvattend, zelforganisatie kan alleen succesvol zijn wanneer:

ontentafelen van en inzicht geven in het proces van zelforganisatie in andere werkvelden/vakgebieden?

succesvolle (samenwerkende) zelforganiserende processen in netwerksamenleving.
Het te nadrukkelijk claimen van een rol kan de collectieve actie dalen, het delen van een rol kan mogelijkheid bij te dragen op een manier waarop een ander dit niet kan. De manier waarop men zich tot elkaar verhoudt is gerelateerd aan de rol die men op zich heeft genomen. Het nemen van een rol heeft invloed op de bereidheid om op een welbepaalde manier te nemen, gedacht in de mogelijkheid om op een manier wat meer als te ondersteunen voor te komen. De zaak is dat de woorden worden geanalyseerd en in de praktijk worden toegepast. Dit kan worden gedaan door het claimen van een rol, als een manier om de bereidheid om op een welbepaalde manier te nemen, gedacht in de mogelijkheid om op een manier wat meer als te ondersteunen voor te komen.

Vanuit de analyse kunnen de volgende bevindingen worden geformuleerd:

1. Een werkgroep ontwikkelt zich van nature en een natuurlijke verdeling zal plaatsvinden. Natuurlijke ontwikkeling: bepaalde partijen raken geïnteresseerd in het project en nemen/ betrekken van externe actoren (publieke of private partijen) om bepaalde sub-projecten uit te kunnen voeren.

2. Een werkgroep die flexibel is door zich te kunnen aanpassen (open staat voor aanpassing):
   - beperkte georganiseerde verdeling van taken en verantwoordelijkheden
   - beperkte eigenaarschap
   - beperkte coördinatie/organisatie

3. Een systeem binnen het systeem
   - ontwikkeling bijbehorende rol, opvolging van het project
   - bijdragen aan een groter doel, bijvoorbeeld van de stad


5. Mensen moeten elkaar leren kennen om eventuele belemmeringen op te lossen, dan zullen actoren meer bereid zijn om elkaar te helpen en bij te dragen aan de verschillende deelprojecten worden aangebracht aan de conceptuele praktische principes. Deze bevindingen worden opnieuw ingevoegd in de ontwikkeling van de praktische principes.

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ONTWERP

In de laatste fase, de ontwerpfase, worden de bestandsdelen verbonden. Deze fase is noodzakelijk om het model te voltooien. In de ontwerpfase wordt het model opgebouwd om het concept te illustreren.

De ontwerpfase is van belang voor het ontwikkelproces om een overzicht te geven van de verschillende criteria van het ontwerpschema. Dit schema moet een overzicht geven van de verschillende criteria van het ontwerpschema.

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Onderzoek I. Systeemontwikkeling

Hoe kunnen we de praktische procesprincipes ondervinden van het ontwikkelproces in stadsvernieuwing (ontwikkelvorm) in een systeemontwikkeling verduidelijken? Dit is een belangrijke vraag omdat het ontwikkelproces een complex proces is dat wordt ondersteund door verschillende actoren en factoren. De ontwerpfase moet zo goed mogelijk worden beschreven om de bestaande praktische procesprincipes te kunnen duidelijk maken.

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Meteen deze aspecten kunnen worden gevisualiseerd, met behulp van 2 kleuren die het onderling tussen systeemwereld (grijs) en leefwereld (geel) vertegenwoordigen. Zo kan de context, de ‘nieuwe realiteit’, worden vereenvoudigd en de toepassing duidelijk worden aangetoond. We kunnen de fasen van organische ontwikkeling aan het procesmodel toevoegen om de verschillende stadia van de verschillende aspecten in de ‘nieuwe realiteit’ en de tijdsfactor.

Conclusie

De hoofdvraag van dit onderzoek is: ‘Hoe kunnen we het proces van zelforganisatie in stadsvernieuwing beschrijven en visualiseren en in het mogelijk op een bepaalde manier in het proces te geven maakt het mogelijk om het proces van zelforganisatie in de ‘nieuwe realiteit’ te modelleren. Het procesmodel is te vinden op p. 143.’

Het procesmodel moet niet worden beschouwd als de ideale ontwikkeling voor zelforganisatie in stadsvernieuwing. Het model is ontwikkeld om inzicht te krijgen in het proces van zelforganisatie en de praktische resultaten te genereren.

De praktische principes beschrijven het (ontwikkeld) proces van zelforganisatie in stadsvernieuwing. Het visualiseren van (ontwikkeling) processen van zelforganisatie kan worden gedaan door eerst de praktische principes onder te brengen in groepen van principes, elk beschilderd met een kleur in het model voor het proces van zelforganisatie in stadsvernieuwing.
Reflection

As closure of the graduation research here the reflection on the graduation project is presented. The reflection is divided in 3 parts, (1) a reflection in the subject, (2) a reflection on the process, both the personal process and the research process and (3) a reflection on the model, the result of this graduation research.

Reflection on Subject

In this graduation research the subject of self-organization is central. This subject is positioned within the Dutch reality of urban area development.

Self-organization in itself is not a uncommon subject. Self-organization is an important aspect of nature. Well known examples are birds and nests of a bee or fish. Self-organization is well known in science and the subject can also be related to self-taught nursing in a production sector.

However, studying self-organization in urban renewal is often confused with other bottom-up initiatives. An innovative form of citizen participation: citizen control. However, when applied to urban area development, to be more specific urban development at this moment in time is relevant. The context of times of economical crisis, a withdrawing government and complex self-organization is well known in science and the subject can also be related to self-management in a production sector.

This subject is positioned within the Dutch reality of urban area development. It was challenging for me as a person. Next to achieving these personal objectives this process taught me to be too short to take the next step. I wanted to improve these skills, I chose a subject that made this possible. An interesting aspect of this graduation research was the iterative approach was an important aspect of the research design/methodology. Because of the limitations time in a graduation research it is good practice to make the research design/methodology in an extensive way, both by literature study (some aspects studied in detail, for example projects and organizational structure) and interviews. Next to that I introduced ‘control cases’ which I only studied by literature and used to check and sharpen the findings of the other cases. I believe that this is a way of the limitation of this graduation research is compensated, however the research remains of exploratory nature.

Reflection on Process

The reflection on the process is twofold. First, it will reflect on the personal process after which the research process is discussed. Personal process

Before I started this graduation research I asked myself what I wanted to learn, on which aspects that I wanted to improve, next to get to learning more about myself. For me this personal process was located in the beginning. However, the timeframe of this graduation research proved to be too short to take the next step. Next to achieving these personal objectives this process taught me to be too short to take the next step. I wanted to improve these skills, I chose a subject that made this possible. An interesting aspect of this graduation research was the iterative approach was an important aspect of the research design/methodology. Because of the limitations time in a graduation research it is good practice to make the research design/methodology in an extensive way, both by literature study (some aspects studied in detail, for example projects and organizational structure) and interviews. Next to that I introduced ‘control cases’ which I only studied by literature and used to check and sharpen the findings of the other cases. I believe that this is a way of the limitation of this graduation research is compensated, however the research remains of exploratory nature.

Reflection on Personal process

The reflection on the personal process is twofold. First, I will reflect on the personal process after which the research process is discussed. Personal process

The first was to understand more about the influence of personality and behavior in urban renewal (redvelopment). This concept can be related to the subject: the initiatives of self-organization come from society. Although identity/personal behavior and identity/behaviour for the focus points of this graduation research. I believe I am on the way of achieving these personal objectives. The initiatives of projects I studied, I tried to understand the personal interests of the people involved and why they followed this way to approach the projects. I believe knowledge of human nature is an important competence when it comes to urban area development, because it about public space.

The personal second objective was to further develop my research skills. Especially, research skills in qualitative research. Next to that I approached the project. I believe knowledge of human nature is an important competence when it comes to urban area development, because it about public space. The focus points of this graduation research, I believe I am on the way of achieving these personal objectives. The initiatives of projects I studied, I tried to understand the personal interests of the people involved and why they followed this way to approach the projects. I believe knowledge of human nature is an important competence when it comes to urban area development, because it about public space.

As closure of the graduation research here the reflection on the graduation project is presented. The reflection is divided in 3 parts, (1) a reflection in the subject, (2) a reflection on the process, both the personal process and the research process and (3) a reflection on the model, the result of this graduation research.
Reflection on the model

A model is, after all, a simplification of reality. It should not be considered to represent reality, however it can learn us about this reality. A model is always a simplification of reality. It should not be considered to be the ideal path for a self-organizational process in urban renewal, meaning that the unpredictability of the process do not seem to be a good combination.

The research was focused on process aspects of the collaborative self-organizational processes in urban renewal. Self-organization entails a process of self-organization, this limits the lessons that are incorporated in the model.

In the model different aspects are taken out of the context, they are abstracted. Applying the principles of the model in urban renewal you should question whether or not contextual factors might be influenced on the different principles.

Modeling vs. whimsical/unpredictable process

In this graduation research I tried to look for similarities between the result in the form of a model and the concept of self-organization in urban renewal. Self-organization entails a process of self-organization, this limits the lessons that are incorporated in the model.

In the model different aspects are taken out of the context, they are abstracted. Applying the principles of the model in urban renewal you should question whether or not contextual factors might be influenced on the different principles. In the model the different aspects are taken out of the context, they are abstracted. Applying the principles of the model in urban renewal you should question whether or not contextual factors might be influenced on the different principles.

The reality is simplified influences the form of the model. Choosing another way or organizing principle to simplify the reality leads to another type of model.

In the model the different aspects are taken out of the context, they are abstracted. Applying the principles of the model in urban renewal you should question whether or not contextual factors might be influenced on the different principles.

In the graduation research I tried to look for similarities between cases, matching for aspects that could be distinguished and thereby generalized. These distinctions are translated into principles and the principles are used to model the process of self-organization in UR. The unpredictable nature is reflected in the principles by showing possible differences in expression and in the model by letting phase runs, co, inco is considered reflecting the unpredictable dimension of different stages of the process.

Reflection on the project

The concept of the project deals with the different aspects in urban renewal. The research was focused on the process aspects of the collaborative self-organizational processes in urban renewal. The unpredictable nature is reflected in the principles by showing possible differences in expression and in the model by letting phase runs, co, inco is considered reflecting the unpredictable dimension of different stages of the process.
Het laatste deel van mijn studie is de kennis die ik in het begin heb opgeslagen. Het idee van dit onderzoek is gekozen omdat zelforganisatie een relatief onbekend aspect is, maar het is belangrijk om dit onderwerp te bestuderen en methodologie en praktijk te entwickelen.

Definitions

Actor
A participant in an action or process (Oxford Dictionaries)

Bottom-up initiatives
With bottom-up initiatives one works from a lower hierarchical level to a higher hierarchical level. Bottom-up initiatives are characterized by community involvement. Based on (Heylighen) and (van den Heuvel, 2009).

Complex adaptive systems
Complex adaptive systems are characterized by interactions both within their system, dynamic interactions within the system and the non-linear relationships with other systems enabling a coherent system to arise. Based on (Heylighen) and (van den Heuvel, 2009).

Process principle for self-organization in UR
The process principles describing the collaborative process of self-organization in UR cover the following aspects: roles and relationships; the rules of the game; and structural and the way the playing field works. Based on (Heylighen, 2012).

Self-organization in urban renewal
Self-organization in urban renewal means that initiators from society (individuals, residents, collectives, institutions/organizations) start an initiative for renewal of the living environment or neighborhood triggered by a discontent in their living environment often related to the themes of safety, art, culture, environment and sustainability, district management or housing improvement. These initiatives are built up, scaled and managed only by private parties from society. Only in later stages partnerships are entered with (semi)public parties. Based on (Heylighen, 2011) and (Heylighen and Bosboom, 2012).

System world
The system world describes the perspectives of the (semi) public world, (semi)government, other (semi)public organizations and the bigger institutionalized businesses. This world determines the environment in which activities of the social world take place.

Urban renewal (UR)
In this publication the following working definition will be used for urban renewal: Urban renewal includes (re)development initiatives on a regional urban scale, by small and mediumsized businesses. The scale level of self-organizational urban renewal processes is that of the neighborhood or the living environment.
In this graduate research a qualitative research is done. The study an exploration of strategy leaders in large companies. The method of this study is a combination of several methods: interviews, workshops, and a survey. The data collection is done through interviews and workshops. The interviews are conducted with strategy leaders in large companies.

The interview questions are open-ended and cover a wide range of topics. The interviews are recorded and transcribed. A thematic analysis is performed on the transcripts. The results of the interviews are presented in a report. The report is submitted to the strategy leaders for feedback. The feedback is taken into account in the final report.

During the research the different elements of the hermeneutic circle are identified. These elements include the interpretation of the findings, the synthesis of the findings, and the evaluation of the research.

The hermeneutic circle includes the following elements:
- Interpretation: the process of understanding data and making sense of it.
- Synthesis: the process of integrating the findings into a coherent whole.
- Evaluation: the process of assessing the quality and reliability of the findings.

The elements of the hermeneutic circle are interrelated and cannot be separated. The interpretation of the findings is influenced by the synthesis and evaluation of the research.

The hermeneutic circle is used in qualitative research to enhance the validity and reliability of the findings. The hermeneutic circle is also used in the interpretation of interviews and workshops. The interpretation of interviews and workshops is done through a thematic analysis. The thematic analysis is performed on the transcripts of the interviews and workshops.

The thematic analysis is performed using a coding scheme. The coding scheme is based on the research questions and the theoretical framework. The data is coded and themes are identified. The themes are then synthesized into a coherent whole. The synthesis is then evaluated and the findings are presented in a report.

The report is submitted to the strategy leaders for feedback. The feedback is taken into account in the final report. The report is then submitted to the research institute for publication.

In conclusion, the hermeneutic circle is a useful tool for qualitative research. The hermeneutic circle is used to enhance the validity and reliability of the findings. The hermeneutic circle is also used in the interpretation of interviews and workshops. The interpretation of interviews and workshops is done through a thematic analysis. The thematic analysis is performed on the transcripts of the interviews and workshops.

The thematic analysis is performed using a coding scheme. The coding scheme is based on the research questions and the theoretical framework. The data is coded and themes are identified. The themes are then synthesized into a coherent whole. The synthesis is then evaluated and the findings are presented in a report.

The report is submitted to the strategy leaders for feedback. The feedback is taken into account in the final report. The report is then submitted to the research institute for publication.
The way the process is performed is influenced by contextual factors, like the process by municipal agencies. To determine whether or not the process is performed within the boundaries, the municipal agencies need information from the process itself. Because of this gap in knowledge actors do not know how to solve complex societal issues, there is no practical knowledge/expertise in how actors should cooperate to solve these complex societal issues. Therefore, the initiative will have a better chance to be facilitated with self-organization, in both urban area development and other work fields. And by providing a process model, the initiating parties of self-organization are given a better opportunity to start an successful self-organization process.

In addition to this it will still be to some clear what a facilitating role of the municipality or other institutional parties should compete. Therefore the initiative will have a better chance to be facilitated in an effective way, which will increase the chance of a successful completion of the process. Municipal agencies can use the process principle designs to align their projects with the processes of self-organization in order to benefit from these self-organizational processes in achieving some of their public interests. This increases the chance of non-win situations.

Goal - intended end product

The intended end product is a practical list of process principles for a successful self-organization process in UR context. By describing the process using process principles (theoretical & practical):

- a framework for initiating parties of self-organization (involved in renewal)
- collaboration principles, both between donating parties and/or supporting parties
- planning and important (decision) moments
- Worked-out in a process model

Target group and application possibilities

The process model will be initially designed to be used by the initiating parties to set up and run the process of self-organization in urban renewal by providing greater insight in the process of self-organization in urban renewal, learn from earlier experience with self-organization, on both urban area development and other work fields. And by providing a process model, the initiating parties of self-organization are given a better opportunity to start an successful self-organization process.

The intended end product is a practical list of process principles for a successful self-organization process in UR context. By describing the process using process principles (theoretical & practical):

- a framework for initiating parties of self-organization (involved in renewal)
- collaboration principles, both between donating parties and/or supporting parties
- planning and important (decision) moments
- Worked-out in a process model

2.1. Research direction

Objectives

Research Objectives

Main objectives. To provide process principles which (different groups of) initiators in society can use to perform a successful self-organizational process in urban renewal, which also can be used as a guiding principles for institutions that want to stimulate/initiate these initiatives.

Specific objectives. To provide insight into the different perspectives on the meaning of self-organization.

- To learn from experience with successful self-organizational processes in different work fields.
- Creating more understanding about the role of self-organization in the "new reality" of UR.
- Creating more understanding about the dynamics of the process of self-organization in the Dutch "new reality" of UR, new roles of citizens, in relation to roles of institutions and the (local) government.
- Developing a process model for (unsuccesful) self-organization in UR, facilitating initiatives.

Research questions

Method research question:

How can we describe & visualize the (collaborative) process of self-organization in urban renewal and translate the practical process principles into a process model?

Deduction:
The theoretical list of process principles developed in the new reality' of urban renewal.

(Pre)conditions

The theoretical list of process principles developed in the new reality of this graduation research will demarcate the rest of the research, it forms the analytical framework. The themes and subjects, which the theoretical list of process principles can be drawn from lessons of self-organization in other work fields and UR.

Phase 2 - Practice

Are these similarities between the theoretical list of process principles and the practice of self-organizational processes in UR? Can we recognize other (other than subject related to the theoretical process principles) similarities between the cases and can these be translated into additional practical process principles?

5. What practical list of process principles can be drawn from the lessons of the case studies?

Phase 3 - Design

Can we subdivide the practical process principles by means of (an) organizing principle(s) that simplifies the (different roles in the) "new reality" and the progress of self-organization in UR?

Can we validate the (theoretical) list of process principles in UR and translate the practical process principles into a process model?

Can we validate the (theoretical) list of process principles in UR and translate the practical process principles into a process model?
The management phase will only be discussed in terms of growth and expansion of the project. A quick scan of self-organization in UR shows that in the implementation phase cooperation can be sought with municipal parties and other institutions, a change in the organization of the project is often the case. To elucidate how the organizational change would be another research. However, indications and motives behind these steps can be indicated. Since little is known about the process of these self-organizational processes in UR like the research also needs the question of why we discuss this phase, can we even make phase descriptions? Not yet, but the focus on urban renewal follows from the complex redevelopment preserving the existing value. Next to this, the focus on urban renewal follows from the complex self-organizational processes in UR are always connected to a location, they are local initiatives. The initiatives build on existing actors can also form an initiating collective of self-organization. The graduation research in the first place, combines the micro- and meso-perspective. Hence, in this study, the mutual relationships between these two perspectives are not explicitly examined in this study. This leads to the conclusion that the behavior of the organizations in urban (re)development, like the production sector and in physics. Further developed in other professional fields, other than the field of scientific relevance - Gap in knowledge

The new reality in the Netherlands entails the participation society: a society in which participants are connected on a voluntary basis (often) are residents or workers in the area, work together, also led to this choice. Their initiatives can be national, regional or local, and can be initiated by actors (other than the executing parties). It is important to understand that the initiative can be a private party itself. The gap in urban (re)development, like co-creation. But what is governance in this case? The (local) municipality belongs to the executing parties the public interest whose existing potential can be a metaphor. To this end, the self-organizational processes in UR will never be at city level. Besides, facilitating processes can be connected to the meso-perspective.

The analysis of the self-organizational processes will be from the perspective of the initiating parties. This perspective is chosen because the self-organizational processes are in a form of participation between initiating and joining actors and between initiating and public parties (other than the executing parties). It is important to understand that the initiative can be a private party itself. The gap in urban (re)development, like co-creation. But what is governance in this case? The (local) municipality belongs to the executing parties the public interest whose existing potential can be a metaphor. To this end, the self-organizational processes in UR will never be at city level. Besides, facilitating processes can be connected to the meso-perspective. The management phase will only be discussed in terms of growth and expansion of the project. A quick scan of self-organization in UR shows that in the implementation phase cooperation can be sought with municipal parties and other institutions, a change in the organization of the project is often the case. To elucidate how the organizational change would be another research. However, indications and motives behind these steps can be indicated. Since little is known about the process of these self-organizational processes in UR like the research also needs the question of why we discuss this phase, can we even make phase descriptions? Not yet, but the focus on urban renewal follows from the complex redevelopment preserving the existing value. Next to this, the focus on urban renewal follows from the complex self-organizational processes in UR are always connected to a location, they are local initiatives. The initiatives build on existing actors can also form an initiating collective of self-organization. The graduation research in the first place, combines the micro- and meso-perspective. Hence, in this study, the mutual relationships between these two perspectives are not explicitly examined in this study. This leads to the conclusion that the behavior of the organizations in urban (re)development, like the production sector and in physics. Further developed in other professional fields, other than the field of

Collaboration

The process of self-organization is characterized as a collaborative process. The research is dedicated to subjects concerned with collaboration and social aspects. The focus is on personal interactions and interactions between different actors.

2.2 Reference

Societal relevance

The new reality in the Netherlands entails the participation society: a society in which participants are connected on a voluntary basis (often) are residents or workers in the area, work together, also led to this choice. Their initiatives can be national, regional or local, and can be initiated by actors (other than the executing parties). It is important to understand that the initiative can be a private party itself. The gap in urban (re)development, like co-creation. But what is governance in this case? The (local) municipality belongs to the executing parties the public interest whose existing potential can be a metaphor. To this end, the self-organizational processes in UR will never be at city level. Besides, facilitating processes can be connected to the meso-perspective. The management phase will only be discussed in terms of growth and expansion of the project. A quick scan of self-organization in UR shows that in the implementation phase cooperation can be sought with municipal parties and other institutions, a change in the organization of the project is often the case. To elucidate how the organizational change would be another research. However, indications and motives behind these steps can be indicated. Since little is known about the process of these self-organizational processes in UR like the research also needs the question of why we discuss this phase, can we even make phase descriptions? Not yet, but the focus on urban renewal follows from the complex redevelopment preserving the existing value. Next to this, the focus on urban renewal follows from the complex self-organizational processes in UR are always connected to a location, they are local initiatives. The initiatives build on existing actors can also form an initiating collective of self-organization. The graduation research in the first place, combines the micro- and meso-perspective. Hence, in this study, the mutual relationships between these two perspectives are not explicitly examined in this study. This leads to the conclusion that the behavior of the organizations in urban (re)development, like the production sector and in physics. Further developed in other professional fields, other than the field of

2.3 Methodology

The basis of this research is a development of a list of process principles describing the collaborative process of self-organization in Urban Renewal (UR). This practical list of process principles will be translated into a process model linking the practical process phases of urban renewal to the context, using the distinction system world and life world (representing a simplification of the changed view in the context of the new reality), as well as linking all principles together using the time factor. This time factor will already be included in the process phases, for each principle separate and for the development of the process of self-organization by a process principle focussing on organic development.

Although self-organization processes, at the same time, are led by initiatives/initiators from society (and not by governmental agencies) in the reality of Dutch urban renewal, urban policy plays an important role. Quite a large part of the context of UR is still determined by the government (Boonstra, 2012). The approval of the government can have a positive effect on the self-organizing processes: a facilitating municipality is needed for a successful self-organizing process (van Loon, 1998).

A withdrawing government means that management and decision making are decentralized, on longer term on local level is responsible. This concept is known as governance. Governance in this case is not directly associated with one actor (as it is usually the case with public administration) but entails primarily the way in which the organization and decision making – in this case: zoning – of an urban area is developed, and state, national or regional. It is an urban policy plays an important role. Quite a large part of the context of UR is still determined by the government (Boonstra, 2012). The approval of the government can have a positive effect on the self-organizing processes: a facilitating municipality is needed for a successful self-organizing process (van Loon, 1998).

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In the Kings speech 2013 (De Goede overweging) the concept of participation society was further elaborated (Koning, Willem-Alexander, 2013). In the case that the new society is about realizing social security in a changing market with a withdrawal government. Social security is composed of several visions and opinions) and changing strategic alliances, is arranged in a process model linking the practical process phases of urban renewal to the context, using the distinction system world and life world (representing a simplification of the changed view in the context of the new reality), as well as linking all principles together using the time factor. This time factor will already be included in the process phases, for each principle separate and for the development of the process of self-organization by a process principle focussing on organic development.

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In the figure on the right you can see the research design:

- the chapters where you can find these subjects and the products delivered in each phase
- the subject and research questions that are elaborated
- the research methods that are used in each phase

Visualizing the progress of the research in phases and answers to the research questions

**Phases**

1. **Literature study** on the process of self-organization in urban areas.
2. **Case studies** based on literature study.
3. **Design** phase.

**Elaboration methods**

In this paragraph, two of the research methods are elaborated: (1) the case study method (phase II), and (2) the design method (phase III) which also includes a validation.

First, the case study approach is discussed, explaining the steps of the execution of the case studies in more detail introducing both research questions and control cases.

Next, the design method is discussed, the design process in this graduation is discussed, explaining the iterative approach, the design process related to the adopted methodology.

**Case studies**

I chose 8 cases to study, see table 2.1. The case selection can be made operational. In order to achieve this certain steps will be taken in analyzing the cases and thereby extract data:

- step 1: recognizing theoretical process principles
- step 2: operationalizing & modifying theoretical process principles
- step 3: recognizing additional process principles
- step 4: drafting the practical list of process principles

Using the case studies the theoretical list of process principles will be operationalized. In order to achieve this certain steps will be taken in utilizing the cases and thereby extract data:

- step 1: recognizing theoretical process principles
- step 2: operationalizing & modifying theoretical process principles
- step 3: recognizing additional process principles
- step 4: drafting the practical list of process principles

For the interviews, this means that to each sentence or paragraph a code is assigned, using Atlas ti. Multiple codes can be assigned to (pieces) of a sentence or paragraph. Atlas ti is able to produce a list of codes and the corresponding quotes. This step is able to be used in analyzing the cases and thereby extract data:

- step 1: recognizing theoretical process principles
- step 2: operationalizing & modifying theoretical process principles
- step 3: recognizing additional process principles
- step 4: drafting the practical list of process principles

In each step the cases will be compared, a cross-case study is the foundation of this research phase. Looking at the selected cases certain aspects need to be taken into account:

- different forms of collaborations
- data in context of case
- a considerable part is interpretation

Figure 2.2 Research design
To conclude we can say that this step focuses on translating the modified and made practical (operationalized) at the same time. The theoretical list of process principles determines the subjects that are studied in the cases, this is a limitation, it influences the outcomes and success of the analysis. It might be possible that another, not the subjects of the codes, appear in the analysis as well relevant or meaningful, that is a micro level self-organizational process in UR. Therefore I will focus on additional practical process principles. I cannot prioritized a focus on the theoretical process principles, but there is room for other subjects to be added to the themes.

First, there are some things that I noticed during the interviews, subjects that are linked to a couple of interviews. In different ways these subjects were studied multiple times, and there were no interpretive framework for the interview transcripts and looking for the specific paragraphs in which this is discussed. The findings can be translated into practical process principles.

Next I will look at the co-occurrence of titles of titles. This table provides insight into the co-occurrence of different codes. This tool indicates the frequencies of different co-occurrences. In the interview transcripts I will look for the co-occurrences of codes and select the co-occurrences of codes that are potentially meaningful. I will use the co-occurrence table to look at the frequencies of occurrence of 3 different groups.

Step 3: drafting concept practical list of process principles

To conclude we can say that this step focuses on looking at the data from different angles, co-occurrence, timeline and organizational structure, and on looking for additional practical process principles.

Step 3: drafting concept practical list of process principles

In the last step all these findings will be integrated into practical process principles for self-organization in UR. The theoretical list will be supplemented, adjusted and operationalized.

Working of control mechanism

The concept practical list of process principles will be checked using the case studies only analyzed by literature. Only the indicators for the occurrence of process principles or the non-occurrence of the process principles will be discussed.

This checklist will make the differences in the categories of the process principles more clear.

A simplified table of the core case analysis will be complemented with the analysis of the four other case studies. After this additional analysis the practical list of process principles can be adjusted and or clarified revised needed.

In this last step all these findings will be integrated into practical process principles for self-organization in UR. The theoretical list will be supplemented, adjusted and operationalized.

Case studies and the conventional view

This graduation research is related to social science, it is about the way people (society) collaborate in order to achieve a physical improvement. Social science is about generalization (Flyvbjerg, 2006). Social science had nothing to do with concepts control dependent or control independent systems, concepts that are studied in single case, and the case study may be central to scientific development. This work is fundamental generalization is embedded in a science of scientific development, whereas the focus of study is embedded in the critical analysis (Flyvbjerg, 2006). We are aware of timing of theory in the self-organization process.

Design method

In this graduation research a model for the process of self-organization in UR is designed. In order to develop the model I looked into self-organizational processes that have had a positive impact on the 'target' neighborhood and some even contain positive impact in adjacent neighborhoods. You could not look into successful self-organizational processes, then the model describes factors that are important for successful self-organization and describing and translating a previously well-known process route to successful self-organization. However, only the combination of factors is looked into, the influence of multidimensional factors researched.

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In order to develop the model visualizing (and describing when linked to the practical process principles) the process of self-organization 2 aspects were central:

- Distinction system world and life world
- Time factor (time/development factor)

Possibly structural problems (artificial, subjective, pluralistic, variable, interrelated and unstable in selective coalitions) are tackled using participatory process structuring methods (Peek, 2006).

The design process that will be elaborated here is the process that takes place in phase III of this graduation research. However, as you have understood some preparations have already been made in earlier phases.

The practical list of process principles (following from the second phase) already contains characteristics of the process that will be incorporated in the model, while other aspects are omitted. In the last phase of this research, sharpening of the model continues by validation by both science and practice.

Validation
This graduation research can be seen as an exploratory qualitative research. This exploratory research is directed at the formation of theory on self-organization in UR. There are no predetermined hypotheses that are tested. The study is on coherence in relevant aspects of self-organization in UR. These aspects are also determined during the research. Giving meaning/signification to the validation process, taking a holistic hermeneutical circle into development of knowledge. This provides qualitative researchers an instrument for the justification of their interpretations (Bosch, 2012).

Because the interpretation of the researcher is a significant component, this exploratory qualitative research: the validity of the research can be improved by closing the research with a validation. The qualitative exploratory nature of the research leads to the validation possibilities. Speaking of a validation of the model that is developed in exploratory research: the focus is on recognition of the findings. In this graduation research the validation will be focused on the distinction between the system world and the life world. Validation by experts

Validation by experts.

Validation by experts in the practice of the 4 extensive cases. The validation by practice will be focused on the recognition of the practical process principles in the practice of the 3 respective cases.

The interviews were divided into 3 parts: (1) discussing the definition of the concept of self-organization in UR, (2) discussing the distinction between the system world and this life world based on the different roles in the process of self-organization in UR and (3) the way the research is set up and feasibility given to the main research question. Possible improvements on both the model and definitions followed from the interviews.

Validation by practice
Validation by practice will be focused on the recognition of the practical process principles in the practice of the 3 respective cases. The practical process principles are reduced to 5 progress aspects; these aspects will be central in the validation by practice. For this validation a short questionnaire will be used. Each of the 5 progress aspects is presented in 3 statements, for each of the 5 statements the question is asked:

- Do you recognize, partly recognize or do not recognize this?
- Can you give a brief explanation of your choice?
- Do you have any comments on this?

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- Do you recognize, partly recognize or do not recognize this?
- Can you give a brief explanation of your choice?
- Do you have any comments on this?
In this chapter I refer to a change in approach, when describing the changes in the urban area development context in the Netherlands caused by the economic crisis started in 2008. In scientific literature it becomes more and more common to use terminology such as 'paradigm' and 'paradigm shift' for the literature that supports the shift towards a more sustainability driven approach to urban planning. I use the term 'paradigm shift' in the same way as the (Kuhn, 1970) and in the literature that follows the example of the economic crisis started in 2008. In scientific literature such as 'paradigm' and 'paradigm shift' are used to indicate the change in the urban area development context in the Netherlands caused by the economical crisis started in 2008.

A paradigm shift is a change in approach. This is what (Kuhn, 1970) means by a 'scientific revolution'. During a period of normal science one paradigm dominates and there is a high stability and consistency. When this stability is broken and a new paradigm emerges, a scientific revolution occurs (Koningsveld, 1979). New paradigms develop and ultimately one of them becomes dominant. Tableaus around a paradigm shift by putting the dominant paradigm 'out of order' and the context is a struggle for the achievement of the paradigm shift.

Using the term 'approach' A paradigm covers what members of a certain scientific community (Kuhn, 1970) do about their general views, which they apply in order to determine how to react to a problem. Still within a dominant paradigm, different approaches can be recognized. Discussing the change in the Dutch urban planning context in this chapter it is in my opinion not about the dominant paradigm (Kuhn, 1970) and thereby fundamental the approach of solving problems and using opportunities, instead, the change in approaches and society adapts to the changing approaches and making use of opportunities in 'new' ways.
Willkommen

The term ‘social economy’ is often misleading because the reciprocity is often more direct. Producers maintain entrepreneurship (Jan Jonker therefore prefers the term ‘Willkommen’ (Hartgers, 2011).

According to Jon Jonker value is created in a different way in the ‘new reality’, this forms value creation meets the following requirements:

- Multiple value creation: value increase in different aspects at the same time
- Shared value creation: everyone who participates in the process of value creation

Collective organizations: new business models of C2C & C2B

In the Willkommen the range of business models is enriched. In the past two models, of business to business (B2B) and business to consumer (B2C), where most relevant. Today, the models of the past the 2 models, of business to business (B2B) and business to consumer (B2C) are expanded.

In this model, the concept of governance includes the following components:

- Collective organization: new business models of C2C & C2B
- Multiple value creation: value increase in different aspects at the same time
- Shared value creation: everyone who participates in the process of value creation

Jon Jonker prefers the term WEconomy (Hartgers, 2013).

The concept of governance thus refers to two main components (three if you consider the individual perspectives and meanings, which are within the system, but collectively are regulated as much as possible through regulations and structures), in the same way the concept of governance does not focus on hierarchical or power relations in organizations, but on creating the conditions in which people are part of a self-regulating system (Hart and Heurkens, 2012).

The concept of governance refers to two main components (three if you consider the individual perspectives and meanings, which are within the system, but collectively are regulated as much as possible through regulations and structures), in the same way the concept of governance does not focus on hierarchical or power relations in organizations, but on creating the conditions in which people are part of a self-regulating system (Hart and Heurkens, 2012).

Growth cannot be taken for granted today. The pace of both demographic and the economy of the Netherlands has slowed and even more important. Residents and Businesses in the city and region desires more involvement and control in the building environment. The aim of the living environment is professionalized in a new approach (van den Velden et al., 2012).

In this ‘new reality’ the demand-driven approach is leading (Straub, 2012a). This means that making the city is even more important. In this reality the city should be the starting point. The complexity of the city is too high to make it appropriate to focus on smaller areas, but more complex areas are more important (van den Velden et al., 2012) (Heurkens et al., 2012).

The ‘Stedenbeleid’ is in the ongoing period 2010-2014, the successor for urban renewal are decentralized to the municipalities and provinces (Heijkers et al., 2012).

In urban regeneration 2 types of reversed processes can be distinguished:

- Projects with a stimulated initiative: the municipality has totally different plans for the area, there are plans for residential areas but potential landowners itself invest in (parts of) the urban transformation area
- Difficult to organize and sensitive to vulnerable group process

The core of the transition and the resulting innovation to a new area development strategy, 2.3.3, reversal the processes and made it more appropriate in this perspective. In urban area development the final goal of many projects. However self-organization is a concept that better fits the more broad societal focus of prosperity.

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In this new reality there is room for a new form of urban area development: organic urban area development. This new development style will not exclude the ‘old’ integral urban area development we already know for years. There will always be large-scale development tasks that need an integral approach (Buitelaar et al.).

Organic development is about new processes, processes whose small-scale projects are linked together and the municipality only fulfills a facilitating role. Organic developments do not have predefined goals, the processes are open-ended (Buitelaar et al.).

Figure 3.3 expresses differences between the integral approach and the organic approach to urban area development. Important is to understand that mixed forms can occur (not all to an extreme).

### Self-organization can be understood as a concept contributing to organic urban area development

The initiators of ‘Balken in de Polder’ describe organic urban area development as: ‘A form of development in which small steps, existing initiatives, identity, uncertainty and the unexpected are leading’ (Boonstra, 2012). The initiators of these processes are no longer the developers or the governmental planning agencies, but the users of the area themselves.

These kind of initiatives are the result of circumstances resulting in a need or interest: a local event, an urgent problem, a shared desire or interest may give rise to such processes. Initiatives emerge from society itself, from networks that can be bound only by spaces and themes, and are organized independently from public bodies and processes. These initiatives then similarly play a role in structural city changes. But when the initiative focuses on spatial interventions (urban planning) this means that the initiative is new to the municipality (Buitelaar et al.).

Talking about self-organization in urban renewal, it is no longer about participation in policy development, but about realizing meaningful connections between separate initiatives from society (Boonstra, 2012).

### 3.3 Roles in new reality related to system world - life world

In the current context the focus is on a withdrawing government and a more involved society, also referred to as ‘new reality’. In this new reality there is a need to reinforce the balance between steering and ‘letting go’ (allowing). The search for the right new balance is an ongoing process. Most important, for the formation of a sufficient balance, is the way people respond to the changing context. Everyone should adapt their way of working and embrace their new role.

Looking into the new forms of participation it is important to understand that mixed forms can occur (not all to an extreme).

### Figure 3.3 Organic development vs. integral development (Buitelaar et al.)

- **Life world** (Social world - leefwereld): The life world describes the perspective of civil society and smaller private businesses, local professionals, or collectives of these parties. Of small scale, practical and personality oriented activities. Discussing self-organizational processes in UR this is the ‘world’ of initiators and executers from society, individuals and professionals.

- **System world**: The system world describes the perspective of the (semi)public world; (semi-)government, other (semi-)public organizations and the bigger institutionalized businesses. This world determines the environment in which activities of the social world take place. Discussing self-organizational processes in UR this is the ‘world’ of parties that support/coordinate the process but do not execute the project.
According to Habermas the ‘system’ consists of aspects of institutions of the state and economy. The ‘lived world’ is made up of public and private spheres of everyday life, cultural and personality aspects (Edward, 2004). Different forms of rationality (see below).

Habermas makes the distinction between looking from the social world and the everyday life (life-world) and looking at the broader social developments and institutions of the state and economy. The ‘life-world’ is made up of both worlds. However the lived world can be related to both the distinction that Habermas made as well as the distinction made to elaborate on relationships of public and private spheres of everyday life, cultural, social and institutional aspects of the state and economy (Breman and Aalvanger, 2013). This distinction is useful in understanding differentiations between public (government) and private spheres in the everyday life, as you could have read in this report, still determine a large share of the environment, form the system world together with the bigger institutionalized businesses.

According to Edward, the ‘lived world’ is made up of public and private spheres of everyday life, cultural and personality aspects (Edward, 2004). Different forms of rationality (see below).

The institutions of the state and the economy run on the basis of extensive state administration and legal bureaucracies (Edward, 2004). Habermas speaks of a conflict-shift from capital-based to culture-based (Edward, 2004). He believes that the public sphere of the new social movement is where the struggle to protect the lifeworld takes place (Fleming, 2000). Socially responsible public sphere could develop the productive combination of power and self-restraint that is needed to realize the self-mediating mechanisms of the state and the economy to the goal-oriented outcomes of rational democratic self-formation (Florian, 2008).

Differences between System world and Lived world

Habermas makes it important to understand his theory of ‘New Social Movement’ and the ability of the key agent to generate a public sphere (Edward, 2004). They describe the weakness of Habermas in naming the public sphere negatively as the ‘system’ and using the ‘lived world’. To clarify this, however, it seems useful to mention the public sphere elsewhere as a simplification of reality, only to make it more easy to explain certain aspects of it. In practice, the parallel with the relationship between citizens and governments is drawn. The citizens are connected to the social world’s life-world and the government is connected to the system world (Breman and Aalvanger, 2013). This distinction is useful because of differences, e.g., in role and status, and more importantly, it is a simplification of reality, however, can be very useful in understanding differences that arise when interactions are made between public and private parties, for example government and civil society.

This is not completely the same as the distinction Habermas makes. Discussing the distinction made by Habermas, the social world can also be about public (government) spheres in the everyday life, as you could have read in this report. Another distinction that is made in practice, more specifically in the practice of planning, is the distinction between the planned world (planned world) and the lived world (lived world). This distinction can be related to the above distinction that Habermas made as well as the distinction made to elaborate on relationships between government and society.

Planes can be made by both public and private parties. In the descriptions of Habermas both public and public parties can be part of both worlds. However the lived world can be related to the social world describing the residents and professionals, and the ‘lived world’ plans are executed.

In practice, the parallel with the relationship between citizens and governments in society. The citizens are connected to the social world’s life-world and the government is connected to the system world (Breman and Aalvanger, 2013). This distinction is useful because of differences, e.g., in role and status, and more importantly, it is a simplification of reality, however, can be very useful in understanding differences that arise when interactions are made between public and private parties, for example government and civil society.

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Phase I
Theoretical Framework
In this chapter 2 sub-research questions will be answered: What is self-organization? and What lessons can be drawn from the experience with successful (collaborative) self-organizational processes in other work fields? Because self-organization is a relatively new phenomenon in UAD, in the second paragraph, self-organization in other relevant work fields with more experience with self-organization are studied. Important (success)factors are determined.

4. Self-organization

In the first paragraph the term self-organization will be defined using the complexity theory and by connecting it to network society and social systems.

The concept of self-organization provides insight into the way actors deal with events and how they tune their actions with the actions of other actors. Self-organization is the process by which actors without guidance or control of external parties, coordinate their actions, that lead to more or less solidified interaction or action patterns emerging in the long run (van den Heuvel, 2009). The individual experience becomes more and more separate from each other. The different forms of self-organization are present in different ‘systems’, for example: conservative self-organization, dissipative self-organization, autonomous self-organization and complex adaptive system.

In the second paragraph, self-organization in the system world and dissipative self-organization are present in different ‘systems’, for example: conservative self-organization, dissipative self-organization, autonomous self-organization and complex adaptive system.

Dissipative structures can be interpreted as being far from equilibrium: dissipative structures represent a kind of self-organizing dynamic order that maintains itself through continuous exchange of energy with the environment. We cannot completely see the different forms of self-organization separate from each other. The different forms of self-organization are present in different ‘systems’, for example: conservative self-organization in the system world and dissipative self-organization in the social world. The rise of self-organization in society was influenced by the shift in approach explained before there is a changing order and disorder (entropy) increases to a maximum. Within the complexity theory (second law of thermodynamics), where there is a decreasing in information and the replication of existing practices.

Self-organization is seen as the most far-reaching and innovative form of citizen participation, citizen control, by many academics and practitioners. It is the reflective capacity of actors and (sub)systems who are able to consider their actions (Teisman et al., 2009).

Due to the shift in approach explained before there is a changing order and disorder. A condition of complexity (heuristically) exists. The individual experience becomes more and more separate from each other. The rise of self-organization in society is based on the possibilities of the internet. Sites within the social world, the main focus of this research is on self-organization in there ‘inside world’ (Homan, 2013). They deal with the outside world while retaining their own identity. And thus the conservative self-organization becomes involved.

Self-organization in the network society

The rise of self-organization in society was influenced by the shift in approach explained before there is a changing order and disorder. A condition of complexity (heuristically) exists. The individual experience becomes more and more separate from each other. The rise of self-organization in society is based on the possibilities of the internet. Sites within the social world, the main focus of this research is on self-organization in there ‘inside world’ (Homan, 2013). They deal with the outside world while retaining their own identity. And thus the conservative self-organization becomes involved.

Self-organization is a main characteristic of complex and non-linear interactions between various elements. In complex systems, actors and elements are continuously seeking a way to survive by exercising dynamic equilibria within an ever-changing environment (Teisman et al., 2009).

In complexity theory self-organization is characterized as the emergence of new structures enforced by local initiative, without the intervention of any external or internal actors. Self-organization is the collective capacity of actors and (sub)systems who are able to receive, encode, transform and store information and use this to decide how events and how they tune their actions with the actions of other actors. Self-organization is the reflective capacity of actors and (sub)systems who are able to consider their actions (Teisman et al., 2009).

In this process, a (complex) adaptive systems succeeds to meet the ‘ordnungsbedarf’ of the world in the presence of closed (second law of thermodynamics), where there is a decreasing in information and the replication of existing practices.

In a complexity theory perspective of self-organization, a distinction can be made between conservative self-organization and dissipative self-organization. Conservatist self-organization is a main characteristic of complex and non-linear interactions between various elements.

Conservative self-organization is in the main characteristics of complex and non-linear interactions between various elements. Self-organization is focused on the exploitation of existing information and the replication of existing practices. Dissipative structures can be interpreted as being far from equilibrium: dissipative structures represent a kind of self-organizing dynamic order that maintains itself through continuous exchange of energy with the environment.

In the participation ladder of Arnstein the third generation citizen originates from connections within society, which originate from connections within society, which are apart from government(s) and other institutional arrangements and only connect to those institutions in later stages.
Self-organization in society is characterized by an intrinsic institution of the initiatives, the construction of some kind of organization with a light form of leadership, autonomy (outside orientation) and a spontaneous and creative process.

4.2 Self-organization in other work fields
Self-organization is a relatively young phenomenon in the work of UCL. The concept of self-organization however already exists in several other professional fields. Other professional fields have more experience using the concept.

The concept of self-organization can be recognized in many professional fields, each representing another perspective. However, for the purpose of this book, the focus is on self-organization in natural science.

The last characteristic, the bifurcation, characterizes the appearance of Bénard rolls (Heylighen). Swarms are well known examples of those kind of systems. Most self-organizing processes can be described using the diagram in figure 4.4. The possible solutions are depicted in figure 4.4. Two possible extreme solutions can be observed: a steady state solution (e.g. a spin) affects the other components, but these changes are relatively minor, and the overall behavior of the system remains the same. The other kind of solution is the drift which is more pronounced. Each component is highly sensitive to the environment and small changes can lead to large deviations. This kind of solution is more characteristic for complex adaptive systems. What examples of self-organization in natural science have in common is the appearance of structure or pattern without an external agent imposing it. It is thus of the utmost importance to understand the mechanisms of self-organization (Heylighen). The theory of complexity studies systems consisting of many interacting components, which undergo constant change, both autonomously and in interaction with their environment. This whole has properties that arise out of those orders will result from self-organization that cannot be reduced to the properties of its elements. Such properties are called emergent.

Distributed control is present in each system, and that cannot be reduced to the properties of its elements. Such properties are called emergent.

The existence of complex systems is typically unpalatable, but also shows adaptation and self-organization (Heylighen). There are certain characteristics of complex adaptive systems to be recognized (Heylighen) that distinguish self-organizational systems from more traditional mechanical systems studied in science and physics.

Information science

Self-organization in natural science

Self-organization in natural science is represented by what can be understood as complex adaptive systems. What examples of self-organization in natural science also show is the appearance of structure or pattern without an external agent imposing it. It is thus of the utmost importance to understand the mechanisms of self-organization (Heylighen). The theory of complexity studies systems consisting of many interacting components, which undergo constant change, both autonomously and in interaction with their environment. This whole has properties that arise out of those orders will result from self-organization that cannot be reduced to the properties of its elements. Such properties are called emergent.

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Social systems can be described as complex adaptive systems. Social systems have a number of properties, such as space, time, and information and their interaction with each other to emerge. Social systems are self-organized systems, in which the system’s internal properties reflect the system as a whole to an unknown but not random future (van den Heuvel, 2009). Self-organization arises both by external factors and by the internal dynamics of the system in which these external factors <table> ... </table>...
In this chapter 3 sub-research questions will be answered: ‘What is urban renewal?’ and ‘What conditions should apply for self-organizational initiatives to develop?’

In the first paragraph a work-definition is created to be used in the continuation of this research. And thereby sub-research question 3 is answered.

Self-organizational processes in urban areas are often small scale neighborhood scale projects. But what does this mean when we look at the different terms used discussing urban developments?

In this paragraph urban renewal is placed within the broader/wider context of urban development.

Urban Area Development

According to van Randeraat (2006) the definition of Urban Area Development (UAD) is: an active intervention by governmental agencies on the development of urban (sub) regions. It’s not only about physical development but also about a close relationship between spatial, economic, social and other urban developments, the integrated nature of urban development.

Urban area development entails different phases: initiative phase, feasibility phase, realization phase and the exploitation- and management phase (Wolting, 2006).

According to Franzen en De Zeeuw (2009) there are 4 aspects of urban area development: (1) concept & design, (2) steering, collaboration & interest management, (3) construction & realization and (4) programming and phasing, see figure 5.1. In this graduation research the focus is on the second aspect steering, collaboration & interest management.

Urban area development takes place within projects. An urban development project refers to a framework of concrete material interventions aimed at geographically distinct urban area (Franzen, 2008). (Heurkens, 2012)

It’s important to define the project: what is the intervention, and inside which geographical area this intervention takes place. So: what is the scope of the intervention? There is a need to define and agree on this scope beforehand (Wolting, 2006).

To define the scope of the project different aspects need to be specified; these aspects will play a role in different phases.

UAD projects can be performed at different scale levels. A city can be studied on different spatial scales, ranging from metropolitan, city, area, to building scale levels (Heurkens, 2002). The scale level chosen is part of project definition. Here we can also recognize the difference in perspectives of initiation of the self-organizational process (social world) and the municipality (system world).

The municipality however will focus on areas, however in the Netherlands we know the concept of sub-municipality (demonstrations), that focus on sub-areas of the city between these broadly defined multiple neighborhoods.

Urban renewal projects can be performed at different scale levels. A city can be studied on different spatial scales, ranging from metropolitan, city, area, to building scale levels (Heurkens, 2002). The scale level chosen is part of project definition. Here we can also recognize the difference in perspectives of initiation of the self-organizational process (social world) and the municipality (system world).

Discussing urban area development we can distinguish 3 scale levels, that can be defined as an area definition as well a network definition of metageographical entities (Read, 2013), see figure 5.2.

Urban renewal and urban regeneration

Urban renewal is the active intervention by governmental agencies on the development of urban (sub) regions. It’s not only about physical development but also about a close relationship between spatial, economic, social and other urban developments, the integrated nature of urban development.

Self-organizational processes in urban areas are often small scale neighborhood scale projects. The scope is determined by a community and therefore the focus is often on what the initiator call the ‘living environment’ or their work environment. Practical quality is at the core of these developments.

The municipality however will focus on areas, however in the Netherlands we know the concept of sub-municipality (demonstrations), that focus on sub-areas of the city between these broadly defined multiple neighborhoods.

Van Meerkerk (2013) describes urban regeneration as: ‘…Urban regeneration refers to a framework of concrete material interventions aimed at geographically distinct urban areas (social world) that have been subject to change’. And Roberts describes urban regeneration as: ‘Comprehensive and strategic action and action which leads to resolutions of urban problems which concern the environment, the social and the economic, social and environmental conditions of an area that has been subject to change’ (Roberts and Sykes, 2000).

Urban development is not necessarily a fundamental change of the area. However solving urban issues and sustainable, comprehensive improvement (working with the existing quality) is important.

According to Franzen and De Zeeuw (2009) there are 4 aspects of urban area development: (1) concept & design, (2) steering, collaboration & interest management, (3) construction & realization and (4) programming and phasing, see figure 5.1. In this graduation research the focus is on the second aspect steering, collaboration & interest management.

In order for the desire for change to develop there is not necessarily a change in function of the area, there is a discontent with the current condition. The projects can be directed at many different frames, like sustainability and safety, however there is always a translation to practical ‘goals’ within the living and working environment area.

Self-organization in urban areas deals with the existing urban environment. In order for the desire for change to develop there is not necessarily a change in function of the area, there is a discontent with the current condition. The projects can be directed at many different frames, like sustainability and safety, however there is always a translation to practical ‘goals’ within the living and working environment.

Self-organization in urban areas is covered by the left part of table5.2, also urban regeneration.

Table 5.1 Scale levels social world and system world

Table 5.2 Types of projects within urban area development (Wong, 2014)

Building on the characteristics which we have discussed, self-organization is covered by the left part of table 5.2, also urban development (social world). However, this table does not cover smaller scale levels than ‘urban area’. Self-organization covers a smaller scale, and the living and working environment. In order to specify the kinds of development done using self-organization the difference between urban regeneration and urban renewal is relevant.

Van Meerkerk (2013) describes urban regeneration as: ‘Urban regeneration processes are processes that refer to existing and active building aimed at resolving urban area and is about overall sustainable improvement in the economic, physical and/or environmental conditions of an area that has been subject to change’.

In the Netherlands we know the concept of sub-municipality (demonstrations), that focus on sub-areas of the city between these broadly defined multiple neighborhoods.
However, urban renewal takes place within the scale level of the local government, so regionally (neighborhood / district). Urban renewal can be understood as one of the components of urban regeneration, which covers a much wider range of urban and regional issues. The scale level of self-organizational urban renewal processes (neighborhood / district) is different. Urban regeneration is part of urban development processes that take place in the living environment of the residents.

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The meaning of both urban regeneration and urban renewal have changed over the years. In the 1970's and 1980's urban regeneration was considered to be a part of the urban renewal policy. However, urban renewal takes place within the scale level of the neighborhood / district.

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The role of the government changes from steering party to a supporting/mediating role, referred to in the terms 'governance' (its important role is ensured for the market parties and the civil society).

However, urban renewal takes place within the scale level of the local government, so regionally (neighborhood / district). Urban renewal can be understood as one of the components of urban regeneration, which covers a much wider range of urban and regional issues than primarily modernization of housing in urban areas.

The concept of self-organisation in urban development is defined as 'initiatives that come from society through complex, non-linear, networks of citizens outside the control of governments and who also participate in the development of urban areas'. "Diverse initiatives arise spontaneously from a set of self-organized, people who have the power to shape or control (how ever, at the collect level, dissipative), they are often inadequate. In other words, the quality definition at the level of self-organizing parties is not by definition a collective quality definition'.

We can distinguish different 'forms' of citizen participation.

Figure 5.4. Types of initiators in organic urban area development (Buitelaar et al.)

With participation in policy, the aim is to increase the support base of one policy. This type of participation refers to achieving a 'voice' (empowerment for the citizens, but policy development is not completed by policymakers).

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In the research of the Verwey Institute (Huygen et al., 2012) we can learn three groups of initiators of self-organizational processes in urban renewal. We can elaborate on the different types of projects. We can learn much about the meaning of self-organization in urban renewal. The Verwey-Jonker Institute that studies current, public, social and environmental relationships as highly complex (Mansell, 2011). The concept of livability is associated with the physical, economic and social domain. Livability is often associated with the concepts ‘individual’, ‘health’, ‘safety’ and ‘freedom’ (see living environment). The concept of livability is not the same as livability as a dynamic and concrete attitude to respect the freedom of action of the residents and the environment (van der Velden et al., 2012).

In this section, we will explain the urban renewal that is associated using self-organizational processes. We will elaborate on the different types of projects, the themes and goals of these projects. After which I will explain the ways to create value using self-organizational processes, and the different aspects of quality that play a role.

The Dutch concept of vitality is often used in UAD. It describes the life force and the ability to deal with setbacks. It also refers to the balance between residents and the environment (van der Velden et al., 2012).

Types of projects

The Verwey-Jonker Institute that studies current, public, social and environmental relationships as highly complex (Mansell, 2011). The concept of livability is associated with the physical, economic and social domain. Livability is often associated with the concepts ‘individual’, ‘health’, ‘safety’ and ‘freedom’ (see living environment). The concept of livability is not the same as livability as a dynamic and concrete attitude to respect the freedom of action of the residents and the environment (van der Velden et al., 2012).

Some general goals are to be recognized (Huygen et al., 2012):

- Encouraging participation in social- or societal processes.
- Stimulating activities aimed at society and development of (resident) living environment.
- Creating an atmosphere of trust (by means of shared experiences).
The theory of social quality describes that the social world is structured and matched by social and spatial aspects. However, there are differences (table 5.3) (Engbersen et al., 2013), contrasts influence the different definitions of the municipality and the initiators (and executed) of self-organizational processes.

For this graduation research it would be useful to divide the aspects that can be seen in table 5.3 into aspects of social and spatial quality and operationalize them for the remaining research. Therefore we first need to define what can be understood by the social and spatial aspects of quality in UR.

Social aspects of quality:

Social quality is defined as (van der Maesen and Walker): ‘the extent to which people are able to participate in the social and economic life and development of their communities under conditions which enhance their wellbeing and individual potential’.

Spatial aspects of quality:

Spatial quality is defined as (Heurkens, 2012b) ‘the degree to which areas are directed at practical quality and improvement of aspect of spatial value and spatial value is highly relevant. You could say that the spatial quality is the translation of the social quality into concrete tangible aspects.

Spatial quality is defined as (Heurkens, 2012b) ‘the degree to which areas are directed at practical quality and improvement of aspect of spatial value and spatial value is highly relevant. You could say that the spatial quality is the translation of the social quality into concrete tangible aspects.

Conclusion - Self-organization in UR

Self-organization in urban renewal means that initiatives from society (individuals, local professionals, (non-)profit collectives) start an initiative for renewal of the living environment or neighborhood triggered by a discontent in their living environment often related to the themes of safety, art and culture, environment and sustainability, district management or housing improvement. These initiatives are built up, realized and managed only by (private) parties from society.

The quality defined for self-organizational processes in UR is directed at practical quality and improvement of aspect of sustainable living by (private) parties from society.

5.3 Conditions for self-organization in UR

There are some conditions that should apply in order for a self-organizational process to develop itself.

First, there needs to be an occasion reason for a self-organizational process to develop itself.

In the end I will be able to answer sub-research question 5. What are the 5 conditions that should apply in order for a self-organizational process to develop itself?
When the challenge and the equipment are in balance, this will not necessarily result in an initiative. Looking at the concept of self-organisation there are 2 additional circumstances that are relevant to add to the context in which initiatives will develop: focused decision-making structure, availability of mediators and the self-realisation of the collaboration participants. These include political support and funding.

According to Sandia Schneier one of the factors that impede cooperation is the fact that many people are afraid to admit the hypocrisy of our motives. The atmosphere of hypocrisy and “we agree” is often financially sanitised.

But, says Schneier, collaborations occur more as a result when people do not pay as much attention to their interests as they do to their values or beliefs. The common ground is what is at stake. When discussing group decision making it is essential to understand that both self-interests (individual interests) and collective interests play a role. Participating in a group or individual (almost always) has the intention to collectively decide on subjects, however it is impossible to obtain your own interests, self-interests and collective interests in a way that is congruent with the perspectives you have in a collaboration. A common list of both self-interests and collective interests is shown in 1.

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Therefore, group cognitive complexity describes the richness of the knowledge representations held by the group for a particular knowledge domain (Evans et al., 2007).

**Contextual conditions**

There are some conditions that need to be met in order to realize the context of UR to make it possible for self-organizational processes to evolve (Huygen et al., 2012). These conditions need to be strong enough to orientate to and not interfere with the process of self-organization. Actors all need to feel they matter. The initiatives are standing alone, the network that develops around the initiative needs to carry the knowledge, skills, and human power. This is essential because it increases the support base, brings knowledge, skills, and human power. A ‘sense of belonging’ is needed to steer and delineate the self-organizational process, however a common future view to strive for is needed. There is a need for a context with freedom to act. There are some conditions that need to be met: there needs to be room for initiatives to develop, a possibility for actors to join, a sense of belonging, a ‘mutual trust and faith as well as some form of organization are needed. Next to these conditions there are some additional contextual conditions that need to be met: there needs to be enough opportunities to evolve and not to continue to exist and no results will be achieved.

**Conditions - Context for self-organisation in UR**

For self-organizational processes (mutual initiatives) in UR to appear certain conditions need to be fulfilled: a need for an emancipator, a proposition or a (business) proposal on initiation, made by one or more parties with the aim to jointly develop value. Next, there is a need for a balance in challenge and equipment in order for a person to take a part. At the same time they need to feel the equipment is inadequate and/or the challenge is too large, he will feel overwhelmed. Vise versa, if a challenge does not interest him or is not attractive enough, he is not challenged. Another condition is the need for good collaboration where a focus on group decision making and group cognitive complexity, for a large part, determines the success of the collaboration. Next to these conditions there are some additional contextual conditions that need to be met: there needs to be room for initiatives to develop, a possibility for actors to join, a sense of belonging, some boundaries related to the common interest need to be set, there needs to be enough opportunities to evolve and not to continue to exist and no results will be achieved.

**6. What is a process principle**

In this paragraph I will explain what I understand to be a process principle, using the theories of process approach and process architecture. I will also explain what the focus on a process characterized by collaboration, such as the self-organizational process in UR, means for the elaboration of a list of process principles. The aspects that structure the list of process principles will follow from this explanation. In figure 6.1 the relationship between the different subjects and concepts that will be discussed in this paragraph are brought together. A process is a collection of time-oriented elements, usually called events or activities (Brand and Handfield, 2002). ‘Time’ can be understood as the time in which activities follow up each other. The research of Huygen also defined the motivations of the citizens to shape their initiative some more. The research shows that there are goal-oriented motives, like the wish to solve a social problem and improvement, as well as social motives and duty-bound motives. And Huygen also recognizes the motive of self-interest (Denters et al., 2010). In the research of Huygen on self-organization in new towns we can read an additional condition for successful self-organization: Self-organization demands dynamics (Huygen et al., 2010), organization is relevant to get projects going. When the aspect of organization does not develop, the initiative will not continue to exist and no results will be achieved.

**6. Analytical framework**

Next, there is a need for a balance in challenge and equipment in order for a person to take a part. At the same time they need to feel the equipment is inadequate and/or the challenge is too large, he will feel overwhelmed. Vise versa, if a challenge does not interest him or is not attractive enough, he is not challenged. Another condition is the need for good collaboration where a focus on group decision making and group cognitive complexity, for a large part, determines the success of the collaboration. Next to these conditions there are some additional contextual conditions that need to be met: there needs to be enough opportunities to evolve and not to continue to exist and no results will be achieved.

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**Conditions - Context for self-organisation in UR**

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The collection can be related to other aspects besides time, the main forms are (Brand and Handfield, 2012):

- Grand processes in addition to the time relation there is a relation of causality: there is a collection of events which follow each other and which also have a connection by virtue of their origin.
- Functional process: a functional process is closely associated with the instrumental notion of our domain. Here a process is a collection of functionally related activities. Its addition to the time relation there is a relationship which involves a certain amount of necessity.

A self-organizational process in urban renewal organically develops and can show aspects of each process form. In this paragraph, I will explain what the focus on a process characterized by collaboration, such as the self-organizational process in UR, means for the elaboration of a list of process principles. The aspects that structure the list of process principles will follow from this explanation. In figure 6.1 the relationship between the different subjects and concepts that will be discussed in this paragraph are brought together. A process is a collection of time-oriented elements, usually called events or activities (Brand and Handfield, 2002). ‘Time’ can be understood as the time in which activities follow up each other.
It is therefore important that it becomes visible that each actor brings its own tool-kit, knowledge, means, ground, influence, speech at costs (Wolting, 2006)

As we understood earlier the process of self-organization differs in the project design because mostly there does not exist a clear (physical) goal is set. (Wolting, 2006:169) For this reason we need to focus on the same questions (spatial) play a role are relevant since there the process of self-organization planning and design takes place.

The process architecture can be translated into a process structure (process principles), consisting of 3 main parts (Wolting, 2006): as follows (process principle), consisting of 3 sub-parts (Wolting, 2006):

1. Approach to project
2. Roles & Relationships
3. Control & Management

- Need for flexible, adaptable, receptive and customizable workgroup. Development workgroup
- Need for influential, reasonable and reinforcing relationships in workgroup Roles and function within the group/constellation.
- Need for limited in its flexibility, mutual steering can be effective in a network type of constellation.
- Need for a predetermined group decision-making structure translated into process appointments Decision-making (structure)
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- Need for non-reluctant exchange of knowledge and experience Exchange within workgroup
- Need for amicable interaction (based on trust and belief in each other) leading to a sense of belonging. Interaction within workgroup
- Need for influential, reasonable and reinforcing relationships in workgroup Roles and function within the group/constellation.

The research not only focused on the collaboration process of self-organization. Next to the focus on process aspects this graduation research is especially focused on the collaboration process. In this graduation research the collaboration infrastructure consists of the playing field, the rules and the roles in which the professional interaction takes place (Wartman, 2003).

To describe collaboration we can use the concept of the process-infrastructures. A collaboration infrastructure consists of the playing field, the rules and the roles in which the professional interaction takes place (Wartman, 2003).

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As you could have read before the core of this graduation research is the process of self-organization represented by (different types of) lists of process principles.

The context of this graduation research is the Dutch planning context, where the different roles of actors in the process of self-organization is simplified by the distinction in system world and life world (social context). Although the perspective of the life world has been chosen this system world is always, to a certain extent, present.

These two ‘worlds’ are situated at different scale levels of the Dutch planning context. This can also be related to the difference in interests: public-, collective- and self interest, see paragraph 5.2. In the ‘literary’ context of this research, thus, also different scale levels are present.

Each theme consists of several ‘concepts’ (subjects) that will be studied in the continuation of this research.

Although the perspective of the life world and thereby the scale level of the living environment and neighborhood are central in this research, the actual context will be bigger.

The theoretical list of process principles describes principles that together form a successful self-organizational process. The list is divided into 3 themes that will be studied in the next phase of this graduation research:

- ‘Roles and relationships’; subjects related to interpersonal relationships and the behavior of individuals within a group.
- ‘The rules of the game’; subjects describing the way the group as a whole acts.
- ‘The way the playing field works’; subjects describing how the group relates to its surroundings.

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Phase II
Practice
Nuisance at an unused parking lot made the municipality ask a group of social designers to stay in the area, after the successful project ’Boomhuttenfest’ (to give an undeveloped site an impulse), and give them the space to develop their own project that could contribute to a decrease of nuisance.

The social designers, who were willing to contribute, however, wanted to develop their own project. The initiators, Young designers/boomhuttenfest, speak of a social design process used as informal neighborhood development. They placed a Romneyloods, a tool-container and 2 shaft wagons on the parking lot. A mixture of neighborhood activities, projects initiated by the designers connected to the ‘buurtwerkplaats’, events and continuous renewal of initiative appeared to be a successful way of working to improve the image of the neighborhood.

The project has so far been successful in effectively using small public funds from various forms of social resources. Today, the identity and image of the wasteland have improved such that a developer is willing to develop housing. The project in itself has been such a success that the municipality offered a new location for the project to continue.

Sources: (Stipo, 2014), (Suysling, 2014), (Wijk Investeren, 2014).
Plans for demolition and new construction in an outdated business area just outside the city center of Rotterdam were deferred. The area entered a transition phase. Havensteder has a lot of property in the area, and in the residential areas around. Their interest lies in prevention of deterioration and preserving the value of the area. They also saw a chance to treat the area as a temporary experimental area. They found a partner in Stipo. They were willing to locate in the area in exchange for a low rent and the possibility to manage 'the yellow building' and influence in the development of the area. Stipo can be considered the ‘puller’ of a process of slow urbanism. They have sought to position the area as a manufacturing industry, for parties working on the development of the city and the creative industry. Stipo actively recruited a number of pioneers like Roodkapje, Studio Bas Sala, Hotel de Mafkees, van Schagen Architecten en Spin Ontwikkelers. Renters organically develop. Havensteder facilitates, is open to ideas and discuss exceptional measures in order to make most initiatives possible. Today, there is an increasing awareness of the developments taking place in the area, and it is gradually seen as transition area of the city center to Rotterdam North.

Sources: (Stipo, 2013), (Niederer, 2014), (Kuitert, 2013), (Karakus et al., 2013), (Havensteder, 2013).
In the oldest neighborhood of Lelystad many rental homes were sold to the former tenants to balance private ownership with the rental market. Today, there are problems with a lack of maintenance at private home ownership. The municipality decided that they wanted to provoke and facilitate collective action to come to solutions for this problem, which required a combination of people and members to explore the creation. This resulted in different propositions, the initiative lies with society, residents, entrepreneurs and coalitions between the two. Different complementary activities are set up in the area, activities related to energy, green, home improvement and the ‘kluswinkel’ with neighborhood jobs.

A neighborhood business is set up, to bring coherence between the different activities in the neighborhood. The aim of the neighborhood business is to stimulate the growth of activities. The ultimate goal is a permanent active group of residents who work on the improvement of the living environment, in and for the neighborhood.

Sources: (van der Heijden, 2014), (Soesterbroek and van de Wal, 2014), (Soesterbroek and van de Wal, 2014), (gemeente Leleystad, 2014)
At Kanaleneiland in Utrecht, housing associations Mitros and Portal own 8 flats. There are plans for demolition, but a temporary solution was sought to avoid vacancy. The solution could also contribute to improving the safety and livability in the neighborhood (social cohesion) and the image of the neighborhood.

Mitros and Portal facilitate by making their property available. Vacant apartments are rented as living/work space to creative entrepreneurs and other young potential renters. Wolf Huisvestingsgroep is appointed for the rental management. The idea is that, together these new creative tenants, art projects are realized and thereby development of Eiland8 takes shape. Sophies Kunstprojecten is appointed to realize this and manage the project agency ‘Eilandhart’. The coordinators of the agency can all relate to the area, they have lived there or do live in the flats. The initiatives come from the residents and the coordinators. The project agency maintains contact with the residents and stimulates potential collaborations. So far the activities mostly reach the tenants of the flats, but there is potential to connect with other people/residents living in the area.

Sources: (Hijlkema, 2014), (Ivo D, 2014), (Sophies Kunstprojecten, 2013) (Eiland8), (Ivo D, 2014), (Eiland8), (DUIC, 2014a)
In the East of Utrecht, between the Troelstralaan and the Willem van Abcoudelein, 4 blocks of houses and the associated outdoor space form Buurland. In the spring of 2010 the municipality decided to break down the hedges and fences in between the flats, this was to ensure more social control. This was an inducement for a growth in neighborhood contacts. Buurland slowly arose, neighbors got more contact simply because they saw each other more. A neighborhood community arose. They realize how to afford living in a clean, renovated and safe Buurland. They thought of alternatives to demolition, they search for accessible renovation. The residents are full of ideals and work it out in all sorts of neighborhood initiatives.

Sources: (Buurland Utrecht, 2010), (van Nimwegen), (van der Wal, 2014), (amped, 2014), (Wijkraad Utrecht NoordOost, 2014), (De VoltulastKrant, 2012), (DUIC, 2014b), (Beens, 2014)

In the city center of Diemen a neighborhood vegetable garden is set up. There was a badly conserved undefined plot. Some residents saw potential and approached the municipality as a workgroup. They got the support and started to develop the garden. The municipality supported in the preparation of the plot and provided a start-up funding. Prinses op de erwt did not set up a legal organization, but joined the IVN (Institute for Nature Education and Sustainability).

Today, around 20 residents of the neighborhood work together to maintain the garden. This project brought more than the physical place of the garden. One of the side effects is the improvement of social contacts in the neighborhood which resulted in an improved social control.

Sources: (IVN), (Gemeente Diemen, 2012?) (Mariska, 2012)

The owner wanted to demolish the building and in anticipation of new building plans turn the site into a grass field. ZUS did not accept the demolition plans. On private initiative and with the support of the owner LS and OBR a 5-year plan was drawn for the temporary transformation of the building. ZUS, together with CODUM, form a private company. Society transforms奢s and work together to make the concept of a laboratory for urban development come true. By providing a grant the municipality shows also interested in the (provisional) maintaining of the Schieblock.

Schieblock consists of 1 component: studios and semi-public space. External parties have the opportunity to program in the building. The ambition is to create a vibrant city laboratory which is working on new ways to transform the city. The building and the outdoor space is used as a reflection of this concept. This way the initiative steers in the neighborhood.

Due to the success with this project so far, the laboratory gets a prolongation of 5 to 10 years.

Sources: (de Bruijn, 2014), (Schieblock initiators), (de Architect, 2014)

After a lot of experience in subjects and new concepts in sustainability, for Marleen Kaptein the desire arose to realize an ecological neighborhood as a national example of integrating complementary design principles. A private initiative has grown into a collaboration between different parties.

Participants are people from different backgrounds and cultures, who, in recent years, committed themselves to human- and environmental friendly society within their work field, or personal life.

The foundation EVA has been set up. Different work groups focus on management of different themes. The results are a multi-functional neighborhood in which high ambitions are pursued in the field of cultural history, landscape, waters, energy, use of resources, mobility and citizens participation in development and management of the neighborhood.

Sources: (Stichting EVA), (EVA), (Potz and Kaptein, 1995), (Stichting EVA), (ASN Bank, 2003), (Bayer, 2010)
In this chapter the sub-research questions ‘Are there similarities between the theoretical list of process principles and the practice of self-organizational processes in UR?’ will be answered. This is step 1 of the extensive case studies.

Step 1, recognizing process principles, and step 2, operationalising & modifying theoretical process principles, of the extensive case studies cannot entirely be separated. When researching the cases on the different subjects of the theoretical process principles, and thereby recognizing the process principles or not, the way the principles are expressed in urban renewal is already found. The way the process principles are expressed in important for the operationalization.

Thus, in this chapter sub-research question 9 ‘Which practical list of process principles can be drawn from the lessons of the extensive case studies?’ will also be partly answered.

In this chapter the sub-research questions ‘Are there similarities between the theoretical list of process principles and the practice of self-organizational processes in UR?’ will be answered. This is step 1 of the extensive case studies.

The first step deals with structuring the data in a way a comparison can be made, between the theoretical process principles and the case study findings, and when applicable theoretical process principles can be recognized in practice. Only a simplified table of the cross case analysis will be presented here. The extensive (cross) case analysis will be made available in the appendix III.

You could also say that in this step a comparison is made between the theoretical process principles and the process principles that occur in practice (the cases). However when starting such a comparison you soon face the difference in description/expression; the abstract theoretical list of process principles and the more concrete and applied form in which the principles are to be recognized in the interviews and documents of the cases. Therefore, I justify my findings by explaining my (thoughts of) interpretation. This principle of interpretation is also called hermeneutics, see the paragraph on the rules of the game.

The way the theoretical process principles are made practical is represented in this chapter. First the simplified cross-case analysis is performed in order to perform step 1 and step 2. On the right you can see the simplified cross-case analysis. Here a translation will be made from abstract and theoretical to practical and applicable in self-organization in urban renewal.

The second step deals with translation of the findings into practical process principles by operationalizing and modifying the theoretical process principles. This step then also deals with the difference in expression.

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The rules of the game

1. Roles & functions within workgroup

2. Development workgroup

3. Composition workgroup

4. Interaction within workgroup

5. Exchange within workgroup

6. Approaches to project

7. Control & Management

8. Structure of workgroup

9. Shared view

10. Decision-making (Structure)

1. System within system

2. Organizational structure

3. (Social) Environment

4. Organizational structure

5. Approach to project

6. Exchange workgroup

7. Control & Management

8. Structure of workgroup

9. Shared view

10. Decision-making (Structure)

The way the principle is reflected in the practical process principles.

In this paragraph the simplified cross-case analyses is discussed. Here I present what (parts) are recognized, what evidence is found and thereby the expression in the cases and thus the operationalization.

The different parts are represented separately and for each part the operationalization is shown. This operationalization is a summary and generalization of the findings of the extensive case studies.

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1. Need for influential, reasonable and reinforcing relationships in recognition

What we see in the cases is that there is a group or network that starts the ‘first’ project related to a certain discontent with the living/working environment and gradually there develops a group around this first project. What can be understood from the cases is that there is a group of actors that contribute to a project, is reflected in the case studies.

2. Need for flexible, adaptable, receptive and customizable relations

A workgroup that is flexible by being adaptable: different groups of actors are brought together by one actor (or group of actors) per sub-project, all actors need to have a certain contribution.

A workgroup that is flexible by being adaptable: different groups of actors are brought together by one actor (or group of actors) per sub-project, all actors need to have a certain contribution. What can be learned from the case studies is that this group is flexible by being adaptable:

- Involvement of external actors in order to execute certain sub-projects.
- Difference in expression: Active searching, approaching or inviting.

Operationalization

Practical Process Principle

A workgroup (including the project): develops nationally and a national division will occur.

A national division: A connecting actor (often initiator) that connects other actors per project.

Recognition

Development workgroup

Practical Process Principle

A workgroup that is flexible by being adaptable:

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Practical Process Principle

A workgroup that is flexible by being adaptable:

- Different groups of actors are brought together by one actor (or group of actors) per sub-project, all actors need to have a certain contribution.

- Difference in expression: Active searching, approaching or inviting.

Recognition

Development workgroup

Practical Process Principle

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- Different groups of actors are brought together by one actor (or group of actors) per sub-project, all actors need to have a certain contribution.

- Difference in expression: Active searching, approaching or inviting.
In the beginning mostly local: residents, familiar with area project contribution dependence of contribution/application: in the case studies no indications can be found for a non-reluctant exchange of knowledge and experience.

People need to get to know each other in order to dissolve any barrier gone, connect to each other (interests), learn more about the group executing the project, shared responsibility leading to a sense of belonging. However there is a certain consciousness in capturing.

Practical Project Principle
Need for a positive (pressure) and stimulating interaction, trust, willingness to adjust to each other within the collaboration that leads to a sense of community.

Practical Project Principle
In order for self-organizational ability to appear new forms of development and appropriate forms of structure need to be adopted.

Explanation
Approaching the neighborhood as an enterprise implies recognizing in self-organization in UR. Discussing this subject ‘new’ forms of development (Stipo, 2013) (gemeente Leleystad, 2014) and ‘new’ forms of setting certain boundaries come to the surface.

However there is a certain consciousness in capturing.

Practical Project Principle
People need to get to know each other in order to dissolve any barrier, ‘trust is a role and claiming a role, there is a need for a certain flexibility.

Practical Project Principle
People are more willing to help each other out. In the case studies no indications can be found for a non-reluctant exchange of knowledge and experience.

Practical Project Principle
It is important that the interaction is stimulating and there is a willingness to adjust to each other within the collaboration. This can only be realised if each side contributes to the interaction: the determination the way one is able to contribute. There is tension between taking a role and playing a role, there is need for a certain flexibility.

Practical Project Principle
’s and ‘new’ forms of development (Stipo, 2013) (gemeente Leleystad, 2014) and ‘new’ forms of setting certain boundaries come to the surface.

Practical Project Principle
People need to get to know each other in order to dissolve any barrier, ‘trust is a role and claiming a role, there is a need for a certain flexibility.

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Practical Project Principle
People need to get to know each other in order to dissolve any barrier, ‘trust is a role and claiming a role, there is a need for a certain flexibility.
management: Flexible roles of actor or small group of actors  
- number of other actors available  
- always supported by a bigger group  

Steering: Natural leader  
- as person (general, outdoor space, building, etc.)  
- per project  
- per proposition  

Formulation: 
- gets longer in intensity in interests  
- need for more certainty and accountability  

Practical Process Principle:  
- some form of hierarchy seems needed, in self-organizational processes it is however relevant not to emphasize this  
- a natural leader with a coordinating role will be accepted  
- supported by a bigger group that takes shared responsibility, where the roles determine the division in responsibility  
- around which arise various sub-groups (with their own hierarchy)  

Explanation:  
In the theoretical process principles the subject of management was separated from steering and control. In the case studies these subjects are taken together because these subjects are closely related. It will be separately linked to steering and control. In the case studies these subjects are taken together because these subjects are closely related. The following are examples that illustrate this subject of management.

As Peik Suyling (Buurtwerkplaats) says: "En wat er gebeurt moet worden geregeld. Dat gebeurt dan direct ondersteund door die grotere ap. Ik heb een coördinerende rol gehad in verschillende fasen'.

Jeroen Laven (ZoHo) says: "Ik heb een coördinerende rol gehad, en dat doen we nu nog steeds'.

As Anne-Marie Gort (Eiland8) says: "Als kantoorvoorzitter (met met meerdere mensen wordt samenwerkt). Maar hiernaast is weer ander bezit, dat is binnenshuis en binnenshuis een beter beheer. En het trekt. En dat wordt dan direct ondersteund door die grotere ap."

In the beginning there is consensus on where to go and a drive to develop, a means and willingness to contribute to the bigger picture. With time however, the goal may be lost and how to transform this is shown.

Combining the theoretical process principles the subject of management was separated from steering and control. In the case studies these subjects are taken together because these subjects are closely related. The following are examples that illustrate this subject of management.

As Anne-Marie Gort (Eiland8) says: "Er is een natuurlijke aantrekkingskracht van dit gebied op mensen en hoe, dat verschilt heel erg. Het hangt af van of we al eerder met zo iemand samengewerkt of niet, of diegene nog studeert of niet, of hij de vraag heeft om iets in te brengen of niet. Het hangt af van het fundament van die groep."

As Jeroen Laven (ZoHo) says: "Er zit altijd wel een soort van hiërarchie in. Maar als ik het zie zit er een soort van hiërarchie in. Maar als ik het zie zit er een soort van hiërarchie in. Maar als ik het zie zit er een soort van hiërarchie in. Maar als ik het zie zit er een soort van hiërarchie in. Maar als ik het zie zit er een soort van hiërarchie in."
Recognition

(Social) environment

1. An environment with space for organic development of initiatives.

Operationalization

space

In the following paragraph, we will provide space for explanation (organisational structure) at additional process principles.


Recognition

(Experimental) environment

2. A social environment with an activity-based division of responsibility for the project.

Operationalization

Adoption

In the case studies we clearly see indications for the importance of developing an environment as a support base. (Kuitert, 2013)
In this chapter the sub-research question 8. "Can we recognize other (other than subject related to process principles) similarities between the cases and can these be translated into additional process principles?" will be answered. This is the conclusion of step 3 of the extensive case studies, recognizing additional process principles. The findings can be translated into additional process principles. There are certain subjects, next to the subjects that are connected to the theoretical list of process principles, that returned in multiple case studies and can these be translated into additional process principles? This is also part of the sub-research question 8.‘Can we recognize other (other than subject related to process principles) similarities between the cases and can these be translated into additional process principles?’ will be answered. This is the conclusion of step 3 of the extensive case studies, recognizing additional process principles.

8.1 Noticeable subject
There are certain subjects, next to the subjects that are connected to the theoretical list of process principles, that returned in multiple interviews. Here these subjects will be studied more closely by returning to the interview transcripts and looking for the specific quotes in which this is discussed. The findings can be translated into practical process principles.

In this chapter we answered sub-research question 5. Are there similarities between the theoretical list of process principles and the practice of self-organizational processes in URB? These are many similarities between the theoretical list of process principles and the practice of self-organization in URB, as can be seen in table 7.3. All subjects were relevant to study, also the subjects of which the related process principles were not recognized brought new interesting insights. For the second theme ‘rules of the game’ the non-recognition of some of the process principles is related to the non( predetermined) regulation in self-organization in URB, results of the process are formed during the process and not as a result of a decision or direction also during the process. The last theme ‘the way the playing field works’ is least recognizable. The process principles are abstract, but easily applicable in other practices, the practice of UR.

Explanation
From the case studies it becomes clear that actors outside their project as informal city development (Warland, 2010) (Suyling, 2016), and feel like they can contribute to formal city development also. Peik Suyling (Buurtwerkplaats) syas: ‘As Paul Elleswijk says: “Diverse huurders zijn zich eigenlijk als eigenaar van het gebied gaan gedragen, terwijl ze dat niet zijn, maar wel een eigenaar van het gebied”’ I will shortly explain the meaning of the subject in the interviews. Here these subjects will be studied more closely by returning to the interview transcripts and looking for the specific quotes in which this is discussed. The findings can be translated into practical process principles.

In this section the sub-research question 5. ‘Can we recognize other (other than subject related to process principles) similarities between the cases and can these be translated into additional process principles?’ will be answered. This is the conclusion of step 3 of the extensive case studies, recognizing additional process principles. Here, the same applies as in the preceding paragraphs, in this chapter sub-research question 3. ‘Which practical list of process principles can be drawn from the lessons of the case studies? will also be partly answered.

A narrative form will be used to discuss the findings. I divided the third step of the extensive case studies into different sub-steps. • Noticeable subject • Co-occurrence • Organizational structures • Timelines

In this chapter the sub-research question 8. ‘Can we recognize other (other than subject related to process principles) similarities between the cases and can these be translated into additional process principles?’ will be answered. This is the conclusion of step 3 of the extensive case studies, recognizing additional process principles. The subjects that were noticed in the interviews and documents on the cases studied will be sitting to look for more closely. I will first explain the meaning of the subject in each case. Closing with an additional process principle.

In the appendix – Appendix V1 you can find the quotes that substantiate the findings.
The idea behind the project is to increase the sense of ownership in the project, more specifically problems with private home ownership. As Anne-Marie Gort says: ‘Maar uiteindelijk creëert het voor elke bewoner een netwerk ontstond’.

In Eiland8 there is a strong sense of community. The execution of projects that form Eiland8 is done by residents. In addition, the area could be seen as an experimental area. What this entails is a facilitating ‘environment’ . Because the area is seen as an experimental area the parties are able to develop in new ways and ways to achieve your own interest, with the underlying idea that responsibility and to contribute to the development. And the sense of ownership grows.

Dissociating the neighborhood the meaning of the concept is as already indicated is that it is interesting to discuss this subject. The business should be of the neighborhood, the residents. However, what we have seen in this case is a lot of support by institutional organizations and private businesses. The will to realize is due to the residents and that is the reason why the residents want to make sure the area is not possible yet. The residents do not act and responsible enough yet. One of the conditions for self-organization of a neighborhood by residents is therefore that it is a sense of community. Remarkable is that also in this case the residents are farmers but not as do not always do exactly as in a normal rural settlement.

As Peik Suyling says: ‘En een van de buurtbewoners heeft echt een netwerk ontwikkeld. Die zijn voor de STAP in elk geval alles wat ze niet daar doet en hij doet daar niet’.

Additional Process Principle

Need for a sense of ownership in order for actors to take responsibility and contribute to the development. And the other way around, when people contribute in the development the sense of ownership grows.

2. Improvisation & Experiment

ZoHo, Rotterdam

Discussing ZoHo the project has been made possible because the area could be seen as an experimental area. When there is room for improvisation people start to show their self-organizing ability and then surprising things happen or are developed.

As Peik Suyling says: ‘Ik zag dat en de beheerder heeft me verteld hoe het was georganiseerd. En dus blijkt dat opnieuw een succes. Ik zou volledig onbekend was met het netwerk en het hout dat er vrijzichtig kwam’.

Eiland8, Utrecht

In this case the subject of ownership is the outcome of the changing of the project. Improvisation & Experiment. Not only is Eiland8, Utrecht a place to experiment such as in ZoHo, but Eiland8 are people with the underlying idea that responsibility and to contribute to the development. And the sense of ownership grows.

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Wyldebeest Zuidwijken, Leiden

In this case the subject of ownership is the outcome of the changing of the project. Improvisation & Experiment. As Peik Suyling says: ‘En je ziet ook wel: daar waar behoeften zijn een heel veel mensen die vanuit bijvoorbeeld een noodgeval een geïnfecteerd en beïnvloed. En dat is trouwens ook de mogelijkheden die het creëert voor bewoners. Als je hier komt wel de mogelijkheden die het creëert voor bewoners. Als je in een normale wijk woont’. En Tobias is eigenlijk min of meer op eigen initiatief het imago gaan geflankeerd door Tobias, begonnen met zijn lacs cursus en daar had ik

Additional Process Principle

By considering an area/neighborhood as a place to experiment and improvise, the conditions are appropriate/essential for actors to diverse spontaneously (cannot be) self-organizational ability.

3. Willingness (ability) to Develop

ZoHo, Rotterdam

Discussing ZoHo the users (renters) contribute to the development. However there is a notion about how to contribute in the development. Thereby it is acknowledged that residents all have their own ideas about why they want to live/work in Eiland8 and what they would like. Discussing ZoHo the project has been made possible because the area could be seen as an experimental area. What this entails is a facilitating ‘environment’ . Because the area is seen as an experimental area the parties are able to develop in new ways and ways to achieve your own interest, with the underlying idea that responsibility and to contribute to the development. And the sense of ownership grows.

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Additional Process Principle

In order to keep self-organizational projects alive, to keep them active, there needs to be to drive a development, a need and willingness to contribute to the bigger development. Meaning that there is a continuous development consisting of (individual) sub-projects.

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Eiland8, Utrecht

At Eiland8 they speak of organic development. The program is partly dependent of people who offer ideas and are willing to work in it. This also does mean that where there are needed demand, there will be developed. As Anne-Marie Gort says: ‘Ik zie ook wel, dat is een beetje tegenwoordig idee, dan werkt het niet goed verder’.

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changing circumstances
structure that is able to restore itself and overcome obstacles and
Theoretical process principle 12: Need for a self-maintaining social
groups and workgroups is naturally in a process approach.

Theoretical process principle 8: Some form of hierarchy is
insurmountable; a layered structure with a steering group, project

Theoretical process principle 1: Need for influential, reasonable and
employees need to cooperate, which employees need each other.

Addition: Formalization needed at a certain time, but form, ‘amount of’ and timelines understood
Interrelations come together on the topic of formalization
Because the term formalization get involved it is also interesting to relates to these subjects after processing the timelines of all extensive cases some more.

Development of the project of control and management
The reason why I consider this co-occurrence potentially meaningful is because it implies that control and management depend on the progress of the project, or in other words, ‘forms of’ management, steering and control criteria change during the project, the progress of the project (and because I decided that pp. 7 and 9 need to be combined also steering).

This could be an interesting addition to the process principles combining steering and control (pp. 7 and 8).

Theoretical process principle 5: Control and management needs to be directed at a shared responsibility
The reason why I consider this co-occurrence potentially meaningful is because the way the project is approached influences in what way you look at working towards something, a goal, shared vision. This can be an interesting addition to theoretical pp. 10 and can help explain differences.

Theoretical process principle 10: Commitment to a shared final image/aim, having the ‘goals’ open to change
The reason why I consider this co-occurrence potentially meaningful is because this implies that the way in which goals are revisited during the steering of the project and control evolves.

This would be an interesting addition to the theoretical pp. 10, and add to the way goals can be changed.

Addition: Inviting/bringing people together to collaborate during the project and work on an achievement to overall goal.

When possible built on inspired by existing collaborations
(Shared) view and approach to the project
The reason why I consider this co-occurrence potentially meaningful is because the way the project is approached influences in what way you look at working towards something, a goal, shared vision. This can be an interesting addition to theoretical pp. 10 and can help explain differences.

Development of project (social) organisational structure
The reason why I consider this co-occurrence potentially meaningful is because this implies that the organisational structure evolves during the project, the progress of the project.

This could be an interesting addition to the purpose principle discussing the organizational structure (pp. 52).

Thematic process principle 2: Need for a self-maintaining social structure that is able to restore itself and overcome obstacles and changing circumstances
In this graduation research I make a distinction between the system world and the life world, see perspectives. A distinction between facilitating/supporting parties and initiating, executing parties.

In figure 8.1, you see a simplification of the study, see introduction to cases and Appendix VI for elaboration of system-and social organisational structure during/throughout the process, the progress in the project, or in other words, the way decisions are made/changes during the process, the progress of the project.

In the theoretical list of process principles, the conclusion to return to those subjects after researching the timelines of all extensive cases some more because this could tell us more about the collaboration.

In figure 8.1, the distinction between system world (grey) and life world (yellow) shows that there are, in general 3 ways in which the system world and life world are related to each other.

In figure 8.1, the distinction between system world (grey) and life world (yellow) shows that these are, in general 3 ways in which the system world and life world are related to each other.
2 forms of self-organization to be recognized:
• life world gets ‘space’ of system world, when project contributes to both interests of life world and system world the project maintains
• life world and system world work together, together they achieve both interests of life world and system world, strengthening each other

The system world, thus, always gets involved discussing self-organization in UR. It is important to understand that in the second type the project still has characteristics of the first type, the self-organizational process still takes place within the boundaries set by the system world. However the cooperation and facilitation will be more tuned to the project and the process from the start. When looking at operationalizing the theoretical process principles into practical process principles there were some similarities. Only the expressions of the principles was different, hence it was also the case comparing the 2 types of self-organization.

The similarity in progress between type 1 and type 2 is caused by the fact that actors from the life world execute the process. Discussing the 2 types in relation to the definition of self-organization in UR the first type of self-organization can be considered pure self-organization. Discussing the second type, part of the management is done by parties of the system world, or in cooperation with the system world, a shared management. Looking at the definition of self-organization in UR the management should be in the hands of the private parties of the life world, only in later stages life world enters partnerships with the system world.

8.4 Timeline
There are process principles that seem dependent of the progress of the project and evidence is found in the first step of the extensive case studies, the recognition, and worked out in the second step, the operationalization. In the co-occurrence study there were also some subjects that suggested time/progress dependency. Those indicators where almost all linked to a certain transition to a formal structure.

In order to come to a model, in the end, the practical process principles used to be connected to a time/progress factor. I studied the transitions more closely, in order to get more insight in characteristics of the self-organizational processes in urban renewal.

In the interviews there were many indications that the progress of the project depends on the previous actions, or in other words, there is a reaction on each previous action, this determines the way the project continues, which sub-project follows. Thus you start with a project and then inspire others to develop/other ideas. The larger self-organizational project is built up from smaller sub-projects. One can also speak of organic development. Speaking of organic area development there is room for diverse initiatives. It is an open-ended process, there is no blueprint, it is about the sum of relatively small local (re)developments (Planbureau voor de Leefomgeving, 2012). Small scale, flexibility and productivity are important and the end user gets a more important role (Mulders and Janssen-Jansen, 2006). Development and management are interconnected (lopen door elkaar heen) in organic area development (Planbureau voor de Leefomgeving, 2012).

Progress characteristics of self-organizational processes in UR
When we look into the timelines of the different extensive cases, see introduction to cases and appendix VI we can conclude on some important characteristics of the self-organizational process in UR. In figure 8.2 the findings are summarized. I will shortly explain what you can see in the picture.
However it is questionable whether we can call this an actual design phase. This design phase is constantly repeated for each sub-project. In self-organizational processes in UR we only recognize the design and realization phase. This is related to the organic development: a core group that will form the base and a place for encounter in the neighborhood, this is passed on in the neighborhood. When a core group has been formed they inform their contact in the neighborhood. What we can understand from the extensive case studies is that in the beginning the focus is on extending the local network, after which a certain scale level of reach is needed, up scaling of project development. This often entails (a) project(s) on a certain location that will form the base and a place for encounter and development new areas. The structure of the workgroup (pp. 8) at a moment of formalization the question arises what form of structure in order to reach clarity and accountability. There is no agreement on what form of structure (foundations, fund etc.) is the right one. We can speak of a preliminary phase to the self-organizational phase that shows preceding processes.

Formalization/organization
All subjects that we have looked into while studying the processes are related to a form of formalization. In each case you will notice a moment when the project becomes successful, more (external) parties get involved, there is a growth in (financial) investment and support. At such a moment there is need for more certainty and accountability.

Structures of the workgroup (pp. 8)
At a moment of formalization the workgroup you see that there is often an infiltration, a group or group of actors that after such a moment of considerable support research what form of practice is needed in order to reach clarity and accountability.

Decision making (pp. 11)
What we noticed in all final case studies we can conclude on the definition of the core group(s). Often this entails no clear decision-making process. The core group(s) is in control of the situation and they have the authority to make decisions. Whenever there is a need for more clarity and accountability there is a need to get in a certain way an insight on the decision-making.

Organizational structure (pp. 12) and control management
When we combine all findings, we can conclude on the additions per theme. Some additions are new existing processes and principles or methods that will enhance the processes. I also added an additional theme approach to the project, which was originally theoretical process principle in need of more elaboration some more using the different subject related to this practical process principles.

Theme 6: Role & Relationships
1. Role and relationship differentiations
2. Interaction workgroup addition
3. External interaction workgroup

Addition: possible adoption of ‘business like’ tools

• Possible adoption of ‘business like’ tools
• Shared view
• No clear goals in the beginning
• No definition and preparation phase
• Feasibility phase
• Improvisation & experiment
• Approach to project (pp. 6)
• Shared view
• No clear goals in the beginning
• No definition and preparation phase
• Feasibility phase
• Improvisation & experiment
• Approach to project (pp. 6)

Addition: operationalization & supervision

Theme 5: Control, Management & Steering
Addition: Formalization needed in a certain situation, facts, form, amount and timeframe understood.

Theme 4: Approach to project
Addition: Approach to project (pp. 6) - shared view

Theme 3: Preparation
Addition: approach to project (pp. 6) - shared view

Theme 2: The role of the game
Addition: formalization needed in a certain situation, facts, form, amount and timeframe understood.

Theme 1: The way the playing fields look
Addition: approach to project (pp. 6) - shared view
9. Practical list of process principles

When we combine the conclusions on research questions 7 and 8 we can answer research question 8: “Which practical list of process principles can be drawn from the lessons of the case studies?” However, this should be considered a conceptual list of practical process principles. Using this list the control cases are carried out and the list is checked and sharpened.

The control cases are also carried out using a cross-case analysis. For this, the conceptual practical process principles, the indications for operationalizations are formulated per case. Presenting it as a cross-case analysis a comparison can be made.

Here, just like with the extensive cross-case study, first a simplified cross-case analysis is presented. The comprehensive cross-case study of the control cases is presented in Appendix III.

In Table 9.1 cross-case analysis of control cases the findings on the will make the differences in expression of the principles more clear. The new practical list of process principles is checked using the control cases are also carried out using a cross-case analysis. For this, the conceptual practical process principles, the indications for operationalizations are formulated per case. Presenting it as a cross-case analysis a comparison can be made. The control cases are also carried out using a cross-case analysis. For this, the conceptual practical process principles, the indications for operationalizations are formulated per case. Presenting it as a cross-case analysis a comparison can be made. The operationalization has already been discussed in the preceding paragraph. Here I will only discuss the additional findings, thus the sharpening of the practical process principles. An explanation/clarification is given in a narrative form, linking the findings back to the cases by giving some examples.

In this paragraph the simplified cross case analysis is discussed. Only the additional findings are discussed, thus the sharpening of the findings on the will make the differences in expression of the principles more clear. The new practical list of process principles is checked using the control cases. However, this should be considered a conceptual list of practical process principles. Using this list the control cases are carried out and the list is checked and sharpened. The control cases are also carried out using a cross-case analysis. For this, the conceptual practical process principles, the indications for operationalizations are formulated per case. Presenting it as a cross-case analysis a comparison can be made. The operationalization has already been discussed in the preceding paragraph. Here I will only discuss the additional findings, thus the sharpening of the practical process principles. An explanation/clarification is given in a narrative form, linking the findings back to the cases by giving some examples.

9.1 Control on findings

The new practical list of process principles is checked using the case studies that are only studied using literature study. This check will make the differences in expression of the principle more clear. The simplified cross case table is a summary of the findings on the case studies analysis of the control cases.

<table>
<thead>
<tr>
<th>Process principle</th>
<th>Control on findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Roles &amp; functions within workgroup</td>
<td>1. Roles &amp; functions workgroup</td>
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<tr>
<td>2. Development workgroup</td>
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<td>3. Composition workgroup</td>
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<td>4. Interaction in collaboration</td>
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<td>5. Exchange within workgroup</td>
<td>5. Exchange within workgroup</td>
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<td>7. Interaction between organizations</td>
<td>7. Interaction between organizations</td>
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<td>10. Involvement of external parties</td>
<td>10. Involvement of external parties</td>
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<td>11. Roles and relationships within workgroup</td>
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<td>15. Ownership</td>
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<td>17. System within system</td>
<td>17. System within system</td>
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<td>18. Improvement and innovation</td>
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When the extensive case studies showed minor of a natural division the control cases show that sometimes the division is more regulated regarding the division of tasks and responsibility. For example at the Schieblock where the division of tasks is based on experience (Schieblock initiators).

Sharpening

• Partly natural development also involvement in attracting certain parties but actors are self-interest and therefore develop into a group naturally
• Natural division of tasks and responsibilities

Development workgroup

In the control cases there are not so much indications for groups developing around sub-projects by one actor bringing themes together, however there are sub-projects, and there are no clear indications for groups that are keep on developing. In the control cases show that sometimes the division is more regulated regarding the division of tasks and responsibility. For example at the Schieblock where the division of tasks is based on experience (Schieblock initiators).

Sharpening

• Limited group complexity can also be related to a certain steering on the group development

Decision making (Structure)

When the extensive case studies showed minor of a natural division the control cases show that sometimes the division is more regulated regarding the division of tasks and responsibility. For example at the Schieblock where the division of tasks is based on experience (Schieblock initiators).

Sharpening

• Limited group complexity can also be related to a certain steering on the group development

Involvement of external parties

In the control cases there are no clear indications for positive and stimulating interaction. Interesting exception is the code of conduct ‘Prinses op de Erwt’ (2007). When in less than 3 control cases the division of tasks and responsibilities is recognized the process principle will be eliminated. In all cases, there is a sense of community that will be eliminated. In all cases, there is a sense of community. Authors assume that this is interesting, that is this sense is often closely related to an increase in social cohesion in the neighborhood. For example the neighborhood the community that comes in Buitenhof both sustain a sense of community and an increase in social cohesion in the neighborhood (vis-a-vis NGW) (vis-a-vis NMG).
the extensive case studies, it is probable that these are natural leaders, vegetable garden Prinses op de erwt (IVN), the BV of the representatives in Buurland (van der Wal, 2014), IVN in the control cases there are more clear indications for some sort of influence by external actors in the form of grants. Foundation gifts a grant of the province (van der Wal, 2014), the vegetable garden Prinses op de erwt joined the IVN (Mariska, 2012). The other control cases seem to show early formalization, however since the literature and case study there is no clear understanding on when the initiative starts, actors can only be described if we have some of the extensive case studies, that the beginning can be quite unnoticeable, no remarkable actions take place, observations are in the background.

In the control cases the belief in the potential of informal city development among the actors of these processes was understood. In the case of the Schieblock the project is even more directed to new city development, they speak of a temporary city, a new approach to urban planning requires new planning tools. In Buurland and EVA Lanxmeer they even mention the now ‘shared’ garden (for example a bubble bath), more residents take on active roles and activities and are more involved in the ‘system world’ (type 2). Only the Schieblock shows the first type of self-organization where the initiative gains the space of the world to develop in the life world. However it should be noted that the municipality bought the ground in order for the owner of the development among the executers of these processes is undervligned. In the case of the Schieblock the project is even more directed to new city development, they speak of a temporary city, a new approach to urban planning requires new planning tools.

In the control cases the influence of external parties; often by grants, enables many options. For the vegetable garden Prinses op de erwt there are indications in the other control cases. However I assume this is the case. No evidence is found for 2 of the cases, and there are only some indications in the other control cases. However I assume this cannot be found in literature, in the extensive case studies most of the relevant information on this subject comes from the interviews. I therefore don’t dwell on the principle of the list.

In the control cases we can also recognize the limited self-maintenance, the control cases can be found evidence for influence by external actors in the form of grants. Foundation gifts a grant of the province (van der Wal, 2014), the vegetable garden Prinses op de erwt joined the IVN (Mariska, 2012). The other control cases seem to show early formalization, however since the literature and case study there is no clear understanding on when the initiative starts, actors can only be described if we have some of the extensive case studies, that the beginning can be quite unnoticeable, no remarkable actions take place, observations are in the background.

For this subject the sharpening lies in the new expression of the sense of ownership. In the control cases we can find a relation between shared management and a sense of ownership. In case of Buurland the residents collectives has shared management, when the sharing is translated literally into a shared garden which belongs to every resident and in case of IVN vegetable garden there is an increase in involvement and commitment by shared management (IVN). The examples can be quite light, however in the case study of the Schieblock we also see that with the shared management of concerning hedges and fences, their collective started the initiative. Yet had self-organization takes to keep the building and in the possibilities, they felt responsible.

In the control cases we can also see a clear relation between shared management and sense of ownership. In the control cases we can also see a clear relation between shared management and sense of ownership. In the control cases we can also see a clear relation between shared management and sense of ownership.

The rules of the game

In the control cases there are clear role indications for several stakeholders, some identical leaders. For example neighborhood representatives in Buurland (van der Wal, 2014); IVN in the vegetable garden Prinses op de erwt (IVN), the BV of the Schieblock (Schieblock initiative) and foundation IVN (Schieblock), IVN (Schieblock). However when you compare the roles of these leaders and look at the extent the case study is it probable that these are natural leaders, are naturally accepted as leaders, however this is not emphasized.

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\- Involvement possible future residents

\- Improvisation & Experiment

\- New forms of development

\- Support Base

\- Process of formalization

\- Decision-making (structure)

\- Involvement possible future residents

\- Improvisation & Experiment

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\- Support Base

\- Process of formalization

\- Decision-making (structure)
9.3 Practical list of process principles

Resolve & Relationships

1. A workgroup developing the process normally also has a natural dilemma to solve:,
   - Natural development – certain parties are interested in the same topic in their workgroup and see
   - Interaction within workgroup; different ways of breaking down hedges and fences:
   - Ownership:
   - Composition of workgroup:

Develop workgroup

1. A workgroup that is flexible by being adaptable:
   - Different groups of actors are brought together by one actor (or group of actors) per sub-
   - Interaction in collaboration;

Influence external parties by grants

Differences

- External influence workgroup: different ways of breaking down barriers: breaking down barriers and fences to encounter each other.
- Community formation; shared management.
- Place to encounter each other.

Involvement of external actors (private or public parties) in order to realize certain ambitions.
- In the beginning, seeking for strategic partners (possible external parties) may be

Role & relationship

1. A self-organizational process brings along a sense of community.
   - Preparing for involvement of external actors (private or public parties) in order to realize certain ambitions.
   - Involvement of external actors (private or public parties) in order to realize certain ambitions.

Influence collaboration

- Community formation; shared management.
- Braking down physical barriers: (symbolic by breaking down physical barriers).
- Social cohesion: sharing values and interests, willingness to contribute to common goals.

The way the playing fields work

1. To solve the dilemma, various models, as self-organizational processes it is relevant not to emphasize this.
   - Control:
   - Management and steering:
   - Ownership:

System evolution

1. Need for a sense of ownership in order for actors to take responsibility and to contribute in a meaningful way.
   - Management:
   - Development forms:

Approach project

1. To solve all self-organizational ability to appear new forms of development and appropriate structures need to be adopted: Discovery to explore.

Development forms

- Management, feasibility and realization phase.
- Phasing: Preliminary phase to initiative (preceding, initiating projects)
- Management, feasibility and realization phase.
- Development based on attitude.

Impact area & Environment

1. Self-organizational processes in EU develop organically: Life world gets ‘space’ of system world
   - Organic development.
   - Fundamentals:

Experimental phase

1. As concluding in one of the project’s key drivers to explore and stimulate the conditions for self-organizational ability to appear new forms of development and appropriate structures need to be adopted: Discovery to explore.

Development forms

- Management, feasibility and realization phase.
- Phasing: Preliminary phase to initiative (preceding, initiating projects)
- Management, feasibility and realization phase.
- Development based on attitude.

Impact area & Environment

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- Management, feasibility and realization phase.
- Development based on attitude.

Impact area & Environment

1. To solve all self-organizational ability to appear new forms of development and appropriate structures need to be adopted: Discovery to explore.
Development of different groups

The practical process principles belonging to the development of the workgroup mostly apply to the actors from the life world, the initiators and executors of the self-organizational process. However, speaking of the development of workgroups (different groups around different sub-projects) I have noticed that sometimes external actors are approached (in or not in order) in order to develop a certain sub-project.

Often these parties are approached because of their knowledge and expertise, for a certain contribution they can make to the sub-project, thus in order to achieve a level of group composition completely. These external actors might be:

- external parties who contribute with their professional knowledge
- professional knowledge might be obtained in system world.

The practical process principles belonging to the emergence of the workgroup, organization and formalization. These process principles mostly relate to the tension between life world and system world. The practical process principles belonging to the development of networks to different ‘scales of’ environment can be positioned in the overlap between system world and life world.

As we could have understood there are different types of networks (belonging to different ‘scales of’ environment) that will develop during the process of self-organization.

Development networks different ‘scales of environment’

The practical process principles belonging to the development of networks to different ‘scales of environment’ can be positioned in the overlap between system world and life world.

As could be understood, we can subdivide two types of self-organization. The system world can get involved in 2 different ways:

- system world (although the life world is always situated within the system world, after all self-organizational processes take place in the life world). As could be understood, we can subdivide two types of self-organization. The system world can get involved in 2 different ways:

- external parties who contribute with their professional knowledge
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The practical process principles belonging to the development of networks to different ‘scales of environment’ can be positioned in the overlap between system world and life world.
When growth and success lead to an increase in (financial) investments there is a need for more clarity and accountability. Formalization (form of structure) is needed. However, because the development of letting arise and capturing. New custom ways are sought to deal with this tension, achieve a certain level of organization and accountability without too much formalization (form of structure) is needed. However, tension investments there is a need for more clarity and accountability, when growth and success lead to an increase in (financial) investments there is a need for more clarity and accountability. New custom ways are sought to deal with this tension, achieve a certain level of organization and accountability without too much formalization (form of structure) is needed. However, tension investments there is a need for more clarity and accountability, when growth and success lead to an increase in (financial) investments there is a need for more clarity and accountability. 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The indications for the different stages can be found in the list of practical process principles. The separate building blocks can be found in appendix VIII.

Deduction

The deduction starts by merging. In chapter 11 you have already seen a different division of the practical process principles in 6 groups, each describing a progress-aspect of the development of self-organization in UR.

Each group of building blocks, belonging to a progress-aspect of the process, is merged into one ‘bigger’ building block, leading to 5 building blocks. These are presented here. In order to develop the model these 5 building blocks are again merged together.

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I will shortly explain the meaning of each of the 5 building blocks. I will explain the progress per stage, the changing ratios between the system world and life world are visualized (already explained in chapter 11).

Development of different groups (left to right)

- Self-organization has a local orientation, the processes develop in a part of a neighborhood. In a neighborhood different types of actors are present: individuals/residents, local professionals, (resident) collectives. There can already take different roles in the neighborhood, some will be more active than others. There are some that share a similarity (common angle: target group, (similar) or related to them). They already have different knowledge and experiences, however not expressed to each other.

- The first ‘workgroup’ develops naturally. One actor (individual/resident, local professional, (resident)collective) starts the first sub-project with a general idea, a theme. Certain actors (that share a similarity with the initiator) get interested. They become the ‘core’-group.

- Together they form the first group that has a shared view for a certain improvement of the neighborhood, the theme of the self-organizational project. A natural division in roles occurs, each actor takes on a certain role from the belief they can contribute in a certain way to the project and are willing to take a part of the responsibility.

- The role of one of the actors is one of a connecting actor. Different groups of actors are brought together by one actor (or group of actors) per sub-project, all actors need to have a certain contribution to the project. A sense of community develops, all are contributing to the same general idea.

- The sense of community contributes to the social cohesion in the neighborhood. The self-organizational process is linked to the neighborhood. The right balance in diversity is strived for. In the beginning there is a search for strategic partners.

- There is involvement of external actors (strategic partners) in order to execute certain sub-projects. Unconsciously there is some steering on complementarity. For each sub-project the right workgroup will be formed. Each workgroup remains flexible by being adaptable, at any time involvement of new (external) actors is possible.
• The self-organizational process develops in a certain neighborhood.
• Each sub-project, while contributing to the same ‘view’, attracts different actors from the neighborhood. The local network is developed.
• Parallel to this the first contacts are made with different parties from the environment. A proactive approach is chosen mostly for the environmental parties of the system world. An environmental network develops.
• The different networks get expanded because the different actors of the network inform their own network. Hereby they also show their background, their knowledge and expertise becomes known. The professional network development hereby also gets going.
• Environmental parties start to contribute. The proactive approach has a positive affect on the space the parties from the system world provides, the way they facilitate gets more tuned to the project.

Emergence of self-organizational process/project (left to right)
• Barriers are broken down in order for people to get to know each other. People need to get to know each other in order to dissolve any barriers, actors then will be more willing to help each other.
• A sense of ownership grows (related to the sense of community)
• With the sense of ownership the actors become more willing to take responsibility and to contribute to the development.
• Each actor contributes in its own way, to the sub-project they are most interested in and feel like they can contribute to in a way others can’t. When people contribute in the development the sense of ownership grows.
• Actors consider their self-organizational project as informal city development, and feel like their project can contribute to formal city development (for example new lifestyles are developed) as well as formal city development can be positive for their project. Thus they believe in strengthening each other.
Process of organizing and formalizing (left to right):

- Some forms of hierarchy develop, but aren't emphasized. A natural leader with a coordinating role is accepted, supported by a bigger group that takes shared responsibility. A core group.
- Different ideas about the way to develop arise, different routes are possible.
- On the basis of the shared view decisions are made in consultation, custom ways in decision-making arise and develop during the process. However, they are limited in their decisions by boundaries set by the local government.
- Around the core group, various work groups arise; different sub-groups (workgroups) which execute a sub-project. Each sub-group has their own distribution of responsibility.
- Growth and success lead to an increase in (financial) investments of both the executing parties (life-world) as environmental (supporting/facilitating) parties (both system and life-world).
- When growth and success lead to an increase in (financial) investments there is a need for more clarity and accountability. Formalization (form of structure) is needed.

Self-organization as organic development:

- The area/neighborhood is considered a place to experiment and improvise. A shared view is developed.
- In the beginning there is consensus on where to go and a drive to develop, a reason and willingness to contribute to the bigger development (no clear goals), but how (what sub-projects or interventions) and in what timeframe to achieve this, is open.
- Custom forms of development and appropriate forms of structure are adopted, both by actors of the life-world and the system-world.
- The conditions are appropriate/fitting for actors to show/use/express/self-organizational ability. Different sub-projects are initiated.
- The process develops organically: sub-groups develop which all initiate different sub-projects, all contributing to the bigger self-organizational project.
To come to the process model, the 5 building blocks (progress-aspects representing the 16 practical process principles), discussed in the previous paragraph, are merged together. Thereby sub-research question 11. How can we visualize the (collaboration) process of self-organization in UR and translate the practical process principles into a process model? will be answered.

In the process model, context and self-organization are combined. Presenting a model of a (development) process the time-factor also becomes relevant.

The context is presented by the distinction in life world and system world and translated in the model by:

- using 2 corresponding colors (life world = yellow / system world = grey)
- using 2 surfaces (life world within system world according to type 1 of self-organization in UR)

The focus is on process aspects related to the collaboration of actors from the life world. However, the system world gets involved at certain moments in time.

The time factor is presented in two ways:
- the process model takes you through the different stages of the group in the process
- and the organic development by self-organization represented by the (parallel) phases.

The process model visualizes and describes a successful combination of aspects for self-organization in UR. Supported by the legend, the model takes you through the collaborative process of self-organization in UR. From the emergence of the initiative, the development of the first sub-projects, the expansion of the self-organizational project (by development of supplementary projects, activities and events) and different types of networks and (work)groups, to the professionalization associated with forms of customized organization and sometimes even formalization and a more sufficient facilitation of both the project and the process.

Underneath the model a supportive summarizing description of the findings (practical process principles) is added.

The model needs to be considered a concept process model. A subsequent validation by both experts and practice will sharpen the model.

Often there are already some projects (public or private) in the neighborhood that deal with (aspects of) discontent of residents or local professionals.

Sometimes the later initiators of self-organizational processes get involved.

The neighborhood is seen as a possible place to experiment.

Likeminded residents get more involved with their neighborhood.

Shared discontent leads to a shared view on a better future for the neighborhood.

How to achieve and in what timeframe remains unclear.

New custom ways of development and partnerships need to be adopted by both lifeworld as system world.

People (individual, professional or (resident) collective show self-organizational ability by starting a project.

People become more aware of their living/working environment and, a sense of ownership arises, they become more willing to help each other and begin to contribute to the initiated sub-project.

A small group arises, that sees potential in the neighborhood to apply self-organizational project(s).

They explore relationships/partnerships/collaborations.

Together they think and decide on custom ways to develop and collaborate, first steps towards the ‘shared view’.

Different groups of actors start a sub-project.

The local network is expanded.

More sub-projects are started, while there is a natural leader, coordinating actor.

However the system world still determines some boundaries.

When self-organization grows there is an increase in social cohesion in the neighborhood.

With the success and growth there comes an increase in (financial) investment.

Often there is some sort of grant (the self-organization is limited).

(An extension of) the environmental and professional network is explored (both public and private).

A proactive approach towards the system world is adopted.

The support (system world) is adjusted to the sub-projects.

The facilitation becomes more tuned to the project.

Among the self-organizational parties the success and growth awakens the belief that what is set up in the neighborhood can be seen as informal city development.

They believe that informal city development can contribute to formal city development and the other way around.

Growth and success brings along an increase in (financial) investment and partnerships.

There is a need for more clarity and accountability, a process of formalization starts.

In the neighborhood barriers are broken down, sometimes literally.
In this chapter sub-research question 12: “Can we validate the findings in both science and practice?” will be answered.

In this paragraph I will discuss the key aspects in this connection (there was a couple of interesting ministeries). The definition I used was never in doubt in the conversations.

Note: at the time of the conversations the definitions of system world, social world and life world were slightly different than you have read in the report. After the validation conversations the definitions were sharpened leading to the definitions that are presented in this report.

12. Validation

The research itself

• The distinction between the system-world and life world
• The conceptualization of self-organization
• The concept of self-organization
• The concept of self-organization and the executing process

12.1 Validation by experts

For the validation by science, 3 researchers on urban area development were approached, each with a specific expertise...

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For the validation by practice of the findings/outcomes of this research, a small questionnaire was sent out to the interviewees...

13. Conclusion

The research question was to recognize the optionality of the findings/outcomes, represented by 10 statements covering the 5 important aspects of the validation described per progress aspect.

The research itself

• The distinction between the system-world and life world
• The conceptualization of self-organization
• The concept of self-organization
• The concept of self-organization and the executing process

12. Validation

The concept of self-organization

Discussing the concept of self-organization and the executing process it becomes clear that the actor of the life-world, who are related to the civil society and small private-sector social actors, are dealing with a kind of ‘professional’ self-organization, who understand the language of the public world and vice versa. The idea is that the life-world is to link self-organizational project to the agenda of municipalities or housing associations.

Discussing the two types of self-organization in UR there is a consensus about the ability of parties from the life world to act in the background. However it is emphasized that those projects take place in the public domain. And considering the public domain certain rules set by parties from the system world apply. Because the ideas behind the project initiated by self-organizations often are not set in order, or are hard to see, unified with the ideas of the system world, those worlds go quite separate way.

The distinction between the system-world and life world

Discussing the distinction between system world and life world there was consensus on the usefulness of a distinction like this to simplify the urban reality. The system world is often able to come in a model. The link that is made to the roles parties take in self-organizational processes however is not well excelled. This could help sharpening the definitions and add a distinction in small local businesses and the institutional parties.

Unification for the model

Discussing the distinction between system world and life world there was consensus on the usefulness of a distinction like this to simplify the urban reality. The system world is often able to come in a model.

The generalization is also discussed. The difficulty in generalization is that there is consensus on the usefulness of the distinction between system world and life world. Here it also applies that in urban area development the system world is alsways situated within the system world.

Reality of urban area development

There are also some pitfalls if you think about it. In reality the system world and life world both are very fragmented, they pass each other. The system world is also a kind of infrastructure, the life world is build by social parties and normative principles. And when self-organizations becomes integrated a transition to the system world evolves.

Here it also applies that in urban area development the system world is unsustainable, the system world always gets involved once urban development takes place in the public domain. The life world is always situated within the system world.

A kind of formalization often is irreducible. This can be related to the transition of random behavior into production.

Lessons

• Sharpens distinction system world and life world
• Divides in market parties between system world and life world
• Life world is always situated within the system world

12.2 Validation by practice

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12. Validation
The validation on these progress-aspects continues with the planning. A continued repetition of the design phase is nuanced to simultaneously running of the projects, with other starting moments and a repetition of the planning within each project.

The feasibility phase is referred to as a phase that is about successfully evolving and sustainability. One of the respondents would therefore place the feasibility phase after the implementation phase. And another respondent explained the broadening where this planning remains growth.

Aspect 2: Emergence of self-organizing process / project Validating the findings represented by the progress-aspect of the emergence of self-organizing processes and projects, the recognition is complete.

A sense of ownership is emphasized as base for responsibility. It can also be considered as base for investment and reciprocity as well and documents the change for a change of the opinion of others. One of the respondents makes a distinction between formal and informal responsibility, and emphasized the existence of informal responsibility in these kinds of processes. This type of responsibility is also what I wanted to refer to, however this is not clear in the questionaire. In coordination with the process of organization and formalization this informal responsibility can transform into formal responsibility.

The advantage of a participative approach towards the public parties is emphasized. An addition that is made in the link between this participative approach and the organic development, is that the participative approach is characterized of organic development.

Aspect 3: Development of the different groups
Validating the findings represented by the progress-aspect of the development of the different groups, the recognition is almost complete.

The importance of the adaptability of the groups is emphasized. Everyone should be able to leave or join. One of the respondents notes that the self-interest also plays a role in the contribution one is willing to invest in.

The emergence of workgroups around a core group is recognized, as well as the emergence of roles based on the responsibility one is willing to take. However, one of the respondents notes that the roles are not fixed, the same activity or project can be carried out by different groups. There might be some steering on these groups as commented in the previous progress-aspect.

Aspect 4: Developing networks of different scales of environment
Validating the findings represented by the progress-aspect of the development of networks of different scales of environment, the recognition is also almost complete.

It is pointed out that local people might be active in the professional network and it is possible that there are some differences in interpretation. There is recognition of the existence of some hierarchy led by a natural leader. As an addition it is stated that sometimes the natural leader is a group of people, not always an individual.

Lessons

Phasing
- simultaneously running of the sub-projects, with other starting moments
- repetition of phases within sub-projects
- feasibility phase as phase to determine sustainability

Groups
- emphasize adaptability
- Process of organization and formalization
- recognition process of organization
- only expectations of process of formalization

Lessons for planning
- Phasing
- simultaneous running of sub-projects
- other starting moments
- repetition of phases within sub-projects
- feasibility phase as phase to determine sustainability
- Groups
- emphasize adaptability
- Process of organization and formalization
- recognition process of organization
- only expectations of process of formalization

General lessons
- responsibility: formal and informal responsibility
- intermingle of different networks

Responsibility: formal and informal responsibility

Intermingle of different networks
Looking back at the core of this graduation research (see p. x-xx), the literature study (theoretical framework) can be divided into 2 aspects: (1) the content and (2) the process of self-organization, translated into a theoretical list of process principles. The literature study on the process of self-organization can be divided into a study into the context of self-organization and a study into the application of the concept in the Dutch planning context, thus the organizational framework in UR.

The feedback to the literature will be on these 2 aspects. The first aspect, the content, will be discussed focusing on the ‘new reality’ of the Dutch urban planning and the ‘new roles’ in this specific context. The second aspect, self-organization, focuses on the theoretical findings of the literature study (phase 1) in relation to the practical findings of the other phases of the research.

13.1 Content: ‘New reality’ - division system world and life world

In order to understand/explain and simplify the roles in the ‘new reality’, the division ‘system world’ and ‘life world’ was a simplification that helped understand the ‘new roles’. This division has proved to be very useful in making a model. The division in life world and system world was a simplification that helped understand the ‘new’ roles. A model is meant as simplification of reality. The reality however is more dynamic, as you could have read before. This has not been reflected in the model.

13.2 The self-organization of process principles

The theoretical list of process principles represents the findings on actors that contribute to successful self-organization in other fields as well as a quick scan of conditions that need to be met in order for self-organization to develop in UR. The practical list can be seen as an elaboration of the theoretical list, specification and application to the specific context of Dutch urban planning (distinction system world and life world in order to simplify the different roles). The practical list was divided into 3 themes:

- Roles & Relationships
- The rules of the game
- The way the playing field works

This list was divided into 3 themes:

- Roles & Relationships
- The rules of the game
- The way the playing field works

The last theme is about the relationship towards the environment. Discussing the third theme, the way the playing field works, there is not so much a shift in the accent but there is more attention for the application in UR. The specific context of the UM-questions in the Netherlands influence the way the process principles are made practical.

On the basis of this literature study I would expect the relevance of 3 themes (and the subject belonging to these themes):

1. The organic development (encompassing umbrella principle)
2. Emergence of self-organizing process / project
3. Development of the different groups
4. Developing networks of different scales of environment
5. The processes of organizing and formulating

Linking back to the literature study is more difficult. Multiple steps in this graduation research (in between the theoretical list and the process model) resulted in different types of information, the abstract theoretical list describing a successful combination of principles for self-organizational processes, that does not necessarily need to be applied in UR, and a visualizing (and less descriptive) process model that takes you through the process of self-organization in UR (needs to be applied in UR) and tells a story of principles for self-organizational processes, that does not necessarily need to be applied in UR, and a visualizing (and less descriptive) process model that takes you through the process of self-organization in UR (needs to be applied in UR) and tells a story of the interrelationships between the different principles. The model thus combines the specific context of Dutch urban planning and the concept of self-organization. In order to understand the model in relation to the literature the different steps from the theoretical list towards the process model needs to be taken into account.

The model has been developed from the practical list of process principles. For the development of the process model a new division was made, into 5 different aspects of the program of self-organization:

1. The organic development (encompassing umbrella principle)
2. Emergence of self-organizing process / project
3. Development of the different groups
4. Developing networks of different scales of environment
5. The processes of organizing and formulating

The way the playing field works

Discussing the second theme, the rules of the game, the rules of the game are applied in a more unconscious way. For example limited group cognitive complexity develops because along the way external actors are approached in order to be able to execute a sub project. In this theme, there are not so clear about what knowledge and experience is needed. Discussing the third theme, the way the playing field works, the rules of the game, the accent/shifting of the previous principles, to develop the process model along the way, during the execution of the project. For example decision-making and forming horizontal development network just like there is a search for the right path towards the end view, within the process there is a search for the right way to work together in the workgroup.

Discussing the third theme, the way the playing field works, there is not so much a shift in the accent but there is more attention for the process of self-organization in UR. This needs to be applied in UR and tells a story of the interrelationships between the different principles. The model thus combines the specific context of Dutch urban planning and the concept of self-organization. In order to understand the model in relation to the literature the different steps from the theoretical list towards the process model needs to be taken into account.

The model is meant as simplification of reality. The reality however is more dynamic, as you could have read before. This has not been reflected in the model.
Combining stages and phasing, the model deals with the bigger and smaller tracks in the process of self-organization in UR.

2. Changes in terminology
The validation showed that some terminology was too strongly related to the system world. Where the perspective of the research and thereby the end product, the model, was of the life world. As adaption to the concept model the following changes have been made regarding the terminology:

- Sub-project becomes sub-plan or activity. However, the group of sub-plans and activities will still be called the self-organizational project, since growth (caused by an accumulation of sub-plans and activities) is accompanied by professionalization and terms from the system world get more approval.

- Management becomes: shared ‘unexpressed’ management.

After the validation of the findings of this graduation research:

- first by experts, focusing on the link between the process of self-organization in UR (practical process principles translated into process model) and the context simplified using the distinction between system world and social world.
- and second, by practice, focusing on recognition of the principles (translated into 5 progress aspects) in practice.

The Concept Process Model can be sharpened, and a final process model is built. And thereby the end product of this graduation research is created and the aim of this graduation research achieved.

3. One contour for both life world and system world
The validation showed that life world and system world cannot be seen as separate. The concept process model suggests the system world is only ‘present’ in certain stages. Therefore as adaption the final model will show only one contour for the life word and one contour for the system world, where the life world is situated within the contour of the system world.

Looking at the validation by practice I concluded on X adaptations that could strengthen the model:

- Phasing
  Some more variation in starting point of the simultaneously running sub-project (activities and sub-plans) in the model. In addition to this there is also phasing within these ‘sub-projects’.
  The feasibility phase does exist, this phase is more about the feasibility of the project. Possibly as precursor of (or preparation for) the perpetuate phase.
  These phases will partly co-exist.

- Groups
  There should be more emphasis on the adaptability of the group, next to the build up of the groups the possible changes in the group need to be visualized.

- Organization & formalization
  The process of formalization is less substantiates than the other findings, this should be clear in the model.

14. Final process model for self-organization in UR
In the urban development field a paradigm shift from sustainability to prosperity fosters a federation in urban design, placemaking, and community building a transition from planning based on functional planning to planning based on qualitative embedding. Quality and identity now form the basis for spatial development. Urban renewal is a specific form of development in this new ‘reality’ including (re)development projects that aim to reinvolve urban areas and to bring about sustainable improvement in the physical, social and/or environmental conditions of an urban area.

The way people adapt to the changing context is part of the context. Parties in the Dutch context of urban area development are still building microcosms around their own sphere. This keeps changing.

The Dutch planning industry forms the context of this research. The Dutch planning industry forms the context of this research.

As a set of research questions leads to the end product, an operationalized set of process questions for a successful self-organization process worked out in a process model. This allows the set of research questions - already discussed in this report - to answer the main research questions. In this final conclusion I will combine these answers to answer the main research question.

First I shortly introduce the context in which the main research questions should be answered. Then I discuss the findings on separate parts of the main research question. Finally I answer the main research question in a whole.

Context - urban renewal in the Netherlands

The Dutch planning industry forms the context of this research. In the years after the credit crunch its focus came to be on a renewal of the neighborhood or the living environment where quality and identity form the basis for spatial development.

The Dutch planning industry forms the context of this research. This graduation research was focused on providing insight into the process of self-organization in urban renewal. The perspective of the research was on the role of the actors involved in urban renewal.

First I shortly introduce the context in which the main research questions should be answered. Then I discuss the findings on separate parts of the main research question. Finally I answer the main research question in a whole.

Some generalities can be found regarding the theme ‘roles and relationships’.

• When people get to know each other, barriers are broken down and people will be more willing to help each other.

• A workgroup is flexible by being adaptable.

• Different groups have limited group cognitive complexity.

• Self-organizational processes being less a spine.

• When people get to know each other, barriers are broken down and people will be more willing to help each other.

The quality strived for in self-organizational processes in urban renewal is achieved at practical quality and improvement of aspects of discontent led by emotion. The social quality is translated into spatial quality by self-organizational processes. Self-organization takes value on both societal and spatial aspects. Discussing social aspects the value is found in the increase in commitment of residents to their living environment or local professionals to their working environment.

The way people adapt to the changing context is part of the context. Parties in the Dutch context of urban area development are still building microcosms around their own sphere. This keeps changing.

In the urban development field a paradigm shift from sustainability to prosperity fosters a federation in urban design, placemaking, and community building a transition from planning based on functional planning to planning based on qualitative embedding. Quality and identity now form the basis for spatial development. Urban renewal is a specific form of development in this new ‘reality’ including (re)development projects that aim to reinvolve urban areas and to bring about sustainable improvement in the physical, social and/or environmental conditions of an urban area.

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Some generalities can be found regarding the theme ‘the rules of the game.’

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In order to visualize the process of self-organization in urban renewal 2 aspects are central:

1. Development world and life world (see chapter 4)
2. Time factor (already descriptively included in the practical process principles)

For each principle a visualization was made (building block). To recognize the difference between life world and system world 2 colors are used, yellow (life) and grey (system). The time factor can be catered for by contrasting different stages that belong to the practical process principle. Translation into process model applicable in new reality of urban renewal.

The model needs to combine the distinction between development world and life world, the time factor and the process principles. The model needs to combine practical process principles with the distinction in system world and life world. This distinction is used to simplify the reality of urban area development in the Netherlands which forms the context of this graduation research.

For each process principle a visualization was made (a building block). To recognize the difference between life world and system world 2 colors are used, yellow (life) and grey (system). The time factor can be catered for by contrasting different stages that belong to the practical process principle.

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Self-organization in urban renewal is based on the concept of a proactive approach to environmental parties. By considering an area/neighborhood as a place to experiment and improve, the conditions are appropriate for actors to act/improve (concerto) in self-organizational ability. In the beginning there is consensus on where to go, a drive to develop, a reason and willingness to contributes to the bigger development (no clear goals) and a sense of ownership leads to actors to take responsibility and to contribute to the development. Decisions are made in consultation.

A proactive approach to environmental parties has a positive effect on the space they provide, the way they grant or setting boundaries. The influence of parties form the system world is often still quite big, mostly in the form of a goal or setting boundaries.

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Some generalities can be found regarding the theme ‘The way the development world is organized.’

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The generalization is found in 4 themes covering different aspects of self-organization in urban renewal:

1. Development world and life world (see chapter 4)
2. Time factor (already descriptively included in the practical process principles)

For each principle a visualization was made (building block). To recognize the difference between life world and system world 2 colors are used, yellow (life) and grey (system). The time factor can be catered for by contrasting different stages that belong to the practical process principle.

A proactive approach to environmental parties has a positive effect on the space they provide, the way they grant or setting boundaries. The influence of parties form the system world is often still quite big, mostly in the form of a goal or setting boundaries.

Some generalities can be found regarding the theme ‘Approach to environmental parties has a positive effect on the space they provide, the way they grant or setting boundaries. The influence of parties form the system world is often still quite big, mostly in the form of a goal or setting boundaries.

Variety Generalization with a limited number of cases has its limitations. Abstracting generalities is possible only by taking them out of the specific context. This is why the variability understood the abstracted process principles is made explicit.

Describing & visualizing the (collaboration)processes of self-organization in urban renewal

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By adding the phases of organic development to the model the time factor and the different stages are placed within the entire process of self-organization. This way it is possible to present the different stages of the different aspects within the entire process of self-organization.

We are able to generalize certain aspects of the process of self-organization in urban renewal using a limited amount of cases. When we visualize the generalities into practical process principles with a certain level of abstraction this generalization is possible. The generalizations is found in 4 themes covering different aspects of the group of actors that collaborate: (1) roles and relationships (2) rules and relationships (3) structure (4) approach to the project.

Answering main research question

How can we describe & visualize the (collaboration)processes of self-organization in urban renewal and are we able to generalize certain aspects of this process to case to a process model that can be applied in the new reality of urban renewal?

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The expression of the principles in practice is various, this variety is emphasized by adding examples of possible expression to the practical process principles.

The practical process principles describe the (collaboration) process of self-organization in urban renewal.

Visualizing the (collaboration) process of self-organization can be done by first establishing the practical process principles in groups such as describing or visualizing aspects of the development process in UAD. We are able to visualize certain aspects of the development process in UAD.

We used existing models as inspiration/examples. There is not one model that can be applied to the development of the individual city development, (4) the process of formalization/organization and (5) the organic development characteristics. After which these aspects can be visualized, using 2 colors to represent the distinction in system world (grey) and life world (yellow). This way the context, the ‘new reality’ can be simplified and its application becomes clear.

We are able to visualize the development characteristics to the model in order to present the different stages of the different aspects within the entire process of self-organization.

The model should not be considered to be the ideal path for a self-organization process in UR. It is developed to get insight in the process of self-organization linking it to the ‘new reality’ in the urban renewal.

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The model should not be considered to be the ideal path for a self-organization process in UR. It is developed to get insight in the process of self-organization linking it to the ‘new reality’ in the urban renewal.
Recommendations

How can the research findings be applied? What are the limitations? And from the research, what are interesting topics to look into in new research? These are questions central to the recommendations. The research led to a practical list of process principles for self-organization in urban renewal translated into a process model of self-organization in urban renewal. The list and model can either be used to coordinate or independently of each other. However, they can strengthen each other, the model simplifies the list in order to get a better overview while the list is more specific and deals with deeper aspects of the model.

The model shows important principles that played a role in successful self-organizational processes in urban renewal. Room for improvisation and experiment are important aspects of self-organization. Even though the focus on (collaboration) processes was chosen with a clear reason, because of the way these self-organizational processes develop, the route is determined along the way, this needs to be taken into account when using the products. Other types of facilitation (think about the participation ladder of Arnstein) are other types of aspects that contribute to self-organizational processes. Regarding the subject of self-organization in urban renewal the tension that exists between organization and formalization amongst initiators on the one hand, and researchers on the other hand, is another topic to look into. This is central to the research, because it is about the relationship of self-organization to other forms in urban renewal. By providing greater insight in the process of self-organization in urban renewal and providing a process model, the initiators and actors of self-organization are given a better opportunity to start up or to improve a self-organizational process.

In the urban renewal process, the processes are in principle designed to be used by the initiating parties to set up and run the process of self-organization in urban renewal. By providing greater insight in the process of self-organization in urban renewal and providing a process model, the initiators and actors of self-organization are given a better opportunity to start up or to improve a self-organizational process.

To be more specific and to specify the findings, the principles are abstracted, taken out of their specific context. This should not be confused with success factors, the effect of the separate different factors is not studied in this research, we can only argue that the combination of these factors led to a successful project.

Using the list of process principles it should be taken into account that the process principles are generalizations of the principles in the case studies in order to come to the generalizations the principles are abstracted, taken out of their specific context.

When applying these in practice you should remain aware of the possibility that specific contextual characteristics might influence the outcomes of the applications.

Process model

Discussing the model it should not be seen as blueprint for self-organization in urban renewal. The model is initially designed to be used by the initiating parties to set up and run the process of self-organization in urban renewal. By providing greater insight in the process of self-organization in urban renewal and providing a process model, the initiators and actors of self-organization are given a better opportunity to start up or to improve a self-organizational process.

In this blueprint, the process is not rigid. You might feel like you are losing control over your process by applying a certain principle in another stage of the process.

In addition to this it will be more clear what a facilitating role of parties from the system world, (semi) public world, (semi) governmental, other (semi) public organizations and the bigger private businesses. This influence the findings. Only aspects that are relevant for these parties are discussed during the interviews. Relevant for these parties is also predefined, because the principle is designed to align their projects with the process of self-organization in order to benefit from these self-organizational processes in achieving some of their public interests.

The model shows the situation that exists in urban renewal. By providing greater insight in the process of self-organization in urban renewal and providing a process model, the initiators and actors of self-organization are given a better opportunity to start up or to improve a self-organizational process.

Making the research applicable to the decision making process. This is reflected in the nature of this research indicates that further study is needed to specify the findings. The case studies must meet some selection criteria (general characteristics, prospective situations and theoretical or conceptual considerations). Applying the findings in a similar situation is recommended.

Another limitation is the chosen perspective, the perspective of the initiators. This influences the findings. Only aspects that are relevant for these parties are discussed during the interviews. Relevant for these parties is also predefined, because the principle is designed to align their projects with the process of self-organization in order to benefit from these self-organizational processes in achieving some of their public interests.

Limitations

Both the list and the model have certain limitations as a result of the research design.

First, the research is demarcated to researching process aspects, the principles are abstracted, taken out of their specific context. When applying these in practice you should remain aware of the possibility that specific contextual characteristics might influence the outcomes of the applications.

Even though the focus on (collaboration) processes was chosen with a clear reason, because of the way these self-organizational processes develop, the route is determined along the way, this needs to be taken into account when using the products. Other types of facilitation (think about the participation ladder of Arnstein) might influence the outcomes of the applications.

Next, to this study is developed with a relatively small amount of cases. The generalities have a small base. The exploratory nature of this research indicates that further study is needed to specify the findings. The case studies must meet some selection criteria (general characteristics, prospective situations and theoretical or conceptual considerations). Applying the findings in a similar situation is recommended.

Finally I would like to recommend to set up studies that look into the possible combination and mutual reinforcement of informal and formal development. From the case studies I did notice the parties from the system world are often wishing to adopt informal city development, however they often can not base their tools to do so.

Because of the exploratory nature of this research there is a need for further study to specify the findings. The case of the principles as hypotheses in a follow up could give the findings a better base and sharpen the findings. Another option is to use the principles to study the success factors. Now you can only state that the combination of principles led to a successful self-organizational process in urban renewal, however the research did not designate the success factors.

Recommendations for future research

Following from the research, its application possibilities and limitations I would like to give some recommendations to extend this research or enrich research on this topic.

Regarding the subject of self-organization in urban renewal the tension that exists in terms of organization and formalization amongst initiators on the one hand, and researchers on the other hand, is another topic to look into. This is central to the research, because it is about the relationship of self-organization to other forms in urban renewal. Of particular interest is the willingness to organize while there exists reluctance in structuring (organizing) and formalizing. However when they want to self-maintaining they need to organize/formalize to a certain level. What you see now is that they are still partly depending on external parties. A research into new forms of organization and/or formalization that allows the improvisational and experimental nature of self-organization to be maintained would be interesting. Perhaps research into the adjustment of policies in order to make this possible is necessary in order to perform this study.

The research is performed from the perspective of actors from the system world. The research showed many indications of involvement of parties from the system world. One of the most interesting questions that came to use while executing this research was the question on what should be understood by (facilitation). What is ‘good facilitation’? Is it enough to provide possibilities (within the translation of your own interests) or should and could it be more than that? The interpretation varies very wide. A research into different ways of facilitation and perhaps a subdivision in types of facilitation (think about the participation ladder of Arnstein) would be interesting.