



InZichten

Creating insight into untapped potential in De Zichten,
The Hague.

TU Delft

AR0095 - Design Game Assignment

Paula Medina Agromayor - 5893097

Sophie Bakker - 5895316

Madison Berry - 5634431

Massimo Jonker - 5665663

Carlijn Kok - 5895286

Table of Contents

Table of Contents	1
1. Introduction	3
1.1 Toon	3
1.2 Aim	3
1.3 Research Question	3
1.4 Report Outline	4
2. Approach	5
2.1 Research Methodology	5
2.2 Design Approach	6
3. Context	6
3.1 Revitalizing The Hague Southwest	6
3.2 Thematic Analysis	9
3.3 Stakeholder Analysis	13
4. Design Proposal	17
4.1 Motivation	17
4.2 Vision and Goals	17
4.3 Samen InZicht	18
4.4 Talent InZicht	21
InZichten ambassadors	23
Samen InZicht group	23
Existing social hubs	23
4.5 Potential challenges	25
4.6 Theory of Change	25
5. Reflection	30
5.1 Experience with the Design Game Approach	30
References	32
Appendix A: poster/and/and..	33
Appendix B: Actor Analysis Tables	34
Appendix C : Interviews	38

1. Introduction

This report is a result of the course AR0095 'Social Inequality in the City'. The context of this report is The Hague South West, and the design responds to the commission by Staedion to DesignArbeid to act as a connector in The Hague South West.

1.1 Toon

Acting as a curator and a connector, the foundation DesignArbeid (DA) has been commissioned by the housing association Staedion to develop a "cultural plinth" in De Zichten, The Hague. Underlying this proposal, emphasis has been placed on surviving temporality derived from the urban restructuring projects taking place in the neighborhood. DA has set up a cultural plinth named Toon, involving different initiatives as a way to engage in a better use of space.

TOON is a cultural plinth which currently includes four initiatives: the Toon workplace which serves as an artistic research center, an apprenticeship center called Made in Bouwlust, Museumlab, and a participation restaurant called Buurtkeuken. A central element of TOON is the politicization of the community. The initiative believes that this can be achieved by bringing people together to discuss issues happening in the neighborhood, for instance through art. Therefore, supporting the involvement of 'disadvantaged' residents in initiatives happening in De Zichten is considered to be of great importance.

1.2 Aim

The aim of this report is to present a design to enhance 'Toon' and suggest practical ideas to use the space in a way that fosters the bettering of the neighborhood. Consequently, this report presents a comprehensive proposal for the implementation of the design named InZichten. InZichten aims to address some of the existing social issues present in the neighborhood, such as lack of opportunities, deteriorating social cohesion, and feelings of disempowerment. It aims to represent an innovative and effective proposal that meets the needs of the various stakeholders connected to the neighborhood. Similarly, it strives to support the residents and the neighborhood through a process of collaboration and empowerment. Specifically, it aims to build upon the existing untapped potential that is already present in De Zichten.

1.3 Research Question

The process of research, analysis, and design included in this report has been guided by three main research questions:

In the situation of 'constant temporality', how can space be created in which participatory art and culture can be used to politicize local communities?

In terms of process, what role and contribution can different actors play and how do you ensure that the initiative is sustainable in the medium term?

More specifically, several sub questions have been established:

1. *How does the design proposal create improved access to goods, services and other opportunities, in the context of the limited space in the Zichten/Ruimzicht ground floors and the courtyard garden?*

2. *How does the proposal create 'political skills' and facilitate a form of direct democracy (e.g. possibilities of participatory budgeting, decision-making in a self-organizing structure)?*
3. *How do you deal with the constant temporality of 15 years (actors, strategy, timeline)? Which alternative uses are possible in the medium term, including use of temporary architectural constructions?*

1.4 Report Outline

The report is structured into four main sections. Firstly, the first chapter of the report provides an overview of the research approach, including the research methodology and the design approach that was used in this study.

Secondly, the context section analyzes the changes that have occurred in Hague South West in the subchapter 'Revitalizing the Hague South West' and presents a thematic analysis of the data collected from interviews with residents and other stakeholders. A stakeholder analysis is also included in this section.

Thirdly, the design proposal chapter presents our motivation, vision and goals, and the two parts of the design, Samen InZicht and Talent InZicht. Potential challenges of the design are also discussed in this section, and an analysis of the outcome through Theory of Change is presented.

Finally, the reflection section covers our experiences with the approach, important takeaways, and suggested improvements. The report aims to provide a comprehensive analysis of the proposed design for politicizing the residents in De Zichten and fostering positive change in the neighborhood.

2. Approach

2.1 Research Methodology

In this report we attempt to explore the existing dynamics characterizing De Zichten and develop a proposal that suggests practical ideas for the use of the space. A variety of data collection methods, including primary and secondary methods, were used to approach our research question. Furthermore, a strong focus was placed on stakeholder analysis.

Primary data was gathered through interviews with residents and other stakeholders, as well as observations of the dynamics occurring in the area of design and the surroundings. These insights were supported by secondary data, gathered through desk research.

2.1.1 Primary data collection

Firstly, interviews in the form of conversations with residents informed our research. The wants and needs of the residents of De Zichten are central in our efforts to understand the existing dynamics in this area. To get a grasp of their day-to-day life in De Zichten, we held conversations with eight local residents in total (See Appendix C). We approached these (random) residents with respect and modesty. During our conversations we primarily tried to listen, and not steer towards any desired outcomes. In the process, we gained a true insight into what it is like to live there, what they like and do not like about the environment and what their hopes and concerns for the future are. The residents of De Zichten are the direct object in this situation and we want to take their opinion into serious consideration in our proposal.

Conversations with the residents of De Zichten were a great opportunity to get inspired by their stories about the neighborhood and how they experience living here. The residents did have ideas and were willing to help us brainstorm about the project (for example Ebru). Central in these interviews were the key-theme for the socio-economic redevelopment in The Hague Southwest: make, move, meet. In addition, we aimed to gain valuable insights from different stakeholders. In total we talked to seven different stakeholders (and did 9 interviews, see Appendix C) from a wide variety of backgrounds and interest, amongst the important interviewees were place-making expert Ruben (TOON/DesignArbeid), social community broker 'de Buurtkamer' and local entrepreneur Tina (Second-hand shop). These different stakeholders all provided us with their own insights and expertise, which all turned out to be vital for our design proposal (see stakeholder-analysis).

Secondly, we made use of the observation method for data collection. It is of vital importance to understand the circumstances the people in De Zichten are living in. To understand this, we did not only gather information through information provided online by stakeholders and through interviews with residents, but also by observing. While walking around the neighborhood, we tried to feel, look and listen. What does it look like? What feeling does this bring up for us as a group? What stands out to us? Since we are a diverse group from different backgrounds and nationalities, it was interesting to compare our experiences. The key words that arose from our observations gave us a direction towards the feelings we wanted to hold onto, avoid and create within our proposal whilst taking the information gathered through interviews with residents and information provided by stakeholders.

2.1.2 Secondary data collection

Desk research complemented the previous two sources of data collection. Desk research gathers secondary information, which remains an important method of data collection throughout this project. The first step in this process was to understand the current as well as envisioned neighborhood changes, as explained in part one of this report. As the project continues and ideas come up and evolve, the subjects that we need information and data on might change and ask for research on other topics than we have done so far.

2.2 Design Approach

To approach the guiding research questions, the research processes revolved around understanding the specific dynamics of the De Zichten to develop a suitable design. First, we focused on understanding the stakeholders involved in the neighborhood. Through pitches, interviews, and observations we examined the diversity of people living in the neighborhood considering different dimensions, the level of social cohesion between the locals, and the concerns and aspirations they hold.

Secondly, we explored the existing opportunities and challenges present in the area. The engagement with residents through the interviews and the pitches from local actors informed this research further about the different challenges that De Zichten is facing and the absence of certain public services and leisure activities. Moreover, it informed us about the services already available in the neighborhood.

Finally, another important element of the research process is the locals' perception of relevant past, present and future projects with a focus on this neighborhood. Desk research accompanied by an analysis of existing policy documents, reports, and statistics served as an initial instrument to understand the place-based policies targeting De Zichten and their impacts. Additionally, interviews with the residents and (local) stakeholders informed the research about the relevance of these projects and how they have been experienced by residents. Understanding the critiques, concerns, and advantages that citizens perceive from these initiatives can point to approaches to consider.

3. Context

3.1 Revitalizing The Hague Southwest

The Hague Southwest is home to approximately 70,000 residents. The area consists of the neighborhoods Vrederust, Bouwlust, Morgenstond, Moerwijk, Zuiderpark and Uithof (Projecten Den Haag, n.d.). The Hague Southwest is known for being the greenest in the Hague. Besides some private housing, there is a very high percentage of social housing (70%) and a high percentage of people living in poverty (25%) (Gemeente Den Haag, 2022). In the area 15% of the citizens live off financial aid compared to 7% of the rest of the city. There is no VWO school (higher education) accessible in the area, and on average children are advised one school level lower. Additionally, six in ten residents have a chronic illness, and the citizens of Southwest live on average seven years less than other citizens in The Hague (Cranen, 2023).

To address these issues, policymakers started investing in the area in 2019 with the so-called 'Brede Aanpak', of approximately 40 million euros which lasts until 2030 (Cranen, 2023). This program also includes a smaller scope (regiodeal) of approximately 21 million euros.

3.1.1 Proposed changes & sentiments

The Hague Southwest is planned to go through structural changes by the investments being made. The municipality of the Hague announced the 'Structuurvisie Den Haag Zuidwest' in 2022 which entails the construction plans for the future of the area. For the upcoming twenty years the municipality seeks to provide new dwellings, public services (such as schools and shops), but also more greenery and possibilities for exercise. The neighborhood 'Bouwlust en Vrederust' is one of the places most predominantly targeted by the municipality.

Housing corporation Staedion and contractor Heijman are set to renovate this neighborhood, where the earlier mentioned so-called areas of 'Dreven', 'de Gaarden' and 'Zichten' will be renewed. Around eight of the ten social housing dwellings will be demolished and replaced with new construction. As a result, 3500 extra new dwellings will become available in approximately fifteen years (projecten gemeenten Den Haag).

These drastic changes in the space residents' lives are bound to evoke sentiments in favor of the project as well as against. A first concern of people in the neighborhood is the densification that will materialize after almost doubling the number of dwellings in the area (DHC 2023). Pressure on public spaces, shops and green in the neighborhood are amongst the concerns. The municipality in turn argues that the ratio between new construction and public space (including green) will not be compromised (Coalitieakkoord Den Haag 2022-2026). Secondly, although all homeowners whose house will be demolished are guaranteed a space in the new construction, some homeowners prefer staying in their current accommodation. Although the majority of dwellings are in urgent need of renovation, some dwellings on ground level are in decent shape. Staedion however needs to demolish the entire structures in order to build from the ground up. The complex 'puzzle' of new construction is only possible if the area is re-designed completely. This will allow for more diverse housing to become available, including social housing, normal rental and private housing.

The 2022-2026 municipal coalition (D66, VVD, GroenLinks, PvdA & CDA) agreement explicitly commits to 'drastically renew and improve' the Hague Southwest including Bouwlust (Coalitieakkoord Den Haag 2022). Besides improving housing, the general wellbeing, participation, security, education and job opportunities are part of the scheme. The socialist opposition party (Socialistische Partij, SP), supported by smaller left-wing parties, criticized the municipal plans (Verkiezingsprogramma SP 2022, Verkiezingsprogramma PvdD, 2022). According to them, residents are not incorporated enough prior to the development of the plans, and they fear livability will decrease due to the increase of housing capacity. Another big concern of these parties is the loss of historical and architectural sights. During the renovation, over 1200 protected 'cityscape' houses will disappear. The parties therefore propose that these dwellings should be renovated to their original state instead of being demolished. Their objections are however in vain, as the renovation project is set to start April 2023.

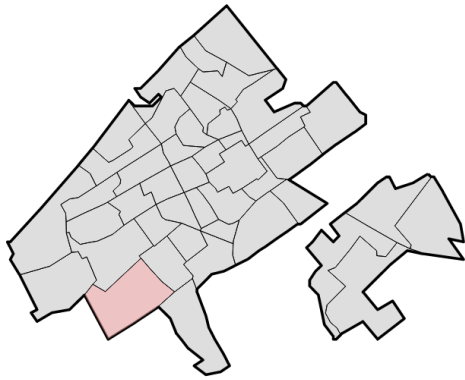


Figure 1: Position of Bouwlust en Vrederust in The Hague (Source: Wikipedia)

3.1.2 Impacts of changes

Bouwlust and Vrederust (approximately 30.000 residents) consists of the so-called blocks of 'Dreven', 'Gaarden' and 'Zichten' that were built just after the second world war. Parts of these neighborhoods are in urgent need of renewal ("Bouwlust en Vrederust", 2023).

The changes currently happening in Dreven, Gaarden and Zichten are classic examples of urban renewal. Much research has been done into the impacts of urban renewal projects and policy. Many theories have emerged to describe the factors of urban renewal that drive changes in communities. Many theories also address what kinds of changes are desirable and how to achieve them.

Typically, urban renewal policies aim to improve the quality of the housing stock or change the tenant structure of the housing stock. The goal of these changes is to decrease the negative effects of concentrated poverty based on the assumption that an improved environment and social mix will improve an area (Kleinhans, 2012). Elements of these two goals are both found in the projects targeting The Hague Southwest. As such, the demographics and physical landscape of Dreven, de Gaarden and de Zichten will change.

The demographic changes that Dreven, de Gaarden and Zichten will undergo are specifically tied to the concept of social mix. Social mix is a concept that aims to lessen segregation in cities. Segregation has multiple dimensions that include income, culture, and even work location. Segregation is often seen as a negative force that produces high levels of inequality. These inequalities prevent upward mobility of residents and are often projected onto future generations living in the same space (van Ham et al., 2018). The new housing complexes in Zichten specifically aim to incorporate different categories of housing. This will attract residents of different socio-economic backgrounds and lead to a social mix. This in theory should have a positive effect on segregation in inequality in the neighborhood.

However, there are also criticisms of policies that aim to eliminate segregation in cities. Segregation can be a positive force when it happens naturally and by choice. People tend to choose to live near people who are like them, and this can create positive social connections and a sense of community (van Ham et al., 2018). This sense of community is in threat in Zichten as most of the housing units will be destroyed causing residents to move out, at least temporarily.

Another aspect of the changes Dreven, de Gaarden and Zichten will undergo is placed based. The new construction will recreate the physical environment. Some participatory processes have been used to get feedback from the residents on these plans.

These practices are somewhat in line with the practice of placemaking. Placemaking as a concept aims to strengthen the connection between people and place through collective processes that focus on patterns of use. The end goal is to produce a place that a community uses and gives a unique identity to the community (Project for Public Spaces, n.d.). The new physical landscape in Dreven, de Gaarden and Zichten that will incorporate mixed use housing, open spaces, and integration with the environment may be able to create a new environment which has a greater sense of place.

3.2 Thematic Analysis

This section provides a detailed thematic analysis of our observations, conversations (with a wide variety of residents and the stakeholders: Toon, DesignArbeid and Staedion) and consults existing data. We defined four categories (Liveability, Basic services, Leisure opportunities and Social cohesion), which we believe together give a well-rounded representation and overview of the 'de Zicht', the specific area which we wish to target in neighborhood 'Bouwlust en Vrederust', The Hague Southwest.

3.2.1 Liveability

The data collection and talking to Design Arbeid both pointed out that liveability is important point to consider. In addition, Design Arbeid believes that art can be used as a tool to start discussions about a particular issue, such as unemployment. Through a process of participatory art, residents support each other, listen, and recognize patterns while also sharing a common problem. This reflects the potential of art to bring people together and empower them toward social change. This change can be directed towards tackling the liveability of the neighborhood, as residents are the most knowledgeable of what needs to be improved and de Zicht, which can be pursued through participatory art.

The pitch from Nina and Tanja offered different yet relevant points of view regarding the idea of liveability. On one hand, the pitch from Tanja offered some insights regarding the challenges to increasing the liveability of the neighborhood. The lack of infrastructure or recreational spaces were pointed out for not offering a welcoming environment for residents to spend time outside. On the other hand, Nina offered insights into how current policies are attempting to overcome the issue of liveability. Nina pointed to three main driving factors connected with liveability behind the renovation projects in the neighborhood. First, Nina pointed toward the current presence of many poor-quality houses in the neighborhood, whose costs to renovate are twice as expensive than to be rebuilt. Second, the belief that the neighborhood deserves an upgrade was also expressed. This reason was particularly directed toward the need to increase the liveliness of the neighborhood and to create more job opportunities for residents. Third, the project also aims to increase the resiliency of the neighborhood towards the volatile changes suffered in the present era, such as inflation and the energy crises.

The insights on liveability gathered from the pitches were complemented by the observations and interviews. The challenges of livability expressed by Tanja were perceived through our observations, which uncovered the reduced amount of people in the streets. Additionally, a reduced liveability was also perceived through an abandoned appearance of some projects, such as several photographic murals. Interviews with residents also pointed to some issues challenging the liveability of the neighborhood, such as an absence of social places for residents to get together. Also, the presence of many families and children was considered a very positive element of the neighborhood. Although this factor has not translated into increased livability yet, it can be useful for consideration in the design process.



Figure 1&2: earlier projects to improve the livability through pictures. These projects, however, deteriorated over time.

3.2.2 Basic services

Basic services include necessities for daily life such as transportation, water and energy, waste management services, and housing. Basic services were frequently brought up by the interviewees when discussing the current state of Zichten and the changes to come.

Tanja from Staedion talked about both infrastructure and its impacts on accessibility. Residents do not cycle since they often do not have the skill and prefer taking the car. There is however a lack of parking, an issue residents fear that will increase when additional housing materializes. Two older ladies that were interviewed specifically noted that they were mad about a new building being built where there is parking space right now. To combat the lack of parking space, the municipality is promoting shared mobility solutions as a means of reducing the number of cars in the area. According to 2022 data available on Den Haag in Cijfers, 2370 private cars are registered in de Zichten and the surrounding neighborhoods. This is around 800 more cars than the average neighborhood in Den Haag. Access to public transport was not discussed by the interviewees. Based on Google Maps, within one block of Zichten there are eight bus and tram stops serving three bus lines and one tram line.

Housing was another basic service that was discussed in an interview with Nina from DesignArbeid. The majority of the houses were built in reconstruction processes just after WWII, which prioritized fast-building techniques over quality. This has resulted in the current presence of many poor-quality houses, whose costs for renovation are twice as high than for rebuilding. The average age of the housing stock in Zichten is 8 years younger than the average neighborhood in Den Haag at 52 years old (build date 1970). However, 33.5% of the houses were built from 1945 to 1959 and 30% of the houses were built from 1960 to 1970 with the rest being built after 1970, meaning most of the housing stock is over 50 years old (Den Haag in Cijfers, n.d.).

Several other basic services were mentioned in interviews. Two older ladies hinted that there may be some issues with waste management stating that, “People from Eastern Europe litter a lot. On Saturday when everyone has done their grocery shopping it is the worst.” They said that while they have a very modern garbage container system in this area, it does not work because a lot of people do not understand it and just leave their garbage next to it.

Moreover, energy affordability was brought up by Nina when she highlighted the need for increased resilience towards the energy crisis. Data from Den Haag Cijfers shows that an above average number of the houses in Zichten have mid to low energy labels indicating that more money may be spent by these households on energy costs.

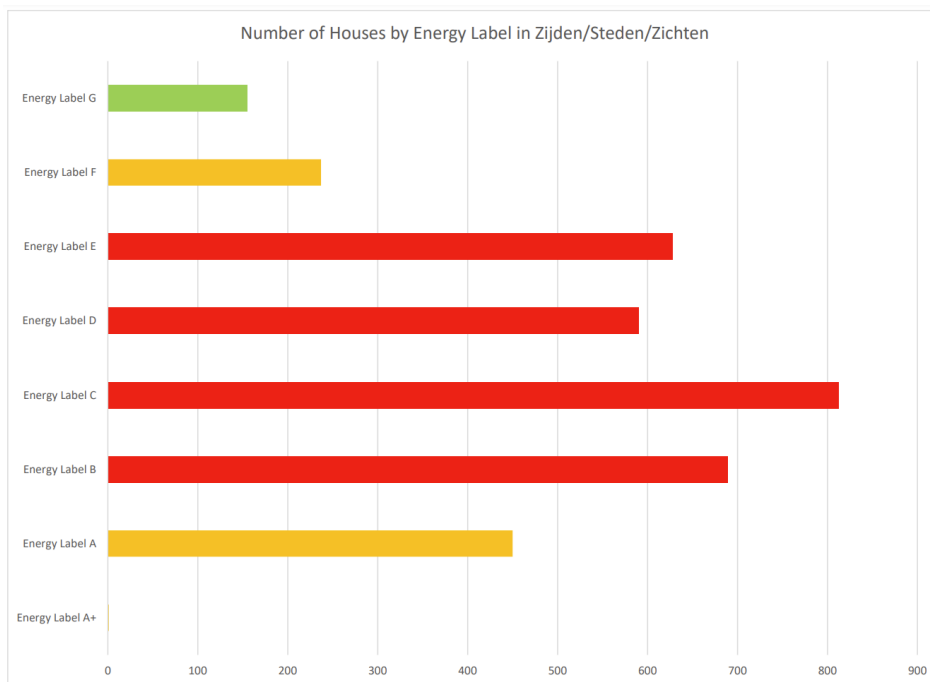


Figure 3: Number of houses by energy label in Zichten and surrounding areas; red indicates an above average number, orange indicates an average number, and green indicates a below average number (Source: Den Haag in Cijfers)

3.2.3 Leisure opportunities

During the interview with Tanja, she stated that in the area there is little to do in terms of leisure activities, such as sports. In the interviews we conducted with residents of the neighborhood, we also identified many statements relating to leisure opportunities. Therefore, we deem this an important topic to discuss.

Three young boys told us about a community center that got shut down. As a result, they are going to another one which is quite far from the place they live. They were very excited about a community project which they were visiting later. So-called ‘Youtubers’ were giving a ‘how to vlog’ workshop to them and other kids in the neighborhood. A teenage girl mentioned that there was little to do for youths, because of which she and her friends always get together somewhere else in the city. She indicated that she would enjoy possibilities for activities in the area, such as a theater or a bar. Another woman told us that she would like there to be a playground for her daughter, as currently the one that she uses

is quite far away. Because of this, she cannot let her daughter go unsupervised. Finally, from an interview with an elderly couple, it became clear that they too would like to see more leisure activities in the area. They specifically mentioned more bars.

The residents we spoke to cover all age groups. And they all in one way or another point to lacking leisure opportunities, mostly related to a limited offer and/or proximity-issues. For young children and people with children it is nice that there are a lot of children living in the neighborhood. However, community centers or playgrounds that are quite far away are seen as a constraint. Furthermore, for (young) adults the existing offer of leisure opportunities seems to be perceived as insufficient. Wishes for more bars or a theater were specifically mentioned.



Figure 4: sporting opportunities like the one in the picture improve the livability.

3.2.4 Social cohesion

Through the pitches, interviews, and online available information we learned about the social cohesion of de Zichten. The concept of 'social cohesion' refers to the strength of relationships and solidarity experienced within a community (Berkman, et al. 2014). Just by walking around the neighborhood, it stood out to us that the streets were rather empty. As mentioned above, there are not a lot of leisure opportunities for the youths as well as the older generation. Leisure opportunities and social cohesion reinforce each other in a perpetual way: more leisure opportunities lead to more social cohesion and more social cohesion will lead to more willingness to do activities together with other community members, and in the process creating a so-called 'social community'.

Two women who had lived in Zichten for over twenty-five years, shared concerns that resonated with social cohesion. Most of their neighbors do not speak Dutch fluently due to having a migration background. These Dutch residents felt they were 'bullied out' of 'their' neighborhood because 'they [people with a migration background] all know each other and resist to connect with Dutch residents'. This image was reinforced by a postman who had been working in the area for the past 20 years. He also mentioned that people do not meet each other in the streets anymore, "the area is not like it used to be", he said, explaining that cultural differences hindered social cohesion.

The lack of social cohesion was also mentioned by the place-making expert Nina Cranen. The residents of de Zichten are very closed off in her experience and she and her colleagues struggle to motivate them to cooperate and participate in organized projects. For example, Tanja mentioned '*de buurtmoeders*' (translates to neighborhood moms), a small group of Turkish female residents, who together functioned as a social catalysator in Dreven. These females promoted and activated other residents to form social contacts, and

by doing so effectively created a sense of community feeling in the area. However, Tanja mentioned that de Zichten lacks such an initiative and subsequently a social community. Residents tend to stay at home and avoid social interaction.

One major issue Tanja identified was that many residents in Zichten suffer from psychological issues, further enhancing limited social relations. Another characteristic contributing to this is the lack of one dominant culture or ethnicity. People do not 'understand' each other, where language barriers are just the start of the problem. Tanja even stated that this was the biggest challenge they were facing during this project and that she had never met such a closed off community before. People want to stay indoors and are also very keen on the idea of having 'public private' places within the new house blocks. This points to another problem within the community: residents do not trust their fellow neighbors around their kids.

In terms of 'place-making' the area has seen some positive initiatives. Small entrepreneurs' projects, TOON/DA, neighborhood kitchens, and other small initiatives have been carried out. Not all of them were successful, but they do portray an increasing interest in improving the social cohesion in the area.

3.3 Stakeholder Analysis

A stakeholder analysis is critical to understanding both the environment in which this project is situated and the ways in which actors can support or oppose the project. This analysis identifies the most relevant actors, their roles, their position on a power interest diagram, and what resources they control.

3.3.1 Key Actors

The key actors in this project can be seen in Table 3.1. These actors were selected as relevant to the problem in part because representatives from many of these groups or organizations were interviewed as part of this project. They are therefore seen as representing the critical actors involved in making changes in De Zichten. There may be other key actors that are not present in this list. Their exclusion is not intentional, but rather a product of the limitations of this design proposal. A description of each actor and their role in the problem situation are outlined in Appendix C, Table C.1.

Table 3.1: Key actors

The Municipality of the Hague
Staedion
DesignArbeid/TOON
De Buurtkeuken (Neighborhood Kitchen)
De Buurtkamer (Neighborhood 'Room')
Geloven in Moerwijk (Believe in Moerwijk)
The Xarage
Second Hand Store
Local Residents

3.3.2 Actor Positions

The power interest diagram (Figure 3.2) illustrates what position each actor fills in the problem arena. Actors are placed on the grid according to their relative power and interest with regards to the problem scenario. The placement of each actor is justified in Appendix C Table C.2.

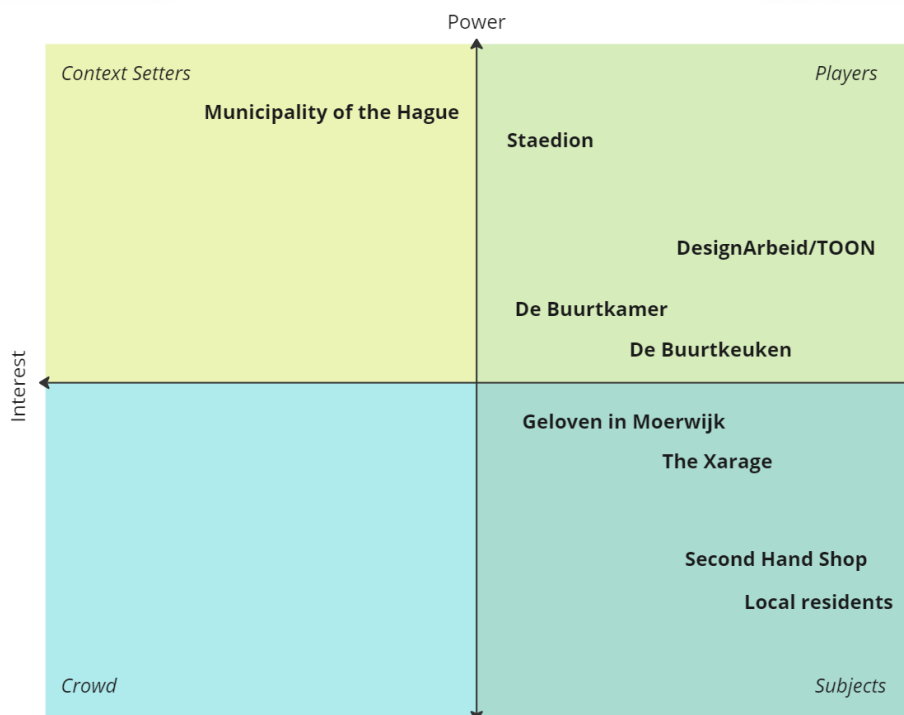


Figure 3.2: Power interest diagram

3.3.3 Actor Resources

While the power interest diagram illustrates the different positions of each actor and how they can impact the problem situation, it does not show how actors impact each other. Conversely, the resource diagram (Figure 3.3) highlights the connections between actors and how each actor wields their influence over other actors. An arrow going out from an actor represents the transfer of resources from one actor to another. The originating actor is considered to have more influence over receiving actors. Arrows represent both resources such as funding as well as resources in the abstract sense. The resources that each actor controls can be found in Appendix C Table C.3.

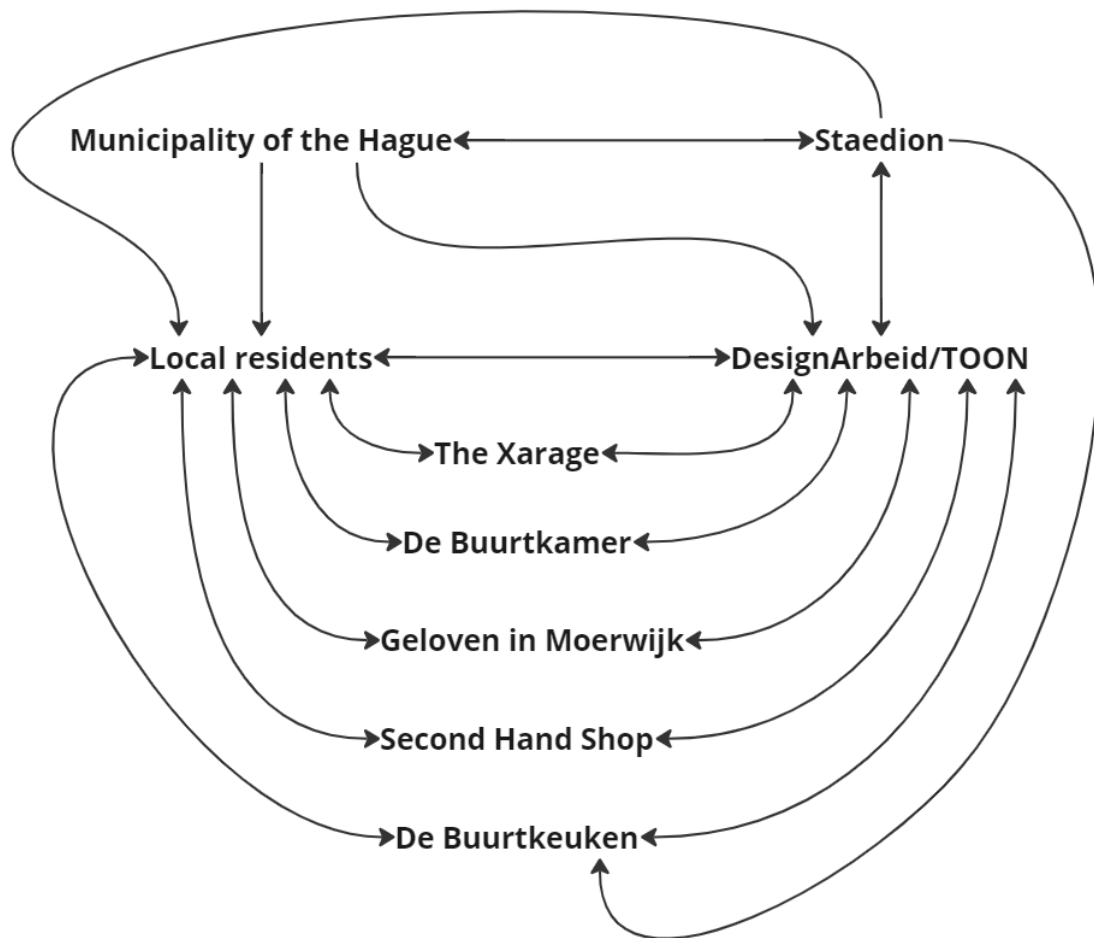


Figure 3.3: Resource dependency diagram

3.3.4 Analysis

The actor analysis presents three key takeaways. First, it is obvious that there are many independent actors in De Zichten which aim to support and empower residents. These actors can be grouped under the category 'aid-oriented actors'. Included in this category is *The Xarage*, *De Buurtkamer*, *Geloven in Moerwijk*, *Second Hand Shop*, *De Buurtkeuken*, and *DesignArbeid/TOON*. Most of these actors act unilaterally with the local residents and have sparse connections with each other or other actors. They are, however, all connected to *DesignArbeid/TOON* as *DesignArbeid*'s role in the community is, in part, to network with, and help direct the resources of, other local actors. Another exception to this is *De Buurtkeuken* which is an initiative of *Staedion*. (*De Buurtkamer* also has connections to a different housing corporation, but these connections are excluded as they are not relevant

to De Zichten specifically). It is also notable that the aid-oriented actors all have relatively high interest but span a large range of power levels. Thus, while the aid-oriented actors all fill a similar role in De Zichten, they do not all share the same position in the action arena. Some may therefore be considered more critical actors than others with a greater ability to take action in the problem arena.

The next key takeaway is the centrality of *local residents* and *DesignArbeid/TOON* in the resource diagram. As a direct result of the many relationships with other actors, *local residents* and *DesignArbeid/TOON* are central figures through which many resources pass. They are both connected to every actor in the diagram. *DesignArbeid/TOON* has marginally more ability to direct resources via their reciprocal relationship with *Staedion*. However, taking into consideration *DesignArbeid/TOON's* power level compared to *local residents* it is clear that they are overwhelmingly well positioned to shape the actions taken in this problem scenario. *Local residents* also have great potential to benefit from and direct resources, but considerably less ability to do so given their power level. Therefore, empowerment of the *local residents* is rightfully an important output from this design project.

The final takeaway is that the *Municipality of the Hague* and *Staedion* are relatively unconnected and uninvolved. Additionally, they are connected to very few of the other actors and do not readily share their resources. Their interest in the problem situation is also relatively low. Yet, the *Municipality of the Hague* and *Staedion* have the most power. This creates a problematic situation typical of top-down power structures. The *Municipality of the Hague* and *Staedion* are not well positioned to make decisions that will positively impact the problem situation given their lack of interest and reciprocation of resources. However, they have the most ability to make decisions due to their power level. These power dynamics are difficult to change, but awareness can provoke change. Additionally, there are other, more interested and better-connected actors with decision making power.

4. Design Proposal

4.1 Motivation

A core theme that emerged from our conversations with residents, local entrepreneurs, and leaders of aid initiatives was that of *untapped potential*. We found that many initiatives that already exist in De Zichten have the potential to tackle the challenges regarding different themes that we identified in section 3. However, awareness of these initiatives is lacking amongst residents. Participation and involvement of residents in initiatives is low and many residents feel they do not have the opportunity to enjoy or express their passions within the neighborhood. These conclusions came particularly to the fore in our conversations with Dennis van Toorn from de Buurtkeuken, Tina from the secondhand store, and various residents from the community.

We want to make the various existing initiatives more aware of each other's services. This will help them to reinforce each other and create a sense of togetherness. In the end, they all have the same goal: to create opportunities within the 'De Zichten' community. We believe that there is untapped potential within the community. Residents may have skills that are yet to be discovered or recognized. Acknowledging them will enrich the lives of residents themselves as well as the existing initiatives and will encourage them to 'Make, Move and Meet' within their own community.

That is why we came up with our proposal, called: 'InZichten'. Firstly, InZichten refers to the area of interest (de Zichten). Furthermore, the Dutch word 'inzicht' (which translates as 'insight' or 'understanding') refers in multiple ways to the aim of the proposal: creating insight into the initiatives that are already present in the area, as well as into the skills that are present within the community.

4.2 Vision and Goals

'InZichten' is aimed to combat the prevalence of untapped potential in de Zichten. Our design will serve the following goals:

- Being a network for the already existing and future initiatives within the cultural plinth in order to stimulate collaboration between them.
- Initiating and implementing strategies together with different stakeholders that are aimed at connecting with the residents and to spread awareness about the possibilities that the different initiatives offer.
- Creating a database of the skills and knowledge that already exist within the community. By doing this, stakeholders and (future) entrepreneurs have a better understanding of the human capital available and the gaps there are to fill in.

Summarizing, the 'InZichten' project consists of two key parts, which both have the goal of making use of the resources that are already existing in the community. The first aims to increase cooperation between, and reach of, existing initiatives. The second aims to create a database of the skills and knowledge that already exist within the community to enrich both residents and existing initiatives.

These two key parts we call:

- Samen InZicht (A network for collaboration)
- Talent InZicht (A skill database)

4.3 Samen InZicht

The current initiatives exist as 'islands' within the cultural plinth. There is not much collaboration, communication or deliberation between many of these 'aid-oriented actors' (as defined in Section 3.3.4). The fragmented approach is due to several reasons. Firstly, individuals and groups may start initiatives of their own accord with or without knowledge or consideration of other activities going on in the area. Secondly, there is disagreement or misalignment between the existing actors. While the root goal of supporting residents of De Zichten is the same, the approach and sub goals are often different. Tina from the secondhand shop is critical about the approach of Dennis from the Buurtkeuken despite both of them agreeing that hunger is an issue and both of them working to address this problem. These disagreements have led to some antagonism between actors. Tina and Dennis are one example, but people involved with the local food bank and De Buurtkamer also expressed distrust or skepticism for other initiatives going on in De Zichten. As highlighted in the stakeholder analysis (section 3.3), there are pronounced power disparities between many of these actors. These disparities, along with a history of failed initiatives in the area, have contributed to fragmentation and antagonism between the aid-oriented actors.

Our proposed solution to the issue of fragmentation is multi-pronged.

- DesignArbeid/TOON should build a platform for collaboration between the aid-oriented actors in De Zichten.
- Aid oriented actors should adopt a cohesive approach to branding and a shared promotion of initiatives.
- Outside events such as markets or festivals should be held on a regular basis and attended by participating initiatives.

4.3.1 Platform for collaboration

The platform for collaboration between the aid-oriented actors would aim to accomplish several outcomes. First, the platform would seek to resolve antagonism between multiple actors. Secondly, the platform would create a space to share and coordinate ongoing actions. Finally, the platform would allow for collective decision-making about future actions needed in the community.

Theory from the field of collaborative governance of common resources and participatory processes, while not directly applicable, can be used to advise on how such a platform should be built. Ostrom and Gardner (1993) note that in an antagonistic environment, collaboration can succeed when actors are made aware of their dependency to each other. Ansell and Gash (2008) further advise that antagonism cannot result in cooperation unless there is a high degree of interdependence between actors and steps are taken to remediate trust. Additionally, in instances of large power imbalances, there must be an explicit commitment to the empowerment of weaker or disadvantaged actors. They further state that to maintain a collaborative environment clear ground rules and clear roles for actors must be established. Facilitative leadership is also identified as highly important. A emphasis is placed on consensus decision making in their definition of collaborative governance:

“A governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision-making process that is formal,

consensus-oriented, and deliberative and that aims to make or implement public policy or manage public programs or assets” (Ansell & Gash, 2008).

In this instance, the platform for collaboration between aid-oriented actors could be understood as a group that manages public programs that support the residents of De Zichten.

Additionally, we argue that this platform should incorporate participation from residents themselves such that they also are able to be informed and have a say in the decisions made about their community. Bryson (2013) addresses the development of participatory processes specifically through the steps shown in Figure 4.1. In addition to elements already identified by Ostrom and Gardner (1993) and Ansell and Gash (2008), Bryson (2013) highlights the need for an evaluative framework to ensure the process continues to meet its goals.

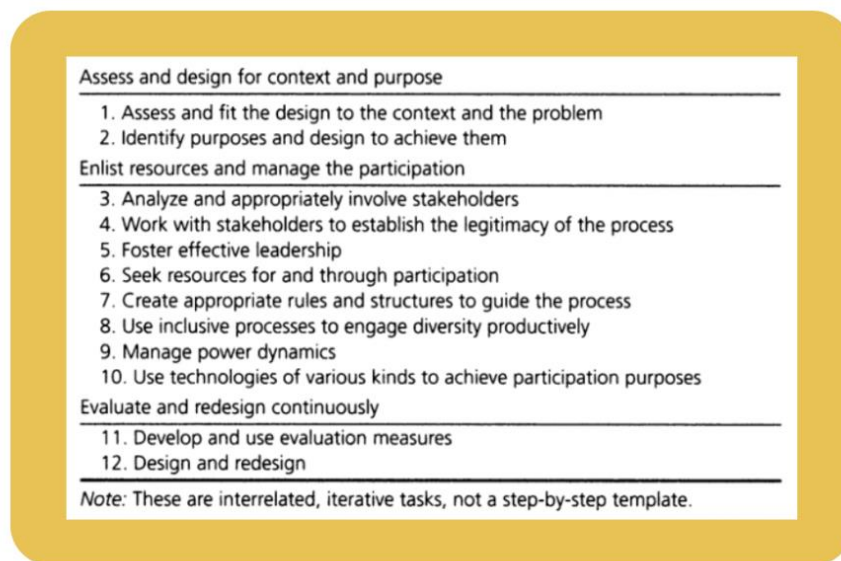


Figure 4.1: Guidelines for the development of a participatory process (Bryson et al., 2013)

In summary, the platform should incorporate these key ideas:

- Regular interaction between actors (recommended monthly)
- Residents should be invited and encouraged to participate in discussions
- A facilitative leader should emerge to manage the platform and chair the meetings
- Actors identified as having less power (Second Hand Shop, the Xarage, Geloven in Moerwijk) must be empowered and given an equal voice
- Consensus, rather than majority rule, must be sought among all actors when making decisions
- Mutual dependencies and shared goals should be highlighted over conflicting viewpoints
- Clear roles and ground rules should be established from the beginning

The following two components of the proposed network can be considered as first actions that the platform could collectively organize.

4.3.2 Shared branding and promotion

One way of creating a more cohesive environment is through branding. City branding is a strategy that is already implemented by the municipality of The Hague, but we believe that it can also be of value on a neighborhood level in De Zichten. Specifically, we envision a more cohesive outlook of what is present in the cultural plinth. We hope this will help to create the image of De Zichten as a neighborhood with its own identity. It will also help residents identify initiatives hosted by aid-oriented actors to know they can get assistance in these places.

This would start with one design for initiatives in the Zichten that could, for instance, be used for store flags, in street windows, or on flyers distributed by participating organizations. The logo used through this report (Figure 4.2) is one example of a common branding image that could be used by participating organizations. Shared promotion should also prominently feature the same shared branding.



Figure 4.2

Shared promotion could take the form of a newsletter that informs residents of the latest projects, events, and opportunities within the plinth. Creating cohesive promotion material that includes information about all opportunities within De Zichten creates insight for residents as well as the initiatives themselves. All present initiatives can use this material, such as a wall poster or a flier, to spread around and promote opportunities to the residents they are in touch with. See Appendix A for more examples.

To make this work, the before mentioned collaborative network between aid-oriented actors is of great importance. When visiting the thrift shop and talking to Tina, we noticed that many folders are placed on the counter. However, Tina told us that she thinks most of the initiatives miss the point completely or are ‘hilariously ridiculous. We sensed that she would never speak highly of them or actually recommend them to her customers. However, we also realized that when she would support an initiative, Tina would be great in encouraging her customers to participate in or make use of certain initiatives. Therefore, it is essential to get influential stakeholders like Tina on board to support and promote other initiatives in De Zichten.

In summary, we suggest the following action steps:

- Design cohesive branding for the initiatives in the cultural plinth and use this for branded material like store flags.
- Make a flier/poster about the cultural plinth that can be spread around by all participating organizations. This makes it clear that all initiatives are on the same page and that InZichten is the place to gather information about activities in the neighborhood.

4.3.3 Shared events

Building on the shared promotion, we believe shared events are a great way for the existing initiatives to connect with the residents and promote awareness about the possibilities in the cultural plinth. We propose that this could take the form of a neighborhood fair, at which all stores/initiatives from the Zichten are present with a stand. This should happen outside and should be approachable and accessible for all residents. We propose that:

- Certain elements could be implemented to attract residents to the fair. We identified poverty and hunger to be a great challenge within the neighborhood. During our conversation with Tina (secondhand store), she told us that handing out fruit would be a great way to connect with lower-income residents.
- Including interactive elements (e.g., painting with children) could be a great way to make it fun to visit the fair.
- Practical considerations like what would be the best day of the week/time for the event to take place should be carefully considered to make the event accessible for most people. We would recommend a weekend day.
- It would be nice if residents would also have the opportunity to participate in the fair with their own stand in a low-threshold way.
- The neighborhood fair can be a way to showcase the outputs of different initiatives (like children's paintings or food made by a resident in the Buurtkeuken).
- Shared events that are to be organized within the Zichten, should happen on a regular basis to create continuity, and hereby gain familiarity and awareness. This belief is partly based on insights we gained from our conversation with Dennis (De Buurtkeuken). He told us that when working on another project in The Hague (in the area of Moerwijk), he organized a series of neighborhood barbecues - with free food. During the first event residents were still hesitant. This barbeque was visited by around 40 people. However, the second barbeque was already visited by over 200 residents.

4.4 Talent InZicht

As part of the process of facilitating a form of direct democracy, the cultural plinth should serve as a space to empower citizens. Residents of De Zicht, like every human being, have skills, talents, and ways to support and enrich the neighborhood. These talents might have been forgotten, underestimated, or not discovered yet. But that does not mean that the value they hold has been lost. Even the perceived simplest skill has the potential to make a big change, not only in the community but also in oneself. On one hand, personal talents can support a neighbor in solving a problem or need they might have or increase their sense of well-being. On the other hand, discovering talents and putting them into practice can boost individuals' self-esteem and sense of purpose. Therefore, it is key to bring these valuable skills to light as a way to achieve empowerment and growth of the neighborhood. Drawing on inspiration from the projects of Ocupa tu Calle in Peru, this project aims to bring positive changes in the neighborhood without the need of big budgets.



Figure 4.3: Haus Der Statistik (Haus Der Statistik, n.d.)

neighborhood (Haus der Statistik, n.d.). In our project, we follow the idea that the community is the expert (Project for Public Spaces, n.d.). Therefore, the first step will be a process of self-discovery of talents, that will be followed by putting them into practice to make the neighborhood flourish. In order to do so, a database will be developed based on citizens' reflections on what skills they hold. Skills can be of a very diverse nature and can vary from cooking or knowing how to speak Arabic, to other skills like knowing how to do yoga, growing your own plants, knowing how to repair laptops, or having a lot of knowledge of the history of the neighborhood. Every type of skill has the potential to have a positive impact.

4.4.1 Talent InZicht - communication strategy

To reach the residents and gather information about skills in the community, the project needs a very strong communication strategy. We propose that this strategy will be based on existing channels of communication, as well as other new methods. Furthermore, the data will be more easily collected using a survey that will be spread through three main channels: the InZichten 'ambassadors', the existing initiatives in de Zichten (the Samen InZicht network), and other existing social hubs in the area.



Figure 4.4: Initiative Her City (Ocupa tu Calle, n.d.)

In order to reach this objective, this project will act as a skill-share and talent incubator. Like the Haus der Statistik project in Berlin, this project will aim to be a space for common good and to create added value in the

COMMUNICATION STRATEGY



Figure 3: Our communication strategy

InZichten ambassadors

Following our vision that the key to success rests in the residents themselves and inspired by the initiatives of Haags Sportkwartier, InZicht ambassadors will be central to our communication strategy. The potential of this strategy was stressed in the interviews with one of the residents of the Zichten, who highlighted the visibility of the ambassadors of the Haagse Sportkwartier and their ability to reach many citizens through social media. In InZichten the ambassadors will be several active and engaged residents of De Zichten. Their role will involve different tasks, such as informing other citizens about our initiatives and taking over the social media content on 'Ambassador Day'.

Samen InZicht group

The social capital of the local entrepreneurs will be of great importance in our communication strategy. Building upon the aim to strengthen cooperation among different initiatives stressed in Samen InZicht, aid oriented actors will also support the development of our skill database. More importantly, our research pointed to the willingness of various local initiatives, such as De Buurtkamer and Geloven in Moerwijk, to engage in a collaborative process with new initiatives. The aim of the cooperation pursued through the platform for collaboration is to strengthen the existing initiatives of De Zichten through a collaborative process. Therefore, our project strives to be supported by the social and knowledge capital of the aid oriented actors to reach out to residents to fill out their skills and strengthen our initiative. Both strategies have an extra added value, as our interviews with the Buurtkamer pointed out the importance of engaging in in-person invitations with residents to collaborate in initiatives to increase the turnout.

Existing social hubs

The interviews also point to existing facilities, such as schools or sports halls, as important points of encounter for residents. Therefore, we aim to share our information in these spaces, through posters or by including our initiative in newsletters. Indeed, our interview with Ebru highlighted the potential that the school newsletter has for informing parents of different initiatives happening in the neighborhood. To increase the safety of the data and ensure the long-term character of the database, the information will be stored in a digital

form. The coordinators of the project will ensure that the data gathered from the neighbors through the survey will be added to the digital database.

4.4.2 Resident input

As the database of skills and talents inhabiting De Zicht builds up, residents will also be invited to propose initiatives and workshops that they would like to see taking place in the neighborhood. In this stage, this project will aim to match the needs and desires of the residents with the existing pool of skills that residents have. For instance, several residents might be interested in being part of a workout group. At the same time, the database might reflect that there is a resident who is very good with Zumba. The task of this project will be then to be a meeting point for both sides and support the organization of this activity. Other examples of activities that could arise are painting classes for children

after school, cooking classes, or support with arranging tax declarations. In order to build upon the network for collaboration, the organization of these activities will be in collaboration with the different initiatives already present in the neighborhood.

This project aims to improve access to different services and opportunities that might not be easily accessible in the neighborhood. Fostering social cohesion by promoting interaction between the residents is another central element of the project, which can be observed through other projects such as the different initiatives of Cascoland. This is an international network that aims for a sustainable use of spaces, skills, and resources through bottom-up development projects. It focuses on empowering communities through innovative solutions that target local needs (Cascoland, n.d.). Similarly important, the aim of Talent inZicht is to elevate residents and make them aware of the skills they have. Embracing and pursuing the universal gift of talent has great potential to bring positive change. These three aims will have a positive impact not only in the local residents of De Zichten, but also in the different stakeholders and entrepreneurs of the neighborhood. Each objective will strengthen each other at the same time as they make the neighborhood flourish and grow, leading to an overall gain in De Zichten.

AIMS OF TALENT INZICHT



Figure 4.5: aims of Talent InZicht

InZichten

Help us bring your Talent InZicht!

Everyone has skills, even if they might initially feel unimportant. Help us to (re)discover your skills! We believe that De Zichten has a lot of potentials, and your skills can help the neighbourhood flourish.

This project aims to create a database that contains the potential that residents in De Zichten have.

GENERAL INFORMATION

Name:

Age:

Gender:

Phone number or email address:

I speak the following languages:

I agree with my

WHAT ARE YOUR SKILLS?

Do you practice any type of art or craftwork (e.g. carpentry, sewing, painting, etc.)?

Yes! I like to...

No

I would like to learn...

Do you make music or play an instrument?

Yes! I like to...

No

I would like to learn...

Do you practice any sports?

Yes! I like to...

No

I would like to learn...

Do you know something about plants or how to grow your own food?

Yes! I like to...

No

I would like to learn...

Do you have another skill (e.g. cooking, pet sitting, video editing, doing taxes) that you would like to share (or learn)?

Yes! I can/like to...

No

I would like to learn....

Would you be interested to share (some of) your skills with others in the neighbourhood?

Yes!

No

Contact us via InZichten@gmail.com

Thank you for your time!

Figure 4.6 Example of a form to be filled for the Skill Database

4.5 Potential challenges

It is important to be aware of possible challenges and obstacles that might arise when implementing InZichten. Since there are two main focus groups, the residents and the entrepreneurs, there are different potential challenges to acknowledge for both parts of the InZichten initiative.

The biggest challenge for Talent in Zicht will be reaching the residents. This has been pointed at by different stakeholders during their pitches and our conversations with them, so there is no doubt that this will be hard for the Talent in Zicht project too. Therefore, it is very important to strongly develop the three aspects of our communication strategy: our ambassadors, local entrepreneurs, and existing social hubs. This would involve, for example, contacting The Haags Sportkwartier to learn about their ambassador strategy as well as asking schools to include our initiative in their newsletter.

Second, residents might feel reluctant or disempowered to share their skills. We believe that the best way to overcome this challenge is to be very transparent about the aims and functioning of our project and by showing that everyone has a skill: anything you are good at or that you enjoy doing can be a skill. Additionally, stressing the in-person contact with residents to share information about our project will facilitate boosting the trust and confidence of the neighbors.

Lastly, another challenge might relate to the sustainability of the project in the long term. In order to overcome the risk of the project being short-lived, InZichten will build upon a strong branding and communication strategy to create awareness of the initiative. Additionally, a committed team composed of residents of the neighborhood will manage the project as a way to ensure its long-term success.

For the Samen Inzicht initiative, we believe that the biggest challenge will be to bring about cohesiveness between the local entrepreneurs on a short-term basis. Samen Inzicht is a very different approach than the 'islands' that are present now. In order for it to work, the entrepreneurs will need to invest their time and energy into this. This investment will lead to more clandestine where they can all benefit from, but this will be a long-term outcome and asks for involvement and trust in this project.

4.6 Theory of Change

We are convinced our 'InZichten' project can achieve its desired outcomes. It would however be naïve to expect change to happen exactly the way we envisioned it. Our project needs to materialize in a complex social community, which especially due to the construction plans, will change and evolve over time. Therefore, it is necessary to critically reflect on our design using the Theory of Change approach (ToC). The ToC approach should allow us to better evaluate and understand what is being implemented and why. The ultimate goal is to make a clear connection between our actions and the desired outcome. The ToC approach is important for the following three reasons: 1) hypothesis and biases; 2) funding and credibility; 3) continuity.

1). Hypothesis and biases: Like any (research) project, our design proposal carries a series of hypotheses (some more explicit than others) on how change will occur. Take any given textbook on research methods (e.g Stewart, 2020), and it will highlight the importance of hypothetically answering (and re-writing) your predefined research question(s). The danger of hypotheses is, however, that it can result in research biases. Since we all have our subjective expectations, we use the ToC approach as a method to clearly and explicitly articulate underlying assumptions we might have in the 'design' phase of our project (Reinholz & Andrews, 2020).

2). Funding and credibility: In order to apply for funding, and stay credible during the materialization of 'InZichten', a transparent overview of our expectations of change is needed. Articulating the underlying rationale of our project makes us a trustworthy and sustainable partner. Self-criticism, for example by recognizing certain hypotheses are not met, also plays an important role here.

3). Continuity: To ensure 'InZichten' as a project functions for intermediate and long term, we need to be able to constantly reconsider and revise our ToC as we gather data that indicates whether and how our efforts are working.

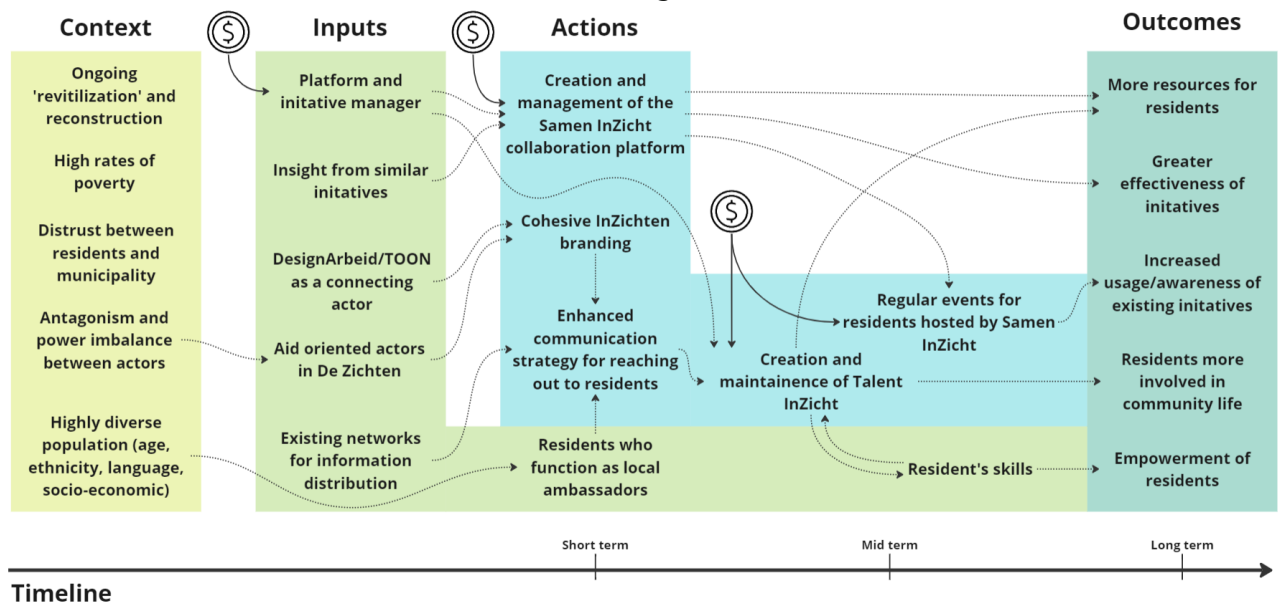


Figure 4.7: Theory of change

Our ToC approach will follow the following steps in a sequential manner: 1) context, 2) input, 3) actions, 4) outcomes.

- (1) **Context:** This highlights the 'space' we wish to transform with our proposal. It is especially important for 'InZichten' that we understand and recognize the context of the neighborhood, as we not only wish to improve these factors, but also use the context to our advantage in our proposal.
 - Ongoing revitalization and reconstruction: this is the starting point, and the reason for, our design proposal. Especially due to the uncertainties the reconstruction of the neighborhood evokes on the residents, recognising and understanding this contextual factor is vital for the success and durability of our project.
 - High rates of poverty: we are aware that many residents lack substantial financial means and that our project cannot change this. We did, however, recognize this contextual factor to design a project which is free of charge for residents, tapping into existing skills and services.
 - Distrust between residents and municipality: we noticed substantial distrust between these two actors. The branding of 'InZichten' is therefore specifically constituted by and for the neighborhood.
 - Antagonism and power imbalance between actors: this is one of the core issues we identified and are looking to change with our proposal. Different forms of antagonism or criticism between actors was frequently expressed (for example, Geloven in Moerwijk critiqued de TOON for its flashy folders and the second-hand

shop critiqued the Buurtkeuken for approaching citizens wrongly). We cannot make any form of change if we do not fully understand and comprehend the ongoing antagonism and power imbalances that are currently going on.

- Highly diverse population: the identified diversity in age, ethnicity, language, and socio-economic-status shows the (untapped) potential and strength of the neighborhood. In such a diverse area, there is bound to be an opportunity to create something substantial as a collective.
- (2) **Inputs**: These are the existing networks, actors and skills that are already in place. We wish to work together/use these in our project. It is however important not to mistake inputs for actions.
- Platform & initiative manager: our envisioned manager should be someone who is already an actor in the neighborhood. This will help in terms of expertise and trustworthiness. Therefore, we propose Ruben (DesignArbeid/TOON) to expand his (or one of his colleagues) current efforts in the neighborhood from 8 to 16 hours per week. TOON's current employer Staedion is responsible for the payment of salary. The ambassadors will help (as some of them already do) on a voluntary basis.
 - Insights from similar initiatives: we take inspiration from Haus der Statistik in Berlin and Ocupa tu Calle in Peru to see how they handled their project, and subsequently use those to tackle the existing challenges in the neighborhood de Zichten.
 - DesignArbeid/TOON as connection actor: the existing knowledge and expertise of Ruben and his team are vital input. During this stage, we identify current issues Ruben experienced in creating and maintaining his platform TOON (as we partly did, see the interview in Appendix C). Additionally, we identify and analyze the reasons why previous projects failed, and why there is antagonism between actors (as we already partly did, see the interview in Appendix C). Subsequently, our strategy for 'Samen in Zichten' should overcome these issues.
 - Aid orientated actors in de Zichten: although we found out that there is antagonism between stakeholders (see section: 3.3 Stakeholder Analysis), we also identified that in essence their goal is the same: improving the livability of the area. By focussing on this common goal, we wish to overcome cynicism between actors.
 - Existing networks for information and distribution: it is vital for the 'launch' of our project that residents will be informed of its existence. Therefore, we will use existing networks in place, such as our stakeholders Staedion, Sabra's Bootcamp, TOON, De Buurtkamer, Geloven in Moerwijk, De Buurtkeuken, and the secondhand shop. Additionally, schools (de Piramide, de Zuidwester & CBS) and sporting clubs (HMSH, Haagse sportvereniging Escamp, Shi-Sei Sports) can be used for means of promotion.
- (3) **Actions**: This consists of the actual materialization of 'InZichten'. During this part we carry out our design plans, together with our ambassadors, stakeholders and hopefully the involvement of residents.
- Creating and managing the Samen InZicht platform: with the help of our 'InZichten' manager (we propose Ruben or one of his colleagues) we materialize the Samen inZicht platform. During this stage, the manager builds a platform for collaboration between the aid-oriented actors (as defined in Section 3.3.4.) in the area. Under his or her supervision a kick-off meeting should be held with all participating initiatives (who are invited by the manager beforehand). Subsequently, mutual dependencies and shared goals should be discussed, as well as the establishment of clear roles

and ground rules. In addition, outside events (such as a neighborhood fair) and platform meetings should be held on a regular basis (we propose once a month) and attended by participating initiatives. Insights gained from initiatives alike are also important. This 'action' needs small funding from either Steadion and/or the municipality.

- Cohesive inZichten branding to successfully kick-off the inZichten project, we will finalize our cohesive branding strategy (See Appendix A). We further develop promotional material, and discuss the best way to distribute our material with our aid stakeholders (see appendix B) during the kick-off platform meeting of Samen InZicht.
- Enhanced communication strategy for reaching out to residents: during this stage, we closely work together with our aid stakeholders to get the word out, as well as with the affiliated schools and sporting clubs. This also means our skill discovery form is distributed amongst them by the platform manager. In addition, we will voluntarily distribute flyers and engage with citizens. The promotional material requires small funding from either Staedion or the municipality.
- Creation and maintenance of Talent inZicht: to materialize Talent InZicht, we need our enhanced communication strategy to succeed. Aid stakeholders who are affiliated to our platform will consistently engage with residents to fill out their skills. In addition, volunteers will regularly engage with residents with the similar goal. In order to maintain the database, we should always try to see if our form is up to date (for example: are different questions needed, or should we provide the form in more languages) as well as report successes from projects/workgroups our participants did.
- Residents who function as local ambassadors: by tapping into the highly diverse area of de Zichten, we are confident we can find and use resident ambassadors. During this stage, they actively help with our communication strategy and, for example, promote our content on social media.

(4) **Outcomes**: This final part is undoubtedly the most important, and at the same time the most uncertain. Following the prior three steps sequentially, we expect that the listed outcomes below will be met. As mentioned, these outcomes are now hypotheses. It is vital for our project to constantly critically reflect, and if needed re-think, any of our previous steps to achieve the desired outcomes.

- More resources for residents: by creating and maintaining Samen inZicht and Talent inZicht we expect residents will have more intrinsic and external resources to improve their lives. Samen inZicht aid orientated stakeholders will facilitate the needs of residents, and Talent inZicht makes residents aware of their own, as well as each other's resources, as different working groups will materialize based on the skill database.
- Greater effectiveness of initiatives: at this moment in time, the creation and management of the Samen inZicht collaboration platform will have countered antagonism and rivalry between aid orientated stakeholders, as they now work together to help improve instead of criticizing each other's services.
- Increased usage/awareness of existing initiatives: through our enhanced communication strategy the different initiatives of aid orientated stakeholders will be made more known to residents. Regular events for residents, hosted by Samen InZicht, will further promote its existence.

- Residents more involved in community life: due to the creation and maintenance of Talent inZicht residents will get more involved in community life. They learn about each other's skills and teach and inspire each other. In the process, a vibrant social community comes into existence.
- Empowerment of residents: residents, as a collective, will realize they do possess power and skill to change their own lives. In the process, residents feel more empowered and valuable.

5. Reflection

5.1 Experience with the Design Game Approach

For us as a group, the experience of participating in the Design Game was a great way to grasp the complexity of issues regarding social inequality. It was unlike any project we had ever participated in during our university courses. We especially liked that it pushed us to think outside the box and explore new ideas, while having to constantly adapt our ideas to the real-life context of de Zichten. It helped us realize that actively listening to and engaging with stakeholders is crucial, and iteration is essential to integrating contextual feedback into the design solutions. We also learned valuable skills for carrying out research and designing real-life proposals - like doing stakeholder analysis and applying the theory of change approach.

During the four sessions in The Hague we felt very welcomed, and it felt like our ideas and perspectives were valued. The fact that everyone present was working with the same overarching goal in mind created a sense of togetherness. Moreover, the group presentations were an effective way to learn from each other's insights. It was interesting to see that every group took a different direction. For us this showed how there can be many different solutions for the same problem, depending on how you interpret a certain context, who you speak to, and so on.

Relatedly, we experienced that having a diverse group of people - in terms of nationality and study background - is very valuable. We all contributed with a different perspective based on our own life experiences. Because of this we were able to complement each other's ideas as well as to give each other constructive feedback. This resulted in an open-minded, creative, and flexible approach to the design process.

5.2 Most important takeaways

As stated above, we learned a lot during the four weeks of the Design Game. Every week we came home with new ideas, insights, and impressions to reflect on. All these insights - some big and some minor - shaped our design proposal. We definitely take some learnings with us for the rest of our lives. Below we have described what we consider to be our most important takeaways.

Firstly, citizen participation can be challenging without trust between the community and organizations working in the community. In class, Nina had already told us about the lack of trust among residents towards researchers. However, what really opened our eyes in this sense was the cynicism from existing stakeholders towards new initiatives - like Tina from the thrift shop towards the concept of the Buurtkeuken. The antagonism between certain actors was not something we had expected. We learned that even when all actors will more or less have the same goal, this does not mean they are all on the same page. They do not always naturally support each other, and as external actors tend to dominate local actors, there are often power imbalances. For us this highlighted the need for collaboration and deliberation, which was the main reason why we came up with our idea for a collaborative platform that includes existing stakeholders.

Furthermore, it made us realize that coming up with a design proposal is about way more than coming up with a good idea or a nice initiative. In the end something lands in a specific and very complex social and political context, in which you must carefully navigate in order to successfully achieve something.

Another related takeaway concerns the feasibility of our proposal. To understand the dynamics of a region, one needs much longer than four weeks. Being too optimistic (and uninformed) can result in unrealistic plans, so it was crucial to keep plans small and

feasible. In this regard, our interview with Ruben was of great importance. He explained to us the very important political context and the budgetary challenges that arise from political decisions. Therefore, it is highly important that a design proposal has the ability to convince political actors of its necessity to be put on the political agenda. In the end, whether you want it or not, money is a crucial factor in the design of a sustainable solution.

5.3 Limitations and points of improvement

Lastly, it is important and insightful to reflect on what we would do differently next time, or what could be improved if we were to continue with the project. We have identified several points of improvement that would greatly enhance the success of our design proposal.

Firstly, a limitation of the current proposal is related to the number of interviews we conducted. We spoke to around ten residents, which gives a good insight but is not a representative sample. Ideally, we would have conducted way more in-depth interviews with all types of residents. For example, with residents that do not speak the Dutch language. Relatedly, we could have asked more stakeholders for feedback on our plans. By doing so, a better understanding can be gained of how our proposed initiative can truly benefit the community.

Doing more research on initiatives in the neighborhood, their communication strategy, and how they reach and engage with the residents would also be beneficial. We should also have more conversations with the different groups already working in the neighborhood as to why they don't already work with other groups.

To test out our communication strategy and survey for the skill database, we could do a small test with some residents to see if it is clear, useful, and relevant for the residents of the neighborhood.

In addition, it would be good to start with establishing contact with similar projects around the world to learn about their implementation, what challenges they experience, and how they are successful with their initiatives. This would for instance include research into how other places have established coherent and collaborative aid for impoverished residents.

References

- Ansell, C, & Gash, A. (2008). Collaborative governance in theory and practice. *Journal of Public Administration Research and Theory*, 18(4), 543-571.
- Berkman, L. F., Kawachi, I., & Glymour, M. M. (Eds.). (2014). *Social epidemiology*. Oxford University Press.
- Bouwlust en Vrederust. (2023, April 8) In Wikipedia. https://nl.wikipedia.org/w/index.php?title=Bouwlust_en_Vrederust&action=history
- Bryson, J, Quick, S, Slotterback, S,, & Crosby, C. (2013). Designing Public Participation Processes. *Public Administration Review*, 73(1), 23-34.
- Cascoland, (n.d.). *Projects*. (2019),, <http://cascoland.com/#/projects/>
- Gemeente Den Haag, coalitieakkoord 2022-2026 (2022), 'voor een stad die tegen een stootje kan'
- Gemeente Den Haag (2022), 'Ontwerp-structuurvisie omgevingsprogramma Den Haag' Zuidwest.
- Gemeente Den Haag, 'Dreven, Gaarden en Zichten: bouwen aan een betere buurt', projecten.denhaag.nl
- Den Haag Centraal (nieuwsblad), 'Emoties over forse sloop in Bouwlust en Vrederust' (10-05-2021).
- van Ham, M, Tammaru, T., Janssen, H.J. (2018). A multi-level model of vicious circles of socio-economic segregation. *OECD Publishing*, 978-92-6, 5.
- Haus der Statistik, 'Pioniernutzungen', <https://hausderstatistik.org/pioniernutzungen/>
- Kleinhans, R. (2012). Housing Policy and Regeneration, *International Encyclopedia of Housing and Home* (pp.590-595)
- Moore, N. (2006). How to Do Research: The Practical Guide to Designing and Managing Research Projects.
- Ostrom, E., & Gardner, R. (1993). Coping with asymmetries in the commons: Self-governing irrigation systems can work. *The Journal of Economic Perspectives*, 7(4), 93.
- Ocupa Tu Calle, (n.d.), 'Intervenciones Urbanas,' https://ocupatucalle.com/index/categoria_proyecto/intervenciones-urbanas

- Partij voor de Dieren (PvdD) Den Haag (2022) 'Verkiezingsprogramma, verbeter de wereld, begin bij Den Haag'.
- Projecten Den Haag, 'Zuidwest', <https://projecten.denhaag.nl/gebied/ontwikkelingen-den-haag-zuidwest/>
- Reinholz, A. (2007). T.C. Change theory and theory of change: what's the difference anyway?, *International Journal of STEM education* volume 6, 99- 115.
- Project for Public Spaces. (2016). *Placemaking—What If We Built Our Cities around Places?*, Project for Public Spaces Inc.
- SP Den Haag Verkiezingsprogramma (2022), '100 procent sociaal'.
- Stewart, R. (2022) *How to Do Research: and How to Be a Researcher* (Oxford Academic).

Appendix A: Branding of InZichten



Figure A1: InZichten Flag



Figure A2: InZichten 'Open' bord

School nieuws



Meester Mark

Beste leerlingen en ouders, de lente komt er aan en dat betekent dat er weer buiten zal worden gegymd. Neem dus weer je buiten sportschoenen en gepaste buitenkleding mee!



In de Buurt

De komende tijd gaat er veel veranderen in de buurt. Huizen worden gesloopt en weer opnieuw gebouwt.

Wij hebben er op school dan ook alle begrip voor als leerlingen en ouders/verzorgers hier negatieve gevolgen van hebben. Mocht dit het geval zijn, dan kunt u langs bij een van de leerkrachten of een mail sturen naar info@school.nl

Deze maand ...

In de klas

Deze maand gaan we hard aan het werk met onze krachten en talenten in de klas. De inspiratie hier voor is een nieuw project genaamd Talent In Zicht. Ieder kind heeft zijn eigen talenten en het is belangrijk om dit in te zien. Waar ben jij goed in? Wat vind jij leuk om te doen? Waar zou jij meer over willen leren of waar zou jij beter in willen worden?

InZichten



Figure A3: School Newsletter voorstel

**INZICHTEN
ZOEKT
JOU**

WIL JIJ

- JE KENNIS OF TALENT DELEN
- JE INZETTEN VOOR DE BUURT

Iedereen is ergens goed in! Door krachten te bundelen maken we de wijk samen levendiger en gezelliger!

Loop voor meer informatie binnen bij

- De Buurtkeuken
- De Spullenbak
- De Kleine Beurs
- De Xarage

InZichten

Een initiatief van Toon
Het Zicht 114
2543 AP Den Haag

LAAT JE HOREN!

Figure A4: Inzichten Poster



Figure A5: Market Fair poster

Appendix B: Actor Analysis Tables

Table B.1: Actor descriptions

Actor Name	Description	Relevance to Analysis
Staedion	Housing corporation Staedion rented 37.000 houses in 2020, making It one of the largest corporations in the Hague. Staedion claims to work together with renters and stakeholders to achieve 'common goals'. Staedion will carry out (together with construction company Heijmans) the demolishing and construction of the area de Zichten.	The (possible) materialization of our design project depends on Staedion. Our project therefore 'lives' or 'fails' on the basis of their involvement. Besides, Staedion has experience and expertise in terms of city rehabilitation, place-making and (social) project development. Individuals like Tanja Luttkink and Nina Cranen are exemplary of this. We should (and do) use our conversation with these experts to the best of our abilities.
DesignArbeid/ TOON	Initiative TOON, led by DA, carries out cultural art projects in neighborhoods. They refer to themselves as a 'marked-place for artistic research' as they offer a platform for cultural programming in the Hague Southwest.	TOON's initiative 'make, move, meet' is a useful starting point to think of our design project. Besides, TOON has experience and expertise in place-making in general, and especially participation through art (in the area Zichten). We should (try to) consult and/or involve TOON's knowledge in our project.
Municipality of the Hague	The municipality, and more specifically the 2022-2026 municipal coalition (D66, VVD, GoenLinks, PvdA & CDA), is the local government has the authority to design and implement policies.	The municipality decided to commit to re-constructing the neighborhood. Our plan therefore could use their support. Besides, the municipality has expertise on city rehabilitation, and, as democratic representative of the residents, can voice their concerns.
De Buurtkeuken	This initiative (from TOON, supported by Staedion) functions as a meeting place in the area De Zichten. Local residents can prepare meals in the kitchen and share their food with other residents. During the day, residents can also come inside (or sit outside on the wooden bench) and socialize.	Dennis the manager of the initiative is especially interesting for us. He has experience bringing people together in disadvantaged neighborhoods and was very open to help with our design proposal. This stakeholder has interesting ideas about how other initiatives/entrepreneurs could (and should) work together.

The Xarage	This student running The Xarage took the SIC class last year. He started his own business in a space on the plint in De Zichten. Rusen carries out projects in the field of design and handwork. He has multiple ideas and plans on how to improve social cohesion while making use of his Xarage.	Talking to Rusen we found out he himself carries out different projects and knows about other initiatives. He can help us with deciding what works, and what does not. Also, we might think of a design proposal which can serve his current initiatives.
Second Hand Shop	The secondhand shop is a local business run by Tina. Tina is a local resident who is dedicated to helping local residents in need in addition to running her store.	Tina has many years of experience working in the community. She is able to give great insight into the most pressing needs of local residents and has strong opinions of what forms of support will or will not work.
De Buurtkamer	This stakeholder runs a 'buurtkamer' (translates to livingroom) where people can meet, do activities or learn new skills. As of now, this stakeholder carries out 18 projects in total, and is looking to expand. In addition, de Buurtkamer, has connections to another housing corporation (Haagswonen), schools and other stakeholders.	This stakeholder serves (successfully) as a community broker. Residents trust the employees (for example, the Turkish mothers) and vice versa. De Buurtkamer is truly active and interested in improving their livability in the neighborhood.
Geloven in Moerwijk	'Geloven in Moerwijk' is an initiative of the protestant church in the area of de Zichten. They carry out differents projects (like cycling classes) and work together with different stakeholders (like the Voedselbank).	This stakeholder serves the interest of the residents through different ways. They for example open up their space as a meeting point. In addition, they carry out classes (from riding bikes to language courses) to enhance residents' lives. They are also concerned with the livability of the residents, as they try to tackle poverty through charity.
Local residents	We talked to a wide variety of residents in terms of age, gender and ethnicity. They illustrated challenges on four thematic topics (liveability, Basic services, Leisure opportunities and Social cohesion).	Their involvement in our design, and especially the materialization, should be our first priority. The best way to improve the lives of these residents in the four categories we identified, is through their active participation in our project, and in

		the process create a form of politicization.
--	--	--

Table B.2: Actor Positions

Actor Name	Power	Interest
Staedion	HIGH: Staedion has the power to decide what project will materialize, and which don't. Their financial capital plays a big factor in this. Staedion do, however, need to work together with other partners, such as the municipality of the Hague.	MEDIUM: Staedion is primarily interested in the financial and economic opportunities of the area. Since the corporation also benefits from satisfied renters for their public image, and subsequently their marked position, Staedion also takes interest in a design project that can tackle (some of) the current challenges in the neighborhood.
DesignArbeid/ TOON	MEDIUM/HIGH: TOON has a lot of knowledge and expertise to offer. They are, however, dependent on stakeholders like Staedion and the municipality for funding.	HIGH: TOON has already shown interest in the area Zichten with previous projects. From a possible new project, they have interest in something similar: participation through art.
Municipality of the Hague	HIGH: The municipality (or alderman Balster more specifically) has the power to decide what project will materialize, and which don't. The municipality's financial capital, political power and legal position are the main reasons why. The municipality does, however, need support from the public, which can be achieved through partnerships.	MEDIUM: The 2022-2026 municipal coalition agreement explicitly commits to 'drastically renew and improve' the area de Zichten. The center/leftwing coalition takes interest in, amongst other things, the improvement of the general wellbeing and social participation in the area.
De Buurtkeuken	MEDIUM: This stakeholder does not have much financial nor political power. He does, however, have the power to serve as a community broker. De Buurtkeuken can (possibly) create a better relationship with residents than other stakeholders can.	MEDIUM/HIGH: Ultimately, de Buurtkeuken wants to host as many residents as possible. Doing so, the employee wants to enhance social cohesion.

The Xarage	MEDIUM/LOW: This stakeholder does not have much financial nor political power. Rusen does, however, have the power to serve as a community broker. Rusen can (possibly) create a better relationship with residents than other stakeholders can.	MEDIUM/HIGH: Rusen wants to attract residents to his Xarage. He is therefore interested in projects of other students, who might help him in doing so.
Second Hand Shop	LOW: The secondhand shop is a small business with financial or political resources. They are subject to the laws imposed by the local government and by the regulations provided by the housing cooperation.	HIGH: Besides a financial interest, the owner of the secondhand shop, Tina, is very invested in improving her community and supporting the local residents. She is also very opinionated about what should or shouldn't be done to help people and regularly engaged in supporting residents herself.
De Buurtkamer	MEDIUM/HIGH: This stakeholder does have some financial and political power. This is due to their strong connection to the housing corporation 'Haagswonen'. De Buurtkamer also serves as a social connector. This means de Buurtkamer overall has a better relationship with residents than most other stakeholders. Unfortunately, as of now, de Buurtkamer does not serve many residents of the area of Zichten.	HIGH: this stakeholder is already involved, and can be considered an expert, when it comes to increasing the livability in Moerwijk. De Buurtkamer also mentioned they were very open to new partnerships and expanding their reach to the area of de Zichten.
Geloven in Moerwijk	MEDIUM/HIGH: This stakeholder has experience (8 years) of carrying out welfare projects in the area of Zichten. They are a trusted partner to other initiatives/projects (like the Voedselbank) and residents. Therefore, they have power to influence real change, and the financials means to do so.	MEDIUM: this stakeholder is already involved, and can be considered an expert, when it comes to increasing the livability in the area of Zichten. The coordinator, however, showed skepticism towards projects of TOON. She criticized the initiative of, for example, de Buurtkeuken, doubting that it will exist in the long run. The coordinator did however mention she was open to new partnerships.

Local residents	LOW: As individuals these residents do not have much political or financial power. Some of them, as they told us, actually feel very powerless. If residents decide to come together as a group they could enhance their power.	HIGH: These stakeholders arguably have the highest interest in improving the area. In the end, they have to live there. However, since many have to move during construction, and their participation is already low, it is questionable if they are intrinsically motivated to show interest in our project.
------------------------	---	---

Table B.3: Actor resources

Actor Name	Resource(s)
Staedion	Housing, financial support for local initiatives
DesignArbeid/TOON	Support for local initiatives, access to larger network of resources, advice to Staedion
Municipality of the Hague	Financial support for local initiatives, social services for residents, legislation, and approval of 'revitalization' plans
De Buurtkeuken	Affordable meals, gathering place
The Xarage	Community skill development
Second Hand Shop	Material aid for residents, local knowledge
De Buurtkamer	Gathering place, community skill development, access to larger network of resources
Geloven in Moerwijk	Gathering place, free meals, local knowledge, access to larger network of resources
Local residents	Crafts and skills, labor, local knowledge

Appendix C : Interviews

Interviewee	Input
Section 1: Stakeholders & experts	Tanja (Staedion), Sabra's Bootcamp, Ruben (DesignArbeid/TOON (Ruben), De Buurtkamer, Geloven in Moerwijk, De Buurtkeuken, Second hand shop

Tanja (Staedion)

We engaged in a conversation with Tanja, who represented Staedion. Besides her useful insights on the ideas Staedion has for the area, Tanje seemed to have experience and expertise on the social relations, challenges and opportunities of the area Zichten, as well as the Hague Southwest in general. For example, Tanja mentioned 'de buurmoeders (translates to neighborhood moms), a small group of Turkish female residents, who together functioned as a social catalysator in the area of Dreven close nearby. These females promoted and activated other residents to form social contacts, and by doing so effectively created a sense of community feeling in the area. Tanja however mentioned that Zichten lacks such an initiative and subsequently a social community. Residents tend to stay at home and avoid social interaction. One major issue Tanja identified was that many residents in Zichten suffer from psychological issues, further enhancing limited social relations. Another characteristic contributing to this is the lack of one dominant culture or ethnicity. People do not 'understand' each other, language barriers being not the only issue. Tanja also discussed the opportunities of children and youths in Zichten. According to her, there is little to do for them in terms of fun, school (and internships) or sports. Some children who are excelling at school are not able to do homework due to small living space or family issues. Tanja mentioned the problematic lack of access to higher forms of education in the area. Children and youths also seem rather absent from the streets. The parents often work in the greenhouses in Westland. They are exclusively renting, partly because in Muslim culture getting a loan (mortgage) is not allowed. Tanja mentioned a positive relation with the municipality. Steadion has continued working with the same alderman since the new coalition, which contributed to a sustainable relationship. There seems to be a reappraisal for indoor and vegetable gardens by all parties. In general, the municipality keeps the streets clean. Residents, however, can litter resulting in an unpleasant environment, partly contributing to residents feeling like the 'drainage' of the Hague. According to Tanja, since recently, there have been a lot more place-making test. Small entrepreneurs' projects, TOON/DA, neighborhood kitchens, and other small initiatives have been carried out. Not all of them were successful, but they do portray an increasing interest in the area. Lastly, Tanja talked about infrastructure and accessibility. Residents do not cycle (often do not have the skill) and prefer taking the car. There is however a lack of parking, an issue residents fear that will increase when additional housing will materialize. The municipality therefore promotes 'shared' mobility.

Sabra's Bootcamp

During the session we had a chance to visit one of the neighboring entrepreneurs of Xarage: Sabra's Bootcamp. The place is owned by Sabra Rahiembaks, a woman with an impressive role in the local community. Although she is not from the neighborhood herself, she stated that when she came here, she "felt like the community and especially the kids here need a safe place to grow up." She contributes to this in many different ways by giving boxing lessons to women and kids. The neighborhood has a high rate of overweight children. Unhealthy food is unfortunately often cheaper than nutritious and balanced meals. This results in a high rate of overweight children in low-income neighborhoods like Bouwlust. But Sabra states: 'the physical benefits are a plus, what happens mentally is what it is really about.' By getting to know that the mind can control how your body feels while doing heavy exercising, women learn that they can do anything if they put their mind to it. This is especially important for victims of domestic violence. Sabra works as an ambassador for the GGD to teach women how to physically stand up for themselves, but also what it mentally does to put yourself and your wants and needs first. Next to being a boxing teacher, Sabra is also a mom to four daughters. Sabra shared with us that she tragically lost one of her daughters. This tragic event caused her to learn more about grief and to follow a course in becoming a grieving coach. She now brings her knowledge and experience into practice in Zuidwest. In conclusion, Sabra is a great example of how one person can have a big impact on a neighborhood. I think she is the perfect role model for girls in the neighborhood and an important part of the support system for women in the area. This does not go unnoticed: whilst we visited her a photographer came in to take pictures of her for the municipality archive and she will be co-hosting a radio program on national radio every Sunday morning.

Ruben
(DesignArbeid/TOON)

Normally preparation time of a year or two years. But now they just started on the spot and thought about what is going to be the strategy, how are we gonna work, etc. Did a lot of research and developed a strategy, but they started already when they were doing it. Therefore, there was no time to involve people who are already here. They did try to take into consideration what was already present (example of conflict of interest with Woman who organizes bicycle courses). Of course, they met and shook hands with everyone, etc. But they did not really involve them in the programming.

Normally they would've tried to reach out to all stakeholders and get everyone at the table and talk about what is sustainable. This might help clarify assumptions about finances, balances out interests, etc. Because that did not happen: museon and the bike shop from Michiel can now not help each other/have nothing to offer. Could the bike shop and museon have been a collaboration if things would have gone differently from the start?

So ideally Tina (2nd hand store) would have been involved from the beginning in the negotiations.

Question: Is it too late now, to still get everyone at the table?

Ruben: 'We' Toon 'participate' with everyone. Designed Kitchen together with dolle baks and wood workshop, etc.

As Toon curated the whole thing, they see the potential collaboration (from their side). Considered a working group? Where everyone would get together Ruben: would love to find out if that is still possible to achieve. Hard to know whether people would be interested in it.

How can you make these exchanges of ideas more a process? A continuous process that is sustainable. Also, as a part of the negotiation. Ruben: It is difficult: E.g., Museon is stepping out (power imbalance) of certain ideas because they have 'prestige'. And they are not here enough

At Toon they all want the same. Process with an end goal, want to involve as many people as possible. Everything you have is means (recycling, art, education).

However, it is difficult to engage with other stakeholders, such as: Nico & Tina - 2nd hand store Michiel (bike shop) - he does not want to do anything.

- Really frustrating and hard because they do not want to have anything to do with the municipality.
- TOON is Aware of negative connotations with art, try to overcome them

Sometimes there are competitive organizations who do the same thing. Here there is for example an organization for women sewing classes. They see any involvement from Toon as a threat. They are forced into competition because the municipality is cutting budget.

How involved is the municipality?

- Now they are very interested in what is happening here. Residents started a lawsuit against renovation. So now they are monitoring everything that is happening.
- Municipality cut down the budget from Toon. Only if they propose a project they get money.

Art collectives are often part of city renovation. Not for soothing but also for finding out what infrastructures and networks are important. But hard to do it, if you are only doing that 1 day a week. Now they pay it partly out of their own pockets.

How do you reach out to residents? (such as the newsletter in school)

- Ruben: If they would do it on their terms, they would do it on all media. However, they don't have the budget. So they went with the one thing that they know will work (like ringing bells). And very targeted (like the painting course -> they target the school).

Environmental act: legalizing the input of citizens on urban projects. Turns into an obligation. It can be very good for participatory process, but can also increase power imbalances (who is being heard, who is gonna put forward their ideas).

- Participants should be actually heard and mobilize themselves

They need proof that city development projects are smoother and faster if they are being developed bottom-up. Can be hard numbers: is it cost-effective?, quicker? Etc.

In a more practical sense, who could put our ideas in practice:

Ruben: Independent government workers

Government should pay people to get into a position.

Formalizing resistance (? I did not really get this)

Or just give Toon a lot of money ;)

Precondition: politicizing. Speak to people and speak on behalf of those people to have leverage.

Our questions are very methodical. He likes that, and he thinks its valuable

As for the skill database, they did something alike in another neighborhood. They started becoming a labor office. They liked that questions came together with a designer - collaboration. Two way thing.

Getting all the information can be a creative process: how do you fill the database?

What if we make it a market? Can we have a community market where everybody sells something? -> More organic process of getting information from people

Advise: Look for examples: how did other people do it?

Employee of 'de buurtkamer'

- Social hub for all residents in the neighborhood, everybody is welcome, since 16 years.
- They offer 18 different types of activities, very low entry.
- She knows a lot of residents and they trust her.
- Buurtkamer give away food and goodies.
- Mentioned that there is a lot of skill in the neighborhood, but just no place to execute, lack of space is one of the issues.
- Best way of promoting is through talking with residents,
- She already works together with Toon, she is very open to new partnerships, also work together with another housing corporation.
- Mentioned 'de buurtberaad' where 13 active community members come together to talk about the problems in the neighborhood.

Geloven in
Moerwijk

Talking to one of the coordinators we found out that:

- They offer food (from the voedselbank), two days a week. But, the space also functions as a social space. They offer activities in terms of knitting, language courses, and much more. So the church hosts great initiatives which we can promote/use.
- Talked to her about the neighborhood kitchen (TOON)
- Mentioned that people don't care for 'flashy' flyers. In the end, they just need food.
- Mentioned that people with hunger will come (countering the argument of the employee of the second hand shop)
- she was willing to cooperate with initiatives like TOON. But she was very skeptical about the long term of this initiative. Mentioned an initiative needs at least 5 years to get success. She showed some hostility towards TOON/neighborhood kitchen.

Additionally, talking to two of the volunteers from the 'voedselbank', we learned:

- Aside from offering food they also organize some activities
- Women's evenings to discuss about things, job coach, person helping with legal/administrative issues, visit to a museum
- she thought that they had a lot of success > many people attended
- they think that inviting people in person makes a big difference in the turnout of people > you can connect more with people than with a flyer
- Instead of giving a basket of food to the people, they give them some "coins" that they can use to shop in the store that they have > this is really appreciated by the people > gives them some agency to choose what food they want to have – many of these people have a lot of debts so they do not have much control of their money > with this shopping they can at least make choices in this

Volunteer 2 from 'voedselbank'

- the neighborhood has changed > specially regarding diversity of origins of people > but diversity is not that bad
- people learn about what initiatives are going on because they live here > they see them, they hear about them
- people also learn about initiatives from their communities > strong Moroccan community

De Buurtkeuken	<ul style="list-style-type: none"> · De Buurtkeuken opened mid march. The employee had run one event since its opening. · The space will host different evenings where residents can cook for others in the neighborhood. During the day the space can also be used for casual forms of gathering. · He had confidence that initiatives like such will help improve the social cohesion of the neighborhood. · Said he had experience with running initiatives to create/enhance social cohesion. · Said that people are very hesitant to new initiatives, it takes time for people to experience the benefits. He mentioned Steadion, the organizer of de Buurtkeuken, gives him all the time he needs to 'test' if the initiative will work. · He mentioned that different entrepreneurs, often with more or less the same agenda/clients, feel some form of competition/rivalry against each other, instead of them working together. He felt like this was a missed opportunity.
Second hand-shop on the plint	<ul style="list-style-type: none"> · She (Tinnie) has been running a second-hand shop for the last 8 years in the neighborhood de Zichten. · Talked about the poverty problems residents of the neighborhood de Zichten face. · Often kids go to school without lunch/lunch money. These kids basically constantly live in hunger. · Parents live from social payment, meaning that their lives revolve around certain dates that they will receive their allowances. · Trinnie was very skeptical about 'de buurtkeuken' succeeding. She explained people who live in hunger are often ashamed by it. They will 'never' admit to this by accepting free food. · Mentioned that she witnessed cases of domestic violence in the neighborhood. · Mentioned that the municipality, and especially the alderman Martijn Balster (social-democrats, PvdA) has little to no idea about the real lives of these residents. Trinnie was infuriated with Baslter, mentioning he was no longer welcome in her shop. · Trinnie functioned as a neighborhood stakeholder herself. She explained that she knows who lives in real poverty. Often when these people come to her shop she gives something extra, without them asking (or knowing). For the kids in the neighborhood, she gives away free food, often healthy fruits.
Residents	Young women with a small daughter, Three young boys (age 8-12), Two elderly ladies, Elderly man, Postman, Young girl

	(approximately 18), Elderly (Dutch-moroccan) couple, Female resident and young mother (Ebru)
Young women with a small daughter	<ul style="list-style-type: none"> · Immediately apologized for not speaking/understanding Dutch very well but very willing to talk to me · Said that she likes the neighborhood because there are many families and kids living there · Just did a course to become a hairdresser/nail artist but will start working once her little girl goes to school · Said that she would like there to be a playground for her daughter, there is one but it is quite far away so her daughter can not go there by herself
Three young boys (age 8-12)	<ul style="list-style-type: none"> · Told us that there used to be a community center that got shut down and the one where they are going now is quite far away · Said they liked the neighborhood because a lot of kids live around there · They were excited about a community project which they were visiting later. So-called 'Youtubers' were giving a 'how to vlog' workshop to them and other kids in the neighborhood.
Two elderly ladies	<ul style="list-style-type: none"> · Had been living there for more than 30 years · Felt pushed out of their own neighborhood by people with other cultural backgrounds. "They all know each other and speak the same language and if we have a complaint and call the housing association, they tell us to suck it up." They feel like no one hears their point of view and do not know where to go with complaints. · In the summer big Turkish families go outside with all the kids and family members and are very social and outdoors. · "People from Eastern Europe litter a lot. On Saturday when everyone has done their grocery shopping it is the worst." They have a very modern garbage container system in this area but it does not work because a lot of people do not understand it and just leave their garbage next to it. · Were fed up with pretty much all policy · They were especially mad about the new building being built where there is parking space right now.

Elderly man	<ul style="list-style-type: none"> · He lacked faith that the Steadion demolishing would actually materialize. He said that the residents were promised renovation since 2013, but it got postponed every year since then. · Mentioned that the Dutch residents have left the area over the years, and an influx of migrants replaced them. · Mentioned that Steadion had employers situated in the area. The opening hours, however, were during inconvenient hours, making it very hard to talk to a representative.
Postman	<ul style="list-style-type: none"> - Postman who had been serving the neighborhood de Zichten for approximately 20 years. · In 20 years he has seen the social cohesion drastically decline · Claims this is due to the arrival of different cultures in the neighborhood. · People stay behind doors after bringing the kids to school
Young girl (approximately 18)	<ul style="list-style-type: none"> · Had a good experience living in the area. · She however mentioned that there was little to do for youths, so she and her friends always left the area when getting together. · Would like more possibilities for activities in the area, for example: a theater or bar.
Elderly (Dutch-moroccan) couple	<ul style="list-style-type: none"> · Said the area did not improve over the last 40 years of living there. · Vouched for more bars and shops in the area.

Female resident
and young mother
(Ebru)

- Lived here for 13 years
- Previously lived near Belgium border
- Young child is involved in art class run by ??
- Has seen the population change as well as physical location
- Neighborhood had become very poor, wasn't always this poor
- Enough opportunities for kid, playground could be better, can't complain about sports and other facilities
- Biggest challenges in area:
 - o Listen more to citizens before making decisions.
 - o Playground was already planned out before houses were built.
 - o Max age 6 of playground so nothing for older children
 - o Want more for child to be more active.
- She knows about all the facilities (playground?) nearby
- o Some playgrounds nearby but nothing on 'this side'
- o Don't want to walk to better playground by herself because it's across the highway
- o Nice playgrounds are busy sometimes nowhere to sit
- Give context for her about our project
- Place where kids have been painting for TOON
- Our pitch:
 - o Start with schools!
 - o Lots of schools nearby that don't work together
 - o Liked idea of networks
 - o Thinks common goal is the same
 - How learn about painting?
 - o TOON asked to put initiative in school letter
 - o Maybe only one school knew about it
 - o Capacity of class is max 8-10, capacity issue
 - o Only once a week one class one teacher
 - o Space not big enough but teacher also cannot manage more
 - o Other activities on other days
 - Diversity between rich and poor is a big challenge
 - o Hard to get combination
 - o Get people in big houses and people really poor
 - o How to reach across class divide?
 - o Not everyone speaks Dutch - really difficult to reach
 - o Knows a lot of mothers who struggle with language
 - § They will never come because of language issue
 - § Might be better if they know other from same language or flier was in their language
 - § They have a complex, very insecure, ashamed
 - § Feel like second class citizens, and it hurts
 - § Mothers stay outside and don't go in
 - She is the head of the school (spokesperson)
 - o Mothers are in debt
 - o This school has the highest score for ???

- Knows a lot of people who like to cook
- o But won't participate because language
- Thinks the manager TOON is great
- o Getting conversation started is the difficult part
- Can't go to dutch school because they have to do childcare
- 44 different nationalities
- o Not even beginning to send letters in turkish
- o Someone from cameroon
- o Would feel like exclusion to only send in some languages
- o Not possible to do flyers in all languages
- o Primary morocco, syria, turkish, ukraine
- 2nd part of pitch - skill building
- o People do have skills
- o Want to boost confidence!
- o How to get information?
- Schools!
- § Neighborhood is pretty young, families with children
- § School newsletter
- § Many schools in the neighborhood
- § Would reach main group, but they are smaller groups
- o Go through sports center
- o Also, neighborhood has most sports facilities
- o The people who are motivated will come
- § People who want to develop themselves will sign up
- § There will always be people who will never sign up
- § Some people want to do voluntary work to develop language
- 3rd part of pitch - branding
- o Housing cooperating
- o No distrust towards housing cooperation
- o For Trust need gemeente
- o Haags sportquartier
- § Initiative from the hague
- § Focused on this neighborhood
- § Selected ambassadors to for sporting
- § Her daughter was one
- § Post on instagram
- § Organized a playdate in the neighborhood
- o Gemeente can facilitate these processes
- Only certain types of people come to initiatives?
- o Yes and no
- o When non-dutch speakers are well informed they will come
- o Most of these people are not working so have time do to them

--	--