

MANAGING PUBLIC SPACE

Collaboration across administrative boundaries in the transformation of public space

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Transformation of public space

Should we be concerned?

"Public space is not immune to changes affecting its functionality, the process of reshaping and adapting existing spaces continues after the implementation of a plan" (de Magalhães and Carmona 2009)



Transformation of public space: “past & present”

Past: To facilitate transitions or expansions:

- *(often) by creation new public space*
 - *(often) initiated by planner/designer*
- Industrialization
 - Modernization

Today: To guarantee the quality of life against developments:

- *(often) by repurposing existing public space*
 - *(often) initiated by manager of public space*
- Climate change
 - Densification



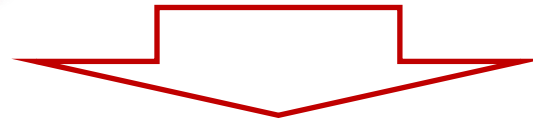
Transformation (today): a complex & Cross-cutting issue

Transformation of existing public space

- *High impact on neighborhood*
- *Multi-functional*



- *Multiple stakeholders*
- *Conflicting interests*
- *Working across boundaries*



Requires involvement key-actors in entire process

Challenges working across boundaries?

The decentralization often results in the compartmentalization of tasks and services



Silo's



Public Space:
sub-task design and sub-task management



Boundaries



How do Dutch civil servants collaborate between departments to transformation of public space?

Common cross-cutting concept?

Integration concepts; *(e.g., JUG, WG, Policy integration)*

Incorporation, Segregation, Fusions

Collaboration concepts; *(e.g., Intra- and – inter organizational collaboration)*

Strengthen collaboration between actors

- Intra: within a single organization
- Inter: between multiple organizations



Intra-organizational collaboration

- Most focus on Inter-organizational
- To facilitate inter-organizational
- Various definitions used,
- (often) tailored to the environment or context



Common themes emerging in the literature

'Working together to achieve common goals'

'sharing knowledge, skill', 'inter-personal relationship'



Analyzing through identifying Key elements of common themes in the process

- **Organizational structure**
- **Collaboration processes**
- **Individuals' quality involved**

Research approach – case study



Data – collection and structuring

Qualitative interviews; (n=12)

- **Urban Development** (*Design and implementation*)
- **Urban management** (*management of use*)

Results will be discussed with board and/or management members (n=4)

Coding and structuring (*atlas-Ti*)

- **Open and axial coding**
- **Categories and themes**
- **Relationships between categories and themes**



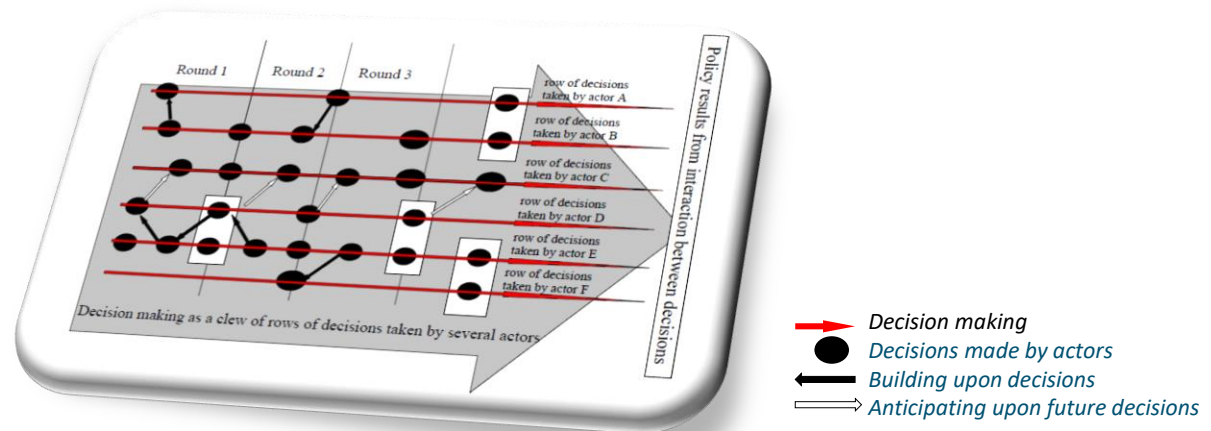
Complex multi-actor, multi-round processes

- **Multiple rounds or phases**
- **Decision making takes place in different rounds**
- **Multiple actors involve in rounds**

Data-analysis

Using *Round-model* (Teisman 2000), multi-rounds process analysis to identify whether;

- actors interact in different arenas,
- decision making takes place in multiple rounds or phases
- individual decisions increase in each round to generate a result

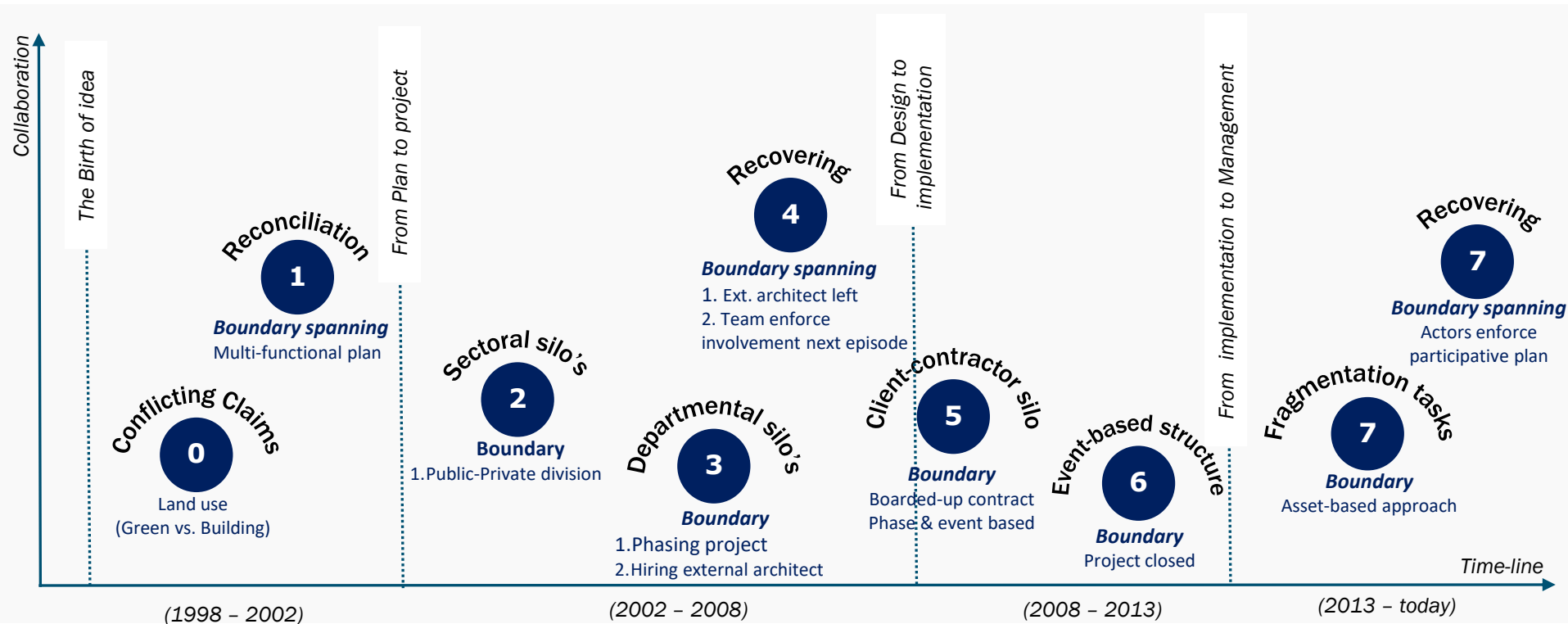


1. Constructing chronologies of entire process to identify 'Interaction and Sequence'
2. Matching and comparing with the key-elements derived from literature

Analyzing collaboration through entire process

1. Interaction & sequence through entire process

- Identifying episodes (incl. events, actions and outcomes)
- Explaining Boundary and Boundary-spanning



Analyzing ‘intra-organizational collaboration’

2. Matching, comparing and intermediated outcomes

- Episodes: decisions, events and actions, municipal departments involved
- Matching and comparing with key-elements derived from literature
- Intermediated outcomes

Event, action, outcome	Organizational structure	Collaborative process	Individuals quality involved	Intermediated outcomes
2 Municipality decides to divide the project in three phases	(-) Administrative rules and guidelines for integrative process	(-) Guiding and sustaining interactive process. Ensuring feedback and evaluation	(-) Involvement,	Creating silo: Phasing <ul style="list-style-type: none"> • lack of interaction) • Phase-based goals
3 Municipality decides to hire external landscape architect to design the roof park	(-) Clear role, tasks (-) Rules & guidelines communication and information sharing	(-) Establishing collective & goal-oriented process (-) Avoiding disproportionality	(-) Sense of collectivity Sense of ownership (-) Sense of to be unappreciated	Dispropositional mandate <ul style="list-style-type: none"> • Sense of unappreciation Reconciling collaboration <ul style="list-style-type: none"> • Sense of ownership
4 Municipality decides to end the contract with external architect and assigns municipal actors for design and implementation.	(+) Clear roles, tasks and responsibility (-) Boundary (design-management)	(+) Recovering and sustain collaborative process (-) Integrative process	(+) Sense of ownership (+) Sense of collectivity (-) Involvement	Phase based collaboration <ul style="list-style-type: none"> • Lack of involvement
5 Design team enforce to stay involved with implementation	(+) Roles, tasks and responsibilities	(-) Sustaining collaborative process	(+) Sense of responsibility	Sustaining collaboration
6 Client-contractor structure: The project tendered based on a boarded-up (close) contract Phase and event-based approach. Project closed after opening-event	(-) Rules & guidelines for feedback and adjustments (-) Guidelines in dealing with transcending issues	(-) Facilitating flexibility in process (-) Ensuring autonomy and feedback in the process	(-) Feedback and cross-boundary actions (-) Sense of powerlessness	Creating Silo <ul style="list-style-type: none"> • Boarded up contract • Event-based planning • Sense of ignoreness

Summing up

Organizational
Structure

Focus on dividing tasks, roles and responsibilities
Phase-and-event based rules, guidelines
Focus on realization (technical solution)



Collaboration
Process

Lack of a joint collaborative process approach
Lack of interaction (actors / decisions)
Lack of monitoring and evaluation



Individuals'
quality involved

Inter-personal Relationship and collegial feeling
Sense of responsibility and ownership
Skills to redefine conditions, new ways to cross boundaries

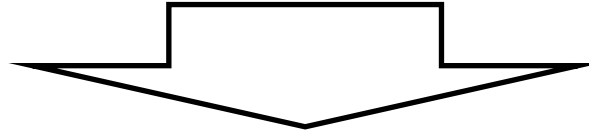
Discussion and Conclusion *(preliminary)*

We use a single case study research

- an extreme (unique) situation
- In use public space



- **Transparently observable process**
(Eisenhardt, 1989; Pettigrew, 1990)
- **To study the entire process**



Difficulties in reaching actors involved in the process

Process tracing / rounds model to analyze evidence about process and sequence of events within a case



- **To develop causal mechanisms that can causally explain the case** (*Blatter and Blume, 2008*).
- **Differs from historical narratives** (*i.e., describing a chronology of events without describing the necessary explanatory mechanism*)

The results confirm previous studies

- **More attention on inter-organizational collaboration in both research and practice**
(Anderson 2013, O'Flynn 2013, Vogel et al. 2018, Diamond & Rush 2012)
- **Collaborations are temporary (because if the purpose is fulfilled the collaboration ends)**
(Schöttle et al 2014, Sioutis & Tweedale 2006, Johnsen & Ennals 2012)



In this case:

- *7 external*
- *No internal*



In this case:

- *phase-based*

The results challenges:

Traditional perception: boundaries being problematic for collaboration, and could only be solved by crossing boundaries

(Re)constructing boundaries enabled actors to create a sense of order or clarity

- **Roles, mandate and increasing sense of ownership**
- **Responsibility, accountability in solving problems**



Episode 4 *'ending contract external landscape architect'*

Episode 4 *'design team enforced to stay involved with implementation'*

Episode 7 *'efforts to establish a participative and integrative MPS'*

Thank you for your attention