

## An energetic change, how does the neighbourhood Spijkerkwartier prepare itself?

*A study about how different goal frames and alignment strategies contribute to the implementation of a territorial foresight.*



**Radboud  
University  
Nijmegen**

Supervisor	Ivo Beenakker
Second reader	Sibel Eker
University	Radboud Universiteit
Course	Master Thesis (MAN-MSTTH)
Student	Lotte Buitelaar
Student number	S1064741
E-mail address	lotte.buitelaar@ru.nl
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## Preface

After obtaining my bachelor's degree in human resource management in Amsterdam, I felt the urge to continue my studies and broaden my knowledge. I wanted to spread my wings and obtain a Master degree abroad. I planned where I wanted to go, applied for the Master and got accepted. A new adventure would start. Then Covid-19 happened. The whole world went on lockdown and going abroad did not seem like the best plan. So, I ended up in Nijmegen where after two years of studying I proudly present my Master Thesis for the Master Strategic Management.

What a rollercoaster it has been. During this Master I have developed my scientific knowledge, but I have also developed myself as a person. I have learned not to give up, even though it felt like a plan that would not succeed. I needed to overcome my own insecurities to keep on going. A quote that resembles the process of writing my thesis, is the quote made by Winston Churchill: *"Success is not final, failure is not fatal; it is the courage to keep moving that counts."*

Of course, I did not write this thesis without help. Therefore, I would like to thank Ivo Beenakker, my thesis supervisor for his constructive feedback and providing as much help as possible. During our meetings and even after, he helped me to look at my chapters from different perspectives which gave me new insights to improve my written pieces. Secondly, I want to thank Sibel Eker as my second reader for her honest but fair feedback. Finally, I want to thank my family and friends for cheering me on through the process, reading my thesis, helping me with the English language and providing mental support with kind words, food and wine. Without the help of all these people, I would not have finished my thesis as you will find it as it.

In front of you, you will find my Master Thesis about the contribution of goal frames, alignment strategies and the implementation of a territorial foresight in the neighbourhood of Spijkerkwartier in Arnhem. This thesis are the last credits I needed to obtain to move towards a new step in my life. I hope you will enjoy this last step as much as I did. I would like to thank all for the help, guidance and support and I hope you will enjoy reading my thesis!

Lotte Buitelaar

Amsterdam, 15<sup>th</sup> of August 2022

## Abstract

This is a single case study about the contribution of the different goal frames and alignment strategies to a territorial foresight. The study is executed in the Dutch neighbourhood Spijkerkwartier, which is situated in the city of Arnhem. Data is retrieved from a literature study, conducting interviews and conducting an observation. In the study a distinction between three different goal frames is made, namely a normative-, a gain- and a hedonistic goal frame. Actors have different goal frames which influences their decision-making process. When these goal frames are not aligned, misalignment might arise, which is a disadvantage to the implementation of the territorial foresight. In this study the different alignment strategies are handled to overcome the goal frames and how the goal frames with the alignment strategies contribute to the implementation of a territorial foresight. The territorial foresight in this study has been set by the central government of the Netherlands. All houses need to be disconnected from gas by 2050. This study shows that by aligning the goal frames of actors it becomes easier to implement a territorial foresight.

Keywords: Goal frames, frame alignment strategies, implementation, territorial foresight

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# 1. Introduction

## 1.1 Cause towards a Master Thesis

Since the industrial revolution, which began in England in the eighteenth century, an increase of CO<sub>2</sub> pollution has been witnessed. The high concentration of CO<sub>2</sub> in the atmosphere led to several consequences, among others, global climate change, average global rise of temperature and the rise of the sea level with potentially loss of land. The results of higher levels of Greenhouse Gas emission levels asked for measures and led to the several earth summits. These summits agreed to diminish the CO<sub>2</sub> pollution and aimed to stop the negative trend towards climate change. With the Paris Agreement (United Nations, 2015) leading to 185 countries agreeing that the global rise of temperature cannot exceed two degrees Celsius by 2050. As a result of these summits, several countries have undertaken an energy transition towards the use of sustainable energy.

The aforementioned produced various initiatives for the Netherlands, a country highly exposed to Physical Climate Risks. An example is the local initiative of the energy company Alliander, Gelderse Natuur en Milieufederatie (GNMF, nowadays called Natuur en Milieu Gelderland) and “het Klimaatverbond” in the Netherlands. In 2013 they took their responsibility and started “het Gelders Energie Akkoord”, freely translated the Gelders Energy Agreement (GEA), with the objective to make Gelderland energy neutral by 2050 (Van der Ploeg, 2015). By doing so they wanted to be a precursor in the national approach to comply to the national Energy Agreement 2013 (SER, 2013). They do so with the participants of GEA who are collaborating in a network to reach the objective. GEA consist of several program tables, one of them is called “Wijk van de Toekomst”, Neighbourhood of the Future (NotF), launched in 2017. Which is commissioned by the province to help neighbourhoods comply with the disconnection of gas.

Where GEA can be considered as a network, the initiative NotF shows similarities with an implementation strategy according to Beenakker et al. (2022). According to the website of NotF (2022) there are currently 27 neighbourhoods in Gelderland, who are participating in the program and this number is increasing. These initiatives are actors in a network where several players are collaborating, learning and creating something together to work towards the objective (i.e., a climate neutral province by 2050).

NotF is an execution strategy which aims to disconnect neighbourhoods from the gas network. In the literature working towards a goal is called a territorial foresight. According to Fernández Güell (2006) and Gavigan et al. (2001) territorial foresight can be considered as a

goal on the horizon, where (for example) in a network, actors have a reference point they will work towards. Camarena et al. (2021) states a territorial foresight can help with communicating a new vision of the future, it creates consensus combined with a long-term vision of the future among others. In short, this means that the decisions made today, are made with the final objective in mind.

Over the years the three topics mentioned above, goal frames, alignment strategies and territorial foresight, have been widely covered in the literature. Lindenberg & Steg (2007) have distinguished three types of goal frames by which a person can act upon. Benford & Snow (2000) came up with four alignment strategies, which helps in aligning the goal frames as set by Lindenberg & Steg (2007). What, by the knowledge of the author of this paper, has not been written about is the examination of the implementation of a territorial foresight by the aid of the goal frames and alignment strategies. Like Provan & Kenis (2007) stated, every actor has their individual motives and objectives. Therefore, the different strategies of each actor should be aligned with the actors involved, within this study the neighbourhood of Spijkerkwartier in Arnhem. Alignment is important to understand each other's perspectives and motives especially in relation to the execution of working towards a territorial foresight. When there is a misalignment the execution of working toward a territorial foresight will be hindered

### 1.2 Objective

According to Bleijenbergh (2016) there are two types of objectives, namely an internal- and external objective. The internal objective will set out in which way and with which kind of knowledge the external objective will be achieved. Where the external objective will be the contribution of this study to existing literature. The internal objective that has been set out for this study is to provide an insight on how goal frames and alignment strategies can contribute to a territorial foresight.

The external objective, is if the goal frames that are set by Lindenberg & Steg (2007), are all-encompassing when the goal frames are being aligned when implementing a territorial foresight.

The societal relevance of this study lies within the usability of neighbourhoods who are considering making an energy transition. The neighbourhoods become less dependent on fossil energy; they are complying with the territorial foresight (disconnection of gas) which prepares the neighbourhood for the future where a scarcity of fossil fuels become reality. Finally, the climate change is real and is happening already, by making an energy transition, neighbourhoods are creating a sustainable business model which will survive in the long run,

and which does not have a negative impact on climate. This study helps neighbourhoods to overcome and deal with different kinds of goal frames and how to align these with each other to achieve the best result when implementing a territorial foresight.

### 1.3 Research question

From the internal- and external objective, a research question is set to achieve both. The research question that flowed from the objectives is:

“How do the different goal frames and alignment strategies contribute to the implementation of a territorial foresight?”

This resulted in several sub questions:

1. What kind of goal frames exist in an implementation of a territorial foresight?
2. What kind of alignment strategies do actors use during the implementation of a territorial foresight?
3. How can actors align the different goal frames during the implementation of a territorial foresight?

### 1.4 Reading guide

The first chapter of this study will introduce the topic to the reader. In this chapter the cause of the topic, the research- and sub questions will be presented together with the preface of the relevant actors and the concept of territorial foresight. In the second chapter the existing literature concerning the topic is reviewed. Academic work is presented, and the operationalisation of the concepts will be discussed for the topic list. The third chapter explains the methodology of this study, where the validity and reliability are secured. The fourth chapter shows the analysis and the data gathering methodology. In chapter five, the discussion and the conclusion will be presented including possible future research and limitations of the study. The reference list and appendixes with additional information can be found at the end of the working paper.

## 2. Theoretical background

In this chapter the relevant literature will be reviewed, the concepts will be defined and operationalised for further use in the study. All of these answer the main research question: *“How do the different goal frames and alignment strategies contribute to the implementation of a territorial foresight?”*.

### 2.1 Goal frames

According to Lindenberg & Steg (2013), a person experiences conflicting goals when facing a change in environmental behaviour. The authors intend that they see a goal frame as an internal guide for people on how they process information, and it decides what people will do with the information. When a goal frame is set, it is possible that it changes over time, which means that people can alter their goal frame based on the situation and content's development. According to the authors three different kind of goal frames can be distinguished, namely, a normative goal frame, a gain goal frame and a hedonistic goal frame. The first goal frame is a normative goal frame, which motivates people to act how they should act controlled by society's standards (Etienne, 2011), such as complying with the energy transition and displaying excellent behaviour (Steg et al., 2014). Since a territorial foresight is set for 2050, with a normative goal frame people are motivated to act how they should act. In relation to the above, this means that people will conform themselves to the territorial foresight (Beenakker et al., 2022).

The second goal frame is a gain goal frame. Gain goal frames will make people weigh out their actions in a way that they will gain as much as possible. The gain goal frame is focussed on a middle to long-term (five to ten years) period in which people are driven to increase their status and finances mainly. When implementing a territorial foresight, as people with a gain goal frame will be more likely to engage, when the outweigh of the consequences of the territorial foresight are more favourable than not engaging with the territorial foresight. Since people with a gain goal frame will outweigh the pros and cons which influences their decision-making process.

The third goal frame is a hedonistic goal frame. Hedonistic goal frames will make people act in a manner that will increase their sense of fulfillment (Steg et al., 2015). According to Westin et al. (2020) a hedonistic goal frame influences the decision of people to make them feel satisfied or content with themselves. If people are intrinsically motivated and feel concerned with the environment, individuals with a hedonistic goal frame will feel satisfied and content when they are complying with the territorial foresight. Therefore, they will feel motivated to implement the territorial foresight ((Dóci & Vasileiadou, 2015). Since the hedonistic goal frame has a short-term focus; the actions need to result in a direct effect. Usually, a person will have a



dominant goal frame to which they will act upon. According to Beenakker et al. (2022) a normative goal frame is the strongest goal frame among the three goal frames. They stated so, since whenever people with a gain- or hedonistic goal frame did not align, the normative goal frame remained. This does not mean that actors do not have so called “background goals”. The background goals influence the goal frames, they led people for example through their intrinsic motivation. The effect of the background goal frames will not be considered in this study.

It can occur that actors in an implementation strategy have a different type of goal frame and therefore the individual goals, leading to the mutual goals, are not aligned. By aligning the different type of goal frames commitment towards the network will increase (Benford & Snow, 2000). How people will act depends on the goals they are pursuing at that time. When someone’s goal changes, so will their actions towards the same situation (Lindenberg & Steg, 2007).

## 2.2 Frame alignment

According to Swart (1995:2) master frame alignment is considered "the dynamic process by which social movement actors rhetorically transform the master frames within a cycle of protest to make them resonate more clearly with a movement's unique social and historical situation.". Master frames can be considered to be the glue between movements in a social construct, like the energy transition. Master frame alignment can be considered as a broader spectrum in which a social movement operates. In this respect, Swart (1995) states that the reforming of master frames can be considered as master frame alignment. According to Benford & Snow (2000), four alignment strategies exist. These strategies consist of frame bridging, frame amplification, frame extension, and frame transformation. Frame bridging is “the linking of two or more ideologically congruent but structurally unconnected frames regarding a particular issue or problem” (Benford & Snow 2000: 624), which explains in what way actors are trying to understand each other’s objectives, and what is being done to overcome any differences between the objectives. Frame amplification is necessary for all social movement changes (McCammon et al., 2004). It entails the idealization, embellishment, clarification, or invigoration of current values or ideas. Meaning in what way are the goals communicated by each actor. Frame extension means augmenting the frame to include the several goals of actors and preventing a too narrow outcome (Heery & Conley, 2007). Lastly, frame transformation relates to reforming the current understandings by using profound new ideas to transform the use of energy in Spijkerkwartier. In this study the focus is laid on the frame alignment strategies formed by Benford & Snow (2000). The question that now arises is how frame alignment

contribute to the implementation of a territorial foresight? According to Snow et al. (1986) frame alignment is the strategic practice that social movement activists can use to connect individual and social movement perceptions toward the movement. Frame alignment can be used to connect the different kind of goal frames when implementing a territorial foresight. So that a successful implementation of houses losing their gas connection (territorial foresight), will be achieved.

Tilly (2004) and Ketelaars et al. (2017) both state that with frame alignment, actors can display themselves as one group., the better the goals of the group are aligned, the better relationship between the actors in the group. At the same time, when the group is more aligned, the better the message the group propagates will be received. There are three reasons why alignment is not always achieved between the different actors. Firstly, the cognition of people is limited. It is not possible considering the amount of information for people to fully grasp all the available information. Therefore, alignment might not be reached. Secondly, actors can (partly) disagree with the spread message, even though they do not fully feel connected with the message they decide to join the cause either way. This can lead to misalignment, since they will not propagate the full message. With the territorial foresight that is set in this study, this means that actors do not fully confirm themselves to the energy transition and therefore the implementation of the territorial foresight will be hindered. Lastly, actors can have the motivation to let go of their emotions, but not necessarily agree with the message. They want to vent their feelings and it does not matter what the cause is.

As mentioned before, for the message to come across and to be seen as one group, a strong frame alignment is necessary. To reach a good fit of alignment between actors, several measures can be taken according to Ketelaars et al. (2017). When the message and information is being showed multiple times to the actors, they tend to feel more and better aligned with the group, in contrary to less exposure to the message. When the message is spread by the formal organizations, the message becomes like a rock falling in a puddle of water. It leaves circles, which the further away from the impact point, the bigger and vaguer they become. The applies for spreading a message. The message is being retold by unofficial representatives which can cause a diffusion in the message, which causes to a misalignment of the different goal frames. For example, in the Spijkerkwartier, this can lead to a misalignment which results in not achieving the implementation of the disconnection of gas. When this happens people can feel less aligned, since they are following a distorted message. According to Avison, Jones, Powell, & Wilson (2004), alignment is a desirable condition to achieve result. Concluding from this paragraph and the used authors, is that frame alignment can be influenced by organizations

which want actors to align with their message.

### 2.3 Territorial foresight

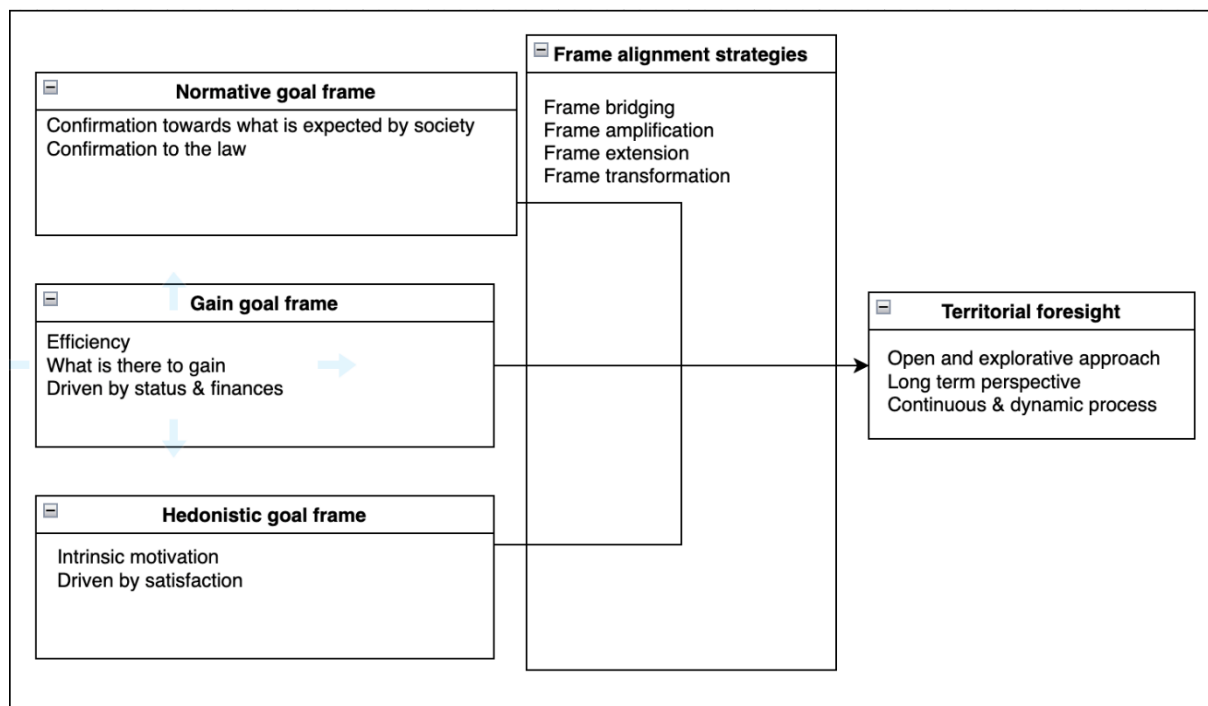
According to Slaughter (1990), the definition of a foresight is “expanding awareness and understanding through futures scanning and clarification of emerging situations”. This definition stretches the limits of perception in at least three significant ways: by evaluating potential consequences (of acts, decisions, etc.); by foreseeing issues before they arise, and by considering the present ramifications of potential future events (long-term focus). There are several kinds of foresight, strategic foresight (Slaughter, 1997), technological foresight (Anderson, 1997), urban foresight (Kubeczko et al., 2011), territorial foresight (Serra, 2005) and more. Within this study the definition of territorial foresight will be enforced, as a territorial foresight is the most relevant since it is about an open explorative approach (Kubeczko et al., 2011) that will lead to implementation.

According to Serra (2005) a territorial foresight is a strategic plan how to shape and how to foresee the future for one geographical area. This process can be best described as a prospective method, since this entails the broadest definition. In addition, Vargas-Lama & Osorio-Vera (2020) state that nowadays not only politics form a nation its policy, but it is influenced by committed inhabitants and attention given by the media. At the same time, it shows in practice that it is difficult to take in the vision of the people. The government tends to close their ears for the opinion of the people, and the people tend to neglect, because they feel not heard by the government. This results in people who are confused where to lay their problems, and the government does not feel the urge to fix the problems, because their voters do not seem to be interested in the topic. Like Vargas-Lama & Osoria-Vera (2020) state: “Territorial development goes hand in hand with sustainable development.”. This is supported by Mojica Sastoque et al. (2013) who argue that territorial foresight is a continuous social and dynamic process with constant changes, because of the multi-dimensional interrelations, the multi-scale and multi-actor aspect of the foresight. Mojica Sastoque (2013) argues that the social and dynamic process of the territorial foresight is intertwined with human interaction with geographical factors which are bound to the geographic location of the foresight. For the implementation of the territorial foresight (disconnection of gas) as stated in this study, it is important to take the argumentations from above into account. As well as the finding by Guëll & Lopez (2016) that cities because of their complexity and diversity are difficult to foresee the future. These aspects should be considered when implementing the territorial foresight. When not doing so, this can lead to an unsuccessful implementation of the territorial foresight.

Aforementioned, implementing a territorial foresight is an explorative method where collaboration is necessarily. The initiators and executors of the territorial foresight should not operate on their own. It is vital that all stakeholders are involved for a successful implementation.

**Figure 1**

*Conceptual Model Literature*



### 3. Methodology

In this section the methodology used, together with the data gathering process and qualitative structure approach needed to perform the relevant analyses are explained.

#### 3.1 Research strategy

For this study a qualitative research method is adopted, where a strategy for a single case study is followed. This strategy is used because a qualitative research method can be used when the research question is looking for experiences of respondents, their perspectives and standpoint (Hammarberg et al., 2016). According to Strauss and Corbin (1990) qualitative research is “any kind of research that produces findings not arrived at by means of statistical procedures or other means of quantification”. This contrasts with quantitative research, where factual data is required. For this study most of the data used are qualitative like interviews and observations, but some descriptive statistics are used. Since a social phenomenon is studied, the goal frames and alignment strategies of several actors, according to Beuving & De Vries (2014) (Baarda, 2014) qualitative research is the chosen method.

For this study a case study is done. A case study is a research technique that is largely used in several fields and fits very well in a practice-oriented field (Starman, 2013). According to Starman (2013) and Yin (2009) a singular case study is used for individual cases. In this study the research objective is one singular neighbourhood, there is not made a comparison between several neighbourhoods. Which elaborates the reason why there is used for a singular case study. There are several kinds of case studies. In this study a retrospective case study is chosen. This type of case study is looking backwards and collecting data from a past event. There are several advantages to using a case study, George & Bennet (2005) have identified four namely: 1. conceptual validity is easier to increase, 2. deriving new hypotheses, 3. exploring causal mechanism. Although Starman (2013) argues that also in quantitative research it is possible to include causality, but case studies (c.q. qualitative research) excels and 4. Modelling and assessing complex causal relations. For the case study to be a success, a within-method of data triangulation is used (Bekhet & Zauszniewski, 2012), as this study is only qualitative and not a combination of quantitative and qualitative, but several ways to collect data (literature review, interviews and observation) are used.

#### 3.2 Data collection

As mentioned before, a within-method of data triangulation is used. The beginning of the study started with extensive literature research. Multiple scientific articles are read to help answering the research question and are used for the topic list. A combination between a deductive- and inductive approach is used, since existing literature has been used to form a base for the understanding of the subject. The inductive approach comes forward, whereas new information will be created, since there is not literature existing towards the implementation of a territorial

foresight surrounding the disconnection from gas. From the literature research a questionnaire is composed where the literature is used as a foundation. The questionnaire is used to construct nine semi-structured interviews. To ensure the reliability of the interviews, a representation of the neighbourhood was chosen. Respondents consist of the program Neighbourhood of the Future, Gelders Energy Agreement (GEA), the municipality, neighbourhood initiators and inhabitants of the neighbourhood. Unfortunately, respondents from the housing associations and from Alliander are missing. Besides the nine interviews there also one observation was performed. During this observation 15 respondents were present. Within the observed group there were neighbourhood initiators, a representative from Alliander, the municipality, program managers from NotF and a representative from GEA. During this observation a lecture was given by a professor from the University of Tilburg on how actors who are concerned with the energy transition can corporate together. After this lecture the different actors shared their experiences regarding the subject. By doing so they were able to understand each other's point of view.

As a form of data collection interviews have been held, as according to Rabionet (2011) qualitative interviewing is a flexible and powerful tool to capture the voices and the ways people make meaning of their experiences.

Semi-structured interviews are used, as they gave the interviewer the flexibility to ask in-depth questions to topics which were not expected and are important before creating the topic list. This option is selected, because a fully structured interview does not have this flexibility, and a fully open interview could have resulted in transcripts which did not contribute in answering the research question. The interviews are held with the tips from Mason (2002), together with the pitfalls mentioned by Kvale (2007), this so the interviewer could retrieve the most out of the interviews. After the interviews a verbatim transcription was made for eight out of nine interviews, so the interview could be coded and analysed. Verbatim transcription is used, as it gives a full and complete picture of the interview. The recording for the last interview was corrupted, therefore a summary of the interview was made directly after the interview. This so the interviewer had most of the interview still in mind and a detailed summary was made. The coding guidelines set by Evers (2015) are used for the structure of the process. Since the coding process is a process which should not be taken lightly. Henning et al. (2004: 5-6) have written a guideline how coding should be applied. The coding process consist of first applying open codes, secondly axial codes and lastly selective codes. The selective codes will be retrieved from the literature used in chapter two.

### 3.3 Research ethics

With this study, experiences of several actors were asked through semi-structured interviews. Therefore, attention was paid to ethics. Beforehand interviewees got an explanation about the study topic and objectives by e-mail or over the telephone, depending on the way how the interviewees were approached. After the initial explanation an information document together with a form of consent was sent to the interviewees. The interviewees, not all, signed the form of consent and was send back to the interviewer (see appendix I and II). In these documents the interviewees had the opportunity to give their choices concerning the documents they would like to receive and were informed about the opportunity to withdraw their participation. Beside the form of consent at the beginning of each interview the participants were asked again of a record of the interview was allowed. The anonymity of the participants is ensured, as all the transcripts are made anonymous and the anonymity continued throughout the entire study, so the transcript, coding and in analysing the interviews the privacy of the respondent will be guaranteed. After the interview, when the transcript of the interviews was made, a copy of the transcript was sent to the respondent to ask for permission to use the interview and to check whether the interviewer did not misinterpret the words of the respondent. Besides increasing the ethics of the study this will also increase the respondent validity of the research (Noble & Smith, 2015). The interviewer remained objective and made sure that the interviews were held in a neutral surrounding so the respondents will feel safe.

### 3.4 Quality of research

Besides the research ethics, the quality of the study has been a thread throughout the study. This was entailed through the validity and reliability of the study. Bleijenbergh (2016) states that with validity you measure what you want to measure in the research. Reliability of the research means that when you would redo the study, the same results will come out of the study. According to Campbell and Stanley (1966) two different forms of validity exist namely, internal- and external validity. With internal validity the extent of results coming from the research can be transformed to reality. External validity means that the information discovered in the research can be applied to a different group. The researcher of this study can influence the validity of the research. If the researcher is biased towards the subject of respondents, this could decrease the validity. By becoming aware of the role of the researcher on the validity, this can already neutralize the danger of decreasing the validity (Brink, 1993). To increase the validity of the research in another way, like mentioned before, respondents were asked to review the transcripts, data triangulation will be used.

The reliability of the study is ensured by making a recording of the interviews, so when making the transcript, there is a literal ‘copy’ of the conversation. Also, a verbatim transcript was made for the same reason. The reliability is ensured by having a diverse respondent set. This so there is no over- or underrepresentation of one specific group (Brink, 1993).

### 3.5 Chosen case & neighbourhood

The scope of this study was the neighbourhood Spijkerkwartier situated in the city of Arnhem. Arnhem Spijkerkwartier is considered by the neighbourhood website as a diverse neighbourhood where young and old, and a diverse rate of income can be found. Therefore, this neighbourhood was an excellent fit, since the energy transition will affect all members of society. Currently the population of Arnhem Spijkerkwartier consist of 6750 inhabitants (van Bijsterveld, 2022). Around 70% of the houses in the neighbourhood are rental houses. The remaining percentage are owned houses. Compared to the Netherlands the rates are not completely the same. In the Netherlands around 60% of the houses are owned and 40% of the houses are rental houses (CBS, 2020). The average income in the neighbourhood was 26.700 euros annually, compared to the Dutch average of 32.000 euros annually (CBS, 2019). This is important since goal frames of tenants and house owners differ, so if the results of this study would be used further than the scope, it is important to keep this information in mind.



## 4. Analyses

The analyses of the retrieved data are conducted by the network management strategies as imposed by Klijn, Steijn & Edelenbos (2010). They created four network management strategies which are: process agreements, connecting, exploring and arranging. Quotes from the interviews and observations will be used as support for the analyses.

### 4.1 Process agreements

The definition of process agreements according to Klijn, Steijn & Edelenbos (2010) is to create temporary sets of rules for interaction that govern the interactions and safeguard the fundamental beliefs of each participant. The rules can be thought of as ground rules established (explicitly) by the network's actors governing conduct and interaction. These temporary regulations may define the roles that actors take on or get during the procedure or the incentives that may be obtained during it. Concerning this subject, the territorial foresight (disconnection of gas) can be seen as the end goal for the different actors. As specified in previous chapters, there are several actors concerned with the energy transition in the chosen neighbourhood. Among the actors can be considered, the inhabitants of the neighbourhood, the initiative takers of the neighbourhood, the municipality, the NotF-program. The central government has set the territorial foresight where the other actors are now acting by. The territorial foresight comes from the summits mentioned in chapter one.

*“Yes, what I know is that Spijkerkwartier is one of the first neighbourhoods who committed themselves to the energy agreement. Maybe respondent 1 told you a bit more about this. Even with the creation of the energy agreement the inhabitants of Arnhem and Spijkerkwartier were quite involved.”* – Respondent 4, Neighbourhood of the Future program manager

The following quote from respondent five, illustrates the involvement of the inhabitants: *“I am trying to boost multiple initiatives, like Spijkerzwam and Spijkerbike, and by doing so I am hoping that other inhabitants will continue with the initiative and make it a success.”* – Respondent 5 initiative taker Spijkerkwartier.

What respondent five means when he is boosting an initiative and is hoping that other inhabitants will take over the initiative is illustrated by the quote respondent five made a bit further into the interview. The quote is about the project Spijkerzwam. This project is about

growing and selling oyster mushrooms. Here respondent five started the initiative and organized a session to involve other inhabitants:

*“Let us bring everyone together and exchange knowledge and information with each other. We do not know a lot about mushrooms, but maybe others do. So, we organized a session which turned out to be quite funny. The people attending where thinking they were coming to a job interview, but it turned out the be a group session with 14 people. We presented the idea and what we knew and asked who wanted to participate. We ended with six people who were interested and that is how we started Spijkerzwam. We did the same with the solar panels. We started ourselves, organized an information session where there was an exchange of knowledge and with the people interested, we continued. When the project starts and works, I slowly withdraw myself and become less involved in the project.*

With the end goal (territorial foresight) in mind, the actors try to act upon this end goal with their different goal frames. In the next paragraphs the different goal frames, alignment strategies and the different perspectives of the actors will be discussed.

## 4.2 Connecting

Klijn, Steijn & Edelenbos (2010) set the definition for connecting as follows: “different actors are connected and invested in the subject to ensure the collaborative process”. If actors are not aligned with the subject, they do not feel the need to invest themselves or their resources into the subject. In the connecting stage actors step aboard the train and work along with the other actors to work towards a successful ending. It is important that within this stage there is a party, a so-called boundary-spanner, who will guide this process of the actors getting invested. Within this stage the process of the energy transition will be handled, and the different perspectives of the actors will be mentioned. First the different perspectives of the actors will be illustrated with several quotes starting with the perspective and the role of NotF.

### 4.2.1 Program Neighbourhood of the Future (NotF)

From the interview with respondent four who is an employee working within NotF the following quote is retrieved:

*“I have some sort of intermediate role. We take the policy from the province into account, we observe what is happening in the municipality and in the participating*

*neighbourhood. We try to find the connections between the actors and reflect process-wise.” – Respondent 4, program maker Neighbourhood of the Future.*

The role of the municipality as mentioned by respondent four is explained by respondent six who works within the department Arnhem Aan:

*“To involve and support inhabitants with the energy transition is specifically what I do. I ensure that there is an energy booth, where inhabitant can ask questions about which sustainability solution works for their house, which subsidies are there. I appoint energy advisers who can visit the inhabitants at home and give specific advice for the inhabitants. Also, when neighbourhoods want to get disconnected from the gas faster than 2050, we help them to get the inhabitants on board.” – Respondent 6, employee municipality.*

From the website of NotF (2022) the vision of the program is explained as an inspiring movement to develop in collaboration to bring the process withing neighbourhoods, cities and villages the program and the energy transition to the next level. The quote and the vision of NotF implies a strong connotation that NotF tries to connect the actors and make them understand each other’s point of view. They do so by organising sessions throughout the year (dates can be seen on the website of NotF) where all actors involved can sit around the table and discuss relevant topics concerning the energy transition, such as the implementation of the heat transition, inhabitant participation & communication. For example, this is visible in the description of observation one where the session is organised by the program NotF. Several actors are attending the session and NotF is present as a mediator letting the different actors communicate with each other and letting them tell their perspective of the energy transition.

#### 4.2.2 Municipality Arnhem

As can be read in chapter one, houses need to be disconnected from gas by 2050. The municipality has a responsibility to enable the inhabitants of the municipality to get their houses disconnected from gas. As mentioned in the quote in the previous paragraph the municipality tries to involve and support the inhabitants by the energy transition. The following quote illustrates a gain goal frame where the municipality is acting from:

*“The energy program that we have in the municipality flows out of the national agreements, which flows out of the international agreements made. These agreements come back to the municipalities where the implementation of these agreements comes to.” – Respondent 6, employee municipality Arnhem.*

This quote shows that the municipality is conforming with what we as society see as what we are ought to do (Paris Agreement, see chapter one). Besides they are also aiding inhabitants to do what they are ought to do.

The municipality has several communication channels where information can be collected. The quote below gives a representation of these channels:

*“It is more than just a website. We are visible and present in the neighbourhood, by attending information sessions for example. Arnhem Aan also consist of an energy booth where inhabitants can ask questions. We also express our mission on social media and gatherings in the neighbourhood. We want to be visible for inhabitants, because if we are visible then it is easier to recognise and approach us. – Respondent 6, employee municipality Arnhem.*

This quote implies that the municipality uses frame amplification, which is how goals and objectives are communicated by an actor (see chapter two). The organisation of gatherings in the neighbourhood implies signs of frame bridging. In these gatherings the present actors can show their perspectives and they can create support for each other their perspective. Therefore, this quote also shows signs of frame extension and frame bridging done by the municipality.

#### 4.2.3 Initiative takers Spijkerkwartier

As can be read in paragraph 4.3 Spijkerenergie originated in 2013 by one inhabitant who wanted solar panels on his rooftop. When he was researching how he would be able to do so, he thought it would be nice to involve the neighbourhood as well. From here Spijkerenergie started. The group now consists over multiple active and passionate inhabitants of Spijkerkwartier who are committed to make the neighbourhood a sharing community with a high liveability. They do so by the principles of the blue economy. The quote below shows the perspective of the initiative takers:

*“The blue economy is an economy where sharing is a key factor. For example, this can be your car or other products. We want to integrate the blue economy also in the energy transition. Like sharing your energy with your neighbours. Now by law, this is very limited and complicated, but we are taking the first steps in Spijkerkwartier to enable this. We feel that we need to do it together, not all by ourselves. – Respondent 2, initiative taker Spijkerkwartier.*

The blue economy is an idea created by Gunter Pauli (2010), where collaboration instead of competing, and work with what you can find locally instead of flying across the globe, are central concepts in his vision. The initiative takers of Spijkerkwartier are trying to work from that perspective towards the energy transition. The quotes below illustrate the goal frame from where the initiative takes are acting:

*“When I just finished school, I’ve travelled around the world for 14 months. When I was travelling, I was able to witness the beauty of the world. I also witnessed the impact of our lifestyle on that same world. From that moment on I was motivated to act upon, even though the world was not in a place yet, where we felt the need to become more sustainable.” – Respondent 5, initiative taker Spijkerenergie.*

As can be read in chapter two and what can be seen in the conceptual model, is that when people are intrinsically motivated, complying to the territorial foresight makes people with a hedonistic goal frame feel content. Respondent 5 shows signs that he does not want to change the world, because he must, but because he witnessed himself the impact our way of living has on the planet. He did this even before the Paris Agreement (chapter one) was agreed upon. Therefore, the initiative takes are showing signs of having a hedonistic goal frame.

Just as the other actors, the initiative takers use communication channels to communicate their objectives and projects concerning Spijkerenergie. Respondent two mentioned several channels in the quote below:

*“We work a lot with student from Wageningen, the HAN and the Radboud. We let the students conduct a research about communication, but since we are working within a time span of 15 years, the plan was not right for us. So now we use a lot of social media, we have our website, we organize neighbourhood meetings where inhabitants can share*

*their experience or where we share knowledge. But all these meetings are set up to learn collaborative and share knowledge with each other.”* – Respondent 2, initiative taker Spijkerkwartier.

This quote shows signs of frame bridging (neighbourhood meetings), since here knowledge is shared. In the next paragraph where the actor inhabitants will be discussed, there can be witnessed that the inhabitants are showing signs of a gain goal frame. With that knowledge in mind, the meetings can be used to overcome differences between the objectives (Benford & Snow, 2000) and therefore shows signs of frame bridging. Just as with the municipality the neighbourhood uses their website and social media to communicate their objectives. Just as before this implies frame amplification as an alignment strategy. Since in this meeting different actors with different goal frames are present, the initiative takes can take several perspectives into account. This entails frame extension, because the outcome of the meeting will not be too narrow. Finally, Spijkerenergie can also be frame transformation, the explanation will be given in paragraph 4.3 exploring.

#### 4.2.4 Inhabitants Spijkerkwartier

The program NotF, the municipality of Arnhem and the initiative takers of Spijkerkwartier have a collective an integrated approach towards the energy transition. They all show signs of how they use several alignment strategies to overcome different goal frames, to communicate their goals and let them be visible for inhabitants. The inhabitants have a different, individualistic approach towards the energy transition. The following quote illustrates how inhabitants are looking how to tackle the energy transition:

*“I am not aware what’s happening and being organized in the neighbourhood concerning the energy transition.”* – Respondent 7, inhabitant of Spijkerkwartier.

*“I used to work for Vattenfall, and they made a quotation for solar panels for my own roof. I knew by doing some research, that I could pay less when making a quotation with another company. So, I found a cheaper one and let him do the job.”* Respondent 8 – inhabitant Spijkerkwartier.

*“You also hear that it is difficult to heat a house, it is the efficiency and the purchase value. It is quite high. Plus, I have heard that they make a lot of noise. Those reasons*

*combined for me makes me postpone the switch from a cv installation to a heat pump.”*

Respondent 7, inhabitant of Spijkerkwartier

These quotes show the individualistic approach the inhabitants have and use concerning the energy transition. What these quotes also show, is that since the inhabitants use an individualistic approach, they also do not make use of any alignment strategies. They do not have the need to communicate their goals, as they do not work together with the other actors.

The last quotes also implies that inhabitants are making choices based on the costs and gains of the adaptation of their house to the energy transition. According to Lindenberg & Steg (2007) when someone let themselves be led by gains and losses, they are showing signs of a gain goal frame. The perspective from inhabitants is that they need to disconnect their house from gas before 2050. The disconnection needs to take place within 28 years. For inhabitants this feels far away. They do not feel the urgency to adapt their houses prior to the territorial foresight. This is noticed by all actors who were interviewed for this study. The feeling of non-urgency, together with the gain goal frame is implying why inhabitants are waiting with adapting their houses. The quote below shows this implication:

*“Would it not be smarter to wait until a new cv is made and available on the market? One which is economic beneficial, and which can heat the house properly. Otherwise, I have invested a lot of money, and in a couple of years I need to make another investment, because the new technology works better.”* – Respondent 8, inhabitant Spijkerkwartier.

#### 4.2.5 Landlords

Landlords have the same obligation as inhabitants with their own property. They need to rent out their gasless houses by 2050 to their tenants. The difficulty as stated by respondent nine, that as a landlord you need permission from your tenants if you want to enter the apartment. This makes renovating the apartment difficult, since you need to enter the apartment to make the adaptations to the apartment.

*“As a landlord you may not enter the room of the tenant without the tenant their permission. This is also valid if you want to take measures to isolate the room for example. On one hand does the respondent understand this rule, since it protects the tenant their privacy. On the other hand, it makes it difficult for him as a landlord to*



*adapt their property to current days and standards concerning sustainability.” –*  
Summary respondent 9, Landlord Spijkerkwartier

As landlord the communication channels with the tenant are via individual contact face to face or happens via e-mail or WhatsApp. When it comes to the disconnection of gas for the houses, the landlord does not have specific long-term objectives. He discusses the measurements with the tenants what works for them at that time, this since the landlord needs permission to enter the room. This shows signs of frame bridging, since frame bridging is all about overcoming differences between the objectives (see chapter 2, frame alignment). The landlord does not make use of folders, flyers or meet ups with more than one tenant at the time.

#### 4.2.6 Conclusion

Concluding from the paragraphs above, it can be stated that most actors are working to get their perspective come across using several alignment strategies. In the connecting stage it is crucial that actors feel connected to the subject, in this study sustainability with an emphasis on the gas disconnection. The actors need to feel aligned to be invested. What is implicated by the statements made by inhabitants from Spijkerkwartier, is that they are not invested yet for different reasons. They are not fully aware what is happening locally regarding the energy transition. This is also proven by the way how the inhabitants take measures to comply to the territorial foresight, in comparison to the other actors. This is a more individualistic approach; they are just looking for measurements for themselves instead of in a collective way. The overall goal of the different actors is the same. All the actors are working towards the same objective, the territorial foresight (disconnection of gas by 2050). They are just not doing it in the same way.

#### 4.3 Exploring

After the connecting stage, it is time to move to the exploring stage. With exploring Klijn, Steijn & Edelenbos (2010) mean that when the actors are connected. It is time to see where the alignment can be found. In this stage it is important to keep the actors invested, by clarifying their goals and perceptions. As is shown in the previous paragraph is that the actors have the same end goal, but how they want to reach their goal is different. Most actors are trying to communicate their objectives and motivations via the alignment strategies as set by Benford & Snow (2000). As the previous paragraph illustrated is that actors are coming from different goal frames. Therefore, frame alignment is necessary to overcome the different type of goal frames and let the actors stay connected to the topic. In the previous paragraph per actor can be read



which alignment strategies they are applying. The alignment strategies will be expanded in this paragraph.

A connection between the alignment strategies of several actors can be distinguished. NotF, the municipality of Arnhem and the initiative takers are all arranging gatherings where several actors can be present. This is illustrated by the following quotes made by respondents from these groups.

*“We give the information that we receive back to the province, the municipality and all other parties concerted. So yes, our role is to have a lot of contact with them”.* – Respondent 4, program manager NotF.

*“It really is a dialogue, we will go out on the street together with the team and the Arnhem Aan team. As a municipality we organize so called neighbourhood conversations. Where we have conversations with inhabitants from that specific neighbourhood and initiative takers from the neighbourhood.”* – Respondent 6, employee municipality Arnhem.

These quotes illustrate that several actors are organizing gatherings where multiple actors can join simultaneously. This is also visible in the summary of observation one, where inhabitants of Spijkerkwartier, initiative takers of Spijkerkwartier, the municipality of Arnhem, employees of Alliander, employees of GEA came together in a session organised by NotF. During these gatherings actors were able to discuss their own experiences and they can talk with other actors about their issues. They can see the world, or their problem, from other people their perspective. These ways on communicating your goals and objectives can be seen as frame bridging and frame extension. By having multiple actors together at once can help in overcoming differences and helps creating an understanding towards each other their point of view (frame bridging). While at the same time, by having these different points of view and being able to take them into account, you will prevent a too narrow outcome at the same time (frame extension).

A third alignment strategy which is used by several actors, is the use of websites, folders, flyers where the objective of each actor will be propagated. This is their own message which they want to spread. This can be considered as frame amplification as set by Benford & Snow (2000).

As mentioned before, Spijkerenergie can be considered as frame transformation. Spijkerenergie is in multiple ways trying to involve and activate inhabitants of Spijkerkwartier

to join the energy transition. They do this with multiple initiatives. Two of the initiatives are explained in the quotes below:

*“We are also working on an arrangement where people who are living in a corporation home and who are have a financial difficult time for their dishwasher, washing machine and other kitchen appliances. The arrangement means that we provide them with these appliances and borrow the appliances to them. The appliances are all new appliances with the best energy labels, so in that way these people will save money on the use of these appliances, instead of using the old appliances with bad energy labels. We do this so when a debt collector comes by the door, they cannot take these appliances with them, because the people do not own the appliances. At the same time, it saves them money. We always try to look for a win/win situation.”* – Respondent 2, initiative taker Spijkerkwartier

Another initiative that Spijkerenergie started is the so called *appeltaartgesprekken*, these are conversations in de community centre where inhabitants can walk in for a piece of Dutch apple cake and have a talk about their use of energy. The structure of the energy bill can be discussed, tips can be exchanged, or you can just come by for coffee and a cake. Together with Spijkerzwam and Spijkerbike it can be concluded that Spijkerenergie is about reforming the current understandings by using profound new ideas to transform the use of energy in Spijkerkwartier.

The actors who are not using alignment strategies are the inhabitants of Spijkerkwartier. They do not organise meetings, they do not have any folders with their vision and objective printed on. They are also not always aware of the activities organised in the neighbourhood, which is supported by the quote made by respondent 7 on page 23, where the respondent states that he is completely unaware by the initiatives in the neighbourhood.

Since inhabitants might not know what is happening in the neighbourhood, they do not use any alignment strategies, there might be a possibility that a misalignment occurs between the inhabitants of Spijkerkwartier and the other actors. As stated in chapter 2, misalignment can lead to a decrease of performance, which can hinder the implementation of a territorial foresight.

#### 4.4 Arranging

With arranging Klijn, Steijn & Edelenbos (2010) mean organizational structures and procedural standards must be put in place to organize and direct the collaborative process. The managerial tactic of organizing entails establishing (temporary) structures for discussion, engagement, and deliberation, such as communication channels and project organization.

An organizational arrangement that has been set up in Spijkerkwartier is, Spijkerenergie. As mentioned in previous paragraphs, since the start of Spijkerenergie they are helping inhabitants of Spijkerkwartier to contribute to the liveability of the neighbourhood, preferably in the thought of the blue economy and with a touch of sustainability. The initiative tackles issues as isolation, information sessions where inhabitants can share their experiences, they help in communicating between different actors in the neighbourhood all with the idea of sharing and doing this collectively (respondent 2).

A second initiative which has started concerning the territorial foresight is the project Arnhem Aan. The municipality of Arnhem has started this project with the idea to locally stimulate a sustainable use of energy. They do this together with the Energy booth Middle Gelderland and inhabitants of Arnhem who are very aware of their own use of energy. Arnhem Aan is a project where inhabitants of Arnhem can gather information regarding the energy transition. There is a FAQ, there are tips on how to make your house sustainable, separate website for house owners, tenants and entrepreneurs. Also, neighbourhoods can apply for loans and subsidies (Arnhem Aan (n.d.) & respondent 6). For example, Spijkerkwartier has used Arnhem Aan to create a sunfield of solar panels and they have executed a research about customised advice about energy and gas Arnhem Aan (n.d.). Not only Spijkerkwartier is able to use this project to comply to the territorial foresight, also other neighbourhoods in Arnhem can apply.

These arrangements help Spijkerkwartier in complying towards the implementation of the territorial foresight. Spijkerenergie is there mostly for the neighbourhood itself, whereas Arnhem Aan is there to help the initiative that come from Spijkerenergie.

## 5. Discussion & conclusion

The purpose of this study was to examine which goal frames and alignment strategies contribute to the implementation of a territorial foresight. In this chapter the main question of this study will be answered, the results of the analyses will be held against the literature used in the second chapter of this study. And finally, the limitations of this study and recommendations for future studies will be given.

### 5.1 Discussion

#### 5.1.1 Goal frames

All the actors are aware of the territorial foresight (houses disconnected by gas by 2050), their reason why they want to comply to the territorial foresight is different, since they are coming from different goal frames. The three goal frames set by Lindenberg & Steg (2013) are represented among the actors. The goal frames that have been witnessed are showing resemblance with the goal frames as set by Lindenberg & Steg (2007). What Beenakker et al. (2022) stated, comes forward in this study as well. The actors all understand and want to work towards the territorial foresight, but their goal frames are different and sometimes even conflicting.

The results of the analyses of this study are showing resemblance with the theory with the municipality of Arnhem and the inhabitants of Spijkerkwartier. Both actors are showing signs of one clear goal frame. The municipality is showing signs of a normative goal frame. Since the municipality must comply with the territorial foresight. They are acting how they should act (Steg et al., 2014). The inhabitants of Spijkerkwartier are also showing one clear goal frame, namely the gain goal frame. They are weighing out the cost and benefits of complying or not complying with the territorial foresight. This is in line with theory where people with a gain goal frame are driven to increase status and finances. Besides, a gain goal frame also has a middle to long-term focus (five to ten years), the inhabitants give notice that 2050 feels for them far away, they do not feel the necessity to already conform themselves to the territorial foresight, since they still have a small 30 years to comply.

Another resemblance with the literature is that Beenakker et al. (2022) states that a normative goal frame is the strongest goal frame among the three existing goal frames. Whereas the actors have different goal frames, all actors separately from each other agreed that to make all inhabitants comply with the territorial foresight, there should be a law that forces inhabitants to adapt their houses. This law should help with making houses which are disconnected from gas, become normalised. This implies that a normative goal frame should

ensure that in the end all inhabitants will comply with the territorial foresight and therefore, implicitly say that a normative goal frame is the strongest goal frame among the three goal frames.

Where the goal frames may differ from theory, is the appearance of multiple goal frames with one actor. The actors initiative takers of Spijkerkwartier and the landlords appear to have one goal frame. But the question arises if they only have one goal frame, or if they have multiple goal frames where one goal frame is more dominant than the other. For example, the initiative takes appear to show signs of a hedonistic goal frame, as with a hedonistic goal frame people act from an intrinsic motivation and act to make them feel better about themselves (Westin et al., 2020). But are they acting solely from the hedonistic goal frame, or are they influenced by the territorial foresight and is it a positive side effect that they are feeling content by complying? Since multiple goal frames are not part of this study, future research could focus more on the influence of multiple goal frames for one actor.

#### 5.1.2 Alignment strategies

Actors all have the same long-term goal, by making the houses gas free by 2050, but the way to achieve this goal is different since actors are having different goal frames. Here the alignment strategies state by Benford & Snow (2000) come in place. They can be used to align the different goal frames and ensure result (Avison, Jones, Powell, & Wilson, 2004).

Most of the actors seem to use one or more of the alignment strategies set by Benford & Snow (2000). The only actor who appears to use none of the alignment strategies are the inhabitants. The other actors are communicating their objectives (frame amplification), they organise sessions to keep in contact with each other (frame bridging and frame extension) and they have started several initiatives like Spijkerenergie (frame transformation). The inhabitants are showing no sign of using any of the alignment strategies. They do not communicate their objectives, they do not organise or attend any organised sessions and they are not aware of the objectives of the other actors. According to Ketelaars et al. (2017), actors will feel more aligned when a message is repeatedly shown or told to actors. As inhabitants tend not to actively spread their message or are attending sessions organised by other actors, they do not hear the objectives multiple times and their objectives not being know by the other actors. This could lead to inhabitants falling behind, which could lead to misalignment (Avison, Jones, Powell, & Wilson, 2004).

### 5.1.3 Territorial foresight

A territorial foresight is a plan for a specific geographical area (Vargas-Lama & Osorio-Vera, 2020). All the actors are aware of the territorial foresight that has been set in Spijkerkwartier. When we compare the definition of Slaughter (1990) where a foresight consists of three elements; the evaluation of potential consequences, foreseeing issues before they arise and considering the present ramifications of potential future events with the analyses of the interviews, the following can be stated. For the implementation of the territorial foresight to be a success, it is necessary that it is a collaborative process where all actors are involved (Vargas-Lama & Osorio-Vera, 2020). Most actors appear to be working together. The NotF-program and the initiative takers of Spijkerkwartier are organising sessions to connect actors with each other. The municipality is offering services to make them visible in the neighbourhood. This in contrast to the inhabitants who were interviewed for this study. They appear to have a more individualistic approach instead of a collaborative approach. The question arises if this is wise, considering that the territorial foresight is focussed on the houses of the inhabitants.

When comparing the interviews with the literature, all actors are aware of the consequences of the territorial foresight. All spoken actors are thinking of the financial consequences for the inhabitants when implementing the territorial foresight. Also, the inhabitants are thinking about the nuisance and the return on investment on a long-term timespan.

The study does not only agree with the literature. Where Vargas-Lama & Osorio-Vera (2020) state that for a successful implementation of the territorial foresight, government and inhabitants should be in contact with each other. The inhabitants interviewed for this study stated that they are not so much in contact with other actors. They create their own ideas which they will perform by. This could lead to an unsuccessful implementation of the territorial foresight.

In the next paragraph a possible solution will be given why this differs in the study from the literature and recommendations for future research will be made.

### 5.2 Limitations and possible future research

In this paragraph the limitations and future research for this study will be discussed, as not all themes and aspects fit in the scope of the research.

For this study nine interviews and one observation have been executed. This was caused since the willingness to participate was low in the neighbourhood. Already multiple

studies have been executed within Spijkerkwartier. Several reactions of approached people were implying that they did not want to participate in another interview, because they have already done a lot. This made it difficult to find sufficient respondents who wanted to be interviewed. Having a relatively low number of respondents can lead to random deviations in the results (Bleijenbergh, 2016), which may lead to a low generalizability of the study. Currently a lot of attention is being given to the energy transition. The territorial foresight that is been set in this study being part of that transition, makes this study a relevant topic. Therefore, it could be interesting to research what the outcome of this study will be when more respondents are being interviewed. When this is done the research can be generalized to different neighbourhoods in Arnhem or maybe to neighbourhoods in different cities in the province of Gelderland.

This leads to the second recommendation for future research. This study is executed between different actors within the neighbourhood of Spijkerkwartier, also called inter-organisation. To create a full picture how goal frames contribute to the implementation of a territorial foresight, it might be interesting to do a study within the different actors (intra-organisation).

During this study the goal frames and alignment strategies were examined how they were experienced by actors at this moment. As mentioned in literature by Lindenberg & Steg (2007), people their goals can change overtime and it might be possible that with a changing goal the goal frame of actors also changes in relation to the territorial foresight. This leads to the last recommendation for future research, to investigate when the territorial foresight approaches, if this influences the goal frames of actors and if their alignment strategies changes.

### 5.3 Conclusion

The results of this study have led to the following conclusion. A territorial foresight is a constant and dynamic process. To ensure a successful implementation of the territorial foresight it is a necessity to take in not only a politics perspective, but also the perspective of inhabitants and other actors (Vargas-Lama & Osorio-Vera, 2020). To make this happen the goal frames of all actors should be taken into consideration. There is a possibility that not all actors have the same goal frame. When this is the case, frame alignment strategies should be used to create alignment between the different goal frames. From this study can be concluded that when the goal frames have a strong alignment the implementation of a territorial foresight will become easier.

To create a surrounding where the different goal frames can be considered, a boundary spanner should guide the process and use different alignment strategies to create an optimal and to make sure these goal frames are aligned for a successful implementation of the territorial foresight.



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## Appendix:

### Appendix I: Information document

#### ONDERZOEKSINFORMATIE

**Naam onderzoek:** De energietransitie in het Spijkerkwartier

**Verantwoordelijke onderzoeker:** Lotte Buitelaar

##### Inleiding

Wij vragen u om mee te doen aan een wetenschappelijk onderzoek. Om mee te doen is uw schriftelijke toestemming nodig. Voordat u beslist of u wilt meedoen aan dit onderzoek, krijgt u uitleg over wat het onderzoek inhoudt. Lees deze informatie rustig door en vraag de onderzoeker uitleg als u vragen heeft.

##### Beschrijving en doel van het onderzoek

Het onderzoek beoogt het opdoen van kennis over de motieven en betrokkenheid van verschillende partijen bij de energietransitie in het Spijkerkwartier. De onderzoeker wil ook nagaan of de energietransitie voldoet aan de verwachtingen van haar deelnemers. De studie maakt onderdeel uit van het afstudeeronderzoek over de energietransitie van de onderzoeken aan de Radboud Universiteit. Er vindt een Engelstalige rapportage plaats aan de begeleiders vanuit de Radboud universiteit.

##### Uw deelname

U doet vrijwillig mee aan het onderzoek, daarom kunt u op elk moment tijdens het onderzoek uw deelname stopzetten en uw toestemming intrekken. U hoeft niet aan te geven waarom u stopt. U kunt tot twee weken na deelname ook uw onderzoeksgegevens en persoonsgegevens laten verwijderen. Daarnaast heeft u recht om uw gegevens in te zien en foutief opgeslagen gegevens te laten wijzigen. Daarvoor kunt u contact opnemen met de onderzoeker(s).

##### Wat wordt er van u verwacht?

Tijdens het interview beantwoordt u open vragen van de onderzoeker over de energietransitie in het Spijkerkwartier. Bij aanvang van het interview vraagt de onderzoeker of het interview mag worden opgenomen voor analysedoeleinden. U kunt ook kenbaar maken of u het interviewtranscript, onderzoeksplan en/of onderzoeksresultaten wilt ontvangen. U krijgt dan digitaal de gewenste documenten toegestuurd. Wilt u uw wensen hieromtrent kenbaar maken in het meegestuurde toestemmingsformulier? Noteer s.v.p. ook uw naam, datum, handtekening en emailadres. Hartelijk dank voor de moeite!

##### Wat gebeurt er met mijn gegevens?

De onderzoeksgegevens worden vertrouwelijk behandeld. Als we resultaten en/of gegevens met anderen buiten het project delen, kunnen deze niet tot u herleid worden. Alleen anoniem gemaakte onderzoeksgegevens kunnen door wetenschappers en studenten buiten het project gebruikt worden voor data-analyse, onderwijs, artikelen en/of presentaties.

Uw persoonsgegevens worden maximaal 10 jaar bewaard aan de Radboud Universiteit voor de interne administratie van het onderzoek. Deze gegevens zijn alleen toegankelijk voor de onderzoeker en de gegevensbeheerder.

Wij bewaren alle onderzoeks- en persoonsgegevens op beveiligde wijze volgens de richtlijnen van de Radboud Universiteit.

### **Heeft u vragen over het onderzoek?**

Als u graag verdere informatie over het onderzoek wilt hebben, nu of in de toekomst, kunt u contact opnemen met:

Radboud Universiteit Nijmegen  
Nijmegen School of Management

Naam : Ivo Beenakker  
Email : ivo.beenakker@ru.nl  
Telefoon : +31 (0)24 – 361 2369

Heeft u klachten over het onderzoek, dan kunt u contact opnemen met de bovengenoemde onderzoeker, of scriptiebegeleider:

Radboud Universiteit Nijmegen  
Nijmegen School of Management

Naam : Lotte Buitelaar, Master student  
Email : lotte.buitelaar@ru.nl  
Telefoon : +31 (0)6 31045445

### **Toestemmingsverklaring**

Als u aan dit onderzoek wilt meedoen, vragen wij u een toestemmingsverklaring te ondertekenen. Door uw schriftelijke toestemming geeft u aan dat u de informatie heeft begrepen en instemt met deelname aan het onderzoek.

## **Appendix II: Form of consent interview**

**Radboud Universiteit**



### **TOESTEMMINGSVERKLARING** Interview

*Naam onderzoek:* De energietransitie in het Spijkerkwartier  
*Verantwoordelijke onderzoeker:* Lotte Buitelaar

### ***Verklaring deelnemer***

Ik heb uitleg gekregen over het doel van het onderzoek. Ik heb vragen mogen stellen over het onderzoek. Ik neem vrijwillig aan het onderzoek deel. Ik begrijp dat ik op elk moment tijdens het onderzoek mag stoppen als ik dat wil. Ik begrijp hoe de gegevens van het onderzoek bewaard zullen worden en waarvoor ze gebruikt zullen worden. Ik stem in met deelname aan het onderzoek zoals beschreven in het informatiedocument.

Wilt u alstublieft uw wensen ten aanzien van het onderzoek kenbaar maken?

1. Mag een audio-opname van het interview worden gemaakt?  
JA/NEE
2. Ik wil het interviewtranscript ontvangen.  
JA/NEE
3. Ik wil het onderzoeksplan toegestuurd krijgen.  
JA/NEE
4. Ik wil op de hoogte worden gehouden van de onderzoeksresultaten.  
JA/NEE
5. Ik stem in dat ik benaderd kan worden voor een toekomstige studie.  
JA/NEE

Naam :

Email :

Handtekening:

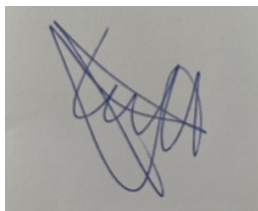
Datum :

***Verklaring uitvoerend onderzoeker***

Ik verklaar dat ik de hierboven genoemde persoon juist heb geïnformeerd over het onderzoek.

Naam: Lotte Buitelaar

Email: lotte.buitelaar@ru.nl



Handtekening:

Datum:

## Appendix III: Interview questions

Welkom/ goedendag,

[introductie] Nogmaals bedankt dat je mee wilt werken aan dit interview voor het verzamelen van data voor mijn scriptie. Zoals ik van te voren al heb aangegeven zijn er geen foute antwoorden en ben ik vooral heel benieuwd naar jouw visie. Ik heb het van tevoren al een keer gevraagd, maar ik wil het voor de zekerheid nogmaals vragen. Ga je ermee akkoord dat ik het interview opneem, voor het verwerken van het interview?

Ja/nee

Mooi dan gaan we beginnen. Zoals ik van te voren al heb verteld gaat mijn scriptie over de energietransitie in Nederland waarbij ik vanuit het Gelders Energie akkoord mijn doelgroep is het Spijkerkwartier. De vragen tijdens dit interview zullen voornamelijk gaan over hoe jij naar de energietransitie aankijkt. Mocht je tijdens het interview willen stoppen, mag je dit altijd aangeven en stoppen wij het interview gelijk! Als je tijdens het interview vragen hebt of iets is niet duidelijk geef dit ook vooral aan!

1. Hoe lang woont u al in het Spijkerkwartier? Hoe lang bent u betrokken bij het Spijkerkwartier?
2. Bent u bekend met het project Wijk van de Toekomst?
  - a. Weet u wat het project voor de wijk betekent heeft?
  - b. Wat zijn de doelen van Wijk van de Toekomst?
3. Wat vindt u van de energietransitie in Nederland?
4. Wat vindt u van de energietransitie in het Spijkerkwartier?
5. Heeft u een bijdrage aan de energietransitie?
  - a. Zo ja, wat is uw bijdrage?
  - b. Zo nee, waarom niet?
6. Wat zijn uw beweegredenen om wel/niet mee te doen aan het project Wijk van de Toekomst/verduurzamen?
7. Wat zijn uw doelen ten opzichte van de energietransitie? Kent u de doelen van andere partijen in de wijk?
8. Welke doelen liggen ver van elkaar af en welke doelen liggen dicht bij elkaar in de buurt?
9. Hoe wordt er geprobeerd om de verschillende doelen van elkaar te begrijpen?
10. Op welke manier worden de doelen naar buiten toe gecommuniceerd?
11. Wat denkt u dat het gevoel is rond de energietransitie onder de bewoners, gemeente en verschillende organisaties binnen het Spijkerkwartier?
12. Heeft u een beeld van wat er in de wijk allemaal speelt/mogelijk is rondom de energie transitie?
13. Weet u welke initiatieven er allemaal zijn in het Spijkerkwartier waar u aan kunt kloppen voor hulp?
14. Loopt u tegen problemen aan die te maken hebben met de energietransitie?
15. Waar ziet u verbeterpunten om de energietransitie te bespoedigen?
16. Waar zou u in de ultieme wereld naartoe willen rondom de energietransitie?
  - a. Wat heeft u hiervoor voor nodig om dit te bereiken?

Dit was mijn laatste vraag voor het interview. Heb jij nog vragen voor mij?

Ik zal het interview zo snel mogelijk uittypen en dit naar je toesturen. Je kan je antwoorden nalezen en kijken of ik je juist begrepen heb. Ook mag je ten allen tijden je medewerking aan mijn onderzoek weer intrekken! Als je het leuk vindt, kan ik na afloop je mijn uiteindelijke scriptie toesturen. Ik heb hiervoor een formulier waarop je dit kan aangeven!

Ik wil je nogmaals ontzettend bedanken voor je medewerking en ik stop hierbij ook de bandopname.



## Appendix IV: Planning

Week	What to do	Deadlines
March 21 – March 27	<ul style="list-style-type: none"> <li>Draft research proposal</li> </ul>	March 25 Thesis proposal
March 28 – April 10	<ul style="list-style-type: none"> <li>Continuing research proposal</li> <li>Contacting “Wijk voor de toekomst” &amp; DAZO (Community center Spijkerkwartier) for possible observations, information and interviews</li> </ul>	
April 10 – April 17	<ul style="list-style-type: none"> <li>Continuing research proposal</li> </ul>	
April 18 – April 24	<ul style="list-style-type: none"> <li>Finishing research proposal</li> </ul>	April 22 Resit Thesis Proposal
April 25 – May 29	<ul style="list-style-type: none"> <li>Collecting data (interviews, observations etc.)</li> <li>Transcribing interviews &amp; observations</li> <li>Start coding data</li> </ul>	
May 30 – June 5	<ul style="list-style-type: none"> <li>Revising Proposal</li> <li>Finishing coding</li> <li>Start analyses</li> </ul>	
June 6 – June 12	<ul style="list-style-type: none"> <li>Finish Thesis</li> </ul>	Draft thesis
June 13 – June 19	<ul style="list-style-type: none"> <li>Hand in Thesis</li> </ul>	Deadline Thesis
	If necessary	
June 20 – August 15	<ul style="list-style-type: none"> <li>Finish Thesis</li> </ul>	Resit Thesis

## Appendix V Respondent overview

<i>Respondent #</i>	<i>Position</i>	<i>Actor</i>	<i>Interview Date</i>
1	Program director	Province	May 10, 2022
2	Social entrepreneur	Initiative takers	May 20, 2022
3	Facilitator	Neighbourhood of the Future-program	May 25, 2022
4	Program manager	Neighbourhood of the Future-program	May 17, 2022
5	Social entrepreneur	Initiative takers	May 27, 2022
6	Advisor	Municipality	May 19, 2022
7	n/a	Inhabitants	May 31, 2022
8	n/a	Inhabitants	June 24, 2022
9	n/a	Inhabitants	July 6, 2022

## Appendix VI Observation overview

<i>Observation #</i>	<i>Type</i>	<i>Actors</i>	<i>Topic</i>	<i>Observation Date</i>
1	Lecture & group conversation as part of Neighbourhood of the Future	Inhabitants, municipality, employees of energy company, Gelders Energy Agreement-advisors, Initiative takers	Paradox of the deadline	May 10, 2022