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Enhancing Collaborative Governance to Build Active Citizenship through Social Inclusion in Historical Neighborhood Regeneration: A Dynamic Performance Governance Approach.

PhD Candidate	PhD Scientific Coordinator
OMONG MARK DONALD	**PROFESSOR CARMINE BIANCHI**

PhD Supervisor
PROFESSOR CARMINE BIANCHI

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Declaration

I, Omong Mark Donald, solemnly declare that I am the sole author of this doctoral thesis. It is my original work which has only been submitted to the University of Palermo in the year 2021.

Dedication

This PhD thesis is dedicated to my family members who include: my father, Mr. Nelson Wilson Okola-Kolamong, my mother, Mrs. Nancy Janet Adongo Kolamong. Thank you for the excellent foundation that you provided me. Your words of wisdom have always kept me going in all situations. This also includes my siblings Mr. Arthur Arnold Owiny, Ms. Fiona Cecilia Acen, Ms. Patricia Ruth Eyu, and Ms. Olivia Alice Aber whose love, encouragement, and support gave me strength during my studies. The dedication also includes my uncle, Dr. Jimmy Dickson Alele and auntie Joan Acio Oboke who always encouraged, mentored, and supported me in various ways. I thank you all for your constant prayers and support which made my journey possible. I love you so much and may God always bless you all!

Abstract

Active citizenship and collaborative governance can be supported to enhance urban regeneration and social inclusion through Dynamic Performance Governance (DPG). The problem of urban decay and urban decline is identified as the main problem that continues to affect cities and urban areas. The study focuses on the urban regeneration experience of the historic urban neighborhood of Ballaro which is located in the historic city of Palermo. Urban regeneration is essential for transforming urban neighborhoods which are at risk of decline and blight. However, the lack of a social aspect such as social inclusion through active citizenship was identified to affect the sustainability of urban regeneration policies. This study therefore illustrates how social inclusion as a social aspect of urban regeneration can be attained through active citizenship. It also illustrates how active citizenship can be supported by collaborative governance so as to generate community outcomes. The main goal of the study is to demonstrate how DPG can be applied by decision makers to design and implement sustainable urban regeneration policies. In this regard, urban regeneration was depicted as an intervention within an interconnected system, rather than a sum of single interventions. The study therefore identifies social inclusion as a key variable which can be promoted through active citizenship and collaborative governance so as to ensure sustainable urban regeneration. The following objectives were studied: (1) To identify factors which influence the growth and decline of cities and urban neighborhoods. (2) To illustrate how active citizenship can be generated so as to foster collaborative governance. (3) To determine how stakeholder collaboration can be used to generate sustainable outcomes. (4) To demonstrate how DPG can be applied in local areas strategic planning to support sustainable outcomes. Findings from the study indicate that factors associated with urban decline include the presence of social 'wicked' problems and dynamic complexity. The factors that support urban growth include, the balanced scorecard for strategic planning, social inclusion, system dynamics, and implementation of urban regeneration policies. Active citizenship was found to sustain collaborative governance. Collaborative governance across stakeholder groups was found to be essential in fostering sustainable outcomes. The study illustrates the role of DPG in decision making and strategic planning. In addition, DPG was used as a methodology in the study. The study recommends a theoretical and practical integration of Dynamic Performance Management and Governance in urban settings which will enrich this field of study, and improve the way decision makers approach urban regeneration.

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List of Acronyms

AC– Active Citizenship

CBOs– Community-Based Organizations

CG– Collaborative Governance

CLD– Casual Loop Diagram

CPA– Classical Public Administration

CPIA– Centro Per L'Istruzione Degli Adulti

DPG– Dynamic Performance Governance

DPM– Dynamic Performance Management

EMUVE– Euro Mediterranean Urban Voids Ecology

ERDF– European Regional Development Fund

EU– European Union

FBOs– Faith Based Organizations

IACP– Istituto Autonomo per le Case Popolari della Provincia di Palermo (Autonomous Institute for popular houses of the province of Palermo)

IMF– International Monetary Fund

NGOs– Non-Governmental Organizations

NPA– New Public Administration

NPG– New Public Governance

NPM– New Public Management

NPS– New Public Service

OECD– Organization for Economic Co-operation and Development

PA– Public Administration

PG– Performance Government

PM– Performance Management

PON METRO– National Operational Programme on Metropolitan Cities Italy (2014-2020)

PVM– Public Value Management

SD– System Dynamics

SDGs– Sustanainble Development Goals

SOS Ballaro Storia, Orgoglio e Sostenibilità per il rilancio del mercato e del quartiere dell'Albergheria (History, Pride and Sustainability)

TPA– Traditional Public Administration

UIA– Urban Innovative Action

UN– United Nations

VNPOs– Voluntary and Non-Profit Organizations

WB– World Bank

ZTL– Limited Traffic Zone

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CHAPTER 1: INTRODUCTION

The phenomenon of urban decay has become pervasive in developed countries (Serrano et al., 2016: 1). Since the 19th century, urban decay has been affecting urban areas, a situation which still persists in many places (Gordon, 2004: 308; Pough & Wan, 2007: 1; Dickerson, 2016: 975). Urban decay creates challenges which can range from unemployment, social dissolution, crime, poor housing, social exclusion, and disinvestment among others. If such challenges are not properly managed, they can cause neighborhoods to experience low levels of quality of life (Pough & Wan, 2007: 1).

Urban regeneration intervention and neighborhoods ordering programs can be initiated and promoted in neighborhoods which face distress and blight with the aim of improving conditions. However, regeneration and ordering of such neighborhoods can be made to be more effective and sustainable when communities take up participatory roles in the urban transformation process (Hosseini et al., 2017: 114-115).

Besides a participatory model, other models of urban regeneration such as, synergy model, transformational model, and budget expansion model also highlight the role of public private partnerships in promoting community outcomes (Roberts & Sykes, 2000:45; Pritchett, 2003: 5). In spite showing high levels of effectiveness, many models may not be sustainable in the long run, for two major reasons. First, they do not apply an existing framework which links, the drivers of urban regeneration to the desired outcomes, so as to impact on the shared strategic resources of urban neighborhoods and cities. In this regard, the application of the Dynamic Performance Governance framework may be useful in ensuring sustainability during the process of planning and implementation of intervention programs. Secondly, they lack an approach which encompasses collaboration among all existing essential stakeholders, yet urban decline and urban decay as 'wicked problems' require joint interventions from all existing stakeholders. Therefore, this study emphasizes the need to apply approaches of collaborative governance and active citizenship, which focus on the context of social inclusion in the historical urban neighborhood of Ballaro. The study adopts an outcome based Dynamic Performance Governance (DPG) framework to ensure sustainability. The framework demonstrates how inter organizational outcomes, performance drivers, and shared strategic resources can be identified and mapped so as to generate desired community outcomes which may lead to urban regeneration. To illustrate, a similar experience describing how DPG can be used to enhance sustainable urban regeneration outcomes, is

depicted in the experience of the city of Buenos Aires in Argentina (Bianchi et al., 2019: 1-13).

1.1 Background

1.1.1 Urban Blight: An Obstacle to Urban Development.

Urban blight is a complex phenomenon which may arise from challenges associated with urban decline (Fol & Cunningham-Sabot, 2010: 2-4). Urban blight can be defined as, a phase of social or functional depreciation of existing urban property, to a level where their condition ceases to be useful to the community. It may be caused by depreciation of urban properties, and social depreciation (Breger, 1967: 372-374).   Urban blight can lead to many social challenges in the affected neighborhoods (Pough & Wan, 2007: 3). Urban blight can affect communities negatively especially when it causes abandonment[1] as occupiers vacate their houses and relocate to other neighborhoods (Power et al., 1999: 9). In the United States for instance, urban blight affects millions of abandoned properties which negatively impacts on the tax revenue base. Additionally, discontent among some segments of the urban population may lead them to abandon the urban areas due to increase in urban blight. Such a situation can cause the erosion of the community's connectedness, lead to stress, and feelings of psychological fear among the remaining inhabitants (Branas et al., 2016: 2163). Relatedly, people living in blighted neighborhoods can experience low sense of social participation[2], society disorder, family depression, social exclusion, and anarchistic situations (Hosseini et al., 2017: 114).

Blighted neighborhoods and others facing decline have continued to experience situations of a lack of essential aspects of communities like, active citizenship, social inclusion, and community wellness among others. The absence of such important components in decaying and declining neighborhoods, leads to situations that give rise to 'wicked' problems which, gradually erode the quality of life of affected urban areas. Besides blight and decline, one of such key problems include social exclusion which has become pervasive in various cities around the world (Hosseini et al., 2017: 113).   In fact, there is an increasing body of

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[1]Abandonment means a situation where buildings are left empty, or when neighborhoods are left with empty houses because no one wishes to occupy them, as they are in poor conditions (Power et al., 1999: 9).

[2]Participation is when community members become emotionally and mentally involved in group settings, and cooperate amongst themselves with the purpose of sharing responsibilities and achieving community goals (Hosseini et al., 2017: 117).

knowledge regarding the concept of social exclusion in urban neighborhoods (Dahlberg & McKeea, 2018: 176). This is because social exclusion in urban areas is deeply entrenched in most societies around the world (Nowosielski, 2014: 369). Social exclusion in urban neighborhoods leads to situation were individuals and groups face limitations in their capacity, to participate in urban life and end up being restricted to a low quality of life (Dahlberg & McKeea, 2018: 176).

The dynamics in urban areas pertaining to blight, decline, and exclusion among others, are not only intricate in nature, but also transcend the boundaries of single institutions. It is usually a reflection of bigger and complex structural problems which affect urban areas and their populations. Such pervasive problems are considered 'wicked' as they cannot be solved by a single institution on its own but by collective action (Hosseini et al., 2017: 113). Moreover, in many areas, urban conditions are deteriorating further as there is still low levels of collaborative governance and active citizenship (Eurostat, 2020 & OECD, 2020).

Accordingly, from a broader perspective, urbanization has also been projected to grow exponentially. For example, in 2018, it was estimated that 55.3% of the total population of the world was living in urban areas. Such an estimate also projects that 60 percent of the world's population will be living in urban areas by 2030. If such situations are not well managed, it may have a detrimental impact on productivity of inhabitants, livability, and attractivity of neighborhoods. This is because experiences of deterioration are usually triggered by variations in aspects and patterns of productivity and growth[3]. Understanding, these trends and their impact on urban areas and neighborhoods is essential for the implementation of the Sustainable Development Goals (SDGs). The goals directly linked to these trends include: goal 1 poverty alleviation, goal 8 economic progress and decent employment, goal 10 low inequality, goal 11 sustainable cities, and goal 17 stakeholder collaborations to achieve outcomes. However, it is essential for decision makers to understand that most of the 17 global sustainable development goals are intricately connected (UN Department of Economic and Social Affairs, 2016).

In Europe, the European Union has over the years strived to collectively promote economic integration, and sustainable progress among member states, through designing and implementing the EU cohesion policy. The EU cohesion policy endeavors to promote social

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[3]The World Bank (2020) *Urban Regeneration.* Retrieved from https://urban-regeneration.worldbank.org/

and economic cohesion[4] across the eurozone (Bachtler & Mendez, 2007: 537). The need for prioritization of critical policies like those pertaining to social inclusion are aimed at mitigating social exclusion from all levels of society (Prattleya et al., 2020: 1). In this regard, the cohesion policy has been instrumental in promoting growth in the European region as it has been used as a means to intervene in essential areas like employment, education, and infrastructure (Crescenzi et al., 2020: 6-8). Article 158 of the EU treaty empowers the union through its regional policy framework to work towards reducing disproportions in economic development, employment, and other opportunities which is essential for sustainable development across the European region. The cohesion policy has been used to promote urban regeneration intervention programs in areas which face distress or are at risk of urban blight. This policy has been implemented through: supporting employment opportunities, promoting education opportunities, promoting social inclusion, and enhancing efficient public management systems (Crescenzi & Giua, 2014: 1-5). This study applied the use of the DPG framework in the historical neighborhood of Ballaro in the city of Palermo (Italy) to support urban regeneration. It also demonstrated how the DPG can be used to support stakeholder learning and decision-making during policy design and implementation (Bianchi et al., 2019: 1 & 13).

1.1.2 The Importance of Urban Regeneration

The concept of urban regeneration has progressively become visible in the planning agenda of local areas and nationwide policies (Salata & Fior, 2016: 13). Initially, the concept of urban regeneration envisaged the refurbishment of dilapidated buildings by private and public sector effort, in a manner that such properties would again be reoccupied (Yi et al., 2017: 1). However, the process of developing and implementing sustainable urban regeneration programs can only be successful when essential stakeholders get involved and collaborate meaningfully (Pritchett, 2003: 4-5). In this regard, the process of collective intervention should be emphasized throughout the process of planning, policy design and implementation so as to achieve desired goals (Salata & Fior, 2016: 13). Subsequently, it is essential to highlight the role played by resident populations in the process of designing and

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[4]Concepts of social and economic cohesion can be traced to the Single European Act (SEA) of 1986 to assume the European Union central objective. However, its evolutionary period was mainly between 1975-2009 (Durova, 2017: 52).

implementing urban regeneration policies (Bambó-Naya et al., 2018: 180). Urban regeneration can be defined as, "a comprehensive and integrated vision and action which leads to the resolution of urban problems and which seeks to bring about a lasting improvement in the economic, physical, social and environmental condition of an area that has been subject to change" (Roberts & Sykes, 2000:17). This definition emphasizes a holistic approach which means physical aspects should not be realized to the detriment of environmental, social, and economic aspects (Lovering, 2007: 344; Bambó-Naya et al., 2018: 180). The complex structure of a city[5] just like many other phenomena can be affected by essential flows which may either influence the city's growth or its decline. Such complex structures which are unique to their locations have led to the application of different approaches of urban regeneration in various cities around the world (Rafieiyan & Aydaghmish, 2019: 2). Currently, various institutions like the World Bank are applying different models of urban regeneration around the world (Smith, 2010: 425).

1.1.3 The World Bank Perspective on Urban Regeneration

According to the World Bank Group, the process of urban regeneration should be approached along four stages which are: scoping, planning, financing, and implementing[6]. Program scoping involves carrying out strategic assessment to endorse urban regeneration. It entails: formulating a vision, understanding the social, economic and physical attributes of the area, and pointing out the desired action for change. The planning stage, involves assessing the capacities of stakeholders as well as defining their roles during the renewal process. Meanwhile, the program financing stage is critical in the renewal of urban areas since financial tools chosen for the regeneration process depends on the adopted model of urban regeneration. Finally, program implementation is also critical in achieving urban regeneration outcomes since it largely involves cascading the overall vision across all sectors (Amirtahmasebi et al., 2016: 4-74).

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[5]The term city is used to mean an urban based area where members of the public live and carry out their day today activities. They contain aspects of government, businesses, and transport facilities (United Nations Department of Economic and Social Affairs, 2016: 1).

[6]The World Bank (2020) *Urban Regeneration.* Retrieved from https://urban-regeneration.worldbank.org/about
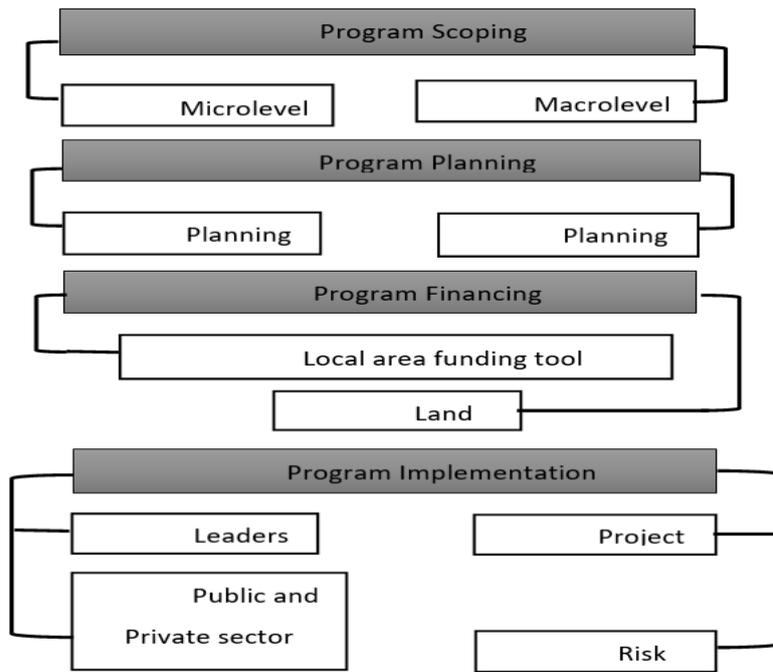
Figure 1. 1 World Bank model for urban regeneration.

Source: modified from (Amirtahmasebi et al., 2016: 4).

The above model describes the model proposed by World Bank (2016) in ensuring successful urban regeneration programs. Based on the above model, eight cities have successfully carried out urban regeneration on previously blighted cities[7]. These include: Ahmedabad, Puerto Madero in Buenos Aires, Johannesburg, Santiago, Seoul, Shanghai, Singapore, and Washington DC (Amirtahmasebi et al., 2016: 149-418).

Firstly, Ahmedabad is a city in Gujarat located in western India. It had a lot of informal settlements especially along the banks of river Sabarmati. The place was prone to flooding due to encroachment on the wetlands which affected its accessibility. However, the regeneration program made it possible for all the city's inhabitants to access the city and enjoy its amenities. Secondly, Puerto Madero, located in Buenos Aires- Argentina, was initially affected by engineering flaws. It became unusable to most vessels because of faulty engineering many years after its completion which led to decline. It also later experienced pollution due to the construction of the public promenade by the municipality of Buenos Aires. The urban regeneration project was able to revitalize Puerto Madero in the 1990s.

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[7]World Bank (2020) *Urban Regeneration.* Retrieved from https://urban-regeneration.worldbank.org/

Thirdly, Johannesburg which is located in South Africa, experienced decay when the city council relocated in the 1950s. Public transport declined which compelled other businesses to relocate. There was also increase in crime, inadequate public space, and poor service delivery. The urban regeneration project directed by the private sector was able to transform Johannesburg gradually into an epicenter for business and economic activity. Fourthly, Santiago, located in Chile, faced a problem of urban blight due to abandonment, which led to an increase in the crime rate, high levels of pollution and a loss of investments. The revitalization program was able to attract residents of middle-income status to live in the city and later, the area began to attract investment. In addition, Seoul which is located in South Korea previously experienced urban decay due to abandonment. It also experienced an increase in the number of substandard houses which were occupied by squatters. However, the city management was able to restore green space, furnish buildings and usher in new life in the area. The city of Shanghai which is located in China had a revitalization program which was launched to redevelop the city to modern standards. The government was able to replan the city, relocate residents, demolish dilapidated buildings, and rebuild the city.

Singapore city which is located in the Republic of Singapore had a successful regeneration program supported by legislation and government reforms. The revitalization program applied an integrated approach to the city's economic, environmental, and social aspects. Lastly, Washington DC which is an administrative area located in the United States, experienced urban decay which led to various problems like poverty, lack of housing, dilapidation of houses, social exclusion, and social segregation. The revitalization projects in Washington DC demolished buildings which were later replaced with well-planned houses (Amirtahmasebi et al., 2016).

Conversely, some of the cities' management relied on private public partnerships when designing and implementing urban regeneration projects (Pritchett, 2003: 5). A common trend highlighted in the eight cities was the essential role played by the public sector during the process of regeneration (Amirtahmasebi et al., 2016).

However, the limitation to the approaches used in the above cases is the lack of stakeholder collaborations during the process of revitalization, which does not ensure urban regeneration sustainability. Such a limitation can be effectively managed with the application of the Dynamic Performance Governance framework as it accommodates aspects of stakeholder collaboration which ensures sustainability (Bianchi, 2019).

1.1.4 Collaborative Governance and Active Citizenship in Urban Regeneration

The concept of collaborative governance which can be generated in *tandem* with active citizenship, plays a pivotal role in the process of designing and implementing urban regeneration policies. This is because the entire process of regenerating blighted or declining urban areas requires stakeholder collective action. Collaborative governance can be defined as, "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, 2007: 544). It can also be considered as, "the processes and structures of public policy decision making and management that engage people constructively across the boundaries of public agencies, levels of government, and/or the public, private and civic spheres in order to carry out a public purpose that could not otherwise be accomplished" (Emerson et al., 2011: 2).

Successful collaborations can be achieved through the support of community participation which can also be framed as active citizenship (Clarke & Missingham, 2009: 962). Active citizenship bares the responsibility of promoting human rights, upholding social good, promoting social cohesion, upholding the values of equality and population diversity. Although active citizenship is most times focused towards the community, it also has a corresponding value to individuals. (Biesta, 2009: 149). Therefore, for sustainability of urban regeneration, it is imperative to apply collaborative governance through the framework of stakeholder participation which is then enhanced through active citizenship.

1.2 Statement of the Problem

Urban blight has continued to affect cities around the world (Dickerson, 2016: 975; Pough & Wan, 2007: 1). It presents many challenges to cities and neighborhoods which affect the physical conditions and financial wellbeing of affected neighborhoods and cities. In this regard for instance, blighted neighborhoods may lack sufficient living conditions as they usually have poor housing conditions which may even impact the amount of taxes collected by the city administration (Pough & Wan, 2007: 1 & 3). More still, urban decay/blight can negatively impact on the wellbeing of the residents of the affected neighborhoods as it leads to social exclusion and social isolation. This happens when residents are marginalized socially and excluded from accessing basic social services (Amirtahmasebi et al., 2016; Pritchett, 2003: 5). Urban decay/ blight can further lead to other contextual issues like social

polarization, unemployment, urban abandonment, and crime, among others (Branas et al., 2016: 2163).

Previous approaches of urban regeneration which relied on intervention from the public and private sectors such as those applied in the cities of: Washington DC, Singapore, Shanghai, Seoul, Santiago, Johannesburg, Buenos Aires, and Ahmedabad, have used polices and regulatory tools to promote programs which have been effective in mitigating conditions of blight in urban areas (Amirtahmasebi et al., 2016). These approaches were applied to target the physical, economic and social aspects of blighted neighborhoods (Lovering, 2007: 344). Although these models have been largely considered effective, they lack a mechanism of ensuring sustainability in the long run because of two limitations: 1) they lack a collaborative governance network which identifies and involves all essential stakeholders. 2) they lack a framework for identifying the linkages between shared strategic resources, performance drivers, and desired community outcomes. Such limitations have compelled many cities to begin opening up and exploring possible applications of other innovative approaches to mitigating blight (Pough & Wan, 2007: 2). In this regard, innovative approaches like the DPG, which has been demonstrated in the city of Buenos Aires presents a mechanism of ensuring sustainability in urban regeneration programs and outcomes (Bianchi et al., 2019: 13).

In this study, urban regeneration is not viewed as a sum of single interventions, but rather, an interconnected system of intervention across various contexts in the system. The concept of active citizenship which focuses on the context of social inclusion is used as a key to the system, as the system encompass other components because different parts of the system interrelate. Through the application of the DPG framework, regeneration can be analyzed from two aspects: 1) the shared resources in the neighborhood which can be transformed into shared strategic resource so as to stimulate regeneration. 2) the requirement to understanding the feasibility of the desired community outcomes. This research therefore depicts how to foster and develop active citizenship through collaborative governance, and in turn how collaborative governance once developed can become an important shared strategic resource on which to act so as to generate sustainable outcomes in the neighborhoods. This is attained by applying Dynamic Performance Governance Framework to the phenomenon of urban regeneration.

1.3 Research Goals and Questions

The overall goal of this study is to demonstrate how Dynamic Performance Governance can support policy practitioners and decision makers with the capacity to develop sustainable policies for neighborhoods and urban areas. To achieve the overall goal, the study relied on the following two aims: i) To examine the role of active citizenship in attaining local area public value generation. ii) To demonstrate how Dynamic Performance Management framework applied to governance (Dynamic Performance Governance) can be used to support policy design and implementation in local areas. As a means of achieving the broader objectives, this study was directed by following specific objectives.

1.3.1 Research Objectives

1) To identify the factors which drive cities, neighborhoods, and local areas into either growth or decline.
2) To investigate how active citizenship can be generated so as to foster collaborative governance in a local area.
3) To explore how collaboration of stakeholders as a driver can generate sustainable outcomes.
4) To explain the role Dynamic Performance Governance can play in the strategic planning process which may foster sustainable outcomes.

1.3.2 Research Questions

In order to realize the research objectives mentioned above, the study was guided by the following research questions:

1) Why do some cities, towns, local areas, and neighborhoods grow or decline?
2) How can stakeholders generate active citizenship to foster collaborative governance in local areas?
3) Is collaboration of stakeholders a driver which may generate sustainable outcomes?
4) What is the role of DPG in the strategic planning process that may foster sustainable outcomes in a neighborhood?

1.4 Conceptual Framework

The conceptual framework depicts the phenomenon of sustainable urban regeneration as applied in the study (Jabareen, 2009: 50). In this study, the conceptual framework is used to

depict how urban regeneration may be influenced from different dimensions (Rafieiyan & Aydaghmish, 2016: 15).
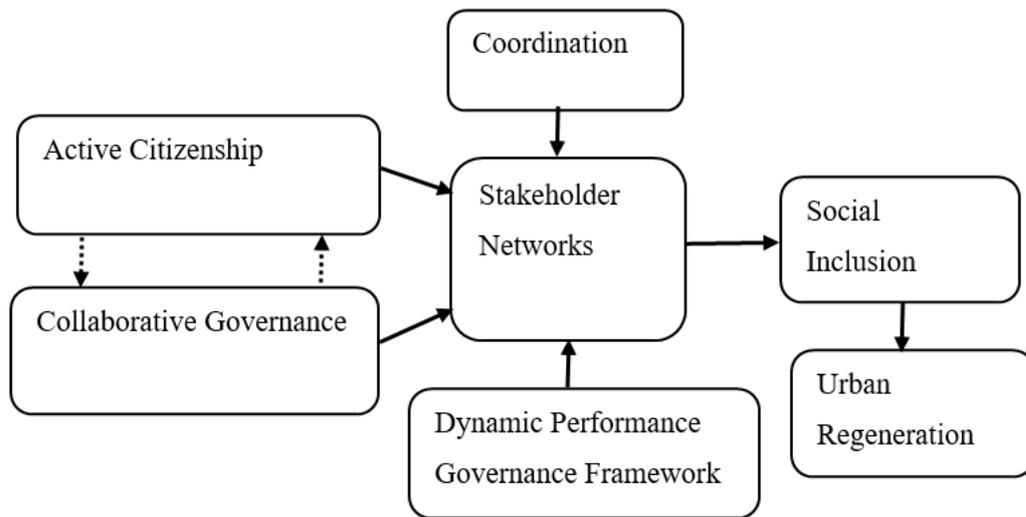
Figure 1. 2 Conceptual framework for urban regeneration in Ballaro neighborhood.

Source: modified from (Rafieiyan & Aydaghmish, 2016: 15).

The figure 1.2 describes the conceptual framework for urban regeneration for the neighborhood of Ballaro. It depicts the relationship between the variables of: (i) Active Citizenship (ii) Collaborative Governance (iii) Stakeholder networks (iv) Coordination (v) Dynamic Performance Governance (vi) Social Inclusion, and (vii) the phenomenon of Urban Regeneration.

The conceptual framework portrays a nexus between the independent variables of collaborative governance and active citizenship which are connected through a reciprocal link. Although the link is weak as depicted by the dotted arrows, active citizenship can support the generation of collaborative governance. Once collaborative governance is generated, then it can also support active citizenship hence ensuring sustainability. This link may be strengthened by enhancing stakeholder network capacity and stakeholder network legitimacy. The conceptual framework also indicates that, both active citizenship and collaborative governance support stakeholder network intervention. More still, coordination is an essential variable because it ensures the process of cascading both organization and stakeholder network goals. Coordination can take place in both single organizations, and in interorganizational settings.

The Dynamic Performance Governance framework may facilitate organizations and stakeholder groups which are part of the stakeholder network with a mechanism of identifying strategic resources and performance drivers which can be used to achieve a desired outcome at different levels. Finally, the stakeholder network can be used as a platform for implementing shared tasks and responsibilities which may promote social inclusion. Social inclusion as a desired outcome may support community and urban transformation which may lead to sustainable urban regeneration.

1.5 Significance of the Research

The assessment of the significance of this study was based on key perspectives which are: First, policy formulation and implementation. Second, management and governance of local areas and finally, the Dynamic Performance Governance framework and scientific literature.

The study impacts on policy design and implementation, regarding urban regeneration experiences in the historic neighborhood of Ballaro. In this research, regeneration was not viewed as a sum of individual policies or interventions. Instead, it was viewed as a system of interventions that converge in the neighborhoods. This is because the system is composed of different parts which are interconnected. Through active citizenship, the study relies on the context of social inclusion as a key into the system which is composed of many other contexts.

This study demonstrates how key stakeholders can get involved through collaborations so as to create public value for the local area, and specifically the neighborhoods. In this regard, active citizenship was used to enhance collaborative governance which leads to the generation of desired community outcomes. Reciprocally, collaborative governance also supports the generation of active citizenship which creates sustainability of urban regeneration policies.

This study also portrays Dynamic Performance Governance framework as an innovation for administering local areas. It demonstrates how coexistence between management and governance at the local area level can be framed. It identifies and supports coordination mechanisms between different departments in the local area administration. Regarding governance, the Dynamic Performance Governance provides an approach for managing interorganizational collaboration in a local area setting. Lastly, this study contributes to the repository of literature regarding sustainable urban regeneration.

1.6 Justification for the Research

Sustainable urban regeneration can support growth and development of cities and urban areas to meet increasing population demands. Amirtahmasebi et al (2016) highlight various urban regeneration projects around the world which were successful as a result of the intervention from the private and public sectors. However, these urban regeneration projects did not involve stakeholder collaboration. Kim et al (2020: 3) stated that stakeholder collaboration is essential during urban regeneration as it brings to light the issues of the past and present. Stakeholder collaboration has been advocated for by Ostrom (1990) who introduced the concept of collective action to managing commons or common pool resources in a manner that is sustainable. Much as some scholars are beginning to advocate for collaborative governance across stakeholders, there is still a dearth of knowledge regarding approaches to ensuring sustainability in collaborative governance. This research demonstrates how active citizenship can be used to generate sustainability in collaborative governance processes during urban regeneration.

There is need for cities and urban areas to adopt urban planning mechanisms and approaches which effectively utilize resources, are flexible and deliver desired outcomes (UN-HABITAT, 2013: 9). According to Battisti (2019: 2) decision makers should begin adopting complex interdisciplinary approaches that can better respond to the challenges which exist in complex urban settings. This is because planning is based on the exchange of ideas and information through a process that is dynamic and entails feedback loops (Kim et al 2020: 3). In this regard, Bianchi et al (2019) and Bianchi (2021) propose the application of DPG as a complex framework which identifies feedback loops, outcomes, resources, and drivers which can enhance regeneration of urban neighborhoods by involving all stakeholders in the process of policy design and implementation. However, there is still a dearth of knowledge regarding the sustainability of urban regeneration polices which is a gap in the scientific repository of urban regeneration, as previous studies do not encompass the social aspect of urban regeneration which is also essential. This study seeks to fill the gap by underscoring the relevance of social aspects in the process of urban regeneration. It demonstrates how social inclusion as a social aspect can be achieved through active citizenship, which generates public value that can enhance urban regeneration outcomes in a sustainable manner.

1.7 Theoretical Framework

Theories are important in research because they provide criteria for what to consider as relevant (Lamidi, 2015: 7). The theoretical frameworks applied in this research include: 1) theory of complexity and 2) Network theory.

1.7.1 Complexity Theory

Complexity theory as applied in this study describes the concept of complex systems within the ambit of the phenomenon of urban regeneration. Complex systems are nonlinear and have components which can bring forth emergent phenomena that may enable its structure to self-organize (Boeing, 2018; 2). These components are composed of various parts which carry out detailed functional roles (Rickles et al., 2007; 933). Currently, many disciplines within the domain of social science have begun to apply aspects of complexity theory because many social problems are now viewed as having multifaceted structures (Turner & Baker, 2019: 2). Such complex systems can be observed in societies, organizations, nature, economic context, local areas, neighborhoods, and science among others. Complexity[8] entails the systems being diverse and made of various interconnected grid components which are adaptive and are able to transform through learning (Mele et al., 2010: 127-131). An example regarding the understanding and application of the complexity theory is depicted in the way government departments, and public sector organizations within the OECD countries are beginning to view complex contextual problems as problems with boundaries that transcend the summation of their portions (OECD, 2017: 14). Understanding the basics of the theory of complexity has enabled the application of its concepts to support urban governance (Healey, 2007).

Understanding complexity can support leaders and decision makers to appreciate and appropriately address situations of social change, cultural dynamics, urbanization, and urban regeneration among others (Turner & Baker, 2019: 19). A perspective based on complexity provides a lens to study systems which have many components which interact in complicated ways (OECD, 2017: 4). Such perspectives based on complexity can be understood by critically observing, the entire structure of the system which portrays how their theoretical elements are intertwined (Mehdipanah et al., 2015: 267).

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[8]Complexity is used to refer to systems which have higher order structures with components which are interconnected (Boeing, 2018: 2).

In urban regeneration, It is essential to view cities and neighborhoods as systems which entail organized complexity (Batty, 2009: 17). The theory of complexity, which entails many implications is currently being applied in the governance of cities, neighborhoods, and urban areas[9] (Boeing, 2018: 1). However, when applying aspects of the theory of complexity to the phenomenon of urban regeneration, the neighborhood structures should not be viewed as a sum of their parts (Batty, 2009: 17; Mehdipanah et al., 2015: 266). Therefore, understanding the complexity theory and its relevance can enable policy practitioners and decision makers to effectively frame urban regeneration programs in the urban neighborhoods (Batty, 2009: 17; Mele et al., 2010: 131).

However, the theory of complexity does not take into consideration the essential role played by various stakeholders. To this regard, complexity can be applied to understanding the structure of the system, but may not effectively manage the 'social wicked' problems. Mitigating a 'social wicked' problem like urban blight requires the involvement of all essential stakeholders into the system so as to; design and implement robust intervention programs, in a sustainable way.

1.7.2 Network Theory

The network theory denotes processes governing organization network structures. Such processes rely on existing organization structures, information flows, and sociological constructs (Borgatti & Halgin, 2011: 1168-1174). Since the 1980s when the network theory started to emerge, scholars in the field of public policy and management have used it to study organizational complexity (Scott & Ulibarri, 2019: 97; Wachhaus, 2009: 65; Isett et al., 2011: 158). In other scenarios, the application of the network theory has been observed in the context of health in countries like Cameroon and USA among others (Valente & Pitts, 2017: 104-105). Currently, the application of aspects of networks[10] has become more pervasive as indicated by the growing amount of available literature (Borgatti & Halgin, 2011: 1168; Lecy et al., 2014: 645). The applications of network studies provide a framework for understanding administrative processes such as strategic planning, which can be influenced by economic, political, and social activities (Isett et al., 2011: 160).

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[9]Urban areas are complex systems which have human inhabitants that interact in the physical urban space (Boeing, 2018; 14).

[10]Understanding of networks explains its application in governance which is usually multi-sectoral and pluralistic in nature (Ramia et al., 2018: 332-335).

However, contemporary scholars studying network theory have continuously encountered lack of coherence in the definitions (Isett et al., 2011: 160; Lecy et al., 2014: 645). For instance, some scholars have used the term to mean a group of organizations which are influenced by some concepts and ideas (Cresswell et al., 2010: 2). Other scholars have defined it as a collection of actors linked by specific forms of connections. Also, it is important to note that networks may not depict natural boundaries (Borgatti & Halgin, 2011: 1169; Isett et al., 2011: 160). Networks come to existence when formal or informal connections are created between groups of actors. More still, a governance network portrays a formal connection established between various formal organization (Ramia et al., 2018: 331; Isett et al., 2011: 162).

Network theory, which is embedded in the paradigm of New Public Governance, provides a framework for managing 'wicked problems' like urban blight which present complexity (Isett et al., 2011: 159-162). Such 'social wicked problems' transcend the boundaries of single institutions. However, it is essential to note that, complexities in cities and urban areas should be viewed and managed from the perspective of the notions of the past, present, and future when implementing urban regeneration programs (Cvetinovic, 2017: 142). More still, the presence of complexities caused by social, economic and political factors can have influence on the success of urban regeneration programs (Dobson, 2015: 946). Creating a network can bring together various stakeholders for the purpose of managing complexities through participation in goal setting, decision making, and implementation of urban regeneration projects (Bortel et al., 2009: 95-98). Therefore, for urban regeneration programs to be successful, a collective approach composed of multiple actors and stakeholders is necessary (Rădulescu et al., 2016: 5).

In summary, there is need to apply a better approach to policy design and implementation regarding urban regeneration (OECD, 2017: 54). A combination of the theory of complexity, and the network theory was jointly used so as to mitigate potential weaknesses resulting from application of only a single theory. More still, they provided information from different perspectives which was used to frame urban generation.

1.8 Scope of Study.

The scope of study consists of the historical urban neighborhood of Ballaro that is located in the center of the municipality of Palermo. This neighborhood was selected because of its unique experience with urban regeneration, its location at the historical center, and its

relevance to the study of urban regeneration. The study utilized the experiences of the stakeholders that have been involved in supporting, urban regeneration intervention measures in the neighborhood of Ballaro.

1.9 Thesis Structure.

The thesis structure is made up of six chapters. Chapter one entails the background of the research, statement of the problem, research goals and questions, conceptual framework, significance of the study, and theoretical framework. Chapter two presents a review of existing literature regarding, factors which drive growth and decline of cities, how active citizenship fosters collaborative governance in local areas, how collaborative governance generates sustainable outcomes, and the role of DPG in the strategic planning process which can foster sustainable outcomes. Chapter three presents the methods that were applied in the study, the research paradigm, the research design, and the data. Chapter four presents the Ballaro case study. Chapter five presents results and discussion of Ballaro case study. Chapter six presents the thesis conclusion.

CHAPTER 2: LITERATURE REVIEW

2.1 Cities and Urban Areas

Urban areas[11] and cities are complex in nature and composition (Avis, 2016: 8). They are large complex systems which experience different process of growth, decline, and renewal (Guohua & Yanhua, 2007: 487). Urban neighborhoods are basically elements of cities and towns because of their existing physical, administrative and social features. Urban areas or neighborhoods may experience complex challenges like poverty, issues of community health, and environmental problems (Soma et al., 2018: 439). In this regard, their geographical limitations may overlap with the local authority limitations (Madanipour, 2012: 61). Nonetheless, cities remain areas of great economic importance all over the world (Sridhar, 2010: 24).

2.1.1 Decline of Cities and Urban Areas

The phenomenon of urban decline underlies problems affecting many cities and urban areas in various countries (Habibi & Asadi, 2011: 133; Hwang & Woo, 2020: 1). Nonetheless, describing the nature and trends of decline in cities and urban areas can be a challenge in the policy arena. This is because cities and urban areas are composed of complex processes (Storper, 2010: 333). A declining city may be depicted as a city which has been abandoned by the residents, a condition which leaves the city's infrastructure to deteriorate (Follain, 2010: 7). In this regard, urban decline is defined as a situation in which a city or urban area degenerates over a given period of time (Campos-Sánchez et al., 2019: 1; Hwang & Woo, 2020: 1).

The main factors that influence urban and neighborhood decline may be grouped as social, environmental, and economic factors (Campos-Sánchez et al., 2019: 8). Such factors may be detailed as: changes in macro industrial composition, transfer of businesses to other areas, loss of employment opportunities, low quality of education, budget cuts, less revenue

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[11]The term urban area is used to mean an area which has a lofty population density in comparison to nearby areas.

collections, loss of attractiveness of the area, urban sprawl[12], and migration of people into other areas (Vinci, 2019: 2; Hwang & Woo, 2020: 1-5).

Recently, some cities and urban areas have experienced declining trends indicating loss of urban population, as some of their residents tend to migrate to other areas, due to social, demographic, and economic changes which lowers the quality of life of the affected areas (Platt, 2004: 1; Lupton & Power, 2004; Fee & Hartley, 2011). Such cites observe a loss of its residential population, presence of environmental ruins, and a drop in economic standards (Follain, 2010: 13-17; Campos-Sánchez et al., 2019: 1).   Eventually, such trends of abandonment may lead to deterioration of economic, fiscal, and social conditions in the affected cities and urban areas (Teitz & Chapple, 1998: 34).
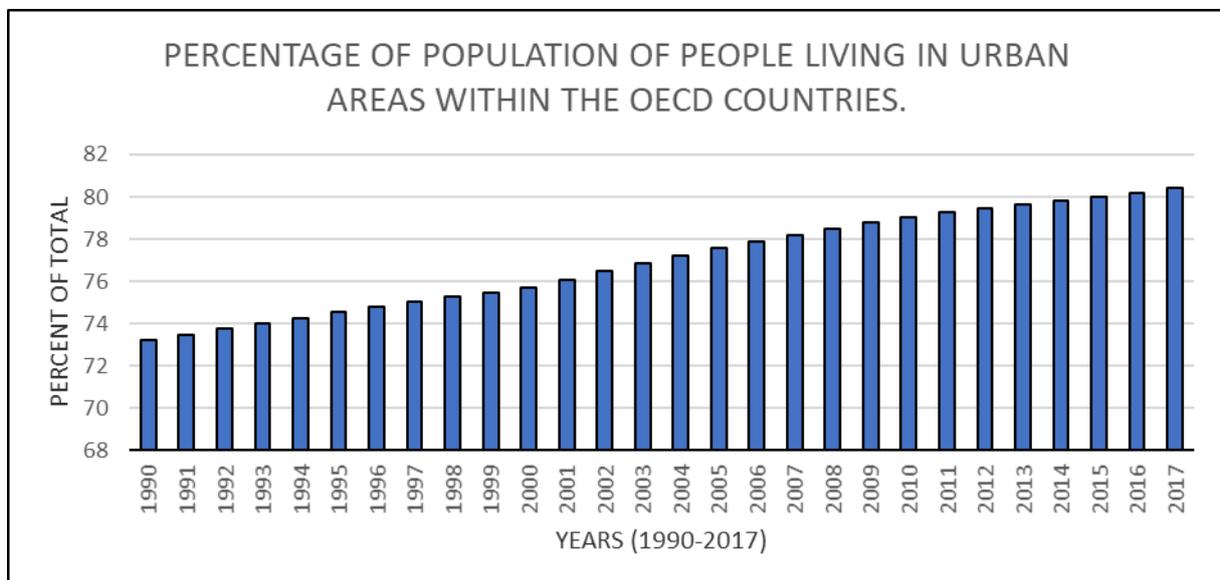
Figure 2. 1 Percentage of urban population in OECD countries.

Source: Author

Figure 2.1 depicts an increase in the percentage of population[13] of urban residents in the OECD countries. The years starting from 1990 was selected because it is the time when the cold war came to an end which led to the dawn of globalization.

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[12]Urban sprawl is used to mean a condition of unplanned and low-density development which gradually expands out of an existing urban center. Such growth trends are normally more than the typical urban growth trends (Habibi & Asadi, 2011: 133; Hwang & Woo, 2020: 2).

[13]World Bank (2020) *Urban Development Data.* Retrieved from https://data.worldbank.org/topic/urban-development

Currently, many cites and urban areas are trying to address the problem of urban decline (Campos-Sánchez et al., 2019: 1). Nevertheless, urban decline is a complex phenomenon which necessitates the application of an interdisciplinary approach of intervention (Chi & Ventura, 2011: 1). In this regard, appropriate measures and policies may be adopted to guide decisions which can mitigate urban decline and promote planned growth and development (Follain, 2010: 9). Such measures should entail robust and sustainable policies which ensure a balanced distribution of residential populations across urban areas and cities (Duranton, 2014: 1). Such policies can promote access to transport facilities, maintenance of natural amenities, and creation of employment opportunities among others (Chi & Ventura, 2011: 2; Duranton, 2014: 1 & 3).

Polices which promote sustainability in urban areas may be implemented within the broader programs of urban regeneration, decontamination of the environment, urban transformation, outsourcing, reindustrialization, and adjustment (Campos-Sánchez et al., 2019: 2). However, the most appropriate approaches to intervention which can improve urban areas should be directed towards solving complex and wicked problems that affect cities and cause urban decline. This can be done through applying long term sustainable approaches to urban growth which will ensure better quality of life of the residents of the urban areas (Alpopia & Manolea, 2013: 179; Duranton, 2014: 1 & 3).

2.1.2 Social 'wicked' Problems

Social 'wicked problems' can seriously challenge the performance of public institutions, cities, and urban areas (Head & Alford, 2015). Social problems are characteristically branded as either simple, complex, or 'wicked' in nature. Simple problems are usually clear and have direct solutions. Complex problems are usually clear in nature but have different possible solutions. 'Wicked problems' on the one hand by contrast are not clear and their solutions are also not clear (Turner & Baker, 2019). On the other hand, they can range from being mundane to being profound as they have been observed to affect various communities and countries (Gollagher & Hartz-Karp, 2013: 2344).

The concept of wicked problems has been presented in various studies across disciplines like public management to enable understanding of challenges of contemporary societies (Weymouth, 2015: 3; Head & Alford, 2015: 5-6). The term is widely used to refer to global megatrends that require crucial attention (Weymouth, 2015). Studies by (Churchman 1967 and Rittel & Webber, 1973), as mentioned by (Head & Alford, 2015: 2) suggest that 'wicked

problems' are difficult to understand and are resilient to solutions. They "are complex, not predictable, open ended, and intractable." (Head & Alford, 2015; OECD, 2017:28). They are usually hard to define, and get entangled with extra social problems (OECD, 2017:28). As such, they have no static boundaries (Conlan et al., 2008). They may also cut across existing policy areas (Christensen & Fimreite, 2006; Kettl, 2006: 13).

Additionally, characteristics of 'wicked problems' can include: 1) they are unique in nature (Gollagher & Hartz-Karp, 2013; Head & Alford, 2015: 4; Turner & Baker, 2019: 15). A solution to a particular 'wicked problem' cannot be generalized to other 'wicked problems'(Weymouth, 2015). This is because 'wicked problems' have no definitive formulation and lack definitive solutions (Gollagher & Hartz-Karp, 2013: 2344; Head & Alford, 2015: 4; Weymouth, 2015; Turner & Baker, 2019). 2) Consequences that emerge from addressing 'wicked problems' are not usually reversible (Turner & Baker, 2019). They can create unintended consequences in cities and urban areas which can create more problems (Kettl, 2006: 13; Gollagher & Hartz-Karp, 2013: 2344-2345). 3). They are costly to manage and can cause local areas or government organizations to incur huge costs when intervention fails (Kettl, 2006: 10; Gollagher & Hartz-Karp, 2013: 2344-2345).

Furthermore, the sustainability of outcomes which enhance urban growth and development can be challenged by 'wicked problems' which present obscure causes and have no direct solution. (Gollagher & Hartz-Karp, 2013: 2343). Many governments around the world have embarked on the application of adaptive approaches to managing 'wicked problems' which have continued to challenge growth in cities and urban areas (OECD, 2017: 29).

Although it may be possible to frame approaches or interventions, it is rare for local area organizations, municipalities, and urban neighborhood administrations to present conclusive solutions to 'wicked problems' because of their inherent nature (Head & Alford, 2015: 2). From previous experiences, the existing traditional styles of addressing 'wicked problems' have seldom produced the desired impact as various 'wicked problems' often appear to aggravate further; thus, causing urban decline (OECD, 2017:28). Managing 'wicked problems' at the public sector level is difficult because of the nature of the management mechanism at the public sector. In fact, the traditional form of public administration has not been successful in tackling 'wicked problems.' This is because 'wicked problems' have no solitary precise solutions, and may be better managed when decision making is collectively

made by various stakeholders (Bryer & Cooper, 2012: 110; Gollagher & Hartz-Karp, 2013: 2345; Head & Alford, 2015: 9).

Such outlooks have influenced policy practitioners and researchers to embrace, collaborative governance or network[14] management among essential stakeholders in cities and urban areas. This however, necessitates attention as it presents discrepancy, uncertainty, and intricacy which can be a challenge to any intervention effort (Head & Alford, 2015: 12). It is therefore essential for policy actors and decision makers to adopt an inter-organization approach to performance governance so as to mitigate and manage 'social wicked' problems like urban decay (Bianchi, 2019: 4-5). Many researchers have also stated that, addressing 'social wicked problems' demand for an integrative and multidisciplinary approach. A timely and appropriate intervention towards 'social wicked' problems can mitigate decline and provide space for growth of cities and urban neighborhoods (Ramirez, 2014: 26).

Accordingly, 'Wicked problems' can be appropriately managed through a functioning collaborative process. This is because collaborative relationships may bring forth a collaborative advantage[15] which facilitates better understanding of 'wicked problems' as different stakeholders have different interests, backgrounds, knowledge, and values (Head & Alford, 2015: 15 & 18). Cities and urban areas should strive to adopt a deliberative collaborative governance[16] approach which presents different perspectives of understanding and managing complex and 'wicked problems' (Gollagher & Hartz-Karp, 2013: 2343; Weymouth, 2015: 5). Such organization networks[17] may also play significant roles during the collaborative process at an inter-institutional level (Bianchi, 2020: 3).

It is imperative for municipalities or cities to adopt the outside-in approach of performance as it accommodates policy actions from all stakeholders. This approach seeks to transform the society into a responsible community that is composed of tenets of active citizenship which

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[14]The term network is defined as, "groups of organizations which cooperate and pursue tasks for the purpose of achieving collective outcomes" (Provan & Kenis, 2007: 231)

[15]collaborative advantage means the role played by collaborative governance in mitigating wicked problems such as urban blight, poverty, crime, and social exclusion among others (Head & Alford, 2015: 15).

[16]"Deliberative collaboration is a form of engagement which brings together various stakeholders with the aim of intervening against 'wicked' problems" (Gollagher & Hartz-Karp, 2013: 2345).

[17]Organization networks are networks that may be mandated by law, based on contracts or even self-initiated by the members (Provan & Kenis, 2007: 231).

fosters a widescale sense of identity and belonging to a community. Members of such communities share culture, principles, and goals which create a foundation for supporting civic commitment. Such values can extensively support urban transformation which can stimulate growth in the neighborhoods and cities (Bianchi, 2020: 2-3).

Also, network coordination across the private and public sectors may lead to improved learning, better use of resources, improved capacity to manage complex and 'wicked problems', and better service delivery (Christensen & Fimreite, 2006: 2; Provan & Kenis, 2007: 229).

2.1.3 Dynamic Complexity and Urban Decline.

Conditions of growth and decay of cities and urban areas can also be attributed to dynamic complexity. Dynamic complexity is associated with conditions pertaining to unpredictability, delays, nonlinear behavior and various feedback loops which exist in a system. Cities and urban areas are examples of such systems which can be affected by conditions which if not perceived, can lead to decline and subsequently decay (Bianchi, 2016: 3).

Dynamic complexity can also arise and cause urban decline, a situation which can be attributed to consequences of decisions made by policy actors. This is because there may be long delays, which exist between those decisions and the reaction that comes from the system. Also, often the policy practitioners' comprehension of complex system may be inadequate due to the complexity regarding the feedback process (Ford, 2010). Dynamic complexity can also create a situation of policy resistance which can affect the growth and performance of a system. Policy resistance happens when policy intervention is made and the effect on the system is only observed in the short run, as such problems resurface in the long run. The problems usually get stronger and more pervasive than before intervention. It can affect the growth and performance of an urban area and may lead to urban blight if it is not properly managed (Bianchi, 2016: 3-4).

More still, dynamic complexity may create a lack of capacity of decision makers to perceive tradeoffs in time and space which can be detrimental to the performance of cities and urban areas, thus leading to decline. It is advisable for policy actors to frame dynamic complexity by identifying policy levers which affect the performance of the system. It should also entail identification of tradeoffs in time and space which is responsible for sustainable growth. When perceiving tradeoffs, the time component entails long-term planning vis-à-vis short-

term planning, while the space component entails planning with regard to existing sub-systems (Bianchi, 2016: 4).

The inability to perceive dynamic complexity can lead to urban decline and decay. For instance, in Germany after the unification, many people who were living in the eastern states migrated to the richer western federal states. This led to population decline and urban abandonment in urban areas within the eastern states. On the other hand, it created stress on resources in the western states, as there was a surge in the population which started to overwhelm the resources. Such experiences underscore the need for decision makers to consider various perspectives of formulating intervention towards urban decline (Camprag, 2018: 1-2).

2.1.4 Growth of Cities and Urban Areas

Cities and urban neighborhoods which experience growth patterns may observe an increase in popular businesses, frequent community events, access to connectivity, clean streets, well-kept homes, low levels of crime, improvement in quality of schools, population growth, rise in income, an increase in employment opportunities, and generally the level of quality of life rises (Vinci, 2019: 2).

Urban growth is essential as the quality of life of cities and urban areas can impact on the production and progress of the cities' inhabitants (Duranton, 2014: 2). Currently, the majority of people living in OECD countries reside in urban areas as trends depict an increase in the population of urban areas (OECD, 2018: 96). In the United States for instance, 8 out of every 10 people live in cities and urban areas. Researchers believe that the presence of population clusters in urban areas is because people are able to work together thus improving efficiency and production (Fee & Hartley, 2011). However, unplanned population growth in cities may also lead to crime, degradation of the environment, increased competition for resources which can lower the quality of life of a city hence causing urban decline (Chi & Ventura, 2011: 1).

2.1.5 Urban Governance and Growth of Cities

There has been an international transition from the use of the term urban management to the term urban governance. The former is generally focused on providing services through acquiring and using resources effectively and efficiently. The latter, on the other hand, integrates both management and government through an existing local institution. Urban governance is essential as it can help exploit the potential of cities and urban areas through

better mechanisms of planning, coordination, and collaboration (Avis, 2016: 7). It entails a process of applying pragmatic intervention for the purpose of responding to complexities in cities and urban neighborhoods (Edelenbos & Dijk, 2017: 5). Urban governance[18] relies on the existing local partners to promote holistic development which can improve the quality of life (Meyer & Auriacombe, 2019: 2).

It is therefore essential for cities and urban areas to adopt a wider approach of cross sector collaborations, based on stakeholder networks across various levels which can support, urban transformation hence stimulating growth (Syrett & Sepulveda, 2011: 5). Good practices of urban governance can lead to sustainable growth and development. They can also lead to community transformation of areas that face stress (Meyer & Auriacombe, 2019: 1). More still, good practices of urban governance can ensure better response to social, economic and environment related concerns that affect cities and urban areas (Edelenbos & Dijk, 2017: 4).

There are various aspects which support urban governance which have been identified by the United Nations Human Settlements Program (UN-Habitat) to promote urban growth. Like United Nations, the European Union through its white paper in 2001 adopted similar aspects to enhance governance in the European region. Such aspects include: Participation, decentralization, openness, equity, inclusion, accountability, responsiveness to civic society, efficiency of service delivery, sustainability, coherence, and security (Madanipour, 2012: 63). For these aspects to be applied effectively in urban neighborhoods, municipalities and cities, various factors have to be considered such as: leadership with clear objectives, a functioning legal framework, good mechanism of decision making, sustainable funding, cooperation between stakeholders, and clear distribution of tasks and responsibilities among stakeholders (Edelenbos & Dijk, 2017: 4).

Urban governance can be viewed as having a multidimensional nature which places emphasis on improving the quality of life of those who live in the city or urban area (Meyer & Auriacombe 2019: 1). Also, urban governance brings people together and can have a long-term bearing on people who live and work in the same neighborhood as they usually develop social links, values, and emotional bonds (Wu et al., 2018: 472). This is because, stakeholder

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[18]Urban governance is a process that consists of how government and other stakeholders make plans, manage, and acquire financial resources for the urban area. It entails the process of negotiations, allocation of resources, balancing political power with all key stakeholders (Deves et al., 2004: 1).

participation as a strategy can enhance good governance practices (Soma et al., 2018: 439). Stakeholder networks and associations can contribute towards improving the quality of life of the neighborhood inhabitants (Madanipour, 2012: 61). It can also improve the quality of life through creating economic opportunities, collaborative networks, and better housing among others. (Avis, 2016: 7). The process of managing growth in urban areas and cities is crucial for policy makers because well managed cities can become avenues for growth (Sridhar, 2010: 24). However, when poorly managed, cities can decline and experience contextual issues like poverty, conflict, unemployment, crime, and inequality among others which can lead to urban blight (Avis, 2016: 6).

2.1.6 The Use of the Balanced Scorecard in Urban Planning

Effective Performance management can be applied in the management of urban areas and cities to stimulate growth. The application of performance management standards plays an essential role in the growth and development of cities and urban areas. Performance management can be defined as, "a system that generates performance information through strategic planning and performance management routines, and that connects this information to decision venues, where, ideally, the information influences a range of possible decisions" (Moynihan, 2008: 5). City planners and decision makers have adopted and began to apply a modern performance management reporting framework like the balance score card in their daily routines so as to promote sustainable growth (Anthoula & Alexandros, 2011: 70). The application of the balance scorecard[19] has become widespread as it is composed of both financial and nonfinancial perspectives of measuring performance (Kopecka, 2015: 59).

The balanced score card is a framework which facilitates the translation of the organization's vision and plans into goals which covers all aspects of the organization's performance. The balanced score card can enable an organization to visualize, how its goals and targets can be achieved. It does not move backwards but focuses on future aligned strategies. One of the pivotal aims of the balanced score card is to transform organization plans into Key Performance Indicators (Benková et al., 2020: 4).

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[19]The balance scorecard is a collection of measures which provides managers with a complete picture of the organization which entails: internal processes, operational, customer, and financial measures (Kaplan & Norton, 1992: 71).

Several organizations are now applying the balanced score card because it meets managerial requirements, and it also enables managers to evaluate all important aspects of the organization (Kaplan & Norton, 1992: 73). It also enables public managers to understand cross sector relationships that can enhance, decision making and better problem solving capacity (Kopecka, 2015: 60). The balance scorecard enables managers to measure performance from various perspectives which is essential for the growth of private, not for profit, and public sector organizations (Kaplan & Norton, 1992: 72; Kopecka, 2015: 62).
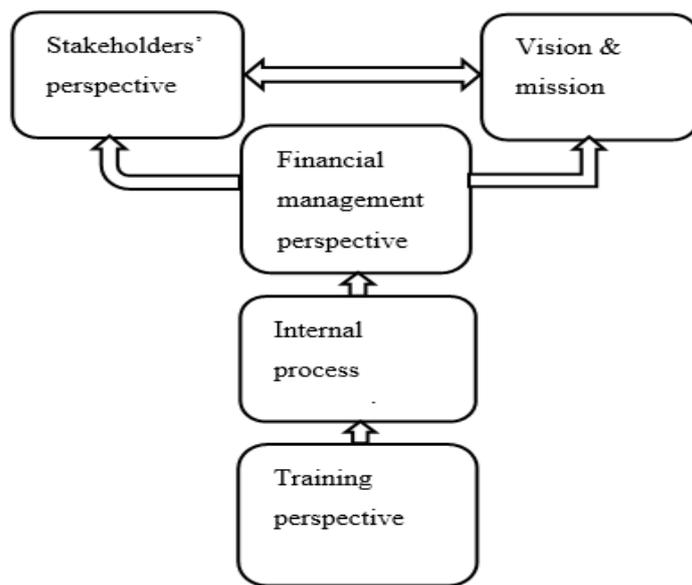
 Figure 2. 2 Balance scorecard for urban areas.

Source: modified from (Anthoula & Alexandros, 2011: 72).

Cities and urban areas have adopted the use of the balance score card to support strategic plans for municipalities and urban communities. It has been used to support public managers and strategic decision makers with techniques of measuring performance from various perspectives. They include: The stakeholder perspective which is used in place of the initial customer perspective. It represents and depicts the interest of the state, the citizens, and the existing community. Next, the financial management perspective depicts how, the public institution manages and allocates financial resources. In addition, the internal perspective depicts the process and mechanism of identifying and using important parameters that can influence growth. Next, the training perspective depicts the process of empowering the employees with skills which may be useful in community transformation and growth. Finally, the mission depicts the overall goal of the organization, vis-à-vis the stakeholder's

expectations (Kaplan & Norton, 1992: 72; Anthoula & Alexandros, 2011: 71-72; Kopecka, 2015: 62).

It is therefore important for decision makers to apply the balance scorecard alongside the DPG framework as the DPG is designed with, mechanism that can manage complexities through perceiving delays and tradeoffs in time and space, which can affect the performance of urban areas. Such an approach can support decisions that enhance growth in urban neighborhoods and cities (Bianchi et al., 2019: 2-3).

2.1.7 Fostering Urban Growth through Social Inclusion

Social inclusion has been found to support growth of cities and urban areas (Mascareño & Carvajal, 2016: 128). A lack of social inclusion may create problems which cause social exclusion[20] leading to urban decline. Societies may experience social exclusion when individuals and groups of people are prevented from enjoying human rights, accessing resources, social services, and when they are unable to participate in, regular activities and social relationships like other members of society (Davey & Gordon, 2017: 1). On the other hand, social inclusion[21] emphasizes concepts of participation and human rights which are essential for cohesion in the community. Social inclusion can be defined as the ability for individuals and groups from all segments of society to participate fully in all aspects of life (Davey & Gordon, 2017: 1-2). There are generally four domains which affect participation. They include: the social, political, consumption of goods and services, and taking part in activities (Scharf et al., 2005: 16 & 77).

Ensuring social inclusion in the community requires a multidimensional approach (Atkinson & Marlier, 2010: 7). Such an approach is inclusive and leads to growth of urban areas, as all segments of the society are able to access community needs (Conti et al., 2017: 191). The main bridges that can be used to attain desired levels of social inclusion which can promote urban growth include: availability of employment opportunities for vulnerable groups,

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[20]The term social exclusion is used to refer to a situation when the social bond pertaining to the state and the citizens is ruptured, and it leads to inconsistency in progress between people and their societies (Hamalainen & Matikainen, 2018: 4).

[21]Authors like Kearns and Forrest (2000); Forrest and Kearns (2001) defined social cohesion as, "socially based inner links pertaining to individuals and groups for the purpose of belonging and social contacts, through aspects which derive a common identity with the individuals' community." (Vranken, nd: 4).

provision of welfare benefits to disadvantaged people, accessibility of information and professional advice, and accessibility of affordable housing (Shucksmith, 2001: 10-15).
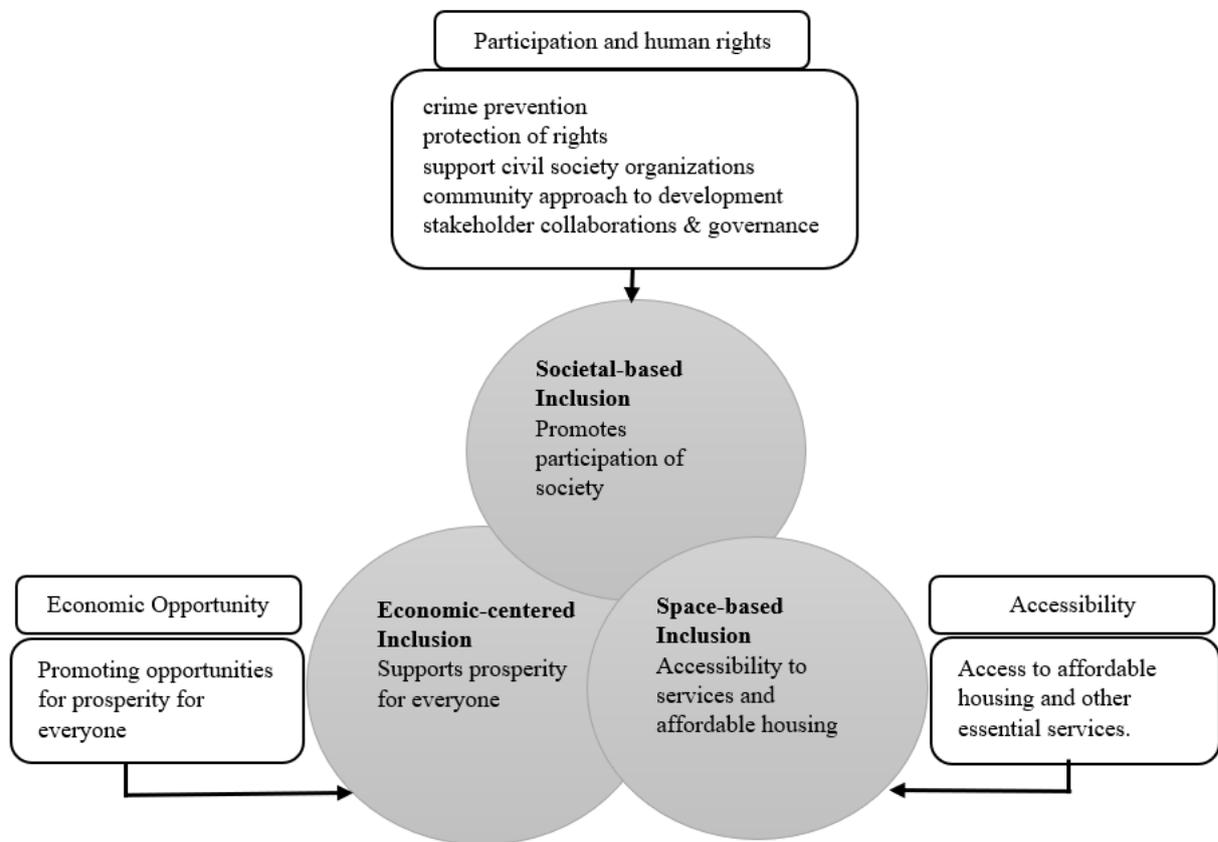
Figure 2. 3 A multifaceted approach to an inclusive neighborhood.

Source: adapted from (World Bank, 2015: 11-12).

From figure 2.3, societal-based inclusion entails projects and activities regarding participation, equity, human dignity and human rights. The economic-centered inclusion entails access to opportunities that promote economic progress for everyone including marginalized groups. Finally, space-based inclusion is based on accessibility of basic services and affordable decent housing. Such an approach entails equal accessibility to: decent affordable housing, public amenities, infrastructure, public space, and basic social services. The multifaceted approach implies that an intervention on any of the three areas of societal-based inclusion, economic-centered inclusion and space-based inclusion will affect all the other areas.

The European Union Commission, through its main investment policy regarding cohesion, has been advocating for social inclusion within the region through the lens of a multifaceted

approach. For instance, it has promoted policies that enhance employment, education, and poverty alleviation[22]. In this regard, the EU member countries also follow a similar trajectory of promoting social inclusion. An example is the Italian political framework which supports the concept of social inclusion as it is enshrined in the constitution under Articles 2 and 117 of the constitution of the Italian Republic[23]. It guarantees and supports social inclusion of groups facing risks of marginalization like: immigrants, refugees, and the poor among others (THE CONSTITUTION OF THE ITALIAN REPUBLIC, 1948: 5 & 30). The Municipality of Palermo is an example of a local area institution which has been implementing urban regeneration policies, in line with the EU Cohesion Policy and the Italian constitution. In this regard, the municipality has implemented projects which promote social inclusion within some neighborhoods in the metropolitan area

2.1.8 Enhancing Urban Planning through System Dynamics

Practices and principles from the field of system dynamics can be used to support policy design and decision making for the growth of cities and urban areas. System dynamics[24] perceives a system to be composed of flows, stocks, and feedback links. System dynamics is a methodology that can be used for studying and understanding complex systems which change periodically (Ford, 2010: 6-8). More still, it is a method which enhances learning in complex systems (Sterman, 2000: 4). System dynamics entails models[25] which are embedded on feedback perspective of analysis. System dynamics practices of modeling can enable decision makers to perceive dynamic complexity and to also support performance through understanding the concepts of structure and behavior of systems which can be applied to stimulate urban growth (Bianchi, 2016: 14-15). The principle of structure and behavior of a

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[22]European Commission (2020) *The EU main Investment Policy.* Retrieved from
https://ec.europa.eu/regional_policy/index.cfm/en/policy/what/investment-policy/

[23]Article 2 recognizes and protects the rights of everyone in Italy. Also, Article 117 guarantees the rights of non-EU immigrants (THE CONSTITUTION OF THE ITALIAN REPUBLIC, 1948: 5 & 30).

[24]"System dynamics as a field is grounded in control theory which depicts social and economic systems from the perspective of management science, which explains issues of controllability." (Ford, 2010: 7).

[25]System dynamics models are developed to substitute the actual system. They are used because they provide flexibility to the user which is different from the real system. They also enable system dynamics practitioners learn new details about the system (Ford, 2010: 3).

system can be applied to scenarios like the governance of urban neighborhoods. It can enable policy practitioners to assess contemporary performance in respect to long term performance.
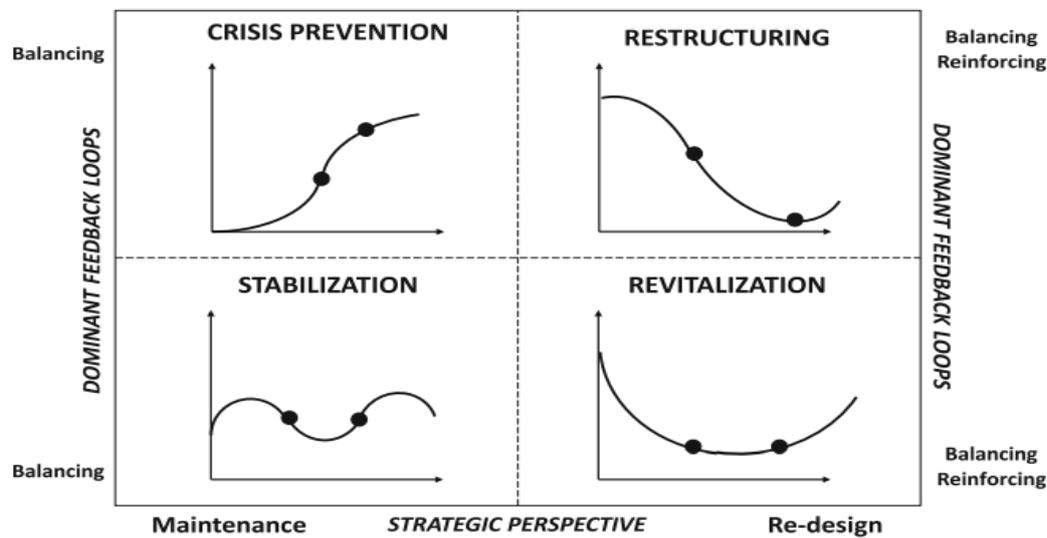
Figure 2. 4 System dynamics approach to understanding local area performance.

Source: (Bianchi, 2016: 43).

From the perspective of system dynamics, a complex system like an urban area is basically composed of four trends which depict performance. These trends include: crisis prevention, stabilization, restructuring, and revitalization of the system. Figure 2.4 depicts the four circumstances or states which can be used to depict performance trajectories of urban areas and cities (Bianchi, 2016: 41). These four states may be associated with two main strategic viewpoints. 1) maintenance which entails preservation of the existing level of performance and 2) redesign which entails changing the model underlying the neighborhood performance (Bianchi, 2016: 43).

The first state of crisis prevention entails the detection of signals that could point to unsustainable growth, and acting upon them through performance drivers to improve growth. In this regard, a corresponding balancing loop can be identified and acted upon to push the system towards a goal seeking behavior which is sustainable. The state of stabilization entails conditions which maintain the existing level of performance with little change. It is usually as a result of many existing balancing loops which try to create sustainable conditions in the system. This can happen when decision makers apply strong or weak adjustments which then creates oscillatory behaviors in the system. Next, the state of restructuring entails using system dynamics principals to support intervention towards an impending crisis which

may disrupt the growth of the city. In system dynamics, growth is facilitated by a reinforcing loop, decision makers can intervene by acting on the corresponding balancing loop which can stabilize the system and enable the corresponding reinforcing loop to become dominant. Finally, the revitalization state entails redesigning the entire urban area growth strategy to include viable sustainable outcomes. It also entails identifying and acting upon the dominant balancing loop which affects urban decay. Such a loop may lead to the depletion of essential shared strategic resources. Decision makers will need to identify and act on the corresponding reinforcing loop so as to drive growth (Bianchi, 2016: 41-44; Vignieri, 2016: 22-26).

It is possible for decision makers to comprehend long-term trends in urban growth from the perspective of system dynamics which can improve decision making (Madanipour, 2012: 64). Therefore, policy actors should not only design mechanism of transforming the community, but also adopt policies which support the provision of basic public and social services, as they can affect urban growth in the long run (Wu et al., 2018: 481). In this regard, decision makers in China for instance, have adopted a plan to invest about 333 billion dollars towards transforming cities by 2025. Also, Japan has invested 68 million yen since 2010 (Myeong et al., 2018:1). Such long-term strategies of urban transformation can be pursued through urban regeneration programs as perceived from the lens of system dynamics.

2.1.9 Applying Urban Regeneration Policies to Support Urban Growth

In the past decades, many cities designed and implemented various urban regeneration projects, policies and programs (Hemphill et al., 2004: 725). The process of urban regeneration has traditionally been approached from the perspective of either, urban rehabilitation[26] or urban redevelopment[27]. Initially, urban regeneration was focusing on brownfields which entailed removing pollutants and recovering the quality of soil to preserve the environment as it significantly impacts on the quality of life of an area. However, in

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[26]The term urban rehabilitation means, the process of improving the micro and macro aspects of the environment of an urban area by utilizing domestic resources effectively and applying feasible strategies. The micro level of urban rehabilitation entails upgrading the environment, repairing and refurbishing houses, improving on lighting, and cleaning the area. At the macro level, rehabilitation entails revitalizing the area, removing the worst houses and improving the spaces (Onibokun, 1970: 295).

[27]Urban redevelopment is a process of bringing forth a set of programs and policies in order to remake the blighted urban areas so as to fit into a well-designed plan which is in line with the future prospects of a city or metropolitan area (Pfretzschner, 1953: 418).

Europe, the fading of previously industrial locations provided for redesigning of public spaces which presented a new approach in urban regeneration (Rădulescu et al., 2016: 3 & 4). In this regard, urban regeneration has become a globally recognized phenomenon (Hemphill et al., 2004: 757; Park et al., 2008: 805). Urban regeneration is an intervention which aims at creating solutions for urban problems with regards to improving the environment, economy, society, and physical aspects of a city or neighborhood, and the quality of life of the residents (Rădulescu et al., 2016: 19).

However, it is also essential to understand that the sustainability of urban regeneration practices have evolved to include economic and cultural aspects which are essential (Hemphill et al., 2004: 731). Urban rehabilitation can be based on technical, economic, and social intervention. The social aspect of urban regeneration may include: improving social cohesion, improving social relationships and networks, improving security, improving social stability, and improving housing needs among others (Alpopia & Manolea, 2013: 179). Urban authorities and decision makers should therefore collaborate with all stakeholders so as to derive lasting and sustainable interventions which promote growth (Pact of Amsterdam, 2016: 4).

Various countries have initiated urban regeneration programs to promote sustainable growth and development. Such programs have been implemented by improving urban infrastructures, improving public space, improving social cohesion and improving the quality of life of cities which are at risk of urban decline and urban decay. Italian cities like those in various countries are at risks of urban abandonment, decline and decay. This has led to development of urban plans which aim at improving the quality of life of Italian urban residents. This has been done through improving public spaces, recycling waste and proper garbage disposal, supporting the development of social capital, attracting investments, regenerating historic centers and housing facilities (Alpopia & Manolea, 2013: 182 & 184).

In Italy, the existing urban policy framework has been greatly influenced by Europeanisation[28] and is based on, plans and activities associated with infrastructure development, diffusion, and recognizing informal and formal rules involved in the policy

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[28]The term Europeanisation, as described by Olsen (2002) is used to mean a multiterminal process which involves, designing and restructuring policies and politics within the EU setting through: horizontally transferring knowledge, applying the bottom-up approach, and promoting shared practices under a multilevel perspective of governance (Vinci, 2019: 3).

paradigms (Vinci, 2019: 3). The Italian government in conjunction with organizations such as the National Council of Architects (CNAPPC) and National Association of Constructors (ANCE) developed and approved the national strategic plan for implementing sustainable urban regeneration. It was based on: reduction of water and energy use, improvement of public space, improvement of urban mobility, effective waste management, improvement of historic centers, improvement of security (Alpopia & Manolea, 2013: 182).

More still, in 1993, the Italian government launched the urban recovery program. Later, in 1994, the government also launched the urban regeneration program in its policy plan. This was followed with the launch of the neighborhood contracts in 1997. The government also subsequently developed programs to stimulate economic progress. For instance, the government launched the Urban Enterprise Zones in 1997. Later, in 1997, the government launched the Urban Regeneration and Sustainable Territory Development (Vinci, 2019: 4). At a supranational level, the EU supported the design and implementation of the PON METRO program which is, the National Operational Programme Metropolitan Cities Italy (2014-2020). It is an initiative which was developed in line with the European cohesion policy and the European urban agenda so as to strengthen and support the sustainable development of big cities in Europe[29].

Nevertheless, for such interventions to be sustainable, urban regeneration programs requires performance indicators during planning and implementation. Such performance indicators include objectives, visions, and documentation (Park et al., 2008: 807). Without implementing performance indicators, urban regeneration as a process may face challenges like: shortage of space, prolonged time to coordinate multiple stakeholders, and a presence of an old-fashioned administrative system at municipalities, which can impair success and sustainability (Soma et al., 2018: 438).

However, it is important to note that urban regeneration polices which lack stakeholder engagement, as well as social aspects can lead to gentrification[30] as an unintended consequence. Gentrification can compel the original residents to migrate from the affected neighborhoods because they get displaced by the new property owners who are usually of a

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[29]European Union (2020) *National Operational Program, Metropolitan cities 2014/2020.* Retrieved from http://www.ponmetro.it/eng/

[30]Gentrification means new residents of a higher-class purchasing properties and moving into a neighborhood of people with less social and financial status which causes them to get displaced (Buffel & Phillipson, 2019: 989).

higher financial status (Buffel & Phillipson, 2019: 988). Such a change in the residents' composition and neighborhood structure can drastically modify the composition of social capital, culture, and values of the urban neighborhood[31]

2.2 Active citizenship: A Lever for Community Transformation

Recently, a lot of attention has been directed to the practices of active citizenship and collaborative governance, which are increasingly becoming common in urban governance, since the two concepts are interconnected (Dean, 2017: 180). Urban governance entails various programs such as urban regeneration which may underscore the role of the central governments as they may seek to nurture collaborative governance and active citizenship (Marinetto, 2003: 111 & 114). There are many definitions which have been used to describe the concept of active citizenship. Active citizenship means the ability of individuals or groups to organize themselves in various ways in order to assemble resources so as to support community progress regarding aspects of human rights and common goods (Buijs et al., 2016: 1). Furthermore, Hoskins (2006) as cited in Hoskins et al (2006) defined active citizenship as, "participation in various aspects of community life and civil society activities which are based on principals of respect, human rights, democracy, and non-violence" (Biesta, 2009: 148; Hoskins & Mascherini, 2009: 462).

Contemporary public management views the concept of active citizenship as being connected to the concept of civic engagement, as they both play essential roles in developing and supporting social capital[32]. They both nurture networks which get reinforced by collective values and social trust (Hoskins et al., 2006: 9; Morgan, 2008:39). Active citizenship and civic engagement have previously been referred to as concepts emanating from; self-governance as they exist outside the boundaries of public authorities (Buijs et al., 2016: 1). Accordingly, voluntary and not-for-profit organizations which act as a platform for nurturing active citizenship and civic engagement usually exist outside the rudiments of existing public

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[31]World Bank (2020) "*Managing the Potential Undesirable Impact of Urban Regeneration: Gentrification and Loss of Social Capital.*" Retrieved from https://urban-regeneration.worldbank.org/node/45

[32]The term social capital denotes resources that community members derive from existing relationships with each other. Grootaert and Van Bastelaer (2001) defined social capital to mean, "existing institutions, community associations, networks, and principals which influence interactions among community members which impacts on their welfare." (Hoskins et al., 2006: 9).

authorities (Cooper et al., 2006:77). In a democratic setting, citizens are able to ensure self-governance in the community (Wichowsky & Moynihan, 2008, 917). This is because the concept of civic engagement has various approaches which may be applied to support democratic values in society (Wang et al., 2015: 2).

The involvement of policy actors, citizens and public managers in civic engagement depicts their relevance in community transformation. Civic engagement could either be citizen supported or government supported. In this regard, citizens can get involved in activities of civic engagement through practices which are embedded in collaborative governance such as information publicity, community advocacy, conflict resolution, supporting development initiatives, and identification of opportunities and alternatives among others (Cooper et al., 2006: 76-85).

Citizenship[33] is based on political existence; it encompasses the existence of the populace within a given polis in respect of plurality and differences (Biesta, 2009: 154). Citizens can be classified into three categories. The first category entails the free riders who use public goods but never take any effort towards preserving them as they stay silent when others do all the work (Wu et al., 2018: 473; Vigoda, 2002: 536). The second category consist of the activists who get involved in active citizenship so as to impact on the community. The final category entails the watchdog group which only gets involved in specific issues which affects them as individuals or groups (Vigoda, 2002: 536).

It is therefore essential to underscore the main reasons for citizens involvement in the process of community transformation. These include: 1) to demand for accountability and transparency from public institutions. 2) to monitor government policies and programs. 3) to legitimize government decisions (Vigoda, 2002: 536-537). 4) to become aware of the problems affecting them. 5) to gain access to playing essential roles in the process of designing and implementing solutions (Bartoletti & Faccioli, 2020: 1139). Therefore, public managers should endeavor to work with citizen groups in supporting governance. This is because contemporary public management is grounded in the quasi-market system which perceives citizens as users of services which are managed by public administrators (Vigoda, 2002: 527). It is essential for public administration to include citizens in government affairs

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[33]The term citizenship is used to mean, "a position which delineates the powers and responsibilities of individuals in a community" (Cooper & Yoder, 1999: 195).

as they also pursue issues of human importance in the community (Bryer & Cooper, 2012: 109-111).

Active citizenship is used in contemporary society to designate the role played by citizens as agents of self-organization in the community (Mattijssen et al., 2006: 1). Active citizenship can involve participatory democracy on one hand and representative democracy on the other, which is only limited by ethical boundaries. The framing of ethical boundaries ensures that participation does not contravene the values of rule of law and human rights. This promotes the wider outcomes of social cohesion[34], good governance, and democracy (Hoskins & Mascherini, 2009: 467).

Active citizenship has been structured from various backgrounds which points out its fundamental characteristics (Kennedy, 2007: 309). The first characteristic is based on factionalism which denotes that, citizens who act within the boundaries of an existing community are more effective than citizens who act outside community boundaries. It reinforces citizen participation within a community life. Secondly, it is based on individualism which is the tendency to highlight the level of citizens' activity within their individual capacities. For citizens, this implies the ability and willingness to participate actively in the political, community, and social situations. Thirdly, it is consensus based, and is more oriented towards democracy. Active citizenship should always be structured around the boundaries of ethics, and should not take place to the detriment of rule of law and human rights (Biesta, 2009: 150-151). It is essential to note that active citizenship may be supported by various factors which include: a sense of belonging to the community, attachment to the community, a voice in the community, ability to make contributions, ability to connect opportunities to community needs, and availability for training programs for the younger generation in schools (Ireland et al., 2006).

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[34]Social cohesion means the ability of society to acquire long-lasting welfare for its members in aspects of human dignity, equitable opportunities and access to resources. The dimensions of social cohesion include: welfare, health, education, employment, and housing among others (Hoskins & Mascherini, 2009: 463).

2.2.1 Approaches of Civic Engagement.

Civic engagement[35] can play an essential role in the process of community growth and urban transformation. It highlights various approaches which can be applied to achieve community outcomes (Cooper et al., 2006:79).
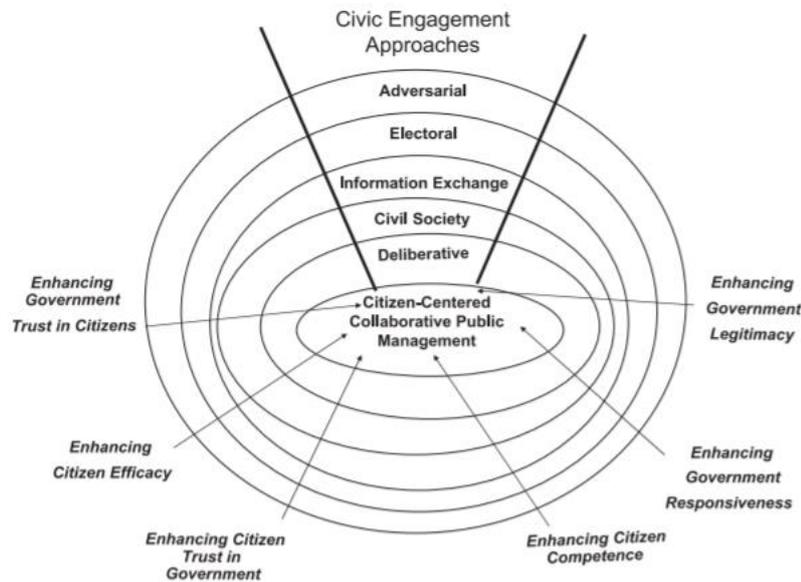
Figure 2. 5 Conceptual model of approaches to civic engagement.

Source: (Cooper et al., 2006:79).

From figure 2.5, the approaches are arranged in order of how much they contribute towards collaborative civic management. The adversarial approach contributes the least while the deliberative approach is the most effective as it makes the biggest contribution (Cooper et al., 2006:79). The adversarial approach seeks for both individual and collective action under civic engagement. Meanwhile, the electoral approach contributes to civic engagement through sharing values and ideas that may support action. The Information exchange approach contributes to civic engagement through legislation and administration. The approach of civil society indicates how politicians and public managers interact with citizens regarding community progress. Finally, the deliberative approach is based on dialogue, consensus, and joint action from all sectors of society (Cooper et al., 2006: 80-82).

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[35]The term civic engagement is used to mean community participation for the purpose of attaining joint intervention through activities that support the process of governance in the specific localities (Cooper et al., 2006: 76).

2.2.2 Historical Trends in Active Citizenship.

The origin of the concept of active citizenship can be traced to the medieval times during the period of the ancient Greek civilization were citizens were expected to take on active responsibilities of participation in the Greek 'polis' (Marinetto, 2003: 104; Kennedy, 2007: 307). Also, certain aspects of citizenship during the times of classical democracy were perceived in the Italian city republics through the 12th and 14th centuries. The city republic which was restricted to the northern and central regions of Italy, were open minded in the practice of shared rule and collective participation in the political system, which may have been initially absent during the medieval period (Marinetto, 2003: 106).

In the present-day United States, the initial concept of civic engagement can be traced to the year 1620 during the Mayflower Voyage Compact[36] which was a governing document that was signed by the Mayflower ship passengers. Later, after many years, civic engagement became stipulated in the constitution of the United States in the year 1789. However, the defining moment of recognizing civic engagement in the United States of America was in 1978 during the Jimmy Carter administration when federal agencies were required to involve citizens in the policy process as a form of civic engagement (Cooper et al., 2006: 76-79).

The idea of active citizenship subsequently arose stalwartly during the political tenures of both Ronald Reagan and Margaret Thatcher as a response to eliminating the welfare state establishment. In this regard, the active citizens were the people who got engaged in active involvement in the community. They were the ones who were looked to for the provision of services that were no longer available after the removal of the welfare state. In the European Union, the concept of active citizenship was first presented in the Lisbon strategy[37], in 2000 under the European Commission's objectives. Under the Lisbon agenda, the application of the concept of active citizenship was recommended for the purpose of supporting a knowledge driven economy and creating social cohesion (Biesta, 2009: 147-155).

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[36]The Mayflower Compact was a governing document or agreement which was signed in 1620 by 41 male passengers. They had taken a voyage from Europe to America through the Atlantic Ocean. The document was aimed at creating an improvised social contract which would ensure that the settlers follow community rules to ensure their survival as a group. Constitutional Rights Foundation (2021) *The Mayflower Compact.* Retrieved from https://www.crf-usa.org/foundations-of-our-constitution/mayflower-compact.html

[37]The Lisbon strategy is a document which entails the European strategy that was presented in April 2000 with a goal of transforming Europe into a knowledge driven economy (Allulli, 2016: 8-9).
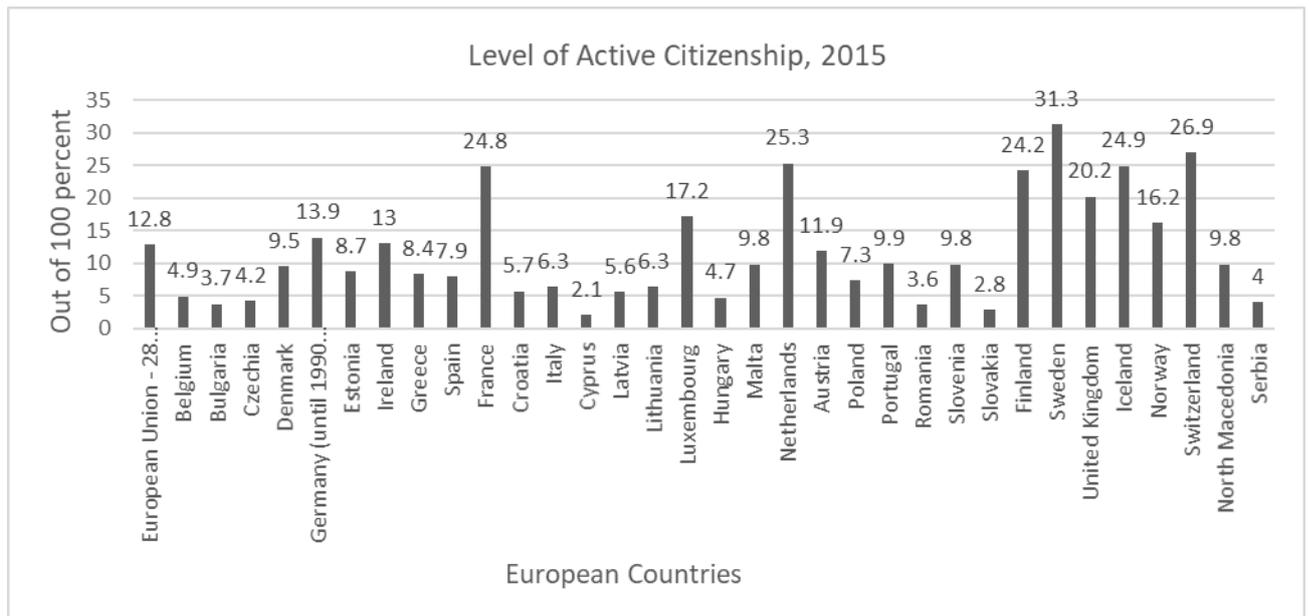
Figure 2. 6 level of active citizenship in Europe.

Source: Author with data from (Eurostat, 2020).

Figure 2.6 depicts the phenomenon of active citizenship in Europe for the year 2015[38]. It compares active citizenship between countries in Europe for purposes of carrying out research, making decisions, and evaluations. From the figure; The European Union has an average of 12.8%, Sweden scored highest with 31.3%, Cyprus scored lowest with 2.1%, and Italy scored 6.3% (Eurostat, 2020).

Active citizenship is encouraged in Europe because it promotes activities which enhance environmental resilience, urban transformation, and urban regeneration. It may also promote institutional resilience which entails strengthening of governance structural systems to withstand possible unforeseen turbulence. Active citizenship can also support communities in nurturing social resilience within urban areas. This enables urban areas to withstand any form of external stress like those which emanate from existing social and political systems (Buijs et al., 2016: 2-3).

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[38]Eurostat (2020) *Participation and Active Citizenship.* Retrieved from
https://ec.europa.eu/eurostat/data/database

2.2.3 Indicators of Active Citizenship

Various studies have used different indicators to study and measure the concept of active citizenship (Kennedy, 2007: 308). The most pervasive model was developed by Hoskins & Mascherini (2009).
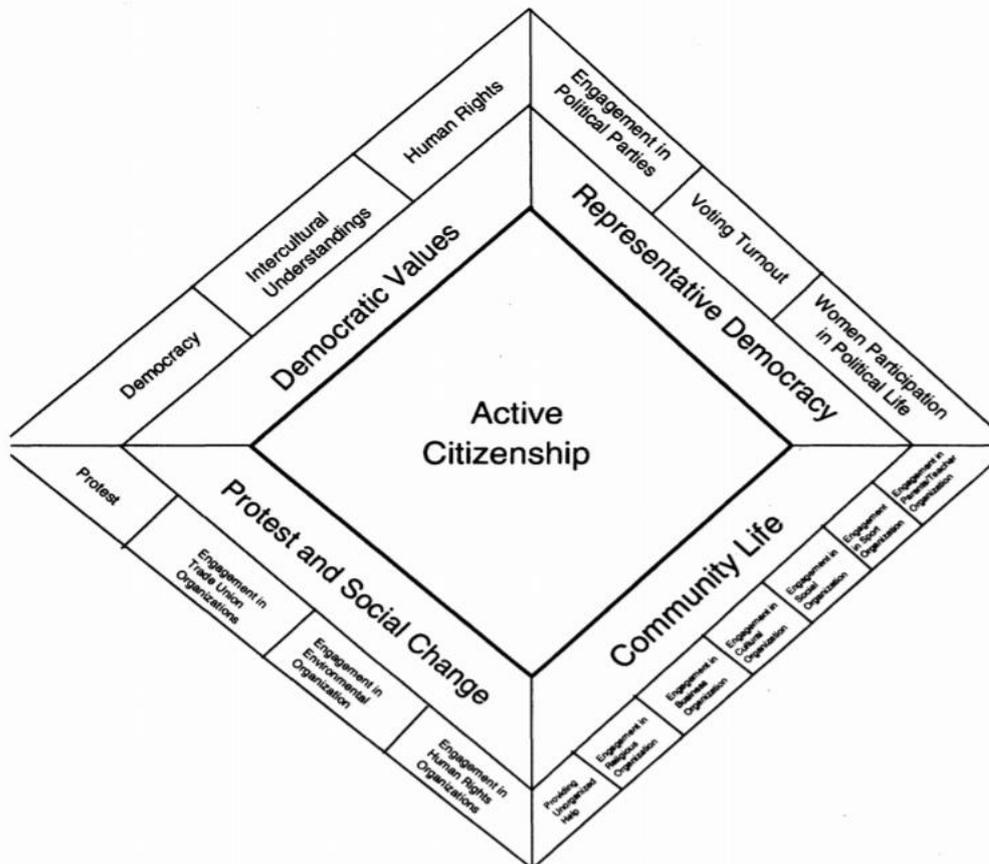
Figure 2. 7 Indicators of measuring active citizenship.

Source: (Hoskins & Mascherini, 2009: 469).

The figure 2.7 identifies four indicators namely: the concept of protest and social change, representative democracy, community life, and democratic values. 1) Protest and social change that focuses on petitions, lawful demonstrations, contacting politicians, and boycotting of products. It is also composed of human rights, trade unions and environment focused organizations. They generally refer to actions focused participation which are sometimes considered unconventional. 2) Community life entails community activities and show of solidarity among community members. It is composed of religious activities, businesses, cultural heritage, social activities, sports and games, and parents-teacher's organizations. 3) Representative democracy is generally regarded as a conventional form of

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participation. It is composed of engagement in political party events, voter turnout and participation of women in political life. 4) Democratic values are connected to participatory democracy. It is composed of democracy, intercultural understandings and human rights (Hoskins & Mascherini, 2009: 465-467).

2.2.4 Generating Active Citizenship through Civil Society Organizations

There have been major shifts in the past decades regarding the role played by civil society organizations in achieving community transformation (Busso & Luigi, 2019: 260-261). The broader spectrum of civil society organizations is composed of various organizations which include voluntary not-for-profit organizations, community-based organizations, and faith-based organizations among others (Gocmen, 2013: 495). The foundation of civil society organizations is derived from the concept of voluntarism which can be traced to the western society. It is also embedded in the ecclesiastical background as voluntarism was initially inspired by the existence of the Christian or religious institutions which later became the foundation of voluntary movements (Osborne, 2002: 7).

Such organizations became instrumental in transforming communities. For instance, Faith Based Organizations (FBOs) which are viewed as extensions of religious charities have been instrumental in generating social capital and social cohesion in many places around the world. This underscores the influence of civil societies towards achieving community outcomes (Gocmen, 2013: 496-498). More still, Community Based organizations (CBOs), which mostly operate in neighborhoods also play essential roles in the collaborative process of urban neighborhoods. However, the coverage and impact of such organizations depend upon the forms in which they exist. For instance, Community Based Organizations exist in two forms which include, the indigenous and the exogenous forms. The former is usually considered grassroots as it mobilizes people to participate in decision making in communities. The latter on the other hand, entails Community Based Organizations which are positioned outside their target communities. Also, the Community Based Organizations may either be small in size with a limited scope of activities in a neighborhood, or may be big in size with a scope that covers bigger physical areas (Jones, 1992: 497).

Irrespective of the form or size, a combination of effort from various civil society organizations has been useful in the past, especially when applying the urban acupuncture approach. The acupuncture approach has been previously used to transform neighborhoods and communities through the use of small interventions. The approach gradually implements

small projects which are socially catalytic and are designed to drive urban transformation such as that applied in Curitiba, Brazil. The acupuncture approach was used to transform the city with the use of a small limited budget and resources between the 1970s and the 1980s (Acampa & Mattia, 2018: 443-444). Also, in countries like USA, civil society organizations such as the Voluntary Not for Profit Organizations[39] (VNPOs) and Faith Based Organizations (FBOs) have been used to effectively provide social welfare services better than state agencies (Gocmen, 2013: 496).

Therefore, Not for Profits Organizations have proven to be an essential group of stakeholders as they carry out important activities like community advocacy, provision of social services, and supporting social change (Gillespie, 2017: 3). Such activities have enabled communities to achieve desired outcomes with limited resources. Furthermore, such organizations may intervene against a contextual issue like social exclusion which may be present in declining neighborhoods (Parsons & Hailes, 2004: 473 & 475). Social exclusion is a complex problem which affects individuals and communities in various ways (Baek et al., 2019: 77). For example, the socially excluded may experience inadequate or lack of basic needs like food, health services, housing, education, employment among others (Veken et al., 2020: 1). Therefore, promoting social inclusion is a priority area on the agenda of most governments and communities (Parsons & Hailes, 2004: 473 & 475). In this regard, civil society organizations have become involved in empowering communities for the purpose of realizing such social outcomes (Bartocci & Picciaia, 2019: 1).

More still, Not for Profit Organizations are essential because they support civic action among community members. They respond to community demands which may have gone unnoticed by the existing government systems (Handy et al., 2014: 58). Additionally, they mobilize the community so as to pursue a strategy of collective response (Gillespie, 2017: 4). Collective response is essential for community progress as it reinforces the link between the active citizens and various segments of the community (Handy et al., 2014: 58). Not-for-profit organizations also provide platforms through which citizens may attain political influence, and acquire self-governance skills especially when they donate resources or volunteer with such organizations. Also, active citizens get more empowered as they acquire more

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[39]The term Voluntary Not for Profit Organizations (VNPOs) is used to describe an organized form of voluntary based activities. Such organizations have characteristics which include: presence of formal structures, they are distinct from government, they are not for profit, they are self-governed as they manage their own affairs, they are voluntarily (Osborne, 2002: 15).

information regarding their communities (Gillespie, 2017: 3). Finally, the involvement of civil society organizations like the Voluntary Not for Profit Organizations in the planning process can also enhance the process of co-production[40] which enhances the process of planning and implementation of policies and programs (Bartocci & Picciaia, 2019: 3).

Therefore, it is important to note that voluntary and charity-based organizations rely on different appeals to acquire financial contributions from donors. This happens when they demonstrate to donors that their contributions would transform the lives of the recipient communities (Baek et al., 2019: 76). Such a strategy is usually based on trust from the society to raise financial and other resources. However, such a strategy may face a challenge of economic hardships as a turbulent economic situation may reduce funding and resources (Kapucu, 2012: 174-175). More still, they may also face a challenge of unequal representation of interests from the affected communities which may create gaps (Gillespie, 2017: 5). Such challenges can be effectively managed when stakeholders converge and create a backbone[41] organization to oversee the intended community intervention process. Therefore, civil society organizations should get more engaged in policy-based consultations with other stakeholder organizations so as to create more impact in a manner that is sustainable (Gocmen, 2013: 502).

2.2.5 Supporting Community Progress through Active Citizenship

Both active citizenship and collaborative governance are essential aspects of democracy as they can be used to promote governance and better quality of life (Vigoda, 2002: 529). They are based on democratic principles that strive to promote citizenship values, constitutional frameworks, the rule of law, human rights, and social justice (Akin & Calik, 2017: 810). Active citizenship involves participation in social, political, and community activities in *tandem* with democratic values like human rights, and non-violence among others (Hoskins et al., 2006: 10).

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[40]The term co-production is used to mean, the process of acquiring or provision of public services with the input from both private and public sector organizations (Bartocci & Picciaia, 2019: 3).

[41]A Backbone organization can be defined as a distinct organization which has resources and infrastructure for the purpose of coordinating, supporting, and providing direction for intervention in a public initiative (DuBow et al., 2018: 3).

The application of active citizenship has shifted from community members attending consultative forums to engaging in and owning community projects. Community ownership of projects leads to better working relationships between the intervening party and the community members which makes intervention programs sustainable thus leading to community transformation (Clarke & Missingham, 2009: 956). In this regard, the European Union Commission promotes active citizenship among its member states. This is because active citizenship supports the formation of new collaborative governance networks which have an impact on community outcomes. However, there are still situations of less active citizenship in various European countries. For instance, as a member of the European commission, the Italian Republic still experiences situations of less active citizenship (Eurostat, 2020).
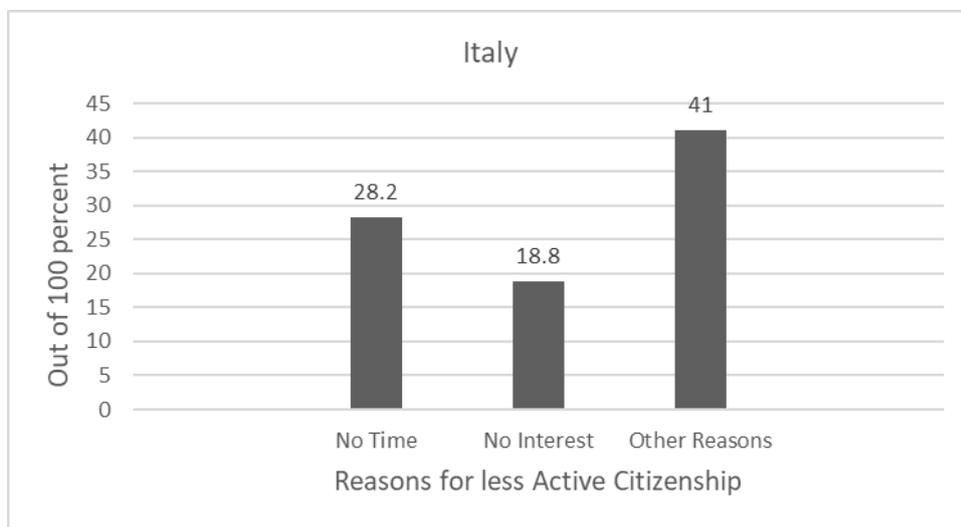
Figure 2. 8 Reasons for less active citizenship in Italy

Source: Author with data from (Eurostat, 2020).

The figure 2.8 depicts the main reasons for less active citizenship in Italy. The reasons include, no time, no interest, and others. Accordingly, 28.2 percent of the population had no time to become active citizens, 18.8 percent had no interest, and 41 percent had other reasons for not being active citizens[42] (Eurostat, 2020).

In Italy, the legal frameworks recognize the need for active citizenship as it plays an essential role in community transformation. The concept of active citizenship is stipulated under

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[42]Eurostat (2020) *Reasons for Non-Participation in Formal or Informal Voluntary Activities, Active Citizenship.* Retrieved from http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=ilc_scp21&lang=en

article 118 of the constitution of the Italian Republic[43]. It is therefore legally acceptable for individuals and organizations to promote active citizenship within communities. In Italy, municipalities perceive active citizenship as being influential and playing a key role towards regenerating urban commons through collaborative governance.[44] Citizens may choose to intervene within their capacities as individuals or even in groups and organizations. In the Municipality of Palermo for instance, active citizenship has been used as a 'nursery bed' to nurture efforts of community transformation. Many citizens have become involved in urban areas and neighborhoods. They contribute to social capital, attend meetings, show commitment, and follow established rules. It is therefore important to nurture active citizenship among community members as it can support a multidimensional collaborative perspective of urban regeneration (Mattijssen et al., 2019: 12).

2.3 Collaborative Governance: Fostering Sustainable Outcomes

The concept of collaboration has been widely used over the past decade (Ansell & Gash, 2007: 544). It is currently used to mean individuals and groups working jointly with others (Dean, 2018: 185-186; O'Flynn & Wanna, 2008: 3). It therefore emphasizes the value of genuine teamwork between public institutions, citizens, and other stakeholders (Vigoda, 2002: 527 & 534). The collaborative process is broad and entails all the aspects of policy planning, design and management (Ansell & Gash, 2007: 548). It also involves various dimensions like cooperation among stakeholders, negotiations, oversight, and planning with commitments (O'Flynn & Wanna, 2008: 3).

2.3.1 Drivers of Collaborative Governance

The collaborative process is influenced by drivers which may either support or discourage collaboration efforts among stakeholders (Emerson et al., 2011: 9). The first driver, which is the consequential incentives comprises of both internal and external aspects that impact collaborative action. External drivers consist of international connectedness, awareness of

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[43]Article 118 of the CONSTITUTION OF THE ITALIAN REPUBLIC empowers and encourages individuals, groups, and members of the community to engage in active citizenship within the confines of the subsidiarity principle (THE CONSTITUTION OF THE ITALIAN REPUBLIC, 1948: 32).
https://www.senato.it/documenti/repository/istituzione/costituzione_inglese.pdf

[44]Municipality of Bologna (2020) *Regulation on Collaboration between Citizens and the City for the Care and Regeneration of Urban Commons.* Retrieved from
http://www.comune.bologna.it/media/files/bolognaregulation.pdf

other cultures, uniform regulation, and leadership. Internal drivers include, political pressure to provide community needs, and desired policy outcomes for the community. It also consists of societies volition towards achieving shared goals across communities. The final driver is uncertainty which can enhance collaborations between groups, especially when they desire to mitigate risks which may present unpredictability (Emerson et al., 2011: 9; O'Flynn & Wanna, 2008: 8).

It is important to note that when the drivers are effectively managed, collaborative governance through stakeholder engagement can provide, the possibility of enabling policy makers to identify and intervene against wicked problems. It provides a platform for applying new perspectives towards managing wicked problems. It supports shared learning between various stakeholders, and finally, it provides opportunities for capacity development within organizations (O'Flynn & Wanna, 2008: 9).

2.3.2 Governance Modes for Collaborative Governance.

Various governance modes have been applied in regard to the outside-in perspective of performance which can be perceived from within the rudiments of collaborative governance. Understanding the governance modes can ensure better implementation of projects along the collaborative trajectory (Bianchi, 2020: 11-13).
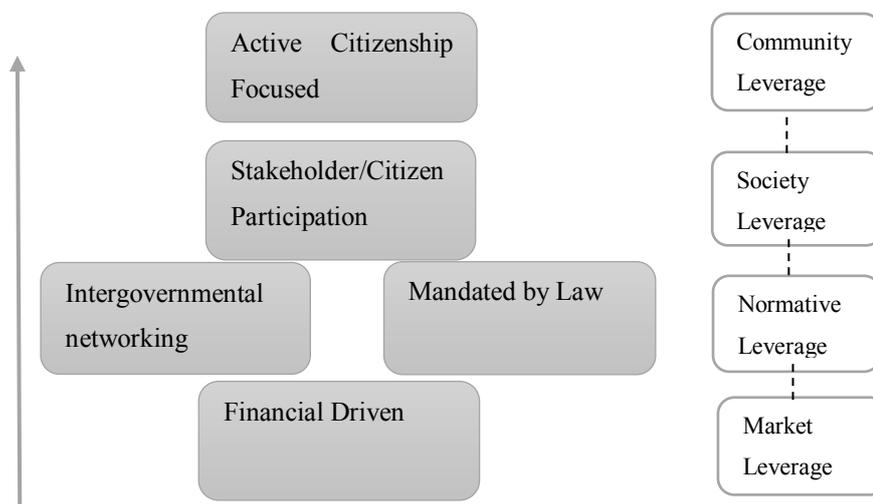
Figure 2. 9 Governance modes for collaborative processes.

Source: Modified from (Bianchi, 2021: 344).

The figure 2.9 illustrates the various network governance modes which can be applied in collaborative governance. The first governance mode is the financially driven mode.

Followed by the two modes. Namely, the intergovernmental networking, and the mode mandated by the law. Next is the stakeholder/citizen participation modes which is followed by active citizenship as the final mode. The details include: 1) the "financially-driven" governance mode which is connected to the market leverage is based on networks and partnerships between the civil society and the private sector. 2) the Intergovernmental network entails mechanism of a normative which are supported by an existing legal framework or a public sector-based regulation. It is usually applied due to a lack of experiences in collaborative-based interventions. It may also be influenced by powerful organizations like the European Union which influence local governments into implementing desired policy programs which are usually designed from supranational levels. 3) the mode mandated by the existing legal framework is linked to normative leverage, and is largely applied towards public sector organizations operating at both national and regional levels. 4) the stakeholder or citizen participation networking mode which is attributed to the society leverage. Under this mode, the public sector usually collaborates with community members with the aim of transforming the community. 5) the final governance mode is the active citizenship approach which operates under community leverage. This mode is designed to enhance the creation of a sense of belonging among community members who reside in a particular area. Active citizenship may be considered as a goal as well as an avenue for strengthening and sustaining public value (Bianchi, 2021: 344-345).

2.3.3 Framework for Collaborative Governance.

The framework for collaborative governance can be useful in identifying stakeholders, and clearly mapping out strategies to be applied during the collaborative process.
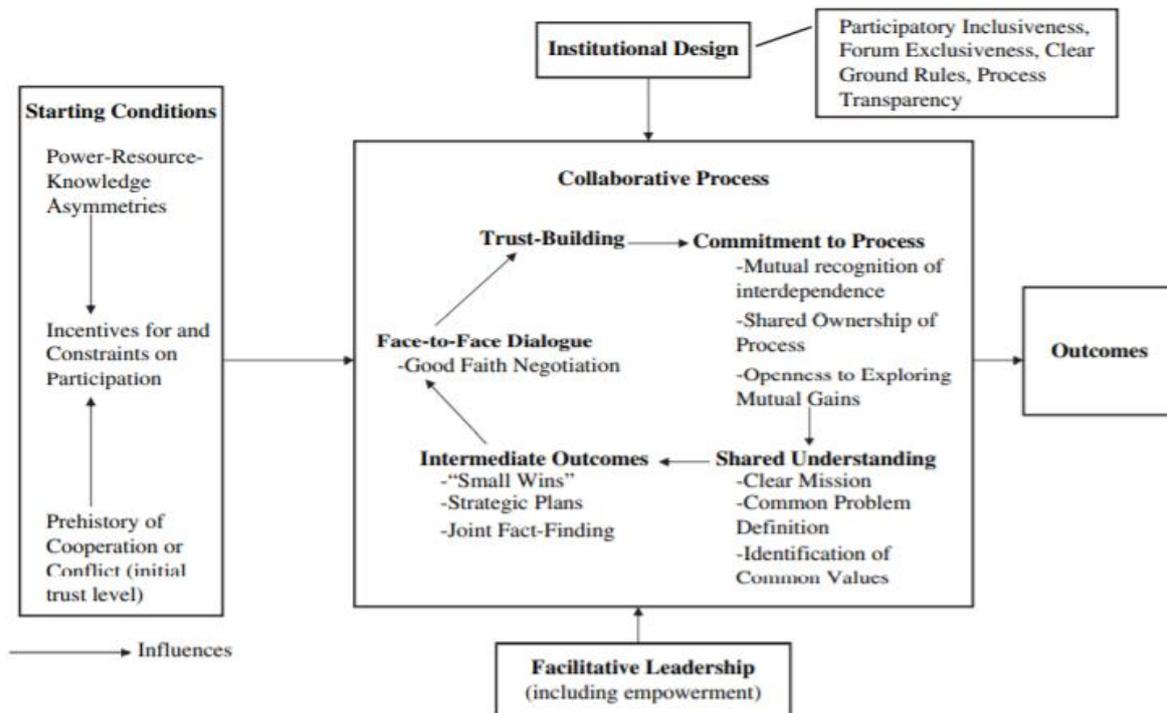
Figure 2. 10 framework for collaborative governance.

Source: (Ansell & Gash, 2007: 550).

The first part of the framework in figure 2.10 embodies the starting conditions for the collaborative process. It entails understanding the existing conditions, the power imbalances, and the existing incentives which support collaborations. More still, it also highlights the facilitative leadership as a component that supports the collaborative process. Leadership plays an essential role in organizing and steering diverse stakeholders' mindsets, developing trust, and establishing rules during collaboration. Next, is the institutional design which entails designing rules and procedures that facilitate the collaborative process. It also helps to define roles by various stakeholders. The other element, the collaborative process is structured in stages. It consists of: 1) Face-to-face dialogue which entails a consensus based direct dialogue between stakeholders. 2) Trust building which plays a fundamental role as it places all stakeholders at the same level. 3) Commitment by the stakeholders which is crucial during the collaborative process, as it ensures legitimacy and acceptance of joint decisions. 4) Shared understanding which helps to facilitate the learning process. 5) Intermediate

outcomes which plays an essential role when gains are made which can encourage trust among stakeholder groups (Ansell & Gash, 2007: 550-561).

2.3.4 Trust and Stakeholder Collaboration

Getha-Taylor (2019: 52) states that trust is the foundation of stakeholder collaboration. Trust is based on shared norms which facilitate communication, and distribution of information across stakeholders during a collaborative process (Ostrom, 1990: 21 & 25). This is relevant in an interinstitutional setting where various organizations are engaged in a collaborative process (Getha-Taylor, 2019: 53). Developing trust is very important as communities and stakeholder organizations generate social capital which strengthens cooperation and enhances confidence among stakeholders. More still, trust in institutions supports legitimacy in institutions and among stakeholder collaborative processes (Węziak-Białowolska & Dijkstra, 2015: 13-14). Therefore, the process of stakeholder collaboration should be primarily strengthened through trust[45] which facilitates cooperation and consensus building (Aitken, 2012: 133).

2.3.5 Stakeholder Engagement and Collaborative Process.

Stakeholder[46] engagement through existing collaborative networks can be effective when applied in the process of urban regeneration. Various contextual issues like crime, pollution, social inclusion, and sustainable development can be effectively managed through a joint governance approach (Rădulescu et al., 2016: 5). Stakeholder collaboration is essential for sustainability of urban regeneration initiatives as it impacts on planning, design and implementation (Bevilacqua et al., 2013: 1362-1365). Also, stakeholder participation and engagement as a strategy can enhance governance measures (Soma et al., 2018: 439). Stakeholder participation also provides the collaborative network with a multiplicity of experiences and knowledge which are derived from different stakeholder backgrounds (Soma et al., 2018: 439). Stakeholder engagement and participation can also lead to the creation of

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[45]Trust is defined as a mental and emotional state which is openly accepting and expecting of another entity's conduct and intentions irrespective of the lack of control from the trusting party (Aitken, 2012: 135).

[46]The term stakeholder is used to refer to organized participation of community members in either groups or individual capacities. The term is also used to refer to nonstate organizations as well as public organization (Ansell & Gash, 2007: 546).

policy networks[47] that may facilitate the development of formal partnerships which support sustainability (Davies, 2002: 303).
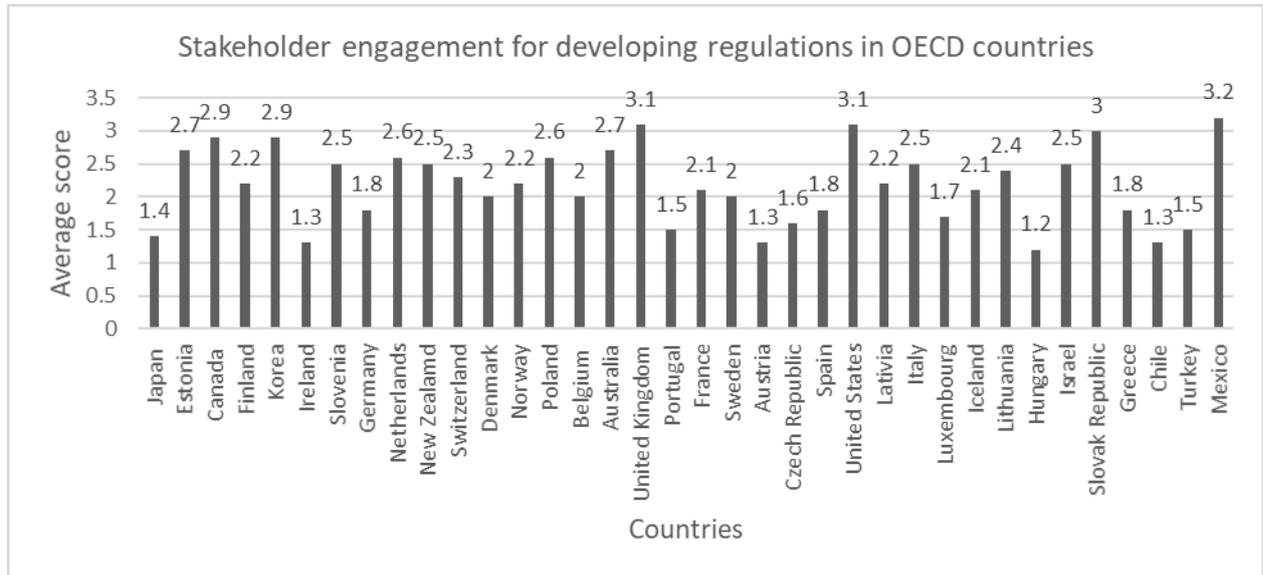
Figure 2. 11 Levels of stakeholder engagement

Source: author with data from (OECD, 2020).

The OECD countries have encouraged stakeholder engagement in an effort to realize the sustainable outcomes. The figure 2.11 depicts the scores of stakeholder engagement practices applied to, the process of developing laws and regulations for specific countries under the OECD[48]. It is based on four indicators, each with a maximum score of one, as all of them combined provide a maximum aggregate score of four. Mexico had the highest score with an average of 3.2, while Hungary had the lowest score with an average of 1.2. The Italian Republic had an average score of 2.5.

2.3.6 Collaborative Governance and Sustainable Development.

The process of fostering sustainable innovation and development requires a collaborative process, during planning among concerned stakeholders that share power and responsibilities (Lucia & Trunfio, 2018: 2). This kind of planning is increasingly gaining influence on the

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[47]The term policy network describes pluralistic arrangements involving collaboration between the state and society and other stakeholder groups (Ansell & Gash, 2007: 547).

[48]OECD Stat (2020) *Better Life Index, Stakeholder Engagement for Developing Regulations.* Retrieved from https://stats.oecd.org/

agenda of international policy designs, which aim at creating sustainable urban transformations (Wolfram, 2019: 480). Such planning mechanisms play pivotal roles regarding sustainability in urban areas and cities. This is because cities are increasingly becoming an international concern as the world continues to rapidly urbanize. To this end, there has been need to priorities goals which ensure the achievement of sustainable outcomes at various levels (Cohen, 2017: 1; Ramirez, 2014: 26).

The United Nations instrument for global Sustainable Development presented a new perspective which places sustainability at the center of global development, as many aspects of sustainability are depicted in the context of cities and urban areas (Chang et al., 2018: 1). The Adoption of such SDGs are intended to provide, a complete vision and agenda for the global community in the long-term (Osborn et al., 2015: 1 & 6). However, it is important to understand that these sustainable goals can only be achieved through a collaborative process which may be implemented at various levels of governance.

2.3.7 Collaborative Governance in Italy.

Many cities and neighborhoods have applied both top down and bottom-up approaches for citizen participation. The top-down approach entails public engagement which attempts to apply new techniques of inclusive governance while the bottom-up approach aims at applying civic engagement which is usually a collaboration between concerned citizens and public sector institutions. Collaborative governance can lead to co-production which involves all essential stakeholders, and it can lead to the improvement on the quality and delivery of social services (Bartoletti & Faccioli, 2020: 1133-1134). More still, adopting collaborative governance and strategic civic engagement can facilitate a multiorganization system which supports a mechanism of solving problems which cannot be solved by individual organizations (Cooper et al., 2006: 76).

It is essential to note that the concept of collaborative governance is contained in the legal framework of Italy under article 118 of the constitution of the Italian republic which stipulates its importance based on the principle of subsidiarity[49]. In Italy, stakeholder engagement plays an essential role in policy design and implementation. Since 2014, various

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[49]Article 118 of the CONSTITUTION OF THE ITALIAN REPUBLIC stipulates the need for individuals and groups of people to form initiatives of collaborations across institutions based on the subsidiarity principle (THE CONSTITUTION OF THE ITALIAN REPUBLIC, 1948: 32).

municipalities in Italy have operationalized the Italian regulations concerning collaborative governance in urban areas. In this regard, municipalities like Bologna, Palermo and others, may be viewed as benchmarks for understanding the dynamics pertaining to collaborative governance in Italy (Bartoletti & Faccioli, 2020: 1133).

Collaborative governance plays an essential role in supporting and encouraging active citizenship when stakeholders come together, plan and design policies, and implement collaborative projects. This enables stakeholders to pursue designated responsibilities which can generate public value, which is needed to realize desired community outcomes. Such governance strategies encourage citizens to participate in either groups or in their individual capacities. In Italy, various collaborative networks and governance platforms have emerged as stakeholders seek intervention against wicked problems like urban blight. In this regard, the municipality of Bologna adopted a mechanism to regulate the collaborative process which stipulates how citizens and the municipality administration can collectively intervene in transforming the urban commons. Subsequently, approximately 212 municipalities in Italy also adopted similar regulations aimed at supporting collaborative governance between stakeholders (Bartoletti & Faccioli, 2020: 1135-1136). Therefore, there is need for governments to adopt more robust strategies for stakeholder collaborations so as to realize desired sustainable outcomes like urban regeneration.

2.4 DPM and DPG: Instrumental Perspective.

The essence of demonstrating the DPG framework is to depict how it can be used to support decision makers and policy practitioners, in designing and implementing robust and sustainable polices. The DPG is a concept which emanates from the broader framework of the DPM. In this regard, the nomenclature reflected as Dynamic Performance Governance may also be used interchangeably as Dynamic Performance Management as applied to Governance (DPG). Its application is based on the instrumental perspective of performance (Bianchi, 2016: 72).

2.4.1 Application of DPM and DPG in Policy Design and Implementation

The DPM approach is different from the conservative approach of measuring performance which is grounded in the field of accounting and is static in nature. It instead supports the 'intelligent system' of measuring performance which is vital in framing complex and dynamic 'wicked' problems. The intelligent nature of the DPM approach can protect the system from unpredictability and policy resistance which may be overlooked in situations of

complexity and dynamic problems (Bianchi, 2020: 5). According to Bianchi & Rivenbark (2014), the DPM provides policy actors with the capacity to understand and perceive delays which have a significant effect on performance. In this regard, Bianchi & Williams (2015) argue that, the DPM provides policy actors with mechanisms of assessing performance from a sustainable perspective.

The DPM is a framework which has a mechanism of measuring output together with the intermediate and final outcomes. It also points out performance drivers which are critical factors that can affect the end results. The performance drivers are ratios between existing strategic resources and chosen benchmarks or desired levels. The capacity to frame performance drivers can enable policy actors to isolate weak signals that may affect end results thus impacting on the general performance. Sustainability regarding the outcomes can also be enhanced when decision makers continuously monitor the performance drivers (Bianchi, 2020: 5). It is important to note that the DPM borrows various concepts from the discipline of systems dynamics. An example is the notion of feedback and principles of stocks and flows. In the DPM framework, strategic resources represent stocks which can be both intangible and tangible. In this regard, actions taken by decision makers can have influence on stocks through performance drivers which directly impact on the end results/outcomes. The outcomes represent flows which affect the strategic resources (Bianchi, 2020: 5-6).

Conversely, the DPG operates from an outside-in perspective. Such a perspective exists within the rudiments of an inter-institutional or multi-agency setting which can contribute to the sustainability of cities and urban areas (Luke Boyle et al., 2018: 1). In this regard, the DPG framework may support stakeholder networks in an inter-institutional setting. Stakeholder collaboration is an important lever for implementing policies and programs which ensures performance and sustainability in urban neighborhoods and cities. Some authors have demonstrated how the DPG framework can be applied to support sustainable urban regeneration which is depicted in the case of Puerto Madero in Argentina (Bianchi et al., 2019: 4-13).

The DPG also provides for the measurement and assessment of policy outcomes which can lead to public value generation in urban neighborhoods (Bianchi et al., 2019: 13). It provides for the use of better strategies for measuring urban sustainability (Luke Boyle et al., 2018: 2).

This can be depicted through a model with a policy/contextual key which entails different policy layers (Bianchi, 2021: 349).
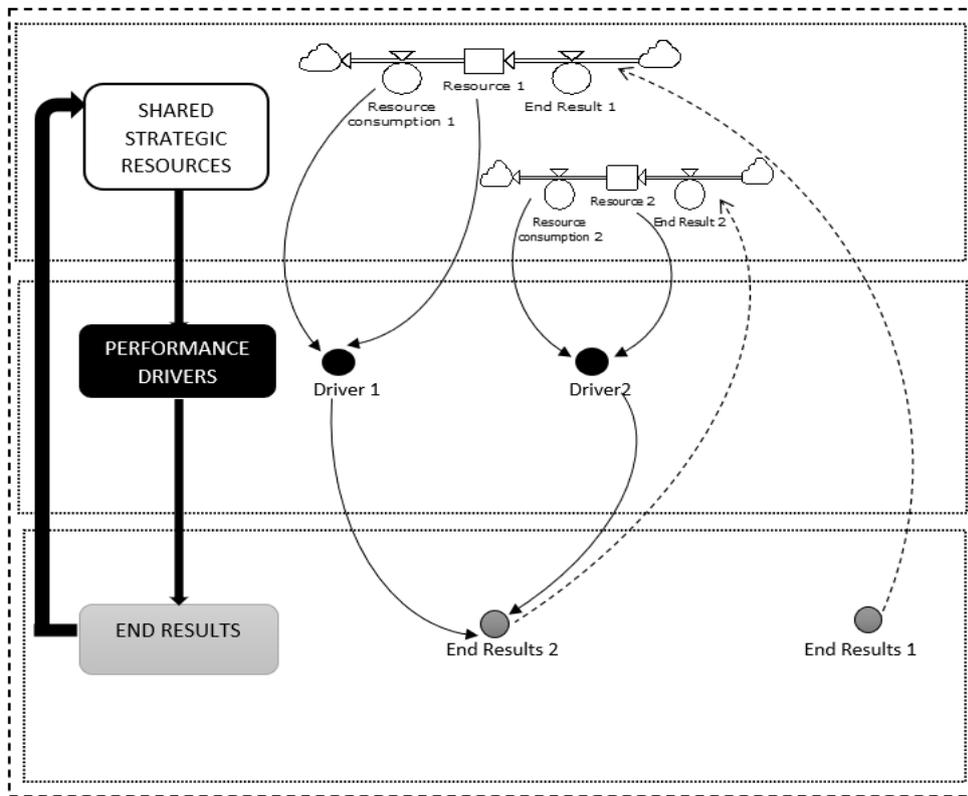
Figure 2. 12 Dynamic Performance Governance framework.

Source: (Bianchi, 2016).

The Figure 2.12 illustrates the Dynamic Performance Governance chart. It shows the inter-organizational end results and how they can affect the process of depletion or accumulation of shared strategic resources (Bianchi et al., 2019: 12).

Policy Key
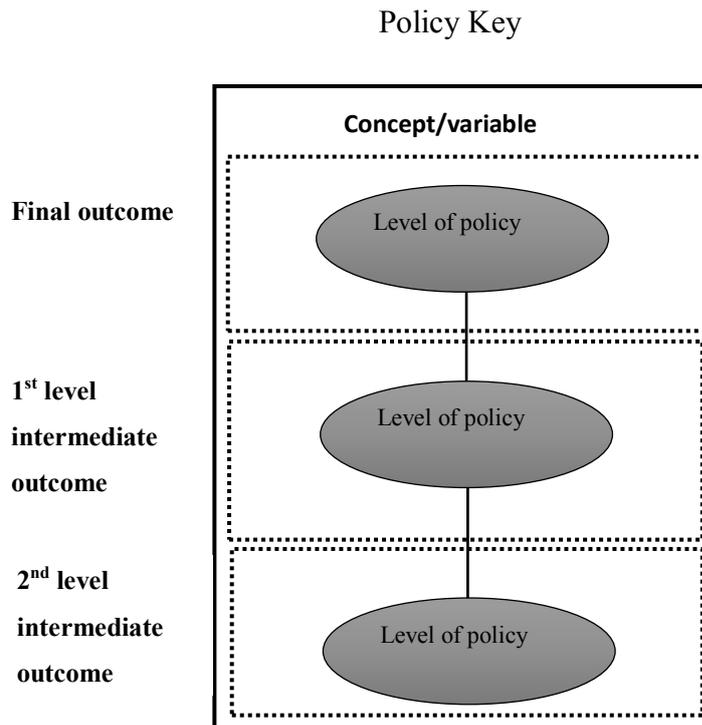
Figure 2. 13 "contextual key" with policy layers.

Source: (Bianchi, 2021: 349).

Figure 2.13 depicts a "contextual key" which is a concept/variable that maybe depicted aggregately to appear like a reverted component of a DPG chart which identifies several layers of end results. It forms the foundation of specific levels of policies which are fragmented at different levels. The final outcome depicts the highest level which is followed by the first level intermediate outcome and subsequently the second level intermediate outcome which are lower layers of the key.

2.4.2 Integrating DPM and DPG

Through an "outside-in" point of view, it is possible to combine the DPM and DPG from the setting of network governance. Such a step can support sustainability of policies like urban regeneration. It enhances the process of policy design and implementation through the aspect of organizational performance. Based on the notion of the instrumental view of performance, the DPG framework may be viewed as an all-encompassing framework of the DPM which is applied to an outside-in perspective. Such a perspective can be applied in collaborative networks and generally collaborative governance as a practice (Bianchi, 2021: 342).
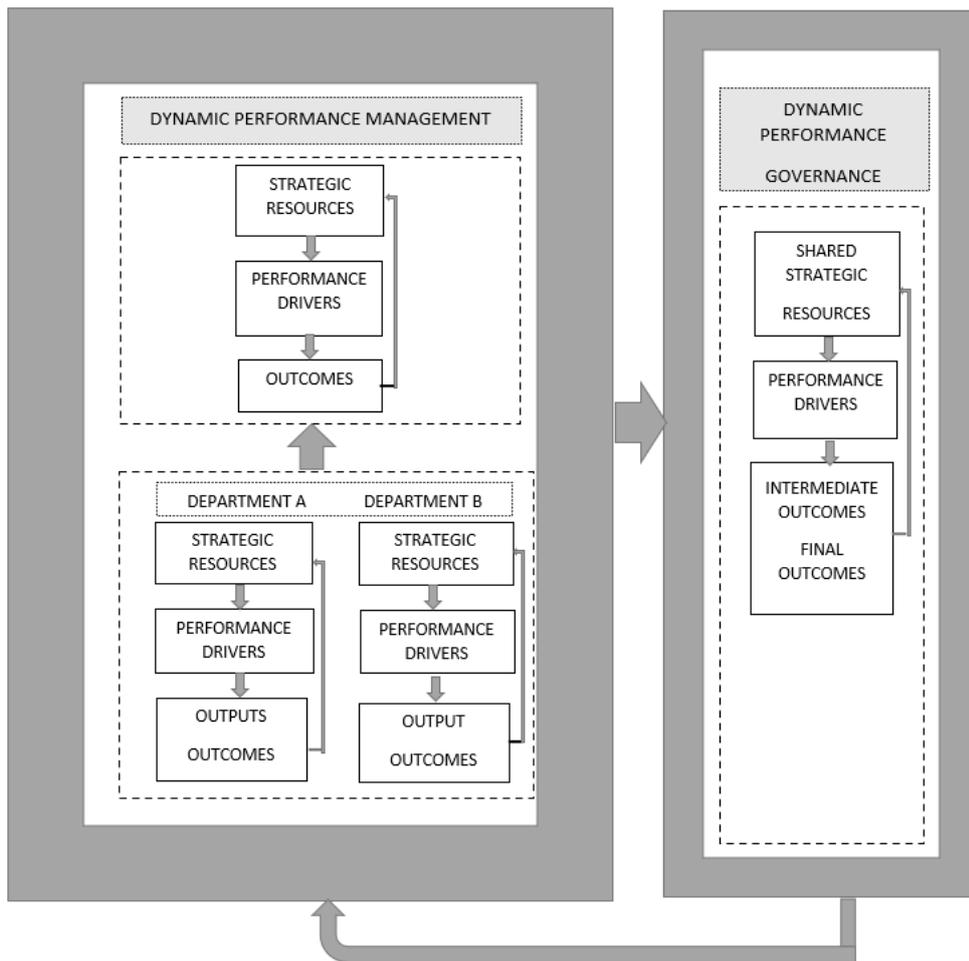
Figure 2. 14 Combined DPG and DPM frameworks.

Source: (Bianchi, 2021: 342).

The Figure 2.14 depicts an interface of how DPM and DPG can be combined to support sustainable policy design and implementation through an outside-in perspective of performance (Bianchi, 2021: 342). In such a scenario, individual organizations are tasked with taking on different responsibilities which subsequently contributes to shared targets/outcomes. The DPM entails strategic resources, performance drivers and end results which are outputs and outcomes. Each department or organization has their own strategic resources, performance drivers, outputs and outcomes (end results) at different levels. On the right side, is the DPG which entails a network of various organizations which work towards achieving shared targets/shared outcomes. Therefore, the pursuance of individual targets by such organizations should be designed and implemented in ways that also benefit the general community/local area outcomes.

Understanding the connection between management and governances is vital during the process of policy design and implementation. This is because both governance and management play essential roles at different levels. Governance becomes dominant during the initial stage of planning and design. However, during the process of policy implementation, management from the perspective of a local area becomes dominant as individual organizations implement specific policies. This means, stakeholder policy network is supported by the DPG while the implementation of the policies is supported by the DPM.

2.4.3 DPG and the Balanced Assessment of Inter-institution Performance.

The DPG may be applied to support sustainable organization performance from the interinstitutional setting. This is mainly because it provides for a better understanding of performance from the aspect of time, internal perspective, and external perspective (Bianchi, 2016: 53).
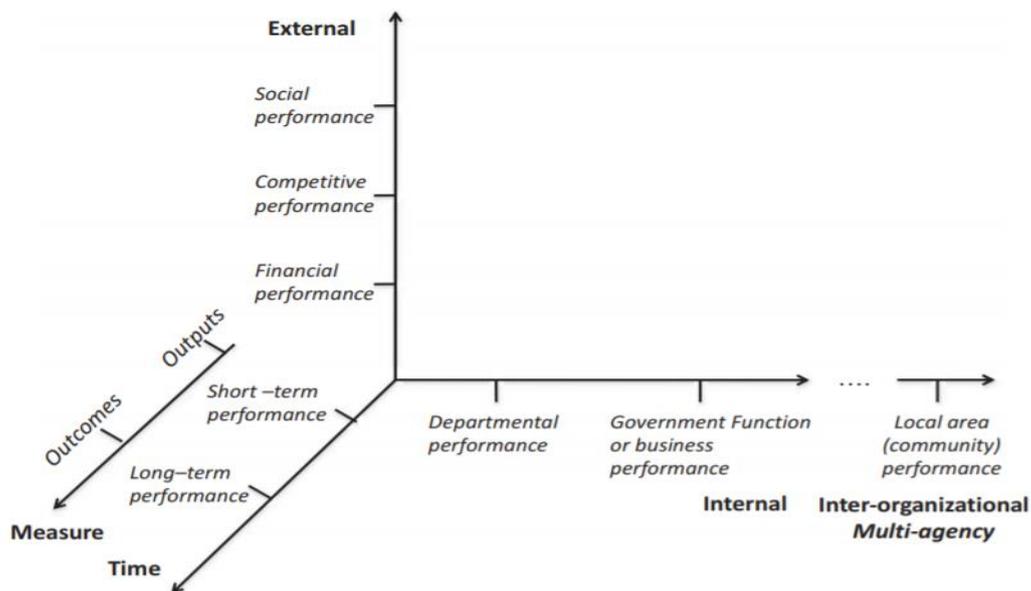
Figure 2. 15 Balanced assessment of inter-institution performance.

Source: (Bianchi, 2016: 53; Bianchi et al., 2019: 5).

From figure 2.15, the internal aspect entails a balanced structure which reflects the departments functional units of organizations (Bianchi et al., 2019: 5). For instance, public sector organizations need to have uniform progress from all their departments. Decision makers of such organizations need to understand that resources should not be diverted to a specific department in a way that, other departments receive less resources which affect their

progress hence leading to a drop in their level of performance (Bianchi, 2016: 52-53). For the external perspective of performance, the social, competitive, and financial aspects have to be balanced (Bianchi et al., 2019: 4). The social aspect is the ability of the organizations to respond to stakeholder expectations. The competitive aspect is the ability of organizations to deliver services that meet user needs. The financial perspective entails a balance between the inflow and outflow of organization funds (Bianchi, 2016: 53). The time aspect involves the assessment of performance while considering tradeoffs in time and space which entails, both the short run and long run periods (Bianchi et al., 2019: 4). In this regard, the performance of an organization in the short run should not be detrimental to its performance in the long run. It is therefore essential to apply a strategic view of planning when balancing short run and long run performance (Bianchi, 2016: 53).

Also, the performance of organizations may entail the multi-agency element which is a protrusion of the internal aspect of performance. The concept of multi-agency involves performance from an inter-organizational perspective, which can be framed in a local area setting like the municipality. A multi-agency or inter-organization setting involves various stakeholders that are engaged in creating public value. This can ensure sustainable development of local areas and the organizations located in those areas when their performances meet the social, competitive and financial aspects. Such a view of performance can be placed within the context of short-run policy effects, and the long-run policy outcomes, which can positively impact on the common goods[50] of the local area or neighborhood. For instance, through collaborative governance, an intermediate outcome like improvement in services, which is jointly pursued by individual organizations can improve the image and attractiveness of a local area. This can subsequently attract businesses and tourists whose presence can positively impact on revenue collections of the local area, thus improving on services (Bianchi et al., 2019: 4).

In conclusion, while there are various contexts which can influence growth of cities and urban areas, others may also lead to the decline of cities and urban areas. The concept of active citizenship can therefore be applied to enhance holistic resilience of cities and urban neighborhoods (Buijs et al., 2016: 2-3). It can also support collaborative governance which

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[50]The term common goods are used to mean goods which belong to the entire local area and not just an individual stakeholder or organization (Bianchi et al., 2019: 5).

can generate public value, hence leading to sustainable growth and development of cities and urban neighborhoods. The process of fostering sustainability in growth and development therefore implies collaborations among various stakeholders (Lucia & Trunfio, 2018: 2). Stakeholder collaboration is widely viewed as essential during the process of policy design and implementation regarding urban regeneration (Bevilacqua et al., 2013: 1361-1365). It is essential to develop a strategy for urban regeneration that implements projects which promote the quality of life in a sustainable manner (Battaglia & Tremblay, 2011: 10). The DPG framework can be applied to support planning in cities and urban neighborhoods through sustainable policy design and implementation.

CHAPTER 3: RESEARCH METHODOLOGY AND STUDY CONTEXT.

3.1 Introduction to the Research Methodology

This chapter presents the methods, research paradigm, dynamic performance governance framework, research design, sources of data, study area and population, sample size and selection, sampling techniques, data collection methods, validity of the instruments, reliability of the instruments, procedure for data collection, data management, and ethical considerations.

3.2 Research Paradigm

It is essential for academic research to either be linked to a paradigm, or grounded on philosophy of knowledge. This is because not only does it describe the footing of knowledge, but it also showcases assumptions and penchants in research. Various authors have referred to the terms research philosophy and research paradigms as meaning the same thing which explains why the two terms are sometimes used interchangeably in different literature (Creswell, 2014: 35).

The research paradigm, as applied to this study, was an essential notion which influenced the research methodology. The research paradigm is a collection of research beliefs and principals which influence what ought to be studied, how the study ought to be carried out, as well as the interpretations of the study results. During this study, the research paradigm was used to form a philosophical perception which guided the research (Addae & Quan-Baffour, 2015: 154).

The selected research paradigm for this study was constructivism/interpretivism. The perspective of constructivism is usually merged with interpretivism and collectively used in qualitative research. This study applied constructivism because it enabled the researcher to understand the phenomenon of urban regeneration, based on subjective perspectives as a result of influences from different experiences and backgrounds. Constructivism/interpretivism was applied when, various views and perspectives regarding urban regeneration in the historical neighborhood of Ballaro, were derived from different participants and stakeholder groups. The researcher then interpreted all the connotations and views from respondents regarding the concept of urban regeneration, so it could be applied in a meaningful way (Creswell, 2014: 37). Also, different documents, publications, and written materials were analyzed so as to find out patterns and meanings regarding urban regeneration

which were useful during the study (Adom et al., 2016: 4-5). More still, the process of induction was useful as it enabled the researcher to get information pertaining to various experiences which facilitated a better understanding of the phenomena under study (Saunders et al., 2012: 146).

3.3 Dynamic Performance Governance Framework (DPG)

This study adopted the use of the Dynamic Performance Governance (DPG) framework. The framework was used to support and facilitate the process of designing and implementing an outcome-based performance measurement system for urban regeneration. Additionally, the DPG framework provided for an assessment and management of performance in a sustainable manner (Bianchi, 2016: 71).

Dynamic Performance Governance is an essential framework which acts as a bridge between system dynamics modeling and performance management as applied to governance. The DPG framework enabled an understanding of how the shared strategic resources affect performance of historical urban neighborhoods. It provided a lens that was used to identify the link between different contextual issues that are intricately connected and affect the overall quality of life in both neighborhoods.

The DPG structure consists of shared strategic resources, performance drivers and end results which are all interconnected. The shared strategic resources are the variables which are jointly owned by different organizations in a community. The performance drivers are ratios between stocks/shared strategic resources and benchmarks which are used to direct changes on the outcomes/end results. Outcomes/end results are the changes of conditions of a system which affects the shared strategic resources.

3.3.1 Framing the Dynamic Performance Governance Framework

Understanding and mitigating urban blight through designing and implementing urban regeneration projects in Ballaro neighborhood requires a robust and sustainable approach. For this reason, active citizenship through social inclusion, was identified as a lever which can be fostered by collaborative governance.

3.3.2 Stages of Framing the Dynamic Performance Governance

The DPG was framed through a series of stages. The first stage entailed understanding and conceptualizing the phenomenon under study. This was achieved through reviewing different academic literature and other publications, attending many discussions with the research

supervisor, discussing with and interviewing various stakeholders. Later, a Causal Loop Diagrams (CLD) was developed so as to depict the structure of the feedback system. The second stage entailed developing the DPG chart which depicted the variables that were captured in the CLD. It illustrated how those variables and contextual issues were applied in framing a dynamic performance view of urban regeneration in Ballaro neighborhood. The third stage involved holding meetings to discuss the CLD and DPG chart with representatives from various stakeholder groups. These meetings were carried out to give feedback regarding the information gathered from the stakeholders as well as demonstrate how the DPG framework can be applied. The meetings were also useful in capturing questions and suggestions that were raised for the purpose of making improvements.

3.4 Research Design

This study adopted a qualitative method for data collection. The qualitative methodology focuses on events, experiences and associated outcomes from the perception of people who are involved in the phenomena (Teherani et al., 2015: 669; Hammarberg et al., 2016: 499). Since the previous decade, the use of qualitative research has significantly increased due to the view that it provides better findings as it is subjective in nature (Roshan & Deeptee, 2009: 1; Hammarberg et al., 2016: 499). The qualitative method of research is connected to interpretivism because researchers try to understand a phenomenon from a socially constructed and a subjective point of view. It is also associated with an inductive approach which was applied in this study (Rich & Ginsburg, 1999: 372; Saunders et al., 2012: 163).

More still, the qualitative study consisted of various focus group discussions and interviews. The interview entailed the use of structured, semi structured, and unstructured interview guides (Gill et al., 2008: 291). Also, the study favored the qualitative research methods as it entails the use of a systematic investigation of a social phenomenon based on natural settings (Teherani et al., 2015: 669). Also, it provides for an in-depth understanding of respondents (Rich & Ginsburg, 1999: 372).

3.5 Sources of Data

The study consisted of both primary and secondary sources of data. While the primary data was collected from key informants and focus groups, secondary data was derived from reports, publications, websites and institutions. Secondary data was useful as it provided data for research questions which focused on past trends regarding urban regeneration in the historical neighborhood of Ballaro. In some incidences, secondary data had a limitation of

presenting non-current data as some data was not up to date. In this regard, the limitation was overcome through the use of primary data. Primary data was useful as the study was able to get current data from interviewees. Primary data had a limitation of its inability to make comparisons regarding national and international scenarios. The researcher overcame this limitation by applying secondary data in such situations. Therefore, the researcher had to combine both primary and secondary data, as they complemented each other's strength and appropriately managed each other's weaknesses (Saunders et al., 2012: 179, 306, & 320).

3.6 Study Area and Population

The study is based on the experience of Ballaro neighborhood which is located in the historic center of Palermo Municipality and is part of the Sicilian region of Italy. The neighborhood has features which make it distinct for instance, it has a rich and unique history, and it is located in the center of Palermo which is Sicily's biggest city. Also, it has a historic market which is a center of its daily activities. Palermo has a legacy of astonishing architectural structures, cultural heritage, and exceptional history stretching through hundreds of years. The city of Palermo which hosts the neighborhood is cosmopolitan and acts as a place of abode for immigrants and people from various nationalities. The population of study consisted of religious institutions, a social enterprise, non-governmental organizations, municipality departments, a community-based organization, market vendors, business owners, residents, the mayor, the head of cabinet, municipality planners, university academics/professors.

3.7 Sample Size and Selection

The sample sizes were determined using a published and scientifically accepted method of sample size determination. The two common published methods of selecting samples for social science research are: The table by Krejcie & Morgan (1970) and the formula by Yamane (1967) as mentioned in (Okello & Lamaro, 2015: 3064). The formular can be used to identify the sample size as depicted below.

$$n = \frac{N}{1 + N(e)^2}$$

Where n= sample size, N= population size, and e= level of precision of 0.05

The study applied the table by Krejcie & Morgan (1970) which is attached as appendix B. The table 3.1 depicts the category of interest groups, population size of interest group, sample

size of interest group, number of interviewees and sampling strategy that was applied during data collection. From table 3.1, fifty-nine (59) respondents were interviewed from a sample size of fifty-nine (59) selections which was derived from a population of fifty-nine (59).

Table 3. 1 Sample size selection for Ballaro neighborhood.

Category of interest group	Population of interest groups	Sample size of interest group	Number of interviewees	Sampling strategy
Religious Institutions	2	2	2	Purposive
Social enterprise	1	1	1	Purposive
Not for profit Organizations	4	4	4	Purposive
Municipality representatives	10	10	10	Purposive
Community Based Organization	1	1	1	Purposive
Market vendors' leaders	10	10	10	Purposive & snowball
Business owners' representatives	10	10	10	Purposive & snowball
Residents' representatives	10	10	10	Purposive & snowball
Mayor	1	1	1	purposive
Head of Cabinet	1	1	1	purposive
Municipality Planners	2	2	2	Purposive
University academics	3	3	3	Purposive
Individual active citizens from the civil society	4	4	4	Purposive
Total	59	59	59	

Source: Author.

3.8 Sampling Techniques

The study relied on an interchange of knowledge, skills, expertise, and experiences from different backgrounds and disciplines such as Public Management, Performance Management, Urban Planning, and System Dynamics. This was because of the view that urban renewal is a 'wicked' and complex phenomenon that can best be handled when viewed from different perspectives (Turner & Baker, 2019: 15). Also, the study used non-probability sampling methods for data collection from primary sources. Sampling was carried out in the neighborhood of Ballaro basing on the population of the identified interest groups as indicated in table 3.1. The population of interest groups are the entities that are involved in activities that contribute towards transforming the neighborhood, and have information regarding the experience in the neighborhood.

More still, the study applied both purposive sampling and snowball sampling. The purposive samples were selected based on subjectivity because the researcher was interested in specific characteristics of the selected key respondents. The main characteristic of the key respondents was, the positions of leadership they held in their organizations which made them more knowledgeable, and able to adequately respond to interview questions. Snowball sampling was used because the population is small and some key respondents were hard to access. The snowball sample was created by initially identifying the units in the desired population to be interviewed as a key respondent. Thereafter, the identified key respondent would make suggestions or identify other key respondents who met the criteria for the study until the sample size was completed.

The religious institutions were selected through purposive sampling. A total of 2 religious institutions were selected as they are the oldest and the main established religious institutions. A total of 2 respondents were selected based on their leadership roles. Regarding the social enterprise, only 1 social enterprise was selected from a population of 1 through purposive sampling. Only 1 respondent from 1 social enterprise was interviewed. Their selection was based on the leadership roles that they held. A total sample of 4 not for profit organizations were selected through purposive sampling. Those interviewed were selected based on their level of leadership. Regarding the municipality, a sample size of 10 was selected using purposive sampling. Regarding community-based organizations, the sample size of 1 was selected through purposive sampling. The community-based organization was selected because it exists in the neighborhood, and its activities are carried out within the neighborhood. More still, a sample of 10 market vendors was selected through purposive and

snowball sampling. The initial selection was carried out through purposive sampling. The selected respondent was then used to suggest other respondents. They were selected based on their age and experience.

A sample of 10 representatives of business owners was selected through purposive and snowball sampling. The initial selection was carried out through purposive sampling. The selected respondent was then used to suggest other respondents. They were selected based on their age and experience so as to ensure comprehensive data gathering. A sample size of 10 residents was selected through purposive and snowball sampling. The first respondent was selected through purposive sampling. The selected respondent was then used to suggest other respondents through snowball sampling.

The mayor was selected through purposive sampling as the city has 1 mayor who is the vision bearer of the city were the neighborhoods are located. The head of cabinet was selected through purposive sampling as the city has 1 head of cabinet who is a technical person in the municipality. A population of 2 municipality planners were identified. From the population, a sample of 2 municipal planers were selected and interviewed through purposive sampling. They were selected because they are the officials in charge of planning at the municipality of Palermo. The sample size of 3 academicians was selected through purposive sampling. The selection was based on the disciplines of the academicians as well as their level of involvement in the neighborhood. Finally, the sample size of 4 individual active citizens was selected through purposive sampling. A total of 4 respondents were interviewed. Their selection was based on the record of their activities which contributes to community transformation.

However, the researcher faced two challenges when applying the selected sampling strategy. The main challenge when applying purposive sampling was the difficulty to outline and define the general criteria used when selecting all the samples. The researcher overcame this challenge by using electronic resources to get more information which facilitated the process of defining the criteria of sample selection (Benoot et al., 2016: 10). Also, another challenge that was foreseen before field work commenced was a possibility of low levels of diversity and representation during the application of the snowball sampling. To avoid underrepresentation in the samples, the researcher engaged potential interviewees who had bigger networks (Kirchherr & Charles, 2018: 3).

3.9 Data Collection Methods

Primary data was acquired through interviews with the use of an interview guide. It had questions which were designed to capture experiences, practices, and attitudes of the respondents regarding the research variables (Creswell, 2014). The interview guide used in data gathering is attached as appendix C in this thesis report.

The key informants were derived from religious institutions, social enterprises, non-governmental organizations, municipality departments, community-based organizations, market vendors, business owners, residents, mayor, head of cabinet, municipality planners, and university academics/professors. The face-to-face interviews were used during the process of interaction with various interviewees (Creswell, 2014). The questions in the key informant interview guide were developed with regard to the specific objectives of the study as presented. Secondary data was derived from publications, reports, and authentic institutional databases/websites. This study adopted a cross-sectional survey which was useful for studying urban regeneration because of the time constrains involved (Saunders et al., 2012: 190).

3.10 Validity of Instruments

Validity entails the precision and significance of interpretations that are derived from the research results. It is the degree to which the data collected represents the phenomenon being investigated. This therefore focuses on the level of accurate representation of the research variables entailed in the phenomenon (Taherdoost, 2016:30). Content validity regarding the questionnaire items was carried out to ensure that the questions measured the intended constructs within the intended context as well as indicators for other constructs. In this study, content validity was advantageous as it was easy to comprehend and apply (Sproule, 2009: 16; Bolarinwe, 2015: 197).

Content validity was carried out by making use of the literature review, reports, publications, consulting the research supervisor, and consulting experts in the area of study (Taherdoost, 2016:30). Before being administered, the instruments were tested in a pilot study for content validity. The pilot study was useful for assessing the appropriateness of the questions which entailed the length, language, and meaning derived from the sentence. The comments and feedback that were received from the pilot study was useful in designing the final questionnaire and interview guide that was used to collect data. Therefore, before the actual field study, ten (10) interviews were carried out as a pre-tested among non-sampled

participants in Palermo municipality so as to establish whether the respondents would be able to understand the questions advanced before them. Pretesting enabled the researcher to verify if the questions could be properly interpreted as planned (Hilton, 2015: 3-4). Also, pre-testing facilitated adequate planning as the researcher was able to establish the length of time each respondent would need during the interview. This study was based on the assumption that all the participants and interviewees answered all the questions truthfully.

3.11 Reliability of Instruments

Reliability was essential during the process of data collection (Zohrabi, 2013: 259). It entailed ensuring consistency in the data collected during the study (Taherdoost, 2016: 33). The instruments were pretested several times and adjustments were made accordingly. This ensured the questions were simple, direct, and covered the entire concepts under study. Therefore, it ensured that the interview guide was consistent and could be used to collect data and generate similar results in different settings (Yasar & Cogenli, 2014: 505; Bastos et al., 2014: 919).

3.12 Procedure for Data Collection

The researcher carried out preparations before embarking on field work. Relevant offices were contacted so as to obtain contacts and good sources of information. Plans were then made to discuss with the relevant officers and institution heads so as to gain permission to interview the participants. The authorities were also informed not to expect any access to data that could be traced back to any participants. Consent was sought from all interviewees before data collection commenced. A total of fifty-nine (59) key informants from various stakeholder groups were interviewed at specific time intervals. The interview process entailed recordings which were made with the consent of the key respondents. Four focus group interviews were carried out. The data was then transcribed and cleaned. Content and thematic analysis was carried out to make sense of the data.

3.13 Data Management

The first level of analysis was to transcribe the interviews from the recordings. The second stage entailed the process of de-identification which was carried out to ensure that all respondents remained anonymous. This was then followed by reviewing and categorizing textual data in different themes which were connected to the study objectives. The next stage involved applying content and thematic analysis to code the initial data. The initial coding

was useful when categorizing as well as making use of the data. It also involved comparing the data collected with additional secondary data, checking for gaps and missing information, and making comparisons with other situations that may have had similar patterns. The data was used to develop the dynamic performance governance chart and the casual loop diagram for sustainable urban regeneration regarding the historical neighborhood of Ballaro.

3.14 Ethical Considerations

One of the concerns of this research was to ensure, ethical duty, obligations, and responsibilities of the researcher towards participants (Turcotte-Tremblay & Mc Sween-Cadieux, 2018: 6). The research ethics safeguarded the values of justice, dignity and mutual respect of participants during and after data collection (Ferdousi, 2015: 6). During this study, the researcher ensured that no personal questions were asked, as all questions from the interview guide were related to the research questions. Also, the objectives of the research were explained to the participants before the interviews commenced. The researcher also took into consideration the right to anonymity and privacy of the participants during and after the study.

During this study, informed consent was sought from all participants voluntarily without coercion (Kaiser, 2009: 9). All the participants were informed about the research to make sure they understood the objectives of the research. Also, Informed consent was observed before making any recordings during data collection (Surmiak, 2018: 5). The participants were informed about their right to refuse to participate or to withdraw from participation at any time if they felt they could not continue with it. This was important as it created a conducive relationship of respect which reflected fundamental ethical considerations when engaging participants.

The researcher ensured confidentiality of the information that was provided by different participants considering that some issues entailed certain levels of sensitivity. This was important because any confidentiality breach can place a participant into a negative situation. This can in turn distort trust in the relationship between the researcher and the participants (Turcotte-Tremblay & Mc Sween-Cadieux, 2018: 5).

All the respondents were assured that the data would be kept private, and their identity would be kept anonymous. It is sometimes difficult to conceal the process of participation of people in research especially within small communities whose residents know each other (Surmiak,

2018: 3). However, the main challenge was mistrust from the immigrant community which the researcher experienced at the beginning of data collection. This was attributed to suspicion that the information collected would be used against the immigrants. The researcher overcame this challenge by requesting another participant who was well known in the community to introduce the researcher to immigrant participants. This was useful as the participants began to trust the researcher as they spoke freely (Liempt & Bilger, 2012: 459).

Finally, the researcher adopted flexibility during the data collection process which entailed moving to a location that provided confidentiality and privacy. The researcher was keen to identify any signs of participants who did not want to participate like pulling away, ignoring, and saying nothing among others. This was done to avoid situations of forcefully interviewing participants who felt they did not wish to continue with the interview.

In summary, the above research design was suitable for this study as the process led to collection of data for all the research questions (Saunders et al., 2012: 13-18). The data collected through interviews, focus group discussions, publications, reports, and various institutions provided an outlook of the experience of urban regeneration in Ballaro historical neighborhood. The data also reinforced the basis upon which strong conclusions were drawn.

CHAPTER 4: BALLARO CASE STUDY

4.1 Background

The Municipality of Palermo is the largest city in the region of Sicily which is located in the south of Italy. Palermo municipality is divided into 8 circumscriptions and it covers an area of 160.59 km^2 in size. According to Italian National Institute of Statistics, the greater Palermo area had a population of approximately 1,252,588 people in 2019 (ISTAT, 2020). In 2018, the population residing in the urban Palermo Municipality was 663,401 inhabitants. The Municipality of Palermo has a vibrant economy as figures from 2018 indicate that the amount of taxable income in this area increased by 2 percent. Also, the number of people paying tax rose by 0.7 percent. More still, as of 2018, figures indicate that Palermo has 170 commercial bank branches which decreased from 244 in 2009, and the bank deposits in 2018 was 7,394 million euros[51]. Previously, Palermo encountered 'turbulences' in the banking sector as depicted by the experiences of Sicilcassa in the region of Sicily. Sicilcassa was a public sector bank which was based in Palermo with 3740 employees, and 241 branches across Sicily. Due to severe capital losses, it was liquidated and acquired by Banco di Sicilia when its privatization was completed in 2000. Banco di Sicilia was also merged to Unicredit in 2010. In this regard, the solutions adopted for Sicilcassa became a foundation for reorganizing the banking system in Sicily[52]. Palermo registered the sales of 5,526 residential properties in 2018 which shows a recovery of the real estate property market. Palermo also has a vibrant and active tourist sector. The region receives many tourists from all over the world as it is a major tourist destination. Palermo had 77 active hotels and 553 non hotel facilities which received tourists in 2018. The non-hotel facilities provide 4795 beds of which 2,325 are Airbnb establishments. Palermo received a total of 676,652 tourist in 2018 of which 50.7% were foreign tourists. Palermo is also a hub for education as it has many educational services like primary schools, secondary schools, and a university with thousands of students[53]. Palermo has a vibrant economy which entails shops, supermarkets, shopping

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[51]Municipality of Palermo (2020) *Statistical Publications*. Retrieved from
https://www.comune.palermo.it/statistica.php?sel=7&per=2018&cap=7

[52]Boccuzi (2011). Banca D' Italia: Towards a New Framework for Banking Crisis Management. *The International Debate and the Italian Model.* Retrieved from https://www.bancaditalia.it/pubblicazioni/quaderni-giuridici/2011-0071/index.html?com.dotmarketing.htmlpage.language=1

[53]Municipality of Palermo (2020) *Statistical Publications*. Retrieved from
https://www.comune.palermo.it/statistica.php?sel=7&per=2018&cap=7

centers, public offices, and various physical infrastructural facilities among others. Lastly, the Municipality headquarters is located at Palazzo delle Aquile at Piazza Pretoria[54].

Palermo hosts Ballaro neighborhood which is located in the district of Albergheria, the first administrative circumscription of the municipality of Palermo. Albergheria district covers a total area of 249.70 hectares[55]. It has a boundary that stretches from Via Maqueda on the East, Corso Tukory on the south, Via Benedettini on the west, and Via VGM Puglia and Via G.D'Alessi on the North. Albergheria history dates back to the time of the Arab-Norman period which starts around 827 AD[56]. Ballaro neighborhood is currently composed of both foreign and Italian nationals. The foreign nationals who live in Ballaro historic neighborhood hail from over 20 nationalities. The neighborhood maintains a high degree of hospitality and is cosmopolitan in nature.[57] The quality of life in the Ballaro neighborhood started to decline in the 1950s and 1980s due to poverty and the presence of mafia activities. In recent years, the degradation of the neighborhood has been largely due to economic and employment challenges. Currently, Ballaro neighborhood is composed of inhabitants from various cultures as it hosts a large number of immigrants[58]. The area has various resources like churches, restaurants, hotels, markets, shops, bars, squares, vibrant population from different nationalities, cultures, foods, schools, NGOs, historical buildings, and physical structures[59].

4.2 The Municipality as a Stakeholder in Neighborhood Regeneration.

The municipality of Palermo is a local area Institution which has the responsibility of pinpointing, and responding to citizens' demands which are connected to their wellbeing. Its administrative structure consists of: The Mayor's office, the mayor's cabinet, the town

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[54]Municipality of Palermo (2020) Retrieved from https://www.comune.palermo.it/index.php?apt=1

[55]Municipality of Palermo (2020) *Circumscription.* Retrieved from
https://www.comune.palermo.it/circoscrizioni.php?id=1

[56]New Travel Services (2020) *Arabic-Norman Period.* Retrieved from
https://www.newtravelservices.net/en/42-46-content/sicily/sicilian-history/arabic-norman-period

[57]History of the District of Albergheria (2020) Retrieved from
http://www.albergheriaecapoinsieme.diocesipa.it/albergheria/storia.htm

[58]Wonderful Italy (2019) *Ballaro and Il Capo, the Markets.* Retrieved from
https://wonderfulitaly.eu/en/meraviglie/ballaro-and-il-capo-the-markets-390

[59]Annalisa Merelli. (2016). Quartz. *The Center of Sicily's Biggest City was Emptied by the Mafia. Now it is being Reclaimed by Migrants.* Retrieved from https://qz.com/704320/migrants-are-bringing-back-to-life-palermos-historical-center-which-the-mafia-had-ravaged/

council, administration of circumscribed areas, local boards, commissions, and municipality administrative department[60]. The municipality in conjunction with other essential stakeholders have intervened to regenerate urban neighborhoods in Palermo such as, Ballaro neighborhood which has previously faced decline and decay. The intervention is categorized in form of events, measures, and projects which is discussed in details below.

4.3 Events Promoted by the Municipality.

Various events and festivals have been approved and supported by the municipality with the aim of promoting urban regeneration through network governance by stakeholders who apply active citizenship, and enhance social inclusion as discussed below.

4.3.1 Ballaro Buskers Festival Raising Funds and Marketing the Neighborhood

The Ballaro Buskers is an annual international festival which was first held in Palermo in 2016. The festival is organized by the assembly of SOS Ballaro, the municipality of Palermo, and a network consisting of other stakeholder organizations. The festival which is inclusive of all groups of people has promoted regeneration in the neighborhood. For instance, it supports the redevelopment of the Ballaro historic market. It also highlights the beautiful sites in the neighborhood to the outside world. The festival consists of live performances from bands, singers, actors, dancers, music groups, clowns, acrobats and many others who perform in the streets. This festival also opens up Ballaro neighborhood to outsiders who wish to explore and experience it[61].

4.3.2 Ballaro D' Autunno/Ballaro Autumn

The municipality of Palermo also has an event named Ballaro d' autunno which was established in 2013. This event supports inclusion and active citizenship by promoting Ballaro neighborhood to the citizens of Palermo, as people from other neighborhoods get involved in activities connected to Ballaro. The event is held in December in four different locations namely: The Rice Museum, Theater Politeama Garibaldi, Municipality Historical Archive, and Vincenzo Bellini in Palermo. It brings forth an innovative perspective of theater with the use of paintings. It is organized and promoted by the municipality and the committee of "Ballaro means Palermo" which networks with other stakeholders. In

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[60]The Municipality of Palermo (2020) Retrieved from https://www.comune.palermo.it/

[61]Municipality of Palermo (2020) *Ballaro Buskers*. Retrieved from
https://www.comune.palermo.it/noticext.php?id=20052

December 2017, the event exhibited silver items, old books, sacred objects belonging to the order of immaculate which attracted a lot of people from Palermo[62].

4.3.3 The Ballaro Espo Attracting Outsiders

The Ballaro Espo is an event which takes place annually in the neighborhood with the aim of supporting social inclusion and active citizenship. The event is useful in breaking social barriers between the residents of Ballaro and other Palermo residents who do not live in Ballaro. The idea of the event was initially proposed by Don Francesco Furnari, who was a priest of San Nicola di Bari who also volunteered as an active citizen. He initially brought a group of people with him to the neighborhood of Ballaro with the aim of carrying out social activities which would make other citizens to know positive attributes of Ballaro neighborhood. He also encouraged citizens to tour the market, visit monuments, and use Ballaro as a meeting place. The event was later launched in 2015 and has since been linked to SOS Ballaro. Currently, Ballaro Espo carries out shows, cultural events, entertainment activities and concerts. The money collected after the event is usually channeled to supporting other social activities in Ballaro[63].

4.4 Measures Implemented by the Municipality

The Municipality has also implemented some policy measures which have been essential in promoting urban regeneration through social inclusion. The measures have been discussed below as follows:

4.4.1 Social Mediation through Conflict Resolution and Management

The municipality also developed conflict resolution as a policy measure in 2016. It is implemented as a network initiative between the municipality's office of criminal mediation, Opera Don Calabria center, SOS Ballaro, Diaconal Center, and Pedro Arrupe Institute. It is composed of a team of mediators who are empowered to intervene in solving situations of conflict among Ballaro residents. The incidences of conflict are traced from various sources which include, law enforcement, social work, and schools. The policy has been able to support inclusion by promoting harmonious coexisting between families and residents through dialogue, and conflict management. It is carried out from a perspective of

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[62]Municipality of Palermo (2017) *Ballaro d' Autunno*. Retrieved from
https://www.comune.palermo.it/appuntamenti_det.php?id=16456

[63]Municipality of Palermo (2016) *Ballarò Espò*. Retrieved from
https://www.comune.palermo.it/noticext.php?id=12448

participation of residents, active citizens and other stakeholders in promoting change management and enhancing social coexistence[64].

4.4.2 The Formalization of the San Saverio Second-hand Market

The Ballaro neighborhood hosts the San Saverio second-hand market which exists within the context of a circular economy. It provides for the reuse of commodities through resell or barter trade which reduces waste. The market traders are largely composed of low-income earning Italians and immigrants from both EU and non-EU countries. However, the traders in this market had previously worked without any formal recognition or agreement which created challenges of social exclusion. The municipality, through the involvement of other stakeholders, through active citizenship was able to implement a proposed policy of inclusion which restructured and formalized the status of the traders. As of June 2020, the Municipality of Palermo placed the management of the second-hand market under the Sbaratto association of Albergheria which is a formal organization. The traders can now participate in various community initiatives as an organized group of stakeholders. The San Saverio market traders can now participate in cultural, tourist, social and economic activities in the neighborhood under the umbrella of Sbaratto association[65].

4.4.3 Limited Traffic Zone (ZTL)

SOS Ballaro, a group of active citizens, and the committee of the association of the historic market of Ballaro were successful in lobbying the Municipality of Palermo to introduce a limited traffic zone (ZTL) regulation for the market area. In this regard, the traffic department of the Municipality of Palermo issued a ZTL ordinance with the reference number 1624. The ordinance became formal in December 2018 for the Ballaro historic market[66]. The ZTL made Ballaro market a pedestrian zone during time for commercial activity which is from 08:00 to 22:00 on working days[67]. This measure has been able to

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[64]Municipality of Palermo (2016) *Social Mediation-Ballaro, Conflict Management and Solution Laboratory.* Retrieved from https://www.comune.palermo.it/noticext.php?id=9219

[65]Municipality of Palermo (2020) *Albergheria Market Trust Deed Signed between the Municipality and Sbaratto Association.* Retrieved from https://www.comune.palermo.it/noticext.php?id=27786

[66]Antony Passalacqua (2018) Palermo Mobile Association. *Ballaro, the new Ztl starts inside the historic market.* Retrieved from http://palermo.mobilita.org/2018/12/12/ballaro-al-via-la-nuova-ztl-allinterno-del-mercato-storico/

[67]Municipality of Palermo (2019) *Historic Center- A Comprehensive Reorganization of Traffic.* Retrieved from https://www.comune.palermo.it/noticext.php?cat=1&id=24139

mitigate pollution, it has made the market easily accessible, and boosted uninterrupted commercial activity. The commercial center of market can still be accessed from the sides of Via Cesare Batisti and Via Antonio Mongitore[68].

4.4.4 Raising Finances to Revitalize Parts of Ballaro

The municipality has been engaged in lobbying and developing project proposals for the purpose of raising funds to support projects that will revitalize the neighborhood. Through writing proposals, the municipality was able to acquire funds meant for the construction of public housing, and the refurbishment of the historic market. The proposal was approved by the Sicilian regional government in the year 2017[69]. The project was designed to raise funds that will be used to alleviate poverty and promote social inclusion. The funds will support the requalification of parts of Ballaro neighborhood with nonrefundable financial contribution of up to 100 percent of its initial appropriate investment costs. Part of the funds will also be used to construct a covered structure of the fish market, which will be a reminder of the previous art nouveau shed which was designed by the renowned architect Basile who lived at Piazza del Carmine until the 1970s. The revitalization of the Ballaro market at piazza del Carmine will restore its original prestige and history. This will support the plan for a complete economic restoration of the entire market. The funds will also support the construction of 20 housing units in Ballaro neighborhood and across Albergheria district. Currently, constructions have begun with the initial five (5) housing units which is located at via Chiappara al Carmine. It will then be followed by 15 more housing units which will be constructed between the alley of placido viola and the alley of Quartararo[70]. The municipality has been networking with other essential stakeholder groups to ensure a successful implementation of the above project.

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[68]Il Sicilia.it (2016) *Ztl, Ballarò again Reachable by Car.* Retrieved from https://www.ilsicilia.it/ztl-fuori-due-strade-del-mercato-di-ballaro/

[69]Municipality of Palermo (2017) *Redevelopment- Approved funding for Ballaro District.* Retrieved from https://www.comune.palermo.it/noticext.php?id=16259

[70]Municipality of Palermo (2019) *Urban Requalification– Council Approves Coverage of Ballaro Market.* Retrieved from https://www.comune.palermo.it/noticext.php?id=23102

4.5 Projects Implemented by the Municipality

4.5.1 House in Ballaro

Casa Project in Ballaro which is the "House in Ballaro" is an intervention that aims at mitigating education poverty and its effects among the residents in Albergheria district. It is a measure that promotes the inclusion of children by enabling them to benefit from education services. It was proposed and approved in June 2019 after consultations with various active citizens and stakeholder groups. It aims to create an environment which supports learning, talent, and capacity development for all the children in the neighborhood. The stakeholders are currently collaborating to remove barriers that limit children's access to quality education which can affect their holistic development[71].

4.5.2 Refurbishing Neighborhood Assets with Airbnb Tourist Funds

The municipality has also implemented the Airbnb project aimed at raising funds to refurbish various community assets. The project has created social capital, promoted collaborative governance, raised funds, and given the neighborhood positive publicity[72].

The Municipality of Palermo in collaboration with Airbnb developed a project named Danisinni and Ballaro in transit. The project was developed when small working groups were put together to co-plan. The group was composed of representatives from different stakeholders who converged to exchange ideas regarding various projects. Subsequently, 20,000 euros was earmarked to support community projects. The participation process was open to every member of the community who included residents and users of city services. Discussions about the priority projects were carried out at Santa Chiara in Ballaro through an online platform which was used as an avenue of active citizenship. Through the local legislation, a proposed amount of 10 percent of the taxes collected from tourists are channeled to support projects that are chosen by Palermo residents. The project was later launched in the year 2018. Also, Airbnb agreed to remit additional funds from its profits to continue supporting different projects in Palermo[73].

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[71]Municipality of Palermo (2019) *House in Ballaro.* Retrieved from https://www.comune.palermo.it/appuntamenti_det.php?id=23607

[72]Bipart (2020) *In Transit-Palermo.* Retrieved from https://bipart.it/project-airbnb-palermo

[73]Municipality of Palermo (2020) *Danisinni and Ballaro in Transit.* Retrieved from https://intransito.comune.palermo.it/intransito-laboratori.php

The first part of the initiative is the Ballarart project. This project entails the creation of an open theater in the area. It will also involve reclaiming the landfill spot located at the church of SS Albergheria crucifix. This landfill spot was created as a result of the collapse of the crucifix about six decades ago. Until recently, the place is used as an illegal dumping site where wastes are burnt. This often leads to pollution and contamination of the air which affects different activities like concerts as well as the welfare of the place. The proposed intervention will reclaim the area so as to create clean space for the community. It will include, removing the waste, demolishing the perimeter fence, and creating a new floor. Secondly, the il faro di Ballaro project entails the creation of a public pedestrian square located in front of the Santa Chiara monastery. The area has a courtyard which is dominated by one of Palermo's ancient water towers. The intervention will include making the square accessible to the public, illumination of the tower, furnishing the square, creating an information point, and designing a mural depicting the 'seven fairytales. Thirdly, rehabilitating the Salita Raffadali which is the old road which connects Ballaro to Cassaro. The stakeholders prioritized the rehabilitation and transformation of the ancient road that connects Ballaro and Cassaro so as to create an extra access to the neighborhood. The intervention will involve creating a permanent pedestrian street, fixing permanent urban furniture, repainting the place, and planting a new species of plants. These projects are funded with the purpose of enhancing tourism in the targeted areas. The project was proposed after a training of Airbnb staff which was facilitated by the Airbnb hosts[74]. The above project will make the neighborhood more inclusive to various groups of people.

4.6 Non-Profit Organizations

The Ballaro neighborhood has various Non-profit Organizations which have been engaged in urban regeneration intervention by promoting social inclusion through active citizenship. Below are the details regarding the nonprofit organizations in the neighborhood and their activities.

4.6.1 Arci Porco Rosso

Arci Porco Rosso is a voluntary non-profit organization which began building a national network to coordinate its structures around Italy in 2007. The activities of Arci Porco Rosso in the Ballaro center is based on the principle of active citizenship for community

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[74]Airbnb Newsroom (2019) *Italians go to the Polls to Decide how to Spend Airbnb Tourist Taxes.* Retrieved from https://news.airbnb.com/italians-go-to-the-polls-to-decide-how-to-spend-airbnb-tourist-taxes/

transformation. Arci Porco Rosso has supported social inclusion through carrying out advocacy, and defending human rights especially in regard to the migrant population. In the past, Arci Porco Rosso has been networking with other associations such as the 'English Foundation.' Arci Porco Rosso supports social inclusion through providing space were migrants frequently meet and chat. The migrant chatting place is a place where people from different countries meet to talk about legal, political and social problems as they show solidarity and help each other[75].

Arci Proco Rosso also promotes social inclusion through the Sportello Sans-Papiers program which was established in 2016, to assist migrants with information to enhance the process of orientation. Sportello Sans-Papiers program explains to migrants their rights within the European territory, connects them to hospitals, and accommodations. It also provides free legal aid, and internet services to migrants (Arci Porco Rosso, 2020). An example is when migrants residing at the Mission of Hope and Charity in Via Decollati, with the help of sportello advocated and got transferred to better migrant residence centers in Palermo in 2016. Arci also provides linguistic and cultural mediation services to migrants who don't speak Italian, but would like to access services like hospitals. More still, Arci occasionally gives out free food, medicine and purchases tickets for migrants who wish to occasionally travel to the capital during the year.[76]

4.6.2 Centro Astalli

Centro Astalli is a not-for-profit organization which belongs to the Jesuit Refugee Services based in Italy. It was initially formed in the year 2003 by a group of volunteers and active citizens from the Christian life community. It was later inaugurated at Piazza SS 40 in Ballaro. Centro Astalli promotes social inclusion by defending rights, integrating, and advocating for inclusion of immigrants, asylum seekers and refugees who are not from the European Union into the Italian communities. Centro Astalli provides two services which can be categorized into: the Italian school and the social welfare assistance. Centro Astalli has an established Italian Language school which has three levels which are: literacy level, intermediate level and advanced level. It also has an agreement with the University of Perugia which supports the attainment of the Italian language certificate of linguistic-

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[75]Arci Porco Rosso (2020) Retrived from http://www.arciporcorosso.it/

[76]Arci Porco Rosso (2020). *Sans-Papiers.* Retrieved from http://www.arciporcorosso.it/

communicative competence, which can facilitate the immigrants during, the process of acquisition of the residency card.

Under social welfare assistance, Centro Astalli offers free services pertaining to different needs like: 1) social-education services and 2) Social assistance services. The Social assistance services entail primary services like: free breakfast, shower services, laundry, food, outpatient clinic, and bazaar. The secondary and social welfare assistance includes: listening to and tutoring of immigrants. It also consists of carrying out free legal orientation to immigrants. The secondary services also entail preparing migrant resumes for the purpose of job searching. Centro Astalli also promotes social inclusion through social-education services which are designed to support migrants with, skills and abilities which are useful in the process of social and cultural integration. Such services entail after-school support to children of immigrants who do not have home support on how to carry out their school tasks. It also entails the computer lab where expert volunteers teach the immigrants how to use computers[77].

4.6.3 "Pedro Arrupe" Political Training Institute

"Pedro Arrupe" Political Training Institute is an organization which has been operational since 1958 when the Jesuits in Sicilia established the Center for Social Studies. It is named after Fr. Pedro Arrupe who was a member of the Jesuits society, and rose to the level of Superior General between 1965 to 1983. Since then, the Institute has been offering various refresher courses to people with responsibilities in public and civil society organizations. The Institute is formerly registered with the Italian government under the code, no. 59695MBN. The Institute has been working to enhance active citizenship and promote social inclusion in the neighborhood. For instance, it currently runs a number of projects like, the trans-making project which aims at creating a platform for artistic innovation for design of public spaces, which has been helpful for regenerating the neighborhood. It has also been able to reinforce the role of economy, democracy, innovation, art and culture in regenerating the neighborhood. The trans-making project is currently being supported by funds from the "EU Horizon, 2020." The institute has engaged in training civil society organizations in Ballaro with issues of human rights, equity, equality and justice. The institute has also been involved in training young leaders in the neighborhood with skills in: management, community participation, regeneration of common goods, community conflict resolution, understanding

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[77]Centro Astalli Palermo (2020) Retrieved from http://www.centroastallipalermo.it/

the circular economy, and active citizenship for community leadership. The Arrupe Institute has been networking with other organizations like SOS Ballaro to support community participation within Albergheria district[78].

4.6.4 Per Esempio Onlus

Per Esempio Onlus is a not-for-profit organization which was created in Palermo in 2011. It has been involved in promoting positive social change and supporting social cohesion through active citizenship in the neighborhood. Specifically, it has focused on cultural, social, political, ethical, and economic progress. It has also been able to empower neighborhood inhabitants who are at risk or facing social exclusion by supporting education. They have also promoted social inclusion of vulnerable groups who are at risk of marginalization like the Roma people, migrant children and women. They have been working to strengthen community education when families, schools and other organizations collaborate to support holistic growth of young people. This has been placed under the center which advocates against early school dropout through learning support[79].

4.7 Social Enterprise

4.7.1 Moltivolti

Molitivolti is a social enterprise which is located at Ballaro. Moltivolti was founded in 2014 by a group of 14 active citizens from eight different countries consisting of Italy, Gambia, Bangladesh, Afghanistan, Senegal, France, Zambia, and Spain. They came together and contributed towards social inclusion through offering dignity, citizenship, and value to diverse members of the community. It was founded as a social enterprise which views diversity as an essential attribute for development. It has a restaurant which generates profit which is used to finance the coworking section as well as other activities. The restaurant has over the years become popular with locals and tourists as it provides a meeting point. Moltivolti also provides space and office items for co-working. This space also hosts organizations that may not be able to pay for co-working services but share a similar worldview with Moltivolti. The space is designed for sharing between associations, individuals, community active citizens, professionals, volunteers and informal groups who wish to collaborate to transform the neighborhood. Currently, it provides

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[78]Pedro Arrupe Political Training Institute (2020) Retrieved from https://istitutoarrupe.gesuiti.it/

[79]Per Esempio Onlus (2020). Retrieved from https://peresempionlus.org/en/per-esempio-onlus/

workstations, WIFI internet, meeting space, landline telephone services, cleaning services, and stationary services[80].

4.8 Community-Based Organization

4.8.1 SOS Ballaro (History, Pride and Sustainability)

SOS Ballaro is the district assembly for traders, residents, and active citizens in Ballaro neighborhood. SOS Ballaro district assembly provides space for discussions and exchange of ideas, citizen agreement and decision-making pertaining to issues of urban regeneration. It also provides a platform where various stakeholders are coordinated and integrated (Barreiro, 2020). It also acts as a link between the inhabitants of Ballaro and municipality leadership. As a stakeholder, SOS Ballaro is involved in all the renewal projects in Ballaro. It promotes community participation, citizen engagement and active citizenship in the neighborhood. It also reaches out to residents and traders to offer solutions to various challenges. An example is during the peak of the novel coronavirus pandemic in 2020, SOS Ballaro, with the help of stakeholders like the municipality of Palermo and others collected thousands of Euros and spent most of the money to assist over 600 families which had been exposed to economic hardships as a result of the health crisis. Such initiatives are aimed at extending support to residents of Ballaro who are key stakeholders (SOS Ballaro, 2020).

4.9 Religious Founded Organization/Church

4.9.1 Santa Chiara

Santa Chiara is located in Ballaro with a church that has a foundation which was constructed in 1344[81]. It provides free space for various meetings connected to district administration groups like SOS Ballaro assembly, festival organizers, religious meetings, and intercultural meetings. The property at Santa Chiara is always used as free and open space were SOS Ballaro assembly usually meets[82]. Santa Chiara also has an association which is a not-for-profit association that was established in 1995. It follows the mission of Don Bosco Salesians which promotes integral education for the young who hail from poor and

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[80]Moltivolti (2020) Retrieved from http://moltivolti.org/en/

[81]Monuments of Palermo Terradamare (2020) *Monumental Complex of Santa Chiara.* Retrieved from https://terradamare.org/chiesa-di-santa-chiara/

[82]Manifesta (2020) *Palermo Social Innovation Map.* Retrieved from http://m12.manifesta.org/wp-content/uploads/2018/04/SIM_WEB-1920_1080_.pdf

disadvantaged backgrounds (Santa Chiara association, 2020). It has over the years established various activities for young people which include trainings, games, sports, and cultural activities. The association of Santa Chiara has volunteers and active citizens who offer opportunities for social cultural activities and provide free trainings for minors and immigrants. It also has a youth center which offers after school services like sports, musical trainings, and other recreational activities. The organization also strives to alleviate poverty, drug abuse, unemployment and incidences of school dropouts, hence contributing to social inclusion of various segments of the population which may be at risk of exclusion[83].

4.10 Individual Active Citizens Promoting Social Inclusion

There has also been additional effort by individual active citizens who are purely motivated by passion to transform Ballaro neighborhood. For instance, Professor Clelia Bartoli is an active citizen who has been contributing towards transformation of the neighborhood. Clelia Bartoli is a law professor with the University of Palermo, under the department of Law. She also teaches Italian language at C.P.I.A Palermo. She initially served as an advisor to the Italian department for Integration[84]. She has worked with a secondary school to promote education for un accompanied immigrant minors under the "polipolis" project. She was also able to engage her law students into community activities in Ballaro. In this regard, her students networked with leaders of the association of traders to draft rules and guidelines which were later accepted by the municipality upon submission. She also helped some immigrant youth to formerly register a company which makes "Giocherenda" games that are sold by the immigrants for profits.

Next, Igor Scalisi Palminteri has also been working in the Ballaro neighborhood as an active citizen. Igor Scalisi Palminteri is an artist who applies various techniques and visual languages which are expressed through art, photography, video, sculpture and paintings. He is an ardent campaigner against social exclusion in the Ballaro neighborhood. He also works with other artists to make beautiful paintings for the neighborhood. For instance, one of his paintings is the picture of St. Benedict the Moor (San Benedetto il Moro) the protector of

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[83]Associazone Santa Chiara Palermo (2020). Retrieved from
http://www.anymoreonlus.org/prenditicuradinoi/santachiara.html

[84]Per Esempio Onlus (2020). Retrieved from https://peresempionlus.org/en/per-esempio-onlus/

Palermo which is located in Ballaro[85]. The painting has beautified the place with a touch of history and art.

Finally, another active citizen, Professor Pasquale Assennato has also been volunteering in the Ballaro neighborhood. Pasquale Assennato is a Professor of Cardiology at the Faculty of Medicine, at the University of Palermo. He currently spends time advising organizations like Moltivolti, Centro Astalli, and SOS Ballaro among others regarding various projects.

4.11 Private Sector Organizations

Many local businesses have been engaged in activities which support the local economy of the neighborhood. They have also been involved in activities that promote social inclusion for instance, the local businesses have created employment and attracted people to the neighborhood. In addition to creating employment opportunities which improved household income, they have also supported the local economy of the neighborhood. More still, private sector organizations in conjunction with other stakeholders have representatives who are involved in active citizenship. They contribute to planning and implementation of local policies and measures that are making the society inclusive. They network with other stakeholders to support regeneration policies which promote social inclusion and the economic drive of the area.

4.12 Stakeholders Organizations, Descriptions and Results.

The table below depicts a list of stakeholders, their descriptions, and their results. These stakeholders are part of a governance network which is essential in transforming Ballaro neighborhood. Although each of them focuses on a specific aspect of the area, their overall impact is enabling the neighborhood to realize desired community outcomes.

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[85]Per Esempio Onlus (2020). Retrieved from https://peresempionlus.org/en/per-esempio-onlus/

Table 4. 1 Results from intervention in Ballaro neighborhood.

NO	Category	Project/organization description	Results
1	Palermo Municipality.	Local area organization.	Provides leadership in the entire metropolitan area. Designs and oversees policy implementation. Coordinates urban regeneration policies and projects.
2	Events promoted by the municipality.	Linked to the municipality and other stakeholders.	Ballaro Buskers Festival. Ballaro d' autunno. Ballaro Espo.
3	Measures implemented by the municipality.	Linked to the municipality and other stakeholders.	Social mediation through conflict resolution and management. Formalization of the San Saverio second-hand market. Limited traffic zone (ZTL). Raising finances to revitalize parts of Ballaro.
4	Projects implemented by the municipality.	Linked to the municipality and other stakeholders.	House in Ballaro. Refurbishing neighborhood assets with Airbnb tourist funds.
5	Non-profit Organizations.	Linked to the neighborhood.	Arci Porco Rosso Centro Astalli Pedro Arrupe Political Training Institute Per Esempio Onlus. These organizations have been providing free services and resources to the community.
6	Social Enterprise.	Linked to the neighborhood.	Molitivolti Provides some services for free and charges money for its restaurant.
7	Community-Based Organization.	Linked to the neighborhood.	SOS Ballaro (History, Pride and Sustainability) represents and advocates for community needs.
8	Religious founded organizations/church.	Linked to all stakeholders.	Santa Chiara provides free space and other services to community members.
9	Social Inclusion Supported by Individual Active Citizens.	Individual Volunteers.	Individual active citizens like Clelia Bartoli, Igor Scalisi Palminteri, and Pasquale Assennato among others work in the community to promote community transformation.
10	Private Sector Organizations.	Profit oriented organizations existing in the community.	Includes many established companies, micro businesses, and other organization that engage in profit-oriented activities.

Source: modified from (Bevilacqua et al., 2013: 1363).

4.13 Stakeholder Network Map

The stakeholder network map depicts a group of essential stakeholders who play vital roles during the network process in the neighborhood. Whether the network process is informally or formally stipulated in a document, stakeholders groups play various roles which can be illustrated through a stakeholder network map.
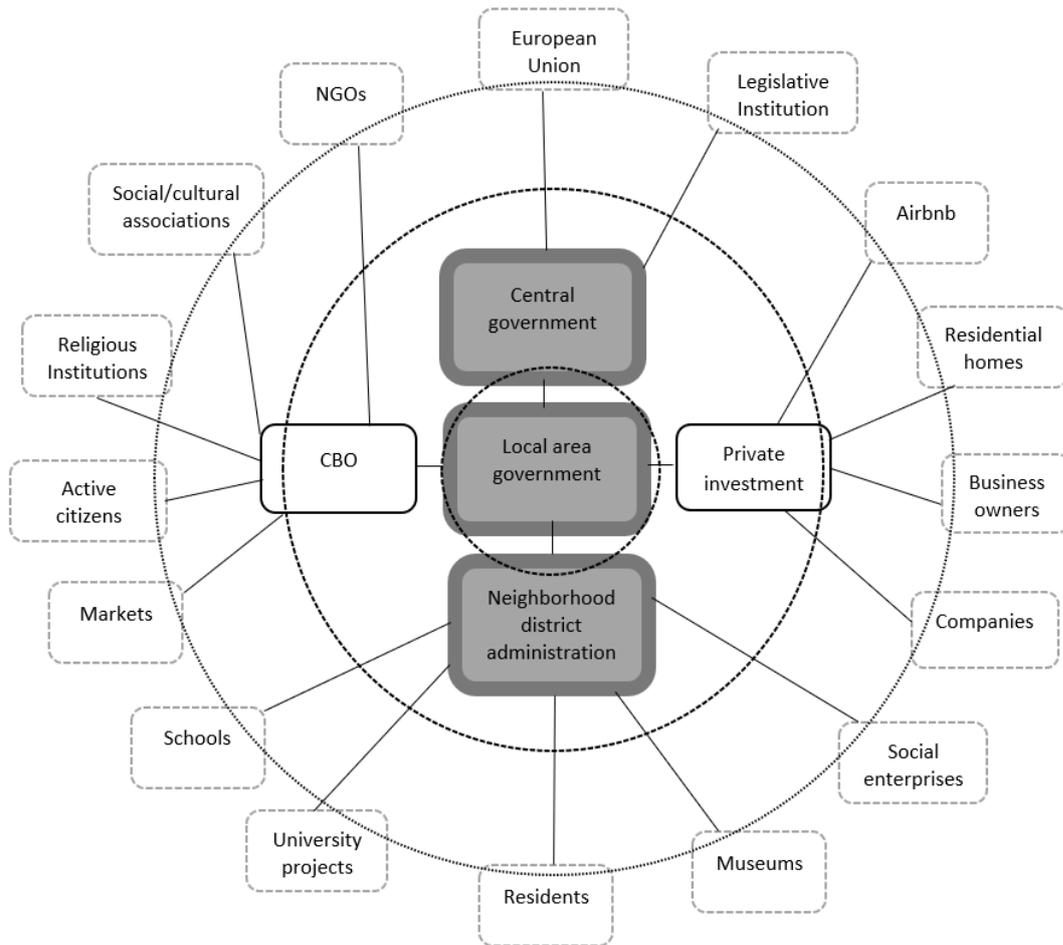
Figure 4. 1 Stakeholder network map for Ballaro.

Source: modified from (Bianchi et al., 2019: 7).

The figure 4.1 shows the network of stakeholders currently involved in the regeneration process of Ballaro neighborhood. The network operates through a synergy of network governance which is sustained by active citizenship. Each of the stakeholders creates public value by engaging in specific activities. The central government, the local area government, and neighborhood district administration are the stakeholders with the greatest capacity and commitment in the network process. The second category consisting of the community-

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based organization and the private sector are the stakeholder that derive their juridical status from the municipality and have less commitment. The last category of stakeholders is located at the periphery. They have less power and commitment to drive transformation (Rădulescu et al., 2016: 10). However, all these stakeholders distribute tasks and responsibility which enables the network to functional (Bianchi et al., 2019: 7).

4.14 Structure of the Network Governance Process

The existing structures regarding stakeholder intervention in Ballaro historic neighborhood depict a unique form of governance which is categorized as stakeholder network governance. Stakeholder network governance is designated from the foundational meaning of collaborative governance (Gordon et al., 2020: 1-3). Similarly, various scholars have argued that collaborative governance is based on organized teamwork between public institutions and other stakeholders, which engage in joint policy design and implementation (Vigoda, 2002: 527 & 534; Ansell & Gash, 2007: 544; O'Flynn & Wanna, 2008: 3; Dean, 2018: 185-186). Such a description emanates from the view that collaborative governance is carried out within the rudiments of a public sector led arrangement (Ansell & Gash, 2007: 544). Consequently, in Ballaro historical neighborhood, the intervention is grounded upon stakeholder network governance (Bianchi et al., 2019: 7).

Additionally, the networking process in Ballaro, has enhanced the activities of not-for-profit organizations, social enterprises, religious based organizations, individual active citizens, and private sector organizations to mobilize resources which have been directed to supporting community initiatives. Subsequently, they have been able to jointly support events, projects, and measures which have impacted the quality of life of the neighborhood inhabitants. In addition, the leadership of the municipality of Palermo supported the initiative of the community-based organization, SOS Ballaro (History, Pride and Sustainability) which organized stakeholders in the neighborhood to form a district assembly which represents the neighborhood.

4.15 Outcomes of the Network Governance Process

The network process in Ballaro neighborhood was successful in creating soft infrastructure, which consist of intangible assets that benefit the community (Bonilla & Zapparoli, 2017: 14). The soft infrastructure which has been generated by the synergy in Ballaro neighborhood include active citizenship and its main components such as community participation, social inclusion, social capital, and trust among others. Such soft infrastructure

can be largely regarded as small wins which have been essential for transforming the neighborhood. These small wins provide a strong foundation with immense opportunities upon which stakeholders can 'piggyback' to expand their capacity to sustain the urban regeneration intervention (Termeer & Dewulf, 2019: 299).

Furthermore, SOS Ballaro has been instrumental in cultivating urban resilience to overcome shocks created by Covid 19 pandemic. An example is when SOS Ballaro in conjunction with other stakeholders mobilized money and other resources, which they used to assist vulnerable households and those at risk of economic hardships due to the pandemic. In this regard, SOS Ballaro supported 600 families in the neighborhood with basic household supplies. Such levels of agility in responsiveness should be underscored as such interventions can enable urban areas and cities under stress to quickly recover from shocks, hence becoming resilient. Sanchez et al (2018:2) mentions that urban policy actors and decision makers should be able to plan for unforeseen circumstances that can interrupt growth and development of urban areas. Likewise, Centers for Disease Control and Prevention (2021) also affirms that community-based organizations such as SOS Ballaro as depicted in this study can advocate for community needs, support cohesion and enhance community morale as they provide essential connections between the community, health institutions, and the municipality[86].

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[86]Centers for Disease Control and Prevention (2021) *Considerations for Community-Based Organizations.* Retrieved from https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/community-based.html
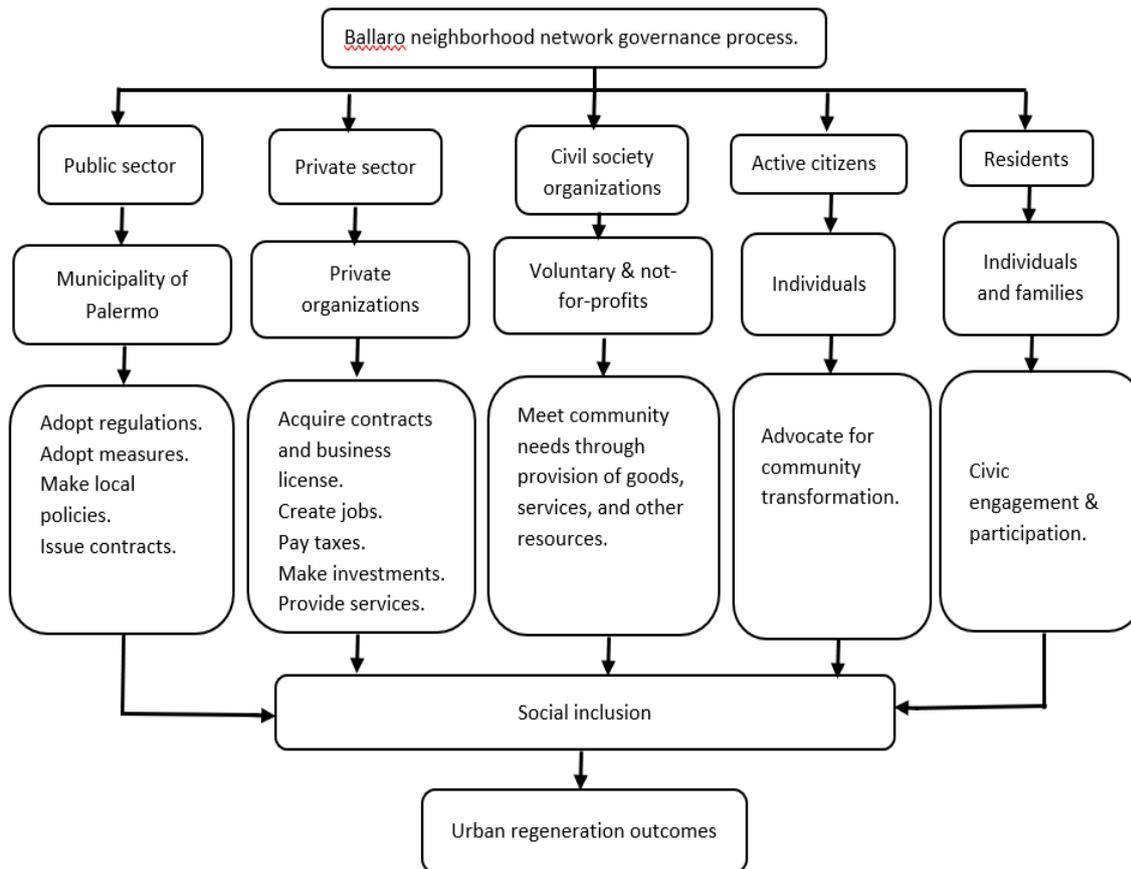
Figure 4. 2 Ballaro neighborhood network governance process.

Source: Author

The network governance process in Ballaro neighborhood has been designed around existing formal institutions. The collaborative process aims at transforming the neighborhood through implementing projects that promote social inclusion. The key stakeholders include: the public sector/municipality, private sector, civil society organizations, active citizens, and residents. The stakeholders are involved in pursuing different tasks, activities, and projects which support social inclusion as a desired community outcome. In this regard, social inclusion contributes to the social aspect of urban regeneration which is interconnected to economic, physical, and environmental aspects of urban regeneration.

4.16 Possible Trade-off in Time

It is possible to frame tradeoffs in time and space during the process of urban regeneration, by applying the DPG framework and the balanced assessment of performance (Bianchi et al., 2019: 2-6). On that account, the stakeholder network governance process in the neighborhood of Ballaro-just like other urban regeneration experiences- also faces a tradeoff

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in time. The tradeoff in time entails a delay in achieving stakeholder consensus and decision making in the short run verses the ability to design theoretically perfect decisions in the long run. In the short run, longer delays in generating consensus and decision making from all the stakeholder groups can slow the process of intervention (Noring, 2019: 126). In the long run, pursuing joint intervention through stakeholder engagement can ensure accumulation of small wins[87] when well-designed projects based on general consensus are implemented. Achieving small wins provides decision makers with the option of pursuing community outcomes through accomplishing preconceptions which contributes to the process of urban regeneration (Termeer & Dewulf, 2019: 300 & 302).

4.17 Cultural Integration in Ballaro Historical Neighborhood

The existing stakeholder network synergy in Ballaro has been successful in supporting cultural integration across various levels of the Ballaro community. It is essential to understand that the hospitable nature of Ballaro neighborhood is largely influenced by its historic background which makes the neighborhood welcoming to newcomers (Piccolo, 2000: 87). More still, the arrival of migrants and refugees in the neighborhood has contributed to the high levels of diversity as the newcomers brought with them different perceptions and cultural values. Cultural integration can indirectly influence growth in Albergheria district which hosts Ballaro neighborhood and has a population of about 5000 residents, many of who hail from over 20 nationalities. In this regard, the increase in the levels of diversity in the neighborhood has gradually become an influence for supporting urban transformation policies in the neighborhood (Barreiro et al., 2020: 86).

Accordingly, cultural integration has enabled stakeholders to identify and support aspects of culture which promotes the attractiveness of the neighborhood. Some of the activities and aspects of culture which support the attractiveness of Ballaro and enhances the inhabitants' memory of the past include: beautiful stories, history, museums, archives, arts activities, festivals, music, drama, dancing, poetry, language, and foods among others (Andres & Chapain, 2013: 163 & 165). In Moltivolti for instance, stories are illustrated through

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[87]The concept of small wins refers to important outcomes which are tangible, complete, and have been implemented in community transformation (Termeer & Dewulf, 2019: 299).

paintings and imaginative drawings, which point to the beauty of diversity and cultural integration (Draskovic, 2018: 12).

In Ballaro neighborhood, the presence of immigrants and refugees has created a need to pursue cultural integration at all levels. Accordingly, Booth & Cole (1999: 192) pointed to the fact that immigrants are conspicuously present in the historic neighborhood of Ballaro which depicts high levels of cultural diversity[88]. Similarly, Barreiro et al (2020) also mentioned that diversity can be perceived in: Ballaro historic market, San Saverio second hand market, Santa Chiara center, Moltivolti facility, and Centro Astalli among others. Therefore, through social integration, cultural diversity could be managed to the benefit of the entire community (Vangen & Winchester, 2014: 687-688). In fact, Vangen, (2017: 308) concurs that cultural diversity can be used as a resource in a neighborhood which can present alternative ways of supporting community intervention. An example is how cultural integration has been used to generate social capital in Ballaro neighborhood through collaborative activities of not-for-profit organizations, and SOS Ballaro, community-based organizations. Correspondingly, Morgan (2008:36) argues that, not only do social and cultural factors play essential roles in shaping values and morals of individuals and communities, but they also support the generation of social capital. Such is the case in the urban neighborhood of Ballaro where social capital is known to facilitate social interaction and trust across the stakeholder network process.

Furthermore, due to progress in cultural integration, Ballaro neighborhood has become more attractive to foreign and local tourists (Draskovic, 2018: 13). Accordingly, tourists have been known to frequent Ballaro historic market for the purpose of engaging in social tourism. Many tourists do enjoy trying diverse dishes which are cooked by people from various cultural backgrounds. It is therefore essential for the stakeholder network to continue supporting cultural integration in the neighborhood. Perhaps, cultural integration could be considered as an important lever for pursuing community engagement (Ponzini, 2009: 433). An example is when Clelia Bartoli, a law professor at the University of Palermo who also teaches Italian language at C.P.I.A, organized a group of Italian students from Sicily to

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[88]Merelli (2016). The Center of Sicily's Biggest City was Emptied by Mafia. *Now it's Being Reclaimed by Migrants.* Retrieved from https://qz.com/704320/migrants-are-bringing-back-to-life-palermos-historical-center-which-the-mafia-had-ravaged/

participate in an academic exposure trip to Gambia and Senegal, in Africa. The justification for the trip was to facilitate an exchange of experiences, as the Sicilian children would acquire first-hand experience regarding the origin of migrant children who hail from Africa.

4.18 Crime Control through Community Policing

In Italy, the police are not the only institution that is tasked with the obligation of ensuring crime control as such a task involves other organizations like Guardia Di Finanza-Financial Crime Control, Carabinieri-Military Police, and Municipal Guards among others. Therefore, ensuring sustainable security of inhabitants in the neighborhood requires joint intervention between the essential stakeholders in the form of community policing. Community policing supports joint intervention between community members and other stakeholders as crime may not be mitigated by an institution in isolation (Haruna & Aliyu, 2016: 1-2). In Ballaro neighborhood, the network of stakeholders has made substantive effort towards crime control as residents, business owners, and other stakeholders have worked with security services to identify and inform the police about criminal activities in the neighborhood. More still, residents in Ballaro attend the neighborhood assembly and participate in the process of identifying problems that are connected to crime in the neighborhood. Currently, for instance, the residents have complained about high levels of narcotics in the neighborhood especially among migrant youths. Such situations can gradually turn into a serious problem in the long run as the youths who consume narcotics can become vulnerable and end up engaging in criminal activities. Community policing, as adopted in Ballaro, is therefore effective in ensuring crime control and prevention in urban areas (Goddard & Headley, 2015: 2-3).

4.19 Shortcomings of the Stakeholder Network Governance Processes

There are various challenges which affect community-based stakeholder network arrangements (Ansell and Gash, 2008: 550; Gordon et al., 2020: 1-3). In Ballaro neighborhood, the main challenge is a lack of a formal structure for the network intervention process. This is because of the presence of delays in establishing formal support since most of the support from the municipality is still based on individual effort. This has led to absence of incentives for the stakeholders. It has also limited the power sharing mechanism and distribution of responsibilities. Therefore, there is still need to improve the composition of the structure of the stakeholder network governance into a more formal structure. Accordingly, such a structure can be jointly designed and formally embedded along an

appropriate governance mode (Bianchi, 2021: 344). In addition, a synergy of interventions can ensure clear channels of communication, sharing of tasks and responsibilities, and creation of room for learning (Ansell & Gash, 2007: 560; Armstrong, 2015; Bianchi, 2019: 5).

4.20 The Need for a Backbone Organization in Ballaro

There is a need to create a backbone organization which could mobilize financial and technical support to enhance community initiatives in the neighborhood. A backbone organization can be established under the municipality as a public entity, or as a not-for-profit organization across a stakeholder network (Lynn et al., 2015: 84 & 92). This is essential because the process of intervening against a "wicked problem" like urban decay/blight through collective impact, requires input from all essential stakeholders which necessitates effective coordination (Salignac et al., 2018: 92). Backbone organizations provides cohesion which supports the success of stakeholder network intervention in urban neighborhoods. They provide leadership and enhance coordination in the stakeholder network. Backbone organizations provide stakeholder network infrastructure which is vital for ensuring success as a result of the intervention process (DuBow et al., 2018: 2). Future prospects of the stakeholder network intervention in Ballaro historic neighborhood should entail creation of a backbone organization which can be designed depending on the needs of neighborhood and available resources. The backbone organization should entail a well-designed vision, list of activities, feasible strategy, and should have the capacity to mobilize resources for the neighborhood.

CHAPTER 5: RESULTS AND DISCUSSIONS

5.1 Relevant Concepts in the Urban Regeneration Experience of Ballaro

Various concepts can be used to support the development and implementation of sustainable urban regeneration policies. Roberts and Sykes (2000:9) argue that urban regeneration is unique to specific areas which requires specific practices, principles, and concepts. In this regard, various concepts were identified to elucidate the experience of Ballaro historic neighborhood. These concepts were useful in bridging the gap between the theoretical foundation and the feasibility of urban regeneration practices. The description, application, and relevance of the concepts are highlighted in table 5.1

Table 5. 1 Description, Application, and Relevance of Urban Regeneration Concepts

Concept	Description	Application	Relevance
Social Inclusion	Ability for individuals and groups to participate in all aspects of life.	It is enhanced to include all socially excluded segments of populations.	Generates opportunities for participation and urban growth.
Social Capital	Networks existing in the community.	Support through stakeholder platforms.	Generates core values which are essential for community engagement.
Stakeholder Network Governance	Generated by a synergy of stakeholder groups and organizations.	Supported through coordination of all essential stakeholder groups.	Creates platforms for joint intervention.
Urban Regeneration	Approaches aimed at improving social, economic, physical and environmental conditions of urban areas.	Pursued through policy of social inclusion and active citizenship.	Improves neighborhood attractiveness, community wellness, and quality of life.
Active Citizenship	The roles and responsibilities of community members towards society.	Adopted across all levels of society.	Supports community transformation.
Dynamic Performance Governance	Depicts shared strategic resources, performance drivers and end results that can be used to map policy outcomes.	Adopted by facilitators to guide the process of planning in the neighborhood.	Facilitates urban planning through strengthening policy design and implementation.
'Social Wicked' Problems	Problems that are not clear, have no clear solutions and transcend the boundary of a single organization.	They are identified for the purpose of successful intervention.	Creates need for joint intervention.

Urban Decline	Decline in quality of life in urban areas which does not attract residents.	Should be mitigated to prevent impact of high levels of decay in urban areas.	Creates need for urban and community transformation.
Urban Growth	Increase of quality of life in urban areas which impacts on wellbeing of inhabitants and attracts residents.	Applied to all aspects of urban areas.	Supports sustainability in urban progress.
Cultural Integration	Individuals adopt good practices from other cultures.	Adopted in all parts of the neighborhood.	Supports social cohesion.
Dynamic Complexity	Conditions of delays, unpredictability and nonlinear behavior due to governance decisions in urban areas.	Should be taken into consideration during decision making.	May affect outcomes of certain urban policies.
Quality of life	Individuals' perception about the presence of opportunity to enjoy all aspects of life.	Applied in all aspects of life of individuals and groups.	Promotes wellbeing of residents.
Not-for-profit Organization Capacity	Capacity of not-for-profit organizations to provide goods and services.	It is based on the scope of existing not-for-profit organizations in the neighborhood.	Creates impact through successful provision of services.
Stakeholder Network Capacity	Generated to ensure successful stakeholder intervention.	Determined by the size and scope of the stakeholder network capacity.	Ensures that adopted policies and decisions are successful.
Adopted Public Policies	Designed to solve urban problems.	Supported by residents and stakeholder network.	Promotes community transformation through decisions and actions.

5.2 Contextual Key for Ballaro Historical Neighborhood

The "contextual key" for the historic neighborhood of Ballaro is drawn from the scientific literature which depicts urban regeneration as an outcome resulting from an interplay between various intervention strategies and approaches (Roberts & Sykes, 2000: 9). Accordingly, the intervention in Ballaro depicts various layers of outcomes which are essential for the transformation of the neighborhood. Similarly, Bianchi (2021: 349) illustrates how intermediate and final outcomes can be developed with a contextual key so as to enhance the planning process in urban neighborhoods.
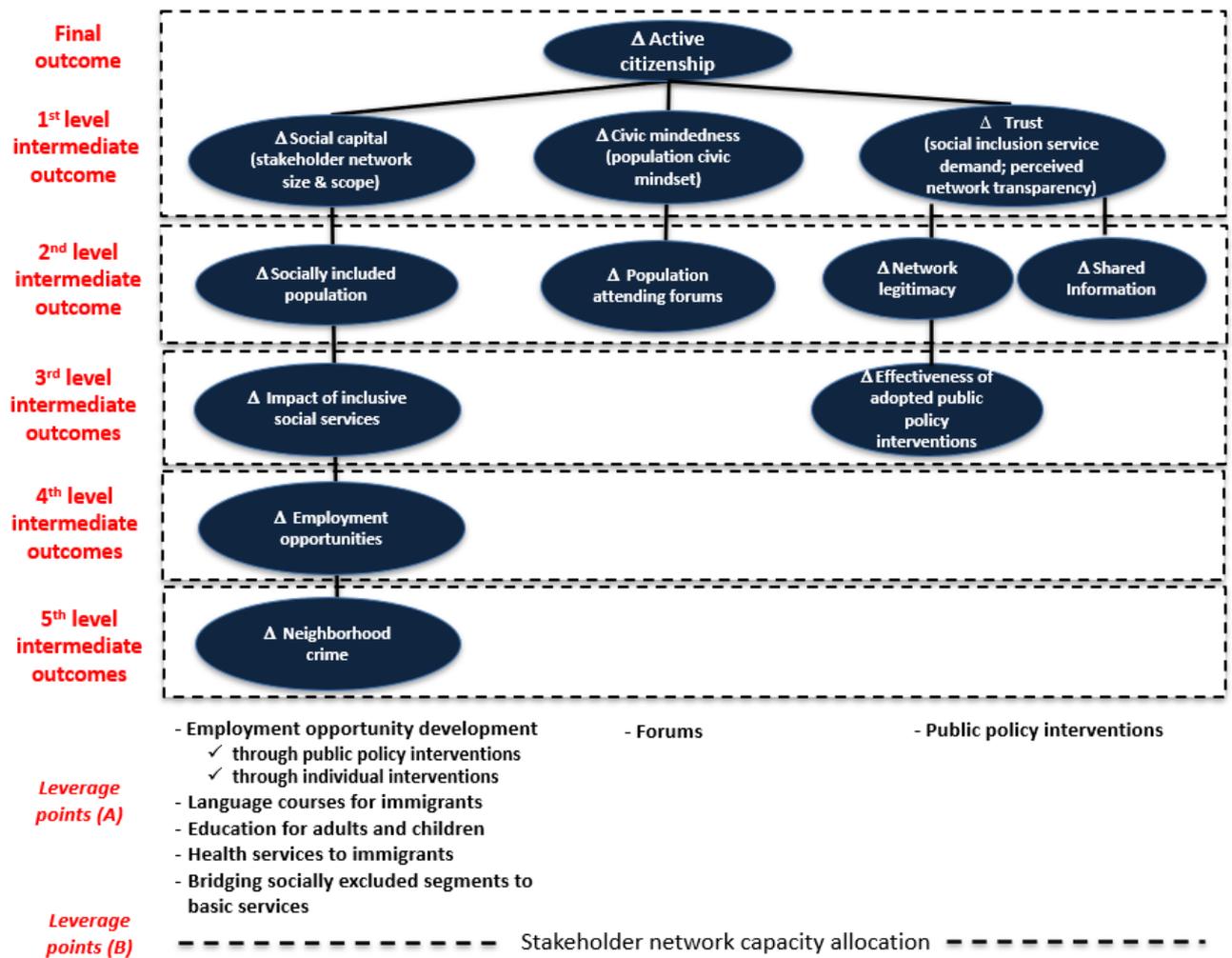
Figure 5. 1 Conceptual key depicting levels of policy layers

Figure 5.1 illustrates possible leverage points, intermediate, and final outcomes for the intervention in Ballaro historical neighborhood. Bianchi (2021) illustrates the concept of policy layers as a foundation which facilitates the expansion of policy boundaries regarding variables of adopted policies which may strengthen their impact on quality of life and neighborhood attractiveness. The expansion of policy boundaries can also be viewed from the dimension of the investigative system which focuses on the analysis of a prior factor such as active citizenship which is a precondition for a collaborative setting. In this study, the three main variables that are connected to active citizenship include social capital, civic mindedness, and trust. It is possible to target the policies that can affect the three variables of social capital, civic mindedness, and trust by identifying measures which can be used to effect a gradual change.

The experience of Ballaro historical neighborhood depicts change in active citizenship as the final outcome. Change in active citizenship can be attained by pursuing the 1st level

intermediate outcomes which include, change in social capital, change in civic mindedness and change in trust. The 1ˢᵗ level intermediate outcomes can be attained through pursuing the 2ⁿᵈ level intermediate outcomes which include, change in socially included population, change in population attending forums, change in network legitimacy, and change in shared information. More still, the 2ⁿᵈ level intermediated outcomes are attained through pursuing the 3ʳᵈ level intermediated outcomes which include, change in impact of inclusive social services, and change in effectiveness of adopted public policy interventions. Next, the 3ʳᵈ level intermediate outcomes are attained by pursuing the 4ᵗʰ level intermediated outcome which entails change in employment opportunities. The 4ᵗʰ level intermediate outcome is attained by pursuing the 5ᵗʰ level intermediate outcome which is neighborhood crime. The various levels of intermediate outcomes are supported by leverage points A and B which entail specific activities that are implemented under the broader policy framework.

5.3 DPG chart for Ballaro Historical Neighborhood

According to scientific literature, Dynamic Performance Governance has been demonstrated as a framework which can enhance decision making, planning, policy design and implementation in urban areas. Arguments pertaining to the application of DPG have been elucidated in (Bianchi et al., 2019; Bianchi, 2021), which demonstrate how DPG can support policy design and implementation. Still to say, the DPG chart can be used to map outcomes and identify performance drivers which impact on the neighborhood's shared resources.

In the DPG chart figures 5.2 A and 5.2 B, end results are categorized into two types of flows: 1) Flows affecting the shared strategic resources which are not part of the end-results. This is because the process of allocation of resources as depicted by the black flow, is outside the investigative boundary of the system in terms of polices which directly affect the end results. In this regard, the black flows depict variables which are 'procured directly from the market' because they don't have direct performance drivers. An example of such variables includes finances, knowledge, and capacity among others which exist outside the domain of the investigative boundary of the system. 2) Flows originating directly from end-results. The end-results which directly affect the shared strategic resources are depicted with 'chessboard symbols' (Bianchi, 2016: 93). A co-flow which depicts a 'chessboard symbol' affects a shared strategic resource which in turn affects a performance driver which subsequently affects an end results within the boundary of the investigated system. This implies a process of identifying performance drivers which impact flows which directly affect the shared

strategic resources. This is essential in the study as it focuses on the process of building a stakeholder network capacity which is the main factor rather than pursuing the process of resource allocation.
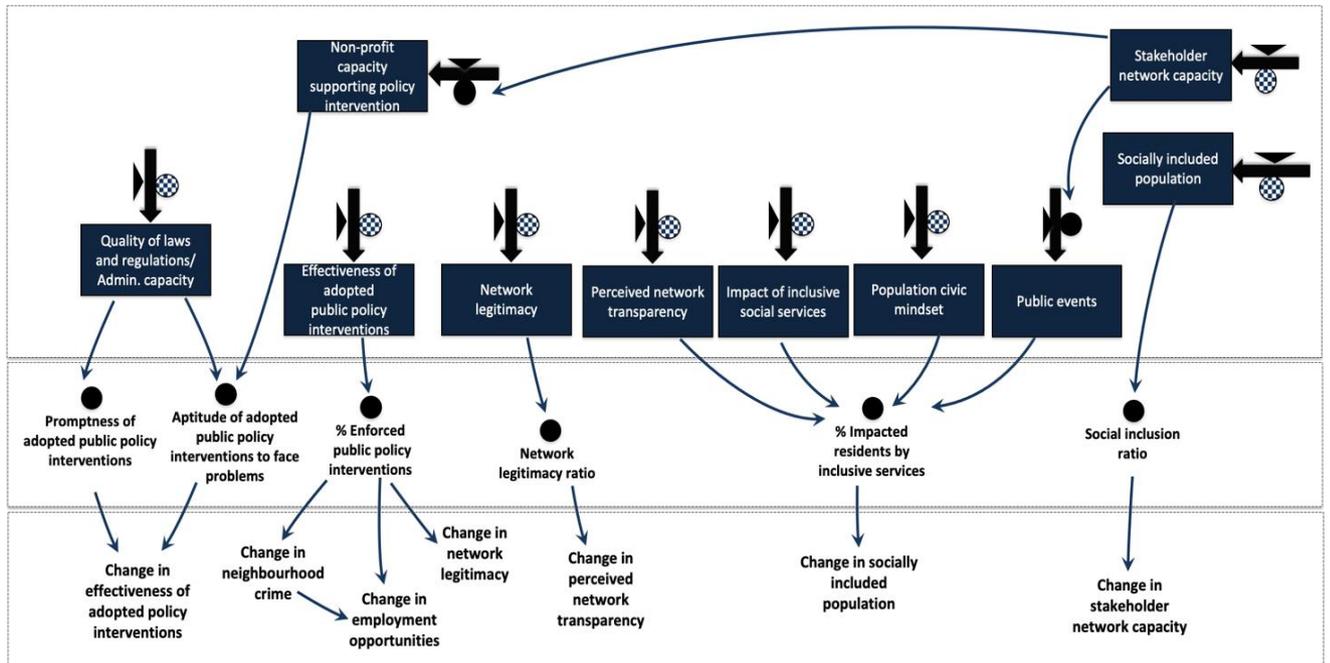
Figure 5.2 A
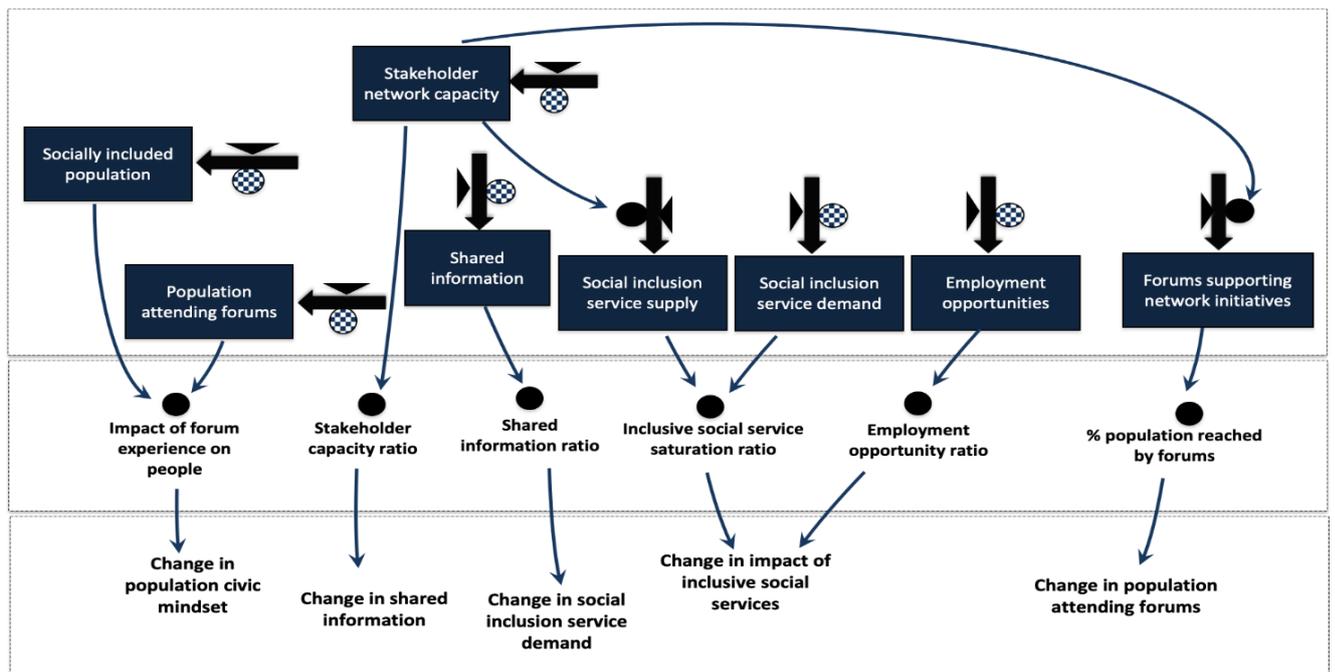
Figure 5.2 B

Figures 5. 2 A and 5.2 B depicting a DPG chart for Ballaro neighborhood.

Figures 5.2 A and 5.2 B depict a DPG chart which illustrates the end results, performance drivers, and shared strategic resources which have been mapped to elucidate how they impact the transformation process of the historic neighborhood of Ballaro. As depicted in the DPG chart, analyzing change of active citizenship through social inclusion can be pursued by leveraging a number of variables which impact the three components of social capital, civic mindedness, and trust. The application of active citizenship generates a robust and vibrant collaborative network which enhances network capacity, network legitimacy, generates more ideas, and attracts more stakeholders. Therefore, the ultimate outcome according to the boundaries of the system is to attain a vibrant active citizenship through collaborative process which will generate conditions that enhance better quality of life and attractiveness of the neighborhood of Ballaro.

In the DPG chart, the quality of laws and regulations/administrative capacity of the municipality is a shared strategic resource. This is because the municipality as a public sector organization functions within the framework of Italian laws and regulations. Accordingly, the municipality derives its legal and administrative mandate from Article 114 of the constitution of the Italian Republic which stipulates its establishment, functions, and mandate. From this article, the Municipality of Palermo has the mandate to regulate and formalize the activities of private and not-for-profit organizations in the neighborhood of Ballaro. Batory & Svensson (2019: 780-781) reason that organizations and stakeholder network activities may also exist within informal practices which function outside the necessity of legal requirement (Batory & Svensson, 2019: 781). This means essential stakeholders can still play essential roles in community intervention within the rudiments of active citizenship and collaborative governance, regardless of their juridical status. In this regard, article 118 of the Constitution of the Italian Republic supports individuals and organizations to form initiatives and collaborate based on the subsidiarity principle.

The quality of laws and regulations/administrative capacity of the municipality generates two performance drivers: 1) The Promptness of adopted public policy interventions which consists of the length and time taken to implement decisions and actions that create a successful impact in Ballaro. The implemented decisions have to be jointly made through the platform of SOS Ballaro neighborhood assembly which is then approved by the municipality. 2) Aptitude of adopted public policy interventions to face problems. The two performance drivers affect the outcome of change in effectiveness of adopted policy interventions which is a 3rd level intermediated outcome.

Next, the not-for-profit capacity supporting policy intervention is a shared strategic resource which significantly contributes to the transformation of Ballaro neighborhood. Accordingly, various not-for-profit organizations existing in the neighborhood jointly generate capacity which enables provision of goods and services. Bartocci & Picciaia (2019: 3) reason that collective intervention which entails input from not-for-profit organizations can nurture co-production which supports community transformation. Similarly, Gillespie (2017: 3-4) states that not-for-profit organizations can enable urban communities acquire social services and support collective intervention. Therefore, a coordinated network of not-for-profit organizations can generate capacity to intervene in situations of 'wicked problems' such as social exclusion (Parsons & Hailes, 2004: 473 & 475). An example of organizations which jointly generate not-for-profit capacity in Ballaro neighborhood include, Arci Porco Rosso, Centro Astalli, Pedro Arrupe Political Training Institute, Per Esempio Onlus, and Santa Chiara Association. Subsequently, the not-for-profit capacity supporting policy intervention generates the performance driver of aptitude of adopted public policy interventions to face problems. The performance driver elucidates the ability of the not-for-profit organizations to support other stakeholders such as the Municipality of Palermo to provide services to the inhabitants of Ballaro neighborhood. The aptitude of adopted public policy interventions to face problems as a performance driver affects the outcome of change in effectiveness of adopted policy interventions which is a 3rd level intermediated outcome.

Effectiveness of adopted public policy interventions is a shared strategic resource which depicts the impact of policy interventions on the wellbeing of the inhabitants of the neighborhood. For adopted public policy interventions to be effective, decision makers should consider various perspectives of enhancing intervention from all stakeholders (Camprag, 2018: 1-2). Public policy intervention can introduce initiatives which can create both positive and negative impact. On the one hand, a positive impact can support community transformation while on the other hand, the negative impact may manifest inform of unintended consequences (Amato et al., 2016: 1; Ploegmakers et al., 2017: 3253). Therefore, decision makers should identify any unintended consequences and work towards mitigating their effects. However, adopted public policy interventions which lack a mechanism of assessing delays, feedback loops and unpredictability will overlook dynamic complexity, which can lead to policy resistance and unintended consequences, which downplays the effectiveness of adopted public policy intervention (Bianchi, 2016: 3-4).

Accordingly, the stakeholders, through SOS Ballaro lobby the municipality for various policy interventions depending on the different challenges and situations in the neighborhood. The effectiveness of the adopted public policy interventions depends on the capacity of the municipality and other stakeholders to enforce them. An example is when SOS Ballaro lobbied the municipality to introduce a Limited Traffic Zone (ZTL) in Ballaro market area, which made the market more accessible and reduced pollution in the market area. Similarly, another policy intervention includes the formalization of San Saverio second-hand market, a decision which was made by the municipality to transfer the management of the market to Sbaratto Association of Albergheria. Initially, the market was not formally recognized, but it later became legitimate as a result of the policy intervention. Effectiveness of adopted public policy interventions as a shared strategic resource generates the performance driver of percent of enforced public policy interventions.

The performance driver of percent of enforced public policy interventions affects three outcomes which are: Firstly, the change in neighbourhood crime which is a 5th level intermediate outcome. Neighborhood crime can affect the well-being of inhabitants of Ballaro when less businesses get attracted in the neighborhood because of high crime rates. This can lead to less employment opportunities which leads to increase in poverty. In Ballaro neighborhood for instance, the residents still face a presence of mafia activities which have in the past been traced to Sicilian, Somalian, and Nigerian mafia groups. Also, there is an increase in the use of narcotics among the youth who reside in the neighborhood which can affect the wellbeing of the inhabitants. Secondly, the performance driver of percent of enforced public policy interventions also affects the change in employment opportunities which is a 4th level intermediate outcome. Employment opportunities promote the wellbeing of individuals in the neighborhood. For this reason, the stakeholder network strives to support actions and activities that link the inhabitants to employment opportunities. More still, employment has also been generated through opportunities in Ballaro historic market and San Saverio second-hand market. Therefore, the municipality, through its policies and activities encourages locals and immigrants to create startup businesses in the neighborhood. Finally, change in network legitimacy is a 2nd level intermediate outcome which is also essential in the neighborhood. These findings concur with those of Crescenzi & Giua, (2014: 1-5) and Crescenzi et al., (2020: 6-8) who mentioned that creation of employment opportunities is part of the EU cohesion policy which generates social inclusion.

Network legitimacy is a shared strategic resource which elucidates the ability for stakeholder networks to formally exist and operate with a juridical status that is recognized by the municipality. It is based on the alignment of the goal of the stakeholders vis-à-vis the goals and objectives of the municipality. Network legitimacy plays an essential role especially when decisions and policies have to be adopted. On this subject, Ferrary (2019: 411) states that network legitimacy is important as sometimes decisions which emanate from joint intervention may elicit feedback from stakeholders. It is therefore important to understand that feedback from stakeholders is incumbent upon the foundation of trust. This is because the concept of trust has been found to support legitimacy of stakeholder networks, which generates cooperation and consensus among stakeholder groups (Aitken, 2012: 133; Węziak-Białowolska & Dijkstra, 2015: 13-14). In Ballaro neighborhood, SOS Ballaro is a community-based organization which comprises of the neighborhood assembly which is recognized as a legitimate stakeholder platform. The network legitimacy as a shared strategic resource generates network legitimacy ratio which is a performance driver. The network legitimacy ratio affects the change in perceived network transparency which is a 1st level intermediate outcome.

Next are 4 shared strategic resources which jointly generate the same performance driver of fraction of residents impacted by inclusive services. These shared strategic resources include: perceived network transparency, impact of inclusive social services, population civic mindset, and public events. Firstly, the perceived network transparency is a shared strategic resource which is essential for building trust among stakeholders who are part of an existing network. It is also essential for building trust between the stakeholders and the residents who directly benefit from the neighborhood intervention. In this regard, because building trust is essential, the residents easily share information. They also embrace initiatives, events, and projects which are implemented by the stakeholder organizations, thereby strengthening the stakeholder network and its credibility. In fact, Ostrom (1990: 21 & 25) stated that trust supports communication and sharing of information across stakeholder networks. The perceived network transparency is a shared strategic resource which is linked to the performance driver of fraction of residents impacted by inclusive services.

Secondly, the impact of inclusive social services is a shared strategic resource which is useful for the transformation of the neighborhood. It illustrates how much impact is generated as a result of introducing inclusive social services which can support excluded individuals and groups. These social services range from education, health, and support for employment. An

example in Ballaro neighborhood is the effort made by Central Astalli to engage the services of a qualified medical doctor, who provides free medical services to the immigrant populations, who are not able to access health services due to lack of health insurance. Central Astalli also provides free literacy lessons for immigrants who wish to acquire or increase their literacy levels. According to Serageldin (2016: 10) access to education and health services are essential social services in urban communities. More still, Arci Porco Rosso also provides contacts to legal services for immigrants living in the neighborhood. The impact of inclusive social services as a shared strategic resources links to fraction of residents impacted by inclusive services.

Thirdly, the population civic mindset is a shared strategic resource which depicts how residents and other stakeholders show concern and identify with Ballaro neighborhood. Civic mindset is vital as it enables residents to willingly participate in solving issues which affect their wellbeing. Civic mindedness includes participation and support for representation in community platforms and forums. It also entails the awareness and sense of responsibility of individuals and groups towards the community. Civic mindedness can be further enhanced through inclusion of residents in voting, public hearings, petitions, and participating in various events which affect the community (Mota 2016: 347). In Ballaro, an example of civic mindset is when volunteers from the neighborhood joined SOS Ballaro to distribute basic supplies and items to families with low economic status during the first wave of the coronavirus pandemic. The population civic mindset as a shared strategic resource links to the fraction of residents impacted by inclusive services. The population civic mindset can be developed through sensitization, dissemination of civic knowledge and creation of identity (Palombaro 2020: 186).

Finally, public events as shared strategic resource can promote inclusion of all segments of people in Ballaro neighborhood. Public events play an essential role as they promote the image and identity of the neighborhood inhabitants. Events which include art, culture, and entertainment activities among others create a positive impact in urban neighborhoods which can be social, economic, as well as improve on the image of the neighborhood. Success in hosting of events can support neighborhood development as they can attract local investment, tourists, and various audiences (He et al., 2020:1- 2). In this study, such events include, "Ballaro Buskers" which is an annual festival, "Ballaro d' autunno," and "Ballaro Espo" which are held periodically. The public event as a shared strategic resource links to the fraction of residents impacted by inclusive services. The 4 shared strategic resources of

perceived network transparency, impact of inclusive social services, population of civic mindset, and public events generate the same performance driver of fraction of residents impacted by inclusive services. The performance driver affects the outcome of change in socially included population which is a 2nd level intermediate outcome.

The study also depicts socially included population as a shared strategic resource which depicts the number of residents in the neighborhood who participate in society and benefit from all available opportunities. The socially included population consists of segments of the local and immigrant populations. Social inclusion is essential as it enables all segments of society to access essential community needs (Conti et al., 2017: 191). Also, social inclusion can promote uniform growth in urban neighborhoods (Mascareño & Carvajal, 2016: 128). More still, social inclusion stimulates participation regarding community activities and utilization of goods and services, (Scharf et al., 2005: 16 & 77). The socially included population generates the performance drivers of social inclusion ratio which impacts on change in stakeholder network capacity which is a 1st level intermediate outcome. Also, the shared strategic resources of population attending forums and socially included population jointly generate the impact of forum experience on people as a performance driver. In this study, the impact of the forum experience on the population is strengthened when stakeholders and resident meet in the neighborhood assembly under SOS Ballaro. The impact of forum experience on people affects the change in population civic mindset which is a 1st level intermediate outcome.

The shared strategic resources of the population attending forums and socially included population generates the impact of forum experience on people as a performance driver. Studies by Bartoletti & Faccioli (2020: 1139) have shown that resident populations who attend forums can become more aware of the problems which affect their wellbeing. In this study, the impact of the forum experience on the population takes place when stakeholders and residents meet during the neighborhood assembly under the SOS Ballaro. The impact of forum experience on people as a performance driver affects the change in population civic mindset which is a 1st level intermediate outcome. It is therefore important for populations to attend forums as they provide avenues for legitimatizing decisions and actions of stakeholders (Vigoda, 2002: 536-537).

Next, the stakeholder network capacity is another shared strategic recourse which enhances the effect of joint intervention. The stakeholder network capacity is weighted based on the

success of adopted policy measures, support rendered to local groups, and provision of public services to neighborhood inhabitants. Stakeholder network capacity ensures stakeholder networks have the resources to impact community transformation. This can be possible with available resources which include, adequate number of workers and volunteers, information, finances, space for meetings, internet services, and office equipment and supplies. Accordingly, a robust stakeholder network capacity can enhance sustainability in joint intervention (Soma et al., 2017: 43). It can also support learning across various stakeholders which acts as a motivation for community participation (Wang et al., 2015: 441). In Ballaro neighborhood, the main stakeholder network exists under the platform of SOS Ballaro. However, there are smaller networks which exist between specific stakeholders which have similar areas of interest. For instance, Moltivolti is a social enterprise which connects with a smaller network of organizations which support social and cultural integration. Accordingly, they provide free work space which includes work stations and office equipment for volunteers and organizations with similar goals. The stakeholder network generates stakeholder capacity ratio which is a performance driver. The stakeholder capacity ratio as a performance driver affects the change in shared information which is a 2nd level intermediate outcome. Therefore, sstakeholder network capacity is important as it promotes joint intervention, decision making, and governance in urban neighborhoods (Hölscher et al., 2019: 187).

Shared information is a shared strategic resource in the neighborhood. It is based on the ability for stakeholders to access and share information regarding their areas of interest. Shared information is essential as it generates trust between residents and other stakeholders. In Ballaro for instance, information regarding intervention and management of the current novel coronavirus pandemic has been shared under the network of SOS Ballaro as a neighborhood assembly. The shared information as a strategic resource generates the shared information ratio as a performance driver. The performance driver affects the outcome of change in social inclusion service demand which is a 1st level intermediate outcome. This outcome depicts the change in the services that are requested by the inhabitants of Ballaro.

Social inclusion service supply is a shared strategic resource which enables the stakeholder network to provide services that support social inclusion. Social inclusion entails the opportunity for individuals and families to participate in all aspects of society which include engaging in social, economic and political activities in the neighborhood (Ye & Yang, 2020: 3). Some of the services provided to support social inclusion in Ballaro include, educational

services for the children, extracurricular activities for children youth, security services, and daycare services in the neighborhood. In the past, some active citizens have also been able to identify and support socially excluded local residents in the neighborhood. In this regard, some of the residents who were excluded over generations were helped by some active citizens to apply and acquire resident identity cards. Another example is the increase in the number of immigrant women who were encouraged to take their children to the day care at Santa Chiara Association facility. However, the increase in the number of children in the facility could lead to saturation of services if the number of children rises exponentially due to available information regarding the service. More still, the other evident experience of a possible saturation regards the "polipolis" project of education for immigrants which previously enrolled about 2000 migrant students in a "second chance public school" at C.P.I.A Palermo 1 located at Via dell' Usignolo. Such an increase in the number of beneficiaries of the services could lead to service saturation. Social inclusion is therefore important as it enables individuals and groups to enjoy fundamental rights (Hintjens & Kurian, 2009: 72). The two shared strategic resources generate the same performance driver which is inclusive social service saturation ratio. The performance driver affects change in impact of inclusive social services as an outcome.

Employment opportunities is a shared strategic resource which promotes the wellbeing of individuals in the neighborhood. The stakeholder network strives to create conditions and support policy interventions that generate employment opportunities in the neighborhood. In this regard, neighborhood policies can be designed and implemented to create employment opportunities in urban neighborhoods which promotes community wellbeing (Holzer, 2016: 2). In Ballaro for example, conditions for employment are largely generated in Ballaro historic market and San Saverio second-hand market. Also, many locals and immigrants have created startup businesses in the neighborhood which stimulates the local neighborhood economy and improves wellbeing. In this regard, Litsardopoulos et al (2012: 2) agrees that it is essential for decision makers to attract investment in urban neighborhoods so as to generate employment which improves the wellbeing of the residents. Employment opportunities as a strategic resource generates the employment opportunities ratio which is a performance driver. The employment opportunities ratio impacts on the change in impact of inclusive social services which is a 3rd level intermediate outcome.

Forums supporting network initiatives is a shared strategic resource in the neighborhood of Ballaro. The forums in Ballaro consist of online and in-house forums which are essential in

planning and exchange of ideas. An example of the use of forums is when the municipality networked with Airbnb to jointly develop a project named Danisinni and Ballaro in transit. In this scenario, the discussion about the intended priority areas was carried out through both online and inhouse forums. The online participation was open to all members of the community who contributed to the decision of identifying three priority areas from a list of many that required refurbishment. The areas of intervention chosen through the forums included the open-air theater named Ballarart project, the public square named il faro di Ballaro project, and the old road connecting Ballaro to Cassaro named Salita Raffadali. In addition, Arci Porco Rosso, a not-for-profit organization, provides a forum for migrants who frequently meet and talk about their problems. Therefore, forums support networks, share ideas and generate solidarity among members. This is consistent with arguments of Lima et al (2019: 1) who mentioned that forums provide members of the community with various opportunities to present their ideas, share opinions, as well as create opportunities for interaction and information sharing. Forums supporting network initiatives as a shared strategic resource is linked to percent of population reached by forums as a performance driver. The performance driver impacts on the change in population attending forums which is a 2nd level intermediate outcome.

5.4 Causal Loop Diagram for Ballaro Historical Neighborhood.

The Causal Loop Diagram (CLD) was useful in mapping the feedback structure of the stakeholder intervention in Ballaro neighborhood (Ding et al., 2018: 2). It also depicts the polarities arising from the intervention which promotes active citizenship through social inclusion in the historic neighborhood of Ballaro.
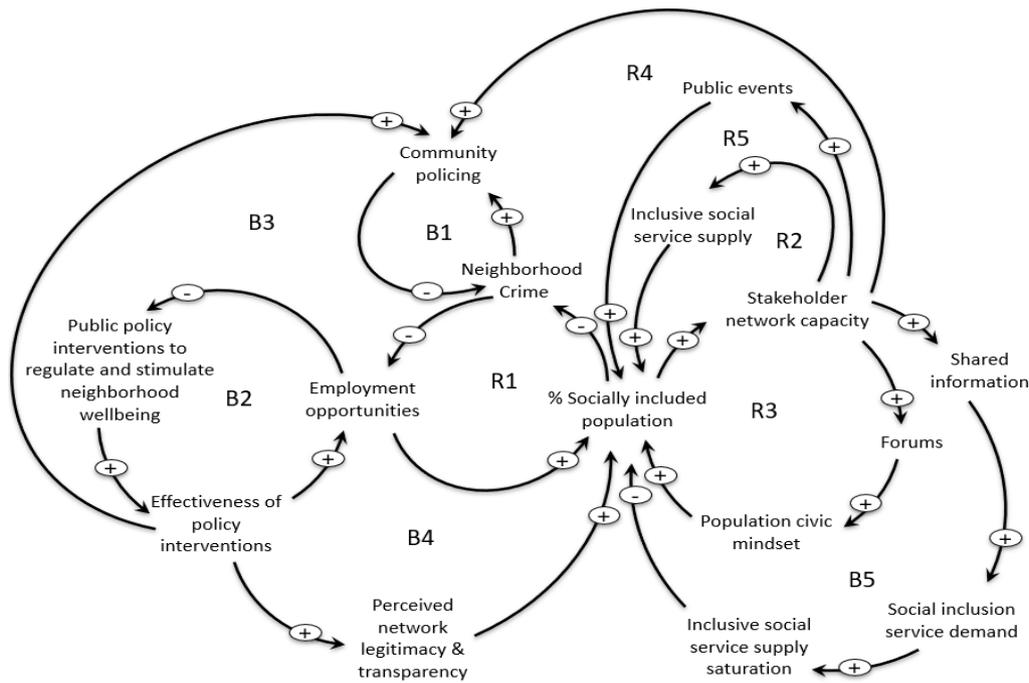
Figure 5. 3 Causal Loop Diagram depicting active citizenship through social inclusion.

In figure 5.3, the reinforcing loop R1 is an essential loop as it illustrates how generating employment opportunities can enhance social inclusion which mitigates the level of neighborhood crime. It depicts an increase in employment opportunities which leads to an increase in the percent of socially included population. An increase in social inclusion leads to less crime and less crime leads to an increase in employment opportunities.

The balancing loop B1 depicts an increase in neighborhood crime which leads to an increase in community policing which leads to a decrease in neighborhood crime. Accordingly, the policy is to support community policing so as to control crime in the neighborhood. Also, a presence of a more included population enhances community policing in the neighborhood which leads to less crime.

The balancing loop B2 is a vital loop as it illustrates the importance of public policy interventions in enhancing the wellbeing of the inhabitants of the neighborhood. It depicts the adoption of public policy interventions to regulate and stimulate the neighborhood wellbeing which leads to an increase in effectiveness of policy interventions. It then leads to an increase in employment opportunities which leads to less public policy interventions to regulate and stimulate the neighborhood wellbeing.

The Balancing loop B4 depicts effectiveness of policy interventions which leads to an increase in perceived network legitimacy and transparency, which leads to an increase in

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percent of socially included population. It then leads to a decrease in neighborhood crime, which leads to an increase in employment opportunities. This then leads to a decrease in public policy interventions to regulate and stimulate neighborhood wellbeing, which leads to a decrease in effectiveness of policy interventions.

The balancing loop B3 depicts an increase in community policing which leads to less crime which leads to more employment opportunities, which leads to less public policy intervention to regulate and stimulate neighborhood wellbeing. This leads to an increase in effectiveness of policy interventions, which leads to an increase in community policing.

The reinforcing loop R4 depicts an increase in community policing which leads to a decrease in neighborhood crime, which leads to an increasing in employment opportunities. It then leads to an increase in the percent of socially included population, which leads to an increase in stakeholder network capacity which leads to an increase in community policing.

The reinforcing loop R 5 depicts an increase in public events which leads to an in increase in the percent of socially included population, which leads to an increase in stakeholder network capacity, which leads to an increase in public events.

The reinforcing loop R2 depicts an increase in social service supply which leads to an increase in the percent of socially included population, which leads to an increase in stakeholder network capacity, which leads to an increase in inclusive social service supply.

The reinforcing loop R3 depicts an increase in forums which leads to an increase in population civic mindset, which leads to increase in the percent of socially included population. It then leads to an increase in stakeholder network capacity which leads to increase in forums

The balancing loop B5 generates a side effect as a result of more shared information which leads to an increase in saturation which may generate a discontent among the fraction of the socially included population. The loop depicts an increase in stakeholder network capacity which leads to an increase in shared information, which leads to an increase in social inclusion service demand. This then leads to increase in inclusive social service supply saturation, which leads to a decrease in the percent of socially included population. The balancing loop B5 can be counteracted or corrected by strengthening the reinforcing loop R2. Strengthening the reinforcing loop R2 can be made through investing more resources in inclusive social services. However, the investment must be balanced because an over

investment in inclusive social services will lead to less investment in community policing which will weaken the reinforcing loop R4. In this regard, less investments in community policing will lead to an increase in neighborhood crime. More still, an overinvestment in inclusive social services will lead to less investment in other areas like public events which is depicted in reinforcing loop R5.

5.4.1 Policy Option 1: Crime Reduction through Community Policing

The policy enhances stakeholder capacity to fight and reduce incidences of crime in the neighborhood. The Dynamic Performance Governance chart depicted as figure 5.2 A maps the policy of crime reduction through community policing by illustrating how such a policy can later enhance employment opportunities in the neighborhood in the long run. The policy is also illustrated in figure 5.3 in the balancing loop B1. It depicts, an increase in community policing which leads to a decrease in neighborhood crime. Crime control is essential because the context of safety and security in urban neighborhoods is a matter of concern for all stakeholders. The pervasiveness of crime in urban neighborhoods among socially excluded segments of population can be linked to a decrease in a sense of belonging, lack of social organization, poverty, presence of empty and abandoned structures/buildings (Ozden, 2008: 579-580). Therefore, joint intervention to create safety and order in the neighborhood can ensure effective rebranding which can attract investors, tourists, new residents, and shoppers (Hancock, 2006: 173). Such a situation is similar to the experience of the city of Johannesburg in South Africa which experienced decay in the 1950s partly due to high levels of crime. Conversely, the management of the city decided to intervene by fighting crime and disorder in the city of Johannesburg. The intervention led to increase in safety which gradually attracted private sector led activities in the city (Amirtahmasebi et al., 2016).

5.4.2 Policy Option 2: Social Inclusion through Creating Employment Opportunities

The policy of supporting inclusion through generating employment prospects is depicted in the Dynamic Performance Governance chart as figure 5.2 A. It illustrates how employment opportunities can support inclusion in the neighborhood. The policy is also illustrated in figure 5.3 in the reinforcing loop R1. It depicts an increase in the fraction of socially included population which leads to a decrease in neighborhood crime. This then leads to an increase in employment opportunities which promotes the wellbeing of the neighborhood residents. Employment opportunities can be enhanced through adopting effective intervention policies which operate within the existing legal framework. This can support the process of integrating different segments of the population such as immigrant groups. In

Ballaro neighborhood for instance, a group of immigrant youth worked with Professor Clelia Bartoli as an individual active citizen, who helped them to register and establish a formal company which designs and manufactures "Giocherenda" story games and other items. Such effort can generate employment opportunities for those who are unemployed. More still, urban regeneration programs should focus on transforming the neighborhood so as to attract private investment which leads to job creation. Also, generating employment opportunities is a public policy intervention which exists in *tandem* with the European Union's cohesion policy which encourages its member states to promote employment as a means to reducing income disparity, which subsequently supports social inclusion in urban areas (Crescenzi & Giua, 2014: 1-5; Crescenzi et al., 2020: 6-8). Generating employment opportunities can support the neighborhood economy hence improving the wellbeing of inhabitants.

5.5 Factors Driving Growth and Decline of Urban Areas

The study findings show that various factors drive decline and growth of urban neighborhoods. The factors which influence growth and decline of urban areas are described from a perspective of public management. Factors that lead to urban decline include; 1) Social 'wicked' problems and 2) Dynamic complexity.

'Social wicked' problems were found to cause decline and blight in the urban neighborhoods. These 'wicked' problems range from, social exclusion, unemployment, consumption of narcotics, crime, and poor housing accommodation. Accordingly, presence of 'wicked' problems were found to negatively affect urban areas while lowering their quality of life (Head & Alford, 2015). In this study, it was discovered that a 'wicked' problem such as social exclusion is still present in the historic neighborhood of Ballaro (OECD, 2017: 29). Such a problem is known to affect the economic, social, environment, and political aspects of neighborhoods (Gollagher & Hartz-Karp, 2013: 2344). Moreover, 'wicked' problems can transcend the boundaries of individual organizations and the urban neighborhoods (Christensen & Fimreite, 2006; Kettl, 2006: 13; Conlan et al., 2008). Nevertheless, decision makers can effectively mitigate 'wicked' problems by engaging joint stakeholder intervention (Gollagher & Hartz-Karp, 2013: 2343; Weymouth, 2015: 5).

Furthermore, the findings depict dynamic complexity as a factor which influences decline and blight in urban neighborhood. Dynamic complexity affects the quality of life of urban residents and causes urban decline because, public managers and leaders may not fully take into consideration the feedback process and delays, which are essential in complex systems

like urban areas. As such, dynamic complexity can lead to policy resistance which affects performance of urban areas leading to decline and blight. In addition, dynamic complexity may prevent decision makers from perceiving and taking into consideration tradeoffs in time and space, as a result of their decisions which can be detrimental in planning. In the long run, this situation can lead to decline and decaying of affected urban areas (Bianchi, 2016: 3 & 4).

The study also identified factors that lead to growth of cities from the perspective of public management. These factors include; 1) urban governance 2) use of balanced scorecard 3) social inclusion 4) principles of systems dynamics 5) urban regeneration policies.

The study found that urban governance can support growth in the urban neighborhoods. This is because well-crafted decisions emanating from good practices of governance can positively impact urban growth (Meyer & Auriacombe, 2019: 1). Urban governance also supports public managers and decision makers with capacity to make decisions in response to environmental, economic, and social demands which impacts the quality of life of urban area (Edelenbos & Dijk, 2017: 4).

The use of the balanced scorecard was found to facilitate strategic planning in the governance process of some of the not-for-profit organizations like Central Astalli. The balanced scorecard was applied to identify thematic areas based on feasible goals in the organization. The balance scorecard can contribute to transformation as it was found to enable organizations to set and achieve their goals. The balance scorecard is also helpful when identifying key performance indicators which facilitates evaluations of network organizations (Kaplan & Norton, 1992: 73; Benková et al., 2020: 4).

The study also identified social inclusion as an important outcome which can be useful for transforming urban neighborhoods. Various services pertaining to health, education, employment, and social integration were provided by a network of organizations in the neighborhood. This is because social inclusion is a key factor which can enhance growth of urban neighborhoods (Mascareño & Carvajal, 2016: 128). Social inclusion has been highlighted in various documents at various levels of governance as it contributes to urban transformation. The EU Commission has been promoting social inclusion across member states through the cohesion policy. The policy is designed to support inclusion in education, create employment, and reduce poverty among others. Additionally, in Italy, the constitution through articles 2 and 117 guarantees the propagation of social inclusion in the Italian society (THE CONSTITUTION OF THE ITALIAN REPUBLIC, 1948: 5 & 30).

Adopting principles of system dynamics were identified to have impact on urban governance through facilitating informed decisions. This is because system dynamics provides an understanding and response to dynamic complexity which is essential for decision making in urban governance (Bianchi, 2016: 14-15). Also, system dynamics can be used to facilitate decisions which have long-term impact in urban neighborhoods. Through the use of systems dynamics, public managers and decision makers can comprehend trends in cities and urban areas which include prevention of crisis, stabilization, restructuring, and revitalization (Bianchi, 2016: 43). In Ballaro neighborhood, the application of System Dynamics principles was demonstrated in *tandem* with Dynamic Performance Governance framework.

The study also shows that urban regeneration policies are vital for mitigating decline and blight in urban areas. According to (Hemphill et al., 2004: 725) urban regeneration policies like enhancing active citizenship through social inclusion can impact the growth of urban areas. Therefore, urban regeneration projects can be applied to improve physical infrastructure, social cohesion, waste management, housing, local economy and generally the quality of life of the residents (Alpopia & Manolea, 2013: 182 & 184).

5.6 Fostering Collaborative Governance through Active Citizenship

The study identified active citizenship as a concept which enhances sustainability and effectiveness of collaborative governance in cities and urban areas. This is because active citizenship plays an essential role in promoting social cohesion in urban neighborhoods (Biesta, 2009: 149). Relatedly, it supports community participation in political, social, and other activities that are of interest to the community (Hoskins et al., 2006: 10). As such, the impact of active citizenship in urban community transformation can be further enhanced by civic engagement (Akin & Calik, 2016: 810). The concept of active citizenship is essential because its application positively impacts the behavior of the members of the community. In this regard, community members can directly impact the social and environmental aspects of urban regeneration, as well as indirectly the economic and physical aspects of urban regeneration. Therefore, achieving urban regeneration with support from active citizenship can improve the quality of life and attractiveness of the neighborhoods. Studies by (Biesta, 2009: 149) showed that active citizenship promotes human rights, upholds social good, promotes social cohesion, and upholds the values of equality which is essential in improving quality of life.

5.6.1 Relevance of Social Inclusion

The concept of social inclusion was depicted as an outcome in the DPG chart since it generates public value in the neighborhood. In this regard, social inclusion as an end result is subordinate to other important achievements which can be attained by concurrently acting upon other shared strategic resources. Therefore, the sustainability of the generated public value can only be maintained when the desired outcome like social inclusion is jointly pursued with other shared strategic resources so as to raise the level of wellness of the neighborhood. Coincidentally, raising the level of community wellbeing can lead to a better quality of life which will make the neighborhood attractive to new residents and businesses. When 'social wicked' problems like poverty, cultural, and economic deprivation are mitigated, then residents in the neighborhood become empowered (Njoki & Wabwoba, 2015: 380 & 383). This is because all the variables in the model exist within the framework of an interconnected complex system. Therefore, it is important to take into considerations all the other contextual factors in the neighborhood such as crime, employment opportunities, social and cultural integration whose existence in practical sense transcends the boundaries of the model and the analysis.

5.7 Enhancing Sustainable Outcomes through Stakeholder Collaboration

The collaborative processes in the urban neighborhood are based on the mode of active citizenship. According to (Bianchi, 2021: 344-345) the mode of active citizenship as applied in collaborative governance is vital for effectively generating and sustaining public value outcomes. The historic neighborhood of Ballaro has various stakeholders which play essential roles in the transformation process of the neighborhood. As such, identifying stakeholders within a stakeholder network map supports the process of sharing responsibilities. This is essential as collaborative governance networks can support joint intervention across stakeholder groups when they work through a synergy which generates outcomes (Vigoda, 2002: 527 & 534).

In this study, the approach of stakeholder collaboration was appropriate and effective in supporting urban regeneration. The neighborhood illustrates a complex system which has various "wicked problems" such as crime, social exclusion, pollution, and unemployment, which initially contributed to urban decline and blight. Such "wicked problems" which exists in contexts can only be managed through stakeholder collaborative processes (Rădulescu et

al., 2016: 5). This approach is therefore effective when implementing urban regeneration policies as it ensures sustainability (Bevilacqua et al., 2013: 1362-1365).

5.8 Applying DPG to Enhance Strategic Planning

Dynamic Performance Governance framework has been demonstrated to play a crucial role in the strategic planning process of cities and urban areas. The DPG framework illustrates an outside-in perspective of performance which illustrates how stakeholder collaborations can be applied to generate community outcomes in the urban neighborhood. Such a perspective supports essential stakeholders with the ability to identify and adopt policies that can transform the urban areas (Bianchi, 2021: 341 & 346). Since the neighborhoods are portrayed as systems, the real impact of the DPG chart can be achieved when social inclusion is combined with other resources like trust, social capital, and civic mindedness which play pivotal roles in changing mindsets of members, which is essential in building of communities. In the long run, members of the neighborhood may develop higher levels of sense of awareness and belonging to the community. Such a trajectory can be used to attain higher levels of active citizenship which is essential. The DPG mechanism is used for evaluating policy outcomes so as to identify those that can be jointly pursued in ways that generate public value (Bianchi et al., 2019: 13).

5.8.1 Challenges in Application of DPG Chart in Ballaro

The capacity for DPG to function effectively in a precise and symmetric manner requires active input and participation from all essential stakeholders. In this regard, all essential stakeholders are required to provide substantive information which is useful when developing the DPG chart. In this study, the process was time consuming and created delays during the initial stages of developing the DPG chart, as it was difficult to get all stakeholders to participate in providing information. Perhaps this was due to the trends and incidences of less active citizenship among residents. In fact, Eurostat (2020) identifies lack of time and lack of interest to be the main reasons for less active citizenship in Italy. Nevertheless, after acquiring all the information and developing the DPG chart, its application in the neighborhood planning process became useful as it was effective and efficient.

More still, the demonstration of the DPG framework during this study faced a limitation of a need for capacity for cognition by all participating stakeholders. This was overcome through the application of learning by doing and mutual adjustments which supported its conceptualization by involving representatives from every stakeholder group.

CHAPTER 6: CONCLUSIONS

6.1) Summary of Discussions

The main goal of the study was to demonstrate how DPG framework can be applied to support policy practitioners, decision makers, and essential stakeholders with the means to identify, design, and implement sustainable urban regeneration policies in the neighborhood of Ballaro. The study discusses in detail how urban regeneration can be supported by collaborative governance and active citizenship. In this regard, the thesis summary is presented below as follows:

In Chapter 1, the first section presents the introduction of the concepts of urban decay, urban regeneration, the world bank urban regeneration model, and the DPG framework, indicating their relevance in the study. The second section identifies the problem of blight and decline which affects urban areas. It also presents a discussion of urbanization within the perspective of sustainable development indicating urbanization as a challenge to urban planning. The third section depicts the importance and relevance of the concept of urban regeneration in ensuring sustainability of cities. This section indicates how the process of collective intervention can support the achievement of sustainable outcomes in cities and urban neighborhoods.

The fourth section analyzes the world bank perspective of urban regeneration through public private partnerships. It presents a list of 8 cities which have been successfully transformed through the implementation of urban regeneration polices. In this section, the study identifies the limitations of the approach of Public Private Partnerships (PPPs) which is proposed by the world bank model as not being sustainable. The study proposes collaborative governance between essential stakeholders to generate public value and ensure sustainability. In this regard, the concepts of collaborative governance and active citizenship are interrogated and found to be enablers in ensuring both effectiveness and sustainability of urban regeneration policies.

The fifth section presents the statement of the problem which delineates the nature of the problem and its known dimensions which further situates the study in urban locales. This section depicts urban regeneration as a system of interventions rather than as a sum of interventions. It depicts the concept of social inclusion through active citizenship which is used as a key to the system. The sixth section presents the research goal, the research aims, research objectives, and research questions which were essential in guiding the study. The

seventh section entails the conceptual framework which is used to depict the phenomenon of urban regeneration as applied in this study. It presents the relationship between ideas, concepts, and variables which are essential in the case study.

The eighth section entails the significance of the study. It shows how the study impacts on the design and implementation of urban regeneration policies regarding cities and urban neighborhoods. It also portrays how essential stakeholders may collaborate with the support of active citizenship, so as to ensure sustainability in the urban regeneration policies. It further depicts how DPG can be applied in cities and urban neighborhoods so as to enable communities and local areas to achieve desired outcomes. The section concludes by underscoring how the study contributes to the repository of scientific knowledge regarding urban regeneration. In the ninth section, the study presents the justification for this research which is based on the need to enhance sustainability in urban regeneration. It illustrates how the use of the social aspect of urban regeneration such as social inclusion through active citizenship can be used to enhance sustainability of urban regeneration policies.

The tenth section entails the theoretical framework which delineates two theories and discusses how these theories influenced the study. The two theories are the complexity theory and the network theory. The first theory, which is the complexity theory was applied because it explains the dynamics of complex systems as urban areas are also complex systems. The section demonstrates how understanding complexity theory can be used to support urban regeneration policies. The second theory, which is the network theory explains how the network theory can be used to support the application of stakeholder collaborations as an intervention against 'wicked problems' like urban decline. In this regard, the network theory provides a trajectory for pursuing joint intervention when designing and implementing urban regeneration projects. Finally, the eleventh section which is the last section of chapter 1 presents a summary of the structure of the thesis which is a snapshot of this study.

Chapter 2 launches a review of literature which is comprised of four main parts. The first part presents the factors which influence the growth and decline of urban areas. On the one hand, it points out the social wicked problems and dynamic complexity as the factors which influence urban decline and decay. On the other hand, this chapter points out the factors which can influence the growth of cities and urban neighborhoods from the perspective of public management. These factors include good practices of urban governance, the balance

scorecard as a strategic tool, social inclusion, application of the principles of system dynamics, and urban regeneration.

The second part of this chapter focuses on examining the concepts of active citizenship and civic engagement. The approaches of active citizenship entail the adversarial approach, the electoral approach, information exchange approach, civil society approach and the deliberative approach. It also mentions that active citizenship in Europe was enhanced by the Lisbon strategy under the European Commission. It further portrays the levels of active citizenship in Europe. The graph facilitated by data from Eurostat indicates that Sweden scored highest with 31.3%, Cyprus scored lowest with 2.1%, and Italy scored 6.3% while the European Union generally scored 12.8%. This chapter also identifies the indicators of active citizenship such as the concept of protest and social change, representative democracy, community life, and democratic values. This chapter highlights the role played by civil society organizations in promoting active citizenship arguing that such organizations are essential in generating public value in urban communities.

The third part of this chapter presents stakeholder collaboration and how it can be used to generate sustainable outcomes. It also interrogates the drivers of collaborative governance. The external drivers encompass aspects such as international connectedness, uniform regulation, leadership and awareness of other people's cultures while the internal drivers entail political pressure and the will of society to achieve desired outcomes. The final driver is uncertainty of the collaborative process which portends unpredictability. This chapter also points out the modes of collaborations such as financially driven mode, intergovernmental networking mode, the mode mandated by law, stakeholder/citizen participation mode, and the active citizenship mode. This chapter indicates an increase in the practices of collaborative governance, the evidence being that 212 municipalities in Italy have adopted frameworks for supporting and regulating collaborative processes which is in *tandem* with national plans and the constitutional framework of Italy.

The fourth part of this chapter discusses the instrumental view of performance and how it can be used to support the generation of sustainable outcomes. The first section presents the two concepts of the DPM and DPG frameworks. It then analyses the Dynamic Performance Management (DPM) as a broad framework and the Dynamic Performance Governance (DPG) as a narrow framework. The second section explains how DPM and DPG can be applied in designing and implementing policies. The third section illustrates how the DPM

and DPG frameworks can be harnessed in urban governance. The fourth section depicts how the DPG and DPM can be used to support sustainable performance in inter-organization settings.

Chapter 3 of this thesis presents the methodology and research context. The first section consists of the research paradigm which is constructivism/interpretivism. The second section depicts the DPG framework and its application which can support urban regeneration. The third section presents sources of data which consists of both primary and secondary data sources. The fourth section presents details of the study area and the population which is the neighborhood of Ballaro. The fifth section presents the sample size and sample selection which was determined by using the table by Krejcie & Morgan (1970). The sixth section describes how data was collected from across various stakeholder groups by the use of key informant groups and focus group discussions. The seventh section depicts the data collection instruments and how they were tested for validity and reliability before data collection commenced. The eighth section presents the procedure for data collection and data management. The ninth section presents the ethical considerations during and after data collection. It consists of informed consent, observing of confidentiality, and preparation before carrying out data collection.

Chapter 4 presents Ballaro historical neighborhood case study. The first section begins by presenting the background of Palermo municipality. It also presents the background of Ballaro neighborhood. The second section depicts a synergy of networks between the municipality and other essential stakeholders in promoting sustainable urban regeneration of Ballaro neighborhood. It consists of the events promoted by the Municipality of Palermo, Ballaro Buskers festival, Ballaro d' autunno/Ballaro autumn, and Ballaro Espo which attract outsiders. Next, it also tracks the measures implemented by the municipality such as, social mediation through conflict resolution and management, formalization of the San Saverio second-hand market, limited traffic zone, and raising finances to revitalize parts of Ballaro neighborhood. The projects promoted by the municipality include: house in Ballaro and refurbishing neighborhood assets with Airbnb tourist funds. The chapter further traces contributions from non-profit organizations such as Arci Porco Rosso, Centro Astalli, Pedro Arrupe Political Training Institute, and Per Esempio Onlus. It then presents Moltivolti as a Social Enterprise organization which is involved in the neighborhood. This chapter also presents SOS Ballaro as a community-based organization in the neighborhood. More still, the case study entails the church of Santa Chiara as a religious founded organization. It also

spells out activities of Individual active citizens and the private sector organizations. The third section details different stakeholder groups, their descriptions and the results of their activities in the neighborhood of Ballaro. The fourth section presents the stakeholder networking map for Ballaro neighborhood. The fifth section presents the structure of the network governance process in Ballaro neighborhood. The sixth section identifies the outcomes of the network governance process in Ballaro neighborhood.

The seventh section identified a possible tradeoff in time emanating from the stakeholder network synergy. In this regard, the presence of delays in decision making is present in the short run, while making effective decisions which has impact and can lead to gaining small wins can be attained in the long run. The eighth section mentions the contribution of cultural integration in the neighborhood as an outcome of the stakeholder network intervention. It also points out adoption of community policing to fight crime as a successful policy. The ninth section identifies the lack of a formal structure as the main challenge facing the stakeholder network process in Ballaro neighborhood. Finally, the tenth section suggests the formation of a backbone organization to mobilize resources and coordinate the network governance process in Ballaro neighborhood.

Chapter five presents the results and discussion for Ballaro historic neighborhood. The first section depicts a summary of concepts that were essential in the experience of Ballaro. Next, it is followed by an illustration of policy layers showing change in active citizenship as final outcome and various intermediate outcomes. The next section depicts a DPG chart for Ballaro neighborhood which maps different variables of the policy of social inclusion through active citizenship which is used to generate a better quality of life and neighborhood attractiveness. Chapter five also portrays a Causal Loop Diagram which shows feedback loops that emanate as a result of joint intervention in Ballaro neighborhood.

6.2 Contributions of the Study and its Implications

The study significantly contributes to the expansion of boundaries of existing knowledge within the areas of, performance management, public management, and urban planning. The study also complements the theoretical body of knowledge regarding the concepts of urban regeneration, active citizenship, and collaborative governance.

This research contributes to the sphere of urban regeneration by underscoring the need to recognize the social aspect of urban regeneration, as previous studies have overlooked the

role played by social aspects of urban regeneration. The social aspect of urban regeneration as demonstrated by this study is essential, as it ensures sustainability since it is interconnected to the physical, economic, and environmental aspects. In this regard, the study depicts how active citizenship can support the generation of social inclusion in the historical urban neighborhoods. Subsequently, achieving higher levels of social inclusion and active citizenship supports the economic, environmental, cultural, and physical aspects, hence, ensuring holistic and sustainable progress in regeneration of historical urban neighborhoods.

The research identifies the link between active citizenship and collaborative governance. Previous studies focus on collaborative governance without identifying mechanisms of ensuring sustainability. The research identifies the reciprocal relationship between the concepts of active citizenship and collaborative governance. In this regard, promoting active citizenship can lead to the generation of collaborative governance. Subsequently, when collaborative governance is generated, it supports the generation of more active citizenship in the community hence creating a framework for sustainability in the collaborative process.

This research also demonstrates how Dynamic Performance Governance can be used to facilitate policy design and implementation in sustainable urban regeneration programs which can lead to sustainable growth of urban neighborhoods, cities, and urban areas.

6.3 Limitations of the Research

The study was limited by an over-all lack of quantitative data pertaining to the concept of urban regeneration. Public institutions that are concerned with data like, the Italian National Institute of Statistics (ISTAT) and the Municipality of Palermo did not collect and report all the data regarding urban regeneration. Accordingly, the lack of adequate data affected the capacity to develop and run system dynamics simulation models. Nonetheless, the research relied on the application of conceptual models which were facilitated by qualitative data from interviews so as to generate meaningful analyses.

The DPG framework applied in this study entails model boundaries which should not be viewed as supportive to only the theoretical application of the model. This is because considering only a theoretical perspective of the model may risk, a mechanistic assumption which lacks an aspect of practicability. A practical perspective of the model should not be based on a mechanistic assumption because, the final result of the model cannot be achieved with only its theoretical application. In this regard, the analysis of the thesis and its models should transcend the boundaries of the depicted models to include other essential

variables/factors which exist outside the model in a concentric structure, which are pivotal to achieving the final outcome of the model.

Much as the study was successful, the geographic scope of the study was limited to Palermo historic center. It is important for future studies to focus on experiences from other regions which previously experienced urban decline and decay and have been regenerated. Therefore, the outcomes of the study should not be hurriedly generalized for the entire country and other urban areas around the world.

6.4 Indications for Future Research

Future research should explore the possibility of demonstrating how essential stakeholder organizations, policy practitioners, and facilitators can theoretically and practically combine the application of both, Dynamic Performance Management (DPM) and the Dynamic Performance Governance (DPG) in neighborhoods, cities, and urban areas. DPG provides a mechanism to understand the interaction between management and governance. It depicts how management and governance can coexist in the same pattern. Therefore, the DPG can be used to connect the different parts or contexts which exist within a system that is coordinated by municipality policies. This means policy design and implementation should be approached from the same perspective. Such a complex and detailed analysis may reshape different mindsets, and consolidate various policies regarding urban regeneration and its sustainability.

It would also be interesting to replicate the urban regeneration experiences of other regions through the lens of Dynamic Performance Governance framework. A demonstration of the DPG framework in other urban regeneration experiences would enrich this field of study as well as the outcomes of the interventions.

In the future, with availability of adequate data, the study would benefit from the development of system dynamics simulation models based on different experiences and contexts. Such simulation models may capture and demonstrate the importance of other variables.

Much as the study pointed out social aspects of urban regeneration like active citizenship to support social inclusion, there are still other social concepts which are connected to active citizenship that have not been investigated. This research therefore provides a foundation to

investigate other social concepts that are related to active citizenship which may also be useful during urban regeneration.

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APPENDICES

APPENDIX A: STEPS TO DEVELOPING SIMULATION MODELS.

System Dynamics and Model Simulations.

System Dynamics (SD) is a methodology that can support the process of making decisions and analyzing policies (Shepherd, 2014: 83). The system dynamics discipline is embedded in the background of feedback control and nonlinearity which can be traced to mathematical, engineering, and physics backgrounds. It is interdisciplinary in nature because it is designed to intervene in systems which are complex and dynamic. Therefore, its nature requires resources which go beyond mathematic models and practical technical tools (Sterman, 2001: 10). It is useful in modeling dynamic complexity as it can offer analytical solutions to understanding nonlinear systems (Wan et al., 2013: 2055; Wong & Sheng, 2012: 48). To be able to develop capacity to comprehend complex systems, there is need for mechanisms which can record time delays, stocks, flows, and various feedback activities (Sterman, 2001: 17). Therefore, system dynamics models can provide for the comprehension of such nonlinear systems (Wong & Sheng, 2012: 48).

Qualitative and Quantitative Modeling

SD models can be developed and applied both qualitatively and quantitatively (Davahli et al., 2020: 2). The models enable decision makers to comprehend the behavior of dynamic systems which presents a holistic view depicting feedback and delays affecting systems. The quantitative models are depicted as, Stock and Flow Diagrams (SFDs) while the qualitative models can be depicted as Causal Loop Diagrams (Shepherd, 2014: 102).

CLDs are useful for mapping system feedback structures (Ding et al., 2018: 2). These diagrams depict causal relationships and feedback loops which are linked by arrows which in turn depict polarity. The loops can be either positive or negative which may be interpreted as reinforcing and balancing/counteracting loops respectively. The reinforcing loops show that an increase in a particular parameter causes another parameter to increase. The balancing loops cause change in the opposite direction in that an increase in a parameter causes another parameter to decrease. A dynamic equilibrium can be attained when the system contains loops that reinforce and balance. However, there may be an exponential growth if the system has reinforcing loops without balancing loops (Shepherd, 2014: 84; Ding et al., 2018: 2).

Some decision makers prefer quantitative models because they play essential roles when portraying the structure and behavior of the system. The quantitative models rely on connecting various equations to develop stock and flow structures. In this regard, the stocks depict accumulations which can be shown by rectangle or box figures. The flows are depicted as inflows and outflows which flow into and out of stocks (Shepherd, 2014: 85). The SFDs may also differentiate the compositions of variables and apply differential equations which depict the presented information (Ding et al., 2018: 3). Stock and flow models can enable better comprehension of the structure of the system[89] which entails aspects of nonlinear connections (Pejic-Bach & Ceric, 2007: 172). The structures of the systems are composed of sequences of nonlinear differential calculations which are connected (Shepherd, 2014: 85). In system dynamics model simulations, stocks and flows are used to display the entire process of accumulation and depletion of resources in a system (Sterman, 2001: 14; Wong & Sheng, 2012: 44).

The target users of system dynamics simulation models can be categorized into essential decision makers and stakeholders (Currie et al., 2018: 5). Modeling can facilitate the learning process when essential stakeholders and decision makers get involved in the process of developing the models (Shepherd, 2014: 85). Involving stakeholders and decision makers is an essential step as simulation models can provide a framework for comprehending policy issues[90] that affect sustainable development like growth and decline of cities and urban neighborhoods. The simulation models are appropriate for depicting long term dynamic perspectives of systems[91]. System dynamics models can contain microlevel structures which may be used to connect patterns of behavior in a system which can be useful in decision-making (Qudrat-Ullah, 2008: 129-130). Simulations can enhance proper understanding of the behavior of systems (Ho, 2015: 116). They identify the characteristics of the system, generate a quantitative analysis, point out the essential variables of the system, forecast effects of long-term decisions on systems, and provide an in-depth understanding of the problem. The simulation process which model's nonlinearity of the behavior of systems contains the feedback loops, time delays, stocks, and flows (Davahli et al., 2020: 2).

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[89]The structure of the system is used to mean the entirety of connections which enable the variables to interact in a way that creates patterns of behavior which dynamic over time (Barlas, 2002: 1134).

[90]Such policy problems emanate when the system variables interact and create feedbacks between decisions and their response regarding the system (Barlas, 2002: 1136).

[91]A system is a group of interconnected elements which interact in a meaningful way (Barlas, 2002: 1134).

Variable 1   Variable 2

Stock
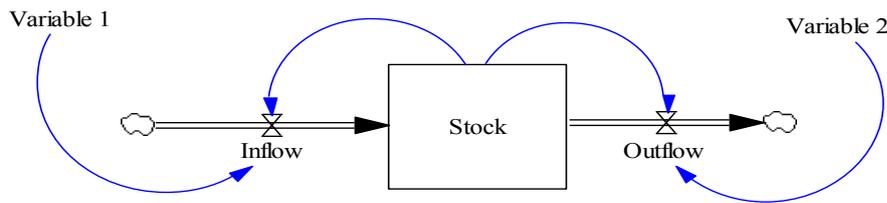
Inflow   Outflow

Figure A. 1 Stock and Flow Diagram.

Source: author

Figure 7.1 depicts a Stock and Flow Diagram which can be used to develop a simulation model. It entails a rectangle box which depicts a stock. On the left and right of the stock is the inflow and outflow respectively. The inflow leads to accumulation of the stock and the outflow leads to depletion of the stock. The variables affect the rates of both the inflow and outflows.

$$\text{Stock(t)} = \int_{to}^{t}[\text{Inflow(s)} - \text{Outflow(s)}]ds + \text{Stock(0)}$$

Figure A. 2 Equation depicting the structure of the stock and flow.

A stock accumulates because a net flow into a stock entails a rate of variation which causes change in the stock. In this regard, its differential equation consists of its derivative which is depicted as its inflow less its outflow (Sterman, 2000: 194).

Developing Simulation Models

There are various steps which can be proposed when developing system dynamics simulation models (Shafieezadeh et al., 2019: 1 & 2). The proposed approach for developing a simulation model in a sequential manner is outlined as follows: Identify a dynamic problem, develop a dynamic hypothesis, develop a reference mode, identify resources, 'borrow' and apply knowledge from a generic model, apply a component strategy to building a model, test the model for consistency, expand the boundary of the model, reconduct an evaluation test, develop a policy structure, and present simulation results.

Both the qualitative and quantitative models are developed with specific software (Pejic-Bach & Ceric, 2007: 172). The process of developing SFD models relies on four structural blocks which entail stocks, flows, connectors, and converters (Ding et al., 2018: 3). The first step is

to identity a dynamic problem like the growth and decline of the neighborhoods. The dynamic problem should have feedback links and should not be externally driven (Barlas, 2002: 1143). It should instead seek to apply the endogenous aspects of the phenomena. It may also explain the exogenous variables describing what causes such variables to experience changes. However, the model should have less input from exogenous variables. For instance, the economy of Italy where the neighborhoods of Ballaro is located is an exogenous variable.

Next, is the process of developing the dynamic hypothesis which should be linked to the problem. The hypothesis explains the dynamic setting which characterizes the problem (Sterman, 2000: 94-95). For instance, the dynamic problem entails the causes of urban decline/decay in Ballaro neighborhood. It is therefore essential for the modeler to rely on a series of in-depth interviews and focus group discussions so as to identify all the essential variables. It entails the identification of variables regarding a particular phenomenon and how it impacts the system. More still, workshops may be carried out so as to comprehend cause and result relations among essential variables. They are then categorized as exogenous and endogenous variables (Wan et al., 2013: 2055).

Next, the modeler should engage in a process of determining the reference modes. The reference mode is a form of graph which depicts the problem in a dynamic manner. It also forecasts the trend of the problem through the future perspective. It should also indicate the time horizon which extends backwards in history describing when the problem arose (Sterman, 2000: 90).

The next step entails the process of identifying resources which can be modeled including establishing their rate of change vis-à-vis the state. The resources are stocks and the state is the accumulation or depletion of the resource. A common example of resources in Ballaro neighborhood may entail tourists, existing organizations, existing networks, and funds among others. The other step is for the modeler to apply or rely on knowledge from generic model structures which are simple structures depicting different situations. The generic structures are useful when developing dynamic hypotheses. They can be developed along system archetypes which can guide the process of model development. The next step is to develop the model by the application of component strategy in the process of building the model. The quantities are placed during the modeling process as the related interactions are generated

concurrently It also entails developing the mathematical formulas and estimating the numerical values (Pejic-Bach & Ceric, 2007: 172).

The model can also be tested for the purpose of ensuring consistency and building confidence in the model (Barlas, 2002: 1143). Next is to expand the model boundaries and reconduct evaluation tests (Pejic-Bach & Ceric, 2007: 173 & 174). The next step is to develop the policy structure of the model. After developing the model, it is important to develop a policy structure consisting of information cues which can be used by decision makers to direct and control the existing proportion of flows into the system. For instance, refurbishment of old buildings can be modeled as a policy structure for Ballaro and Vucciria neighborhood. Finally, the results from the simulation may be presented to the essential stakeholders (Sterman, 2000: 102).

Steps in building simulation models

Step 1	Identify a dynamic problem
Step 2	Develop a dynamic hypothesis
Step 3	Develop a reference mode
Step 4	Identify resources
Step 5	Apply knowledge from a generic model
Step 6	Apply a component strategy to building a model
Step 7	Test the model for consistency
Step 8	Expand the boundary of the model
Step 9	Reconduct an evaluation test
Step 10	Develop a policy structure
Step 11	Present results

Figure A. 3 Steps in building simulation models.

Source: Author

The steps begin from step 1 to step 11. They follow a sequential trajectory which can support the development of robust SD stock and flow models.

Model Validation

It is essential to test the model after it has been developed (Sterman, 2000: 102). In this regard, simulation modelers have introduced a number of tests which identify defects and areas which can improve models (Sterman, 2000: 858). Model validity exists in two forms which are 1) structural validity of the model. This ensures that the model produces the expected behavior intended for the exact reasons. 2) Behavior validity of the model, which compares the generated behavior of models to practical behaviors of existing systems (Qudrat-Ullah, 2008: 132; Pejic Bach & Ceric, 2007: 173; Ho, 2015: 120). These validations tests can be explained as follows. 1) the extreme condition test; this is designed to detect if the behavior of the model can be maintained when the model is subjected to extreme conditions (Pejic-Bach & Ceric, 2007: 174). 2) the dimensional consistency test; depicts the level of consistency of the equations when the parameters are not used to represent actual reality (Sterman, 2000: 859). The main purpose of a dimensional consistency test is to ascertain if the units used to measure the variables and the equations are correct. It checks to prove that the variables used in the model match with the units assigned to them (Pejic-Bach & Ceric, 2007: 174). 3) the boundary adequacy test is useful in determining if the essential concepts regarding the problem is endogenous vis-à-vis the model. It also looks out for any changes in the recommended policy when the boundary of the model is expanded. 4) the integration error test which proves if the results of the model are sensitive to the indicated time step. 5) the behavior anomaly tests which checks if the model can maintain the same behavior when the assumptions are altered or deleted (Sterman, 2000: 859-860). These anomaly tests are useful as they point out the parameters which greatly affect the behavior of the system (Pejic-Bach & Ceric, 2007: 174).

In summary, one of the principles in the field of System Dynamics indicates that the behavior of a system is influenced by its structure (Sterman, 2001: 16). However, it is important to note that one major shortcoming of a simulation model stems from its incapacity to depict low levels of interactions in a system (Davahli et al., 2020: 2). Nonetheless, the application of the CLDs, SFDs, and insight models can provide transparent methods of interaction with essential stakeholders and decision makers which can support the design of robust policies (Shepherd, 2014: 84 & 102).

APPENDIX B: KREJCIE & MORGAN TABLE (1970).

Table for Determining Sample Size from a Population.

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

N represents population size and S represents sample size.

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APPENDIX C: KEY INFORMANT INTERVIEW GUIDE

Dear respondent,

Thank you for finding time and accepting to meet with me. My name is Mark Donald Omong. I am PhD candidate in year 3 at the University of Palermo. I am pursuing a PhD in, Model Based Public Planning, Policy Design and Management. My study topic is, Enhancing Collaborative Governance to Build Active Citizenship through Social Inclusion in Historical Neighborhood Regeneration: A Dynamic Performance Governance Approach. The purpose of this visit is to talk to you about different concepts pertaining to urban regeneration/urban renewal of the Ballaro neighborhood located in the district of Albergheria, in Palermo municipality. The information that you provide will be treated with utmost confidentiality and will not be used for any other purpose except for this research. Also, the information obtained will not be attributed to you personally, and will be processed to give general views in this research. If you agree to participate, do we have permission to audiotape the interview? I am asking to record participants so I can accurately capture their experiences in their own words. Thank you for your cooperation.

Part 1

Questions

1. What were some of the main problems affecting Ballaro in the past?
2. What was done to manage such problems?
3. Which of those problems are still existing?
4. What are some of the things/resources that this neighborhood has which can attract tourism?
5. How can tourism be better improved in this area?
6. Which areas of focus has the municipality directed more effort to improving in Ballaro?

7. What are the main assets existing in Ballaro which can be used to improve the quality of life of the neighborhood?

PART 2

Questions

1. How is the community involved in decision making regarding projects in this area?
2. Why do you think some community members may sometimes experience less active citizenship?
3. What can be done to improve the level of active citizenship in this area?
4. What is the civil society doing to promote community participation and collaboration in this neighborhood?
5. What forums/platforms are currently available to promote collaboration of stakeholders?
6. Is Ballaro facing a problem of social exclusion? Explain?
7. Which segment of society is the most socially excluded in Ballaro?
8. What is being done to ensure social inclusion in Ballaro?
9. What are some of the challenges affecting social inclusion in Ballaro?
10. What example of networks are common in this community?
11. What can be done to improve the way collaborations are carried out in this area?
12. Which community programs or projects are being managed jointly between the community and the municipality?
13. What contribution is being made by the civil society in this area?

PART 3

Questions

1. Who are some of the key stakeholders in Ballaro?
2. Which stakeholders are least represented in decision making regarding community outcomes? Explain?
3. Why do you think those stakeholders are least represented?
4. What forums are available which encourage stakeholders to participate in community initiatives?
5. Are there any existing formal network structures among stakeholders in Ballaro?

6. Which projects have been launched in Ballaro to regenerate the area?

7. What leads to growing social distance between decision makers and some sectors of the population?

8. What are the challenges affecting community participation in in this neighborhood?

9. What role do citizens/community members play in service provision in this community

10. What are some of the things that create mistrust towards government by the citizens?

11. What can be done to make citizens trust the government more?

12. What mechanism do you use to access information from the municipality administration?

PART 4

Questions

1. What resources do you think the community has that can be used to improve quality of life?

2. What are some of the main community outcomes that you would wish to see being achieved in Ballaro?

If you need additional information, please feel free to contact me by the email address markdonald.omong@unipa.it

Thank you for your time