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**Title: The self-organized citizen and its outcome in urban regeneration:
a case study of Bangrak-Khlong San District, Bangkok**

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**The self-organized citizen and its outcome
in urban regeneration:
a case study of Bangrak-Khlong San District, Bangkok**

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Summary

This research is a case study of self-organization, namely, “The Creative District Foundation” who aims to drive as the central roles on urban regeneration emphasizing creative economic approach in significant value of the heritage of Bangkok, Thailand. This phenomenon is not common to see local stakeholders trying to initiate volunteering actions which embed in governmental organizations based on a notion of hierarchical instrumental policy and decision-making in the context of Thailand.

The research objective is to understand how local stakeholders evolve themselves that are involved in a process of self-organization and affect the outcome of urban regeneration in Bangrak-Khlong San district.

The main research question is: *How does the self-organizing process by local stakeholders affect the outcome of their process in the field of urban regeneration in Bangrak -Khlong San District, Bangkok?*

The sub-questions are; *what are the factors which facilitate the self-organizing process by local stakeholders? What are the outcomes of their process in the field of urban regeneration? And how is the relation between the self-organizing process by local stakeholders and their output of their process in the field of urban regeneration?*

The formulation of the conceptual framework was based on literature on Network governance, self-organization, and a combination between Network governance and Self-organization which focused on boundary-spanning activities and the conditions of self-organization citizen in the field of community-led urban regeneration. In this way, the factors facilitating the self-organizing process and the quality of the outcome’s factors are formulated to evaluate their performance on urban regeneration and see how was the relation between the self-organizing process by local stakeholders and their outcome.

In order to operationalize the conceptual framework and measure them, this single holistic case study is used for research strategy which based on the collection and analysis of qualitative data. The primary data was collected by in-depth interview with semi-structured and the secondary data was also collected for triangulating data which included policy documents, magazines, websites and social media.

The result of the research can be concluded that the succession of the self-organizing process by local stakeholders in order to deal with urban regeneration which is complex public issues, is not processed on itself. The self-organization needs to collaborate intensively with the local community and governmental organizations. The trust and social capital, and boundary spanning activities are the important factors and needed to develop within the community group boundary and the community-administrative boundary in order to generate the quality of the outcome of urban regeneration more effective. However, this collaboration is not easy because the self-organization still exists within governmental organizations environment which based on a notion of hierarchical instrumental policy and decision-making, as well as, the absence of organizational and community governance arrangements in a policy context. This situation frustrated self-organizing process of the initiators which the governmental organizations and community do not have the room to cooperate together as a partnership in order to generate urban regeneration process in the neighborhood. However, more knowledge is therefore needed how and what to extend those the direct organizational environment, and wider political and

policy environment in different boundaries influence the self-organizing process which citizen plays as a center role.

Keywords

Self-organization, boundary-spanning work, trust, outcomes of urban regeneration, interaction.

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Abbreviations

BMA	Bangkok Metropolitan Administration
TCDC	Thailand Creative and Design Center
NGO	Non- Governmental Organization
CPB	Crown Property Bureau

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Chapter 1: Introduction

This chapter includes the overall theme of the research, the study area profile, the problem statement, the research objectives, the research question, the significance, scope and limitation of the study and the structure of this thesis.

1.1 Overall theme

Urban regeneration can be considered as a comprehensive and integrated vision, whose aim is to resolve the urban problem and improve the economic, physical, social and environmental condition of an area that has degenerated, or which offers opportunities for improvement in it (Roberts and Sykes, 2000). In the context of a new form of governance, local stakeholders' initiatives from public and business have an important role in generating urban regeneration which is set in dynamic network environments. They develop starting within the urban area itself, and seek regenerated solutions to meet local needs. Urban regeneration can improve the level of commitment of local stakeholders to get involved in implementation of visions and plans. It means that they reshape urban areas and are dependent on each other to produce urban regeneration (Wagenaar 2007, Meerkerk, I., Boonstra, B. and Edelenbos, J. 2013). The interaction between local and other stakeholders is important for dealing with recurring issues and creating better outcomes in urban regeneration. (Van Meerkerk 2014, Edelenbos and Meerkerk 2011). In the city of Bangkok, a local initiative emerged and played as the centre roles to drive urban regeneration in their neighbourhood but embedded in governmental organizations are based on a notion of hierarchical instrumental policy and decision-making. Therefore, this event can be used for a case study of how a local initiative evolved by collaborating with other stakeholders, and what is the results of their attempt to regenerate their district.

1.2 General background

1.2.1 The urban regeneration along Chao Phraya River in Bangkok

The Chao Phraya River is the principal river of Thailand and constitutes a valuable history of the country. It flows south through the nation's fertile central plain for more than 365 kilometers to the Gulf of Thailand. Bangkok is situated on its banks and has benefited from nation's traditional trade for many centuries. Traditionally, Thai people have relied greatly on the water. The settlements were spread out along the Chao Phraya River and its canal banks for transport and commercial activity that brought social integration and prosperity to the city. Nowadays, urban development is along the roads, but the cultural landscape of the Chao Phraya River still exists and attracts many tourists.

After the Asian economic crisis of 1997, Thailand's economy was in recession until 2003. As a result, the government aimed to increase economic competitiveness to attract more wealthy investors and tourists to the city. They enacted public policies to encourage private sector gentrification of underutilized prime areas, such as developing existing infrastructure, supporting financial credit for real estate developments and accelerating the government disbursements into the economy (UN-HABITAT, 2008). Consequently, developers (both public and private) targeted underutilized sites in the prime area of Bangkok and gentrified them into shopping malls, hotels, prestige condominiums and housing along the rapid rail line and in the areas which had access to rapid rail stations. This urban development trend focuses on revitalization, especially in city centres, emphasizing economic development (Carmon, 1999).

This phenomenon has also expanded along the Chao Praya River area because of the potential of its river view and the future expansion of a rail transit line through this area. Consequently, several urban renewal projects have emerged along Chao Praya River since 2015. The state and private sector are the main initiators who drive the urban renewal projects in the area (Ruivanarom, 2017). For example, the future expansion of the rail transit line has encouraged investment in the Chao Praya River area by most leading residential and commercial developers. In this way, the Chao Praya river's image has changed from that of a historical area to a new upmarket lifestyle destination. Moreover, the state also directly initiated the road map for promenade plan, namely "Chao Praya For All" which had a high budget, so as to provide access for all to the Chao Praya Riverside and to restore its quality. It was also intended to establish the Chao Praya river as a landmark for tourism. Income from tourism is one of important factor in Bangkok's economy (Kittikongnapa, R. 2016, Realist Blog, 2016). The planning seems to focus on the city beautification rather than improving the quality of life that they previously claimed. Moreover, the plan has insufficient time, vague provision for public participation and incomprehensive study of the project. This brought about huge criticism and opposition from the public. It can be seen that these policy processes within the government are dominated by the bureaucratic structure (the top-down approach) and an centralized policy making (Klijn, 2007). These have limited the ability to deal successfully with social and physical complexity (Wagenaar, 2007).

In addition, urban regeneration has also been generated from local or community-based initiatives. One of the interesting cases of local or community-based initiatives emerged in Bangrak -Khlong San district, located along the Chao Phraya River. It is the central district of Bangkok. It can be seen as a bottom-up initiative, which emphasizes a creative economic approach, to promote urban regeneration. It is unusual to see local stakeholders initiate voluntary actions in Bangkok.

1.2.2 Bangrak -Khlong San district profile

Since this thesis studies the self-organizing process by local stakeholders in the field of the urban regeneration, it is necessary to have a general existing context on the district background.

The scope of the study area is in Bangrak (on the East bank of the Chao Phraya river) and partly in the Khlong San District (on the West bank of the Chao Phraya river) in Bangkok (Department Of City Planning, 1998) which is showed in Figure 1 below. In the study area, on the East bank of the Chao Phraya River, Charoen Krung Road is the major road, and was the first road to be built by modern construction methods between 1862 and 1864. It is historically important, and runs from the old city centre in Rattanakosin Island, through Bangkok's China Town, and the Bangrak District, and ends in Bang Kho Laem. The construction of Charoen Krung Road marked a major change in Bangkok's urban development. It shifted the mode of transport from water to land. Consequently, it brought significant economic activity and social integration between Chinese, Christian, Muslim and Thai cultures to the area (Pimonsathean, 2009). Charoen Krung Road was Bangkok's main street up to the early 20th century but later degenerated because of the emergence of new commercial and business areas. The strictness of commercial building regulation regulations and the displacement of the main office of the Thai Post Company, which was one of the significant business activities in the area, were also causes of decay in this neighbourhood. Moreover, the lack of space for recreational activities, as well as the underuse and deterioration of many existing buildings are development challenges (Kaewlai, 2016). Currently, this area is still home to many historic buildings and neighbourhoods, which are beset by changes as an extension of the underground MRT line is about to cause new development.

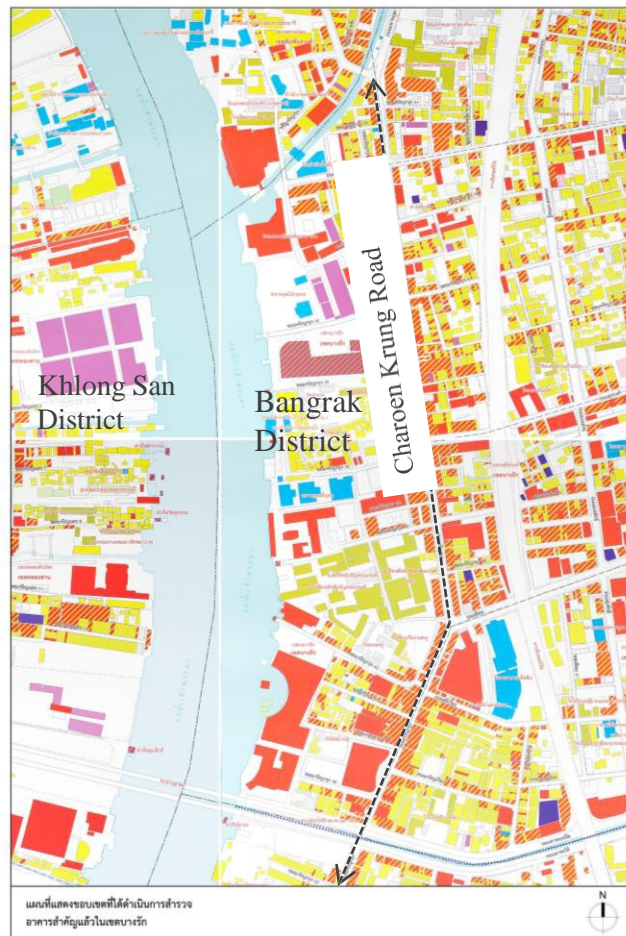


Figure 1: The building use and historical building map in Bangrak and Khlong San District.

Source: BMA, 2007 (adapted)

1.3 Problem Statement

According to the 10th-year 2007-2011 National Economic and Social Development Plan, the government announced their ambition to develop Thailand's creative sector as an important part of the economy. They aimed to increase the value of goods and services (Value Creation) by integrating knowledge, innovation and the diversity of natural resources and culture (Office of the National Economic and Social Development Board, 2009). However, this policy has been suspended after the end of the 10th National Economic and Social Development Plan for political reasons (Fernandez, 2016). Moreover, the area along Charoen Krung Road has degenerated, but still has the economic potential of its location. As a result, the local businesses in Bangrak, and Khlong San districts including entrepreneurs, business owners, and local artists, generated their own activities after 2015. These were intended to promote tourism and the arts, for example the international street art festival and Gallery Hopping Night (Fernandez, 2016). Meanwhile, a non-profit organization, the Thailand Creative and Design Centre (TCDC) is going to relocate to a new venue in the Grand Postal Building on Charoen Krung Road in order to expand their activities. In this way, the parties were able to co-operate and form the *"The Creative District Foundation"* as a means to revive the built environment and preserve the riverside heritage while attracting Bangkok's creative entrepreneurs and aiming to eventually change the wider business landscape in these areas. The Creative District

Foundation aims to balance the new development that is springing up near Bangrak with conservation of the built environment, and to obtain the support of the local communities. They have identified six tracks of activity: art and performance, design and digital district, property preservation, urban planning and environmental improvement, community and food. (Feranndez, 2016). In this way, Bangrak and Khlong San district will become the prototype creative business districts, with arrangements for design, community and business activities, providing social and economic value to the community and surrounding neighbourhood (Kaewlai, 2016). However, this self-organization still faces many challenges in order to gain resources for its urban development plan, such as the lack of engagement with the local residents and governmental organizations. In addition, there was the unexpected death of King Rama IX. This situation cause sort of country-wide shutdown in the sense that normal economic and social activities will for a year-long period of public mourning.

Therefore, it is clear that urban regeneration is a complex issue and exists in dynamic network environments with the cooperation of different stakeholders. Consequently, it is important to use the concept of Network governance as a theoretical approach to understand the subject of this study and measure the outcome of complex decision-making processes in this network. Moreover, the concept of self-organization and a combination between Network governance and self-organization theories are also useful to explain how this self-organizing citizens organized themselves within the dynamic urban system when they played a central role in urban regeneration.

1.4 Research Objectives

The research aims to explain how the self-organizing process by local stakeholders affects the outcome of their process in the field of urban regeneration in Bangrak -Khlong San District.

1.5 Provisional Research Questions

How does the self-organizing process by local stakeholders affect the outcome of their process in the field of urban regeneration in Bangrak -Khlong San District, Bangkok?

The sub-questions are; what are the factors which facilitate the self-organizing process by local stakeholders? What are the outcomes of their process in the field of urban regeneration? And how is the relation between the self-organizing process by local stakeholders and their output of their process in the field of urban regeneration?

1.6 Significance of the study

As seen above, the Bangrak - Khlong San District, particularly along the Charoen Krung Road is a flourishing economic area, and the social integration of the past has degenerated. At the same time, the economic and cultural value of this area, and the future expansion of rail transit line, provide opportunities for development. This stimulates local businesses to cooperate with other stakeholders to deal with this issue and enhance the chance of redevelopment that is suitable to the local needs. It is not common to see local stakeholders trying to initiate voluntary actions of urban regeneration in Bangkok, which is characterized by inflexible rules of policy and process resulting from bureaucratic structures. According to the literature, there is a lack of theoretical approach focusing on the combination of Self-organization and Network governance to explain the relationship between the local self-organizing process, and its impact upon the execution of urban regeneration. Moreover, self-organization and governance network theories are generally practiced in Western environment and have not been used to analyse initiatives in Thailand. Therefore, it can help to see if these theories are relevant and useful for analysis outside Western countries and if they are able to improve the stakeholder's capability to drive urban development effectively.

1.7 Scope and limitation

The scope of the study focuses on a particular self-organization by local stakeholders that was involved in creative ecology, and which formed itself in 2015. Other self-organized activities in these districts, such as housing, are not considered in this thesis. The physical area covered by the study is in the Bangrak and Klongsan Districts of Bangkok.

The main limitations of this research can be divided into 3:

Firstly, the time period of self-organizing process by local stakeholder in this research is still not long enough. The self-organization in Bangrak –Klong San District started in 2015.

Secondly, the researcher has only had 4 weeks in the field for research. It is a short time to gathering all the required data.

Thirdly, there is a limitation with secondary data, especially that collected from meeting reports. This type of self-organization is new, and they are not necessarily well organized.

Fourthly, this research is based on a single case study, so it will be difficult to use it as a basis for generalization.

Chapter 2: Literature Review / Theory

After presenting in chapter 1 the general background, the problem statement, the research objective and questions, the significance, scope and limitations of the study and the thesis structure, in the following chapter, each theory is defined, described and discussed in the light of the arguments and statements presented in the literature. This chapter clarifies and establishes the relation between these theories in order to create a conceptual framework related to the research question. The main focus of this thesis is the interaction between local stakeholders in the self-organizing process in order to deal with the complex issue and achieve their goals in urban regeneration. Thus, the research is based on 2 main theories which are network governance and self-organization concept. The overlapping between 2 theories is focused on the theory related community-led urban regeneration. Through a literature review, the conceptual framework was formed.

2.1 State of the Art of the Theories/Concepts of the Study

The first theory to study is the Network governance which refers the governance as a web of relationships between government, business, and civil society actors. It is also considered to have potential in terms of capability in dealing with complex public issues (Koppenjan and Klijn, 2004). This concept is chosen to explain the characteristic of the social relation between actors to deal with the public issue and the network performance for measuring the outcome of complex decision-making processes in networks, particularly in the urban planning and development. The second theory is Self-organization as an important concept which focuses on the adaptation of behavior of Self-organization. The research is also studied in detail of the overlapping between 2 theories which is focused on boundary-spanning activities and boundary spanner, and the conditions of self-organization citizen in the field of community-led urban regeneration in order to understand an evolution of interaction between different non-government actors within the dynamic urban system which could lead to the transformation of the urban area (Wagenaar, 2007). This diagram of a content arrangement in this chapter can be illustrated in Figure 2.

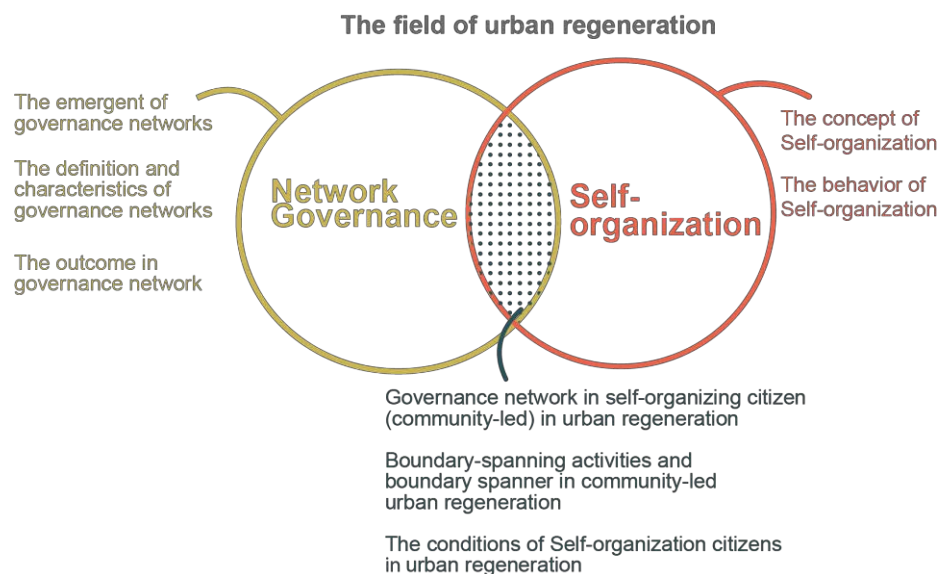


Figure 2: The diagram show the relation of theories and its studied contents which are focused in the research. Source: The author

2.1.1 Network governance

2.1.1.1 The emergent of governance networks

The policy and decision-making context have changed significantly in the global north for the last decades. The increasing complexity of public issues which refer to the boundary-crossing character of public issues, such as water management, urban development, healthcare, poverty reduction, employment policy, environmental protection, and crime prevention causes one major change of policy and decision-making context (Wagenaar 2007, Teisman, G., Buuren, A. van and Gerrits, L. 2009). These kinds of the complexity of public issues cannot be addressed in isolation, as well as are not solved by particular governmental fields of action. According to Van Meerkerk (2014) mentioned, an urban development like urban regeneration projects are boundary-crossing public issues and include a combination of spatial functions, such as infrastructure, social facilities and green and recreational areas, housing, business areas and commercial strips. Moreover, urban regeneration can be considered as the comprehensive and integrated vision and action which aim to resolve an urban problem and improve the economic, physical, social and environmental condition of an area that has been degenerate or offers opportunities for improvement (Roberts and Sykes, 2000). It also exists in dynamic network environments that consists of governmental institutions, not-for-profit organizations, and residents. They reshape urban areas and are dependent on each other (Van Meerkerk and Edelenbos, 2014).

A changing societal context is also one of influence in the policy and decision-making context significantly. Societies become more heterogeneous. Education levels, socio-economic resources, access to political information which can be seen as the resource of citizenship, have increased and empowered the citizens to be able to challenge governmental action. Moreover, citizens' trust in political authorities has decreased. Therefore, it causes tensions with the modernistic governmental institutions that based on representative model and hierarchical steering (Van Meerkerk, 2014).

The challenges of the increasing complexity of public issues and the changing societal context lead to pressures on modernistic governmental institutions. The steering principle in modernistic governmental institutions is identified as hierarchical-instrumental policymaking. They are also characterized by functional differentiation and specialization (Van Meerkerk 2014, Beck, Giddens, et al. 1994). In this way, they are divided into different sections of partial responsibility such as finance, the economy, social welfare, infrastructure, and urban and landscape planning. Thus, each organizational unit can concentrate and specialize on solving one particular part which is not able to deal with complex issues (Van Meerkerk, 2014). Moreover, Klijn (2007) stated that the governmental institutions are qualified as a mono-actor which make an individually center decision of policymaking and the outcome of policy steers through an intellectual design process. Scientific knowledge is used to design policy assessments and implementation program in the policy formulation phase. After this phase, the implementation phases is considered as a non-political, technical and programmable activity. Consequently, the governmental institutions would have an incorrect assumption about relations between goals and effectiveness of steering instruments, resistance from implementing bodies or target group, lack of information about the goal, and lack of control in implementation phases. These could be the weak results from this model.

As a reaction to the challenges that previously mentions, governance networks emerge from the interdependency between autonomous actors around complex issues (Van Meerkerk, 2014). Policy and decision making within the network is the result of cooperation between interdependent actors who are governmental and non-governmental actors, such as citizen groups, private business, and societal interest groups. These actors have different and often conflicting rationalities, interest, and strategies. Policy process as an interaction process in which they exchange problem's information, preferences, and means, and trade off goals and resource (Klijn 2007, Klijn and Koppenjan 2012). In this way, they could improve the quality of policy- and decision-making to be more integration of complex issues and develop more innovative solutions (Koppenjan and Klijn, 2004). The modernistic governmental institution is not seen as a superior position but rather on equal position with other parties. In this way, governance networks can be considered as a response to the limits of hierarchical-instrumental policymaking and overcome the constraints of representative democracy and party politics within the complexity of many public issues (Wagenaar 2007, Van Meerkerk, 2014).

2.1.1.2 The definition and characteristics of governance networks

According to Van Meerkerk (2014, p.156), stated the meaning of governance networks is that *“as more or less stable patterns of social relations between mutually dependent actors, which form around public issues, and which are formed, maintained, and changed through interactions between the involved actors”*. The certain main characteristics of governance networks can be identified as follow;

1. They emerge and evolve around boundary-crossing public issues that cross different organizational, jurisdictional, societal, and/or functional boundaries and have a multi-value character. It requires collective actions of more actors to solve (Van Meerkerk and Edelenbos, 2014, Sørensen and Torfing, 2009).
2. Thus, there is relatively high inter-dependency between actors to deal with these issues. The different actors with different interest interact with each other and join their resources and knowledge to achieve qualitatively good outcomes which show some durability over time (Koppenjan and Klijn, 2004).
3. These interactions are complicated because each actor is relatively autonomous and have their own perception about the policy problems and solutions (Van Meerkerk and Edelenbos, 2014, Klijn and Koppenjan, 2012).

In addition, the governance networks exist beside traditional forms of government. They not only challenge the traditional forms of government but also enhance a legitimate and more effective policy and decision-making (Van Meerkerk, 2014).

2.1.1.3 The outcome in governance networks

Measuring outcomes of complex decision-making processes in networks are on a particular best approach that has been discussed in many the governance literature. In urban governance network, there are different goals from involved multiple actors, therefore, it is difficult to choose a single goal of the nodes to measure outcomes. Moreover, the goal of the actor is likely to change over time and lengthy during decision-making process (Klijn, E., Steijn, B. and Edelenbos, J. 2010, Van Meerkerk and Edelenbos 2014). In this way, according to Klijn, et al (2010) used perceived network performance for measuring the outcome which can be divided into 2 categories. Firstly, the content outcomes which have many elements, are characterized the substance of results from governance processes. These elements are as follow;

1. The innovative character of the outcome. It means that the project showed innovative results. It is not just creative ideas, but these ideas should turn into new practices and institutions (Hajer and Wagenaar, 2003).
2. The integrative aspect of the solution which the urban development plan represents different environmental functions such as housing, recreation, etc or in the sense that different spatial functions and utilities are collected in the policy solutions.
3. The recognizable contribution made from the involvement of the stakeholders in the decision-making. It means that variety of ideas are developed by various actors emerging in the outcome (decision, plan, intentions) and are recognized during the development of the plan and in the final document of interactive process (Edelenbos and Klijn, 2006).
4. The robustness of the results means that the developing solution is a durable solution for the future.
5. The problem-solving capacity of results means that the solutions really address the problem. This element is generated when stakeholders begin to learn about their interdependence around a problem, they learn how to define and measure the problem through tasks of agreeing as a group, then decide on their shared mission and develop new heuristics. The new heuristics are able to deal with future uncertainties which are not detailed and rigid (Hajer and Wagenaar, 2003).
6. The relationship between the costs and benefits of results from governance networks means that the costs of the plan do not overrun the benefits of a project.

Secondly, process outcomes can also be divided into different elements as follow;

1. The management of the government network which refers to how actors satisfied in the ways in which actors are involved in the project.
2. The conflict resolution means that conflicts and difference of opinion have been solved during the interaction.
3. The process has encountered stagnations or deadlocks.
4. The productive use of the differences in perspectives means that the involve actors have used the existing different perspective and insight among the actors in an adequate way with regard to solutions and problems in the project.
5. The frequency of interactions between actors during the project.
6. The support for results coming from governance networks means that stakeholders are satisfied with the results achieved. The outcome meets the objective develop during the process.

These elements of content and process outcome also relate and overlap to the factors influence the effectiveness of governance networks that are mentioned by Torfing (2012) and Van Meerkerk (2014). These factors influence are; (1) participants' willingness to exchange or share resources, (2) the inclusion of relevant and affected actors and (3) the capacity of actors within the network to develop common conceptions of problems, solutions, and decision-making (van Meerkerk, 2014, Torfing, 2012). It means that good process outcome can mutually lead to the willingness of actors to exchange or share resources. The inclusion of relevant and affected actors refers to the involved actors have delivered a recognizable contribution to the development of the plan and how well of the plan is known by affected actors (Edelenbos and Klijn, 2006). The inclusiveness also ensures that all interests need to be engaged and their solution is not influenced by someone or group who has more power than others. Excluded stakeholders can and often destroy agreements (Hajer and Wagenaar, 2003). Moreover, the capacity of actors to develop common conceptions of problems, solutions, and decision-making also affect the performance of content outcome.

On the other hand, these elements of content and process outcome also reflect the failure factors of policy decision-making in governance network. According to Klijn (2007), stated these factors are; (1) the lack of incentives to cooperate and (2) the existence of blockades to collective action. These factors as the result of the lack of awareness of the mutual dependencies, conflicts of interest and undesirable balance between interaction costs and unexpected outcomes of policy or risk. Actors may lose their interest and perceive low priority of problem during the interaction process. Then, they can withdraw their resource, important actors may be absent, while other actors may discourage from the participation. Consequently, these situations lead to stagnant interaction and the absence of commitment for a common purpose between actors.

2.1.2 Self-organization

2.1.2.1 The concept of Self-organization

The concept of self-organization emerged in the natural sciences and associate with a complex system. It is the spontaneous emergence and maintenance of ordered structure from local interactions between parts of an initially disordered system. This emergence is not determined and imposed by one single but rather by non-linear interactions between various elements (Edelenbos, van Meerkerk, et al., 2016). It is also often triggered by random fluctuations and amplified by positive feedback. The resulting organization is distributed over all the components of the system. The organization is typically robust, adaptable and able to survive or self-repair substantial perturbation (Kauffman 1993, Nederhand, Bekkers, et al., 2014).

The notion of complexity has also influenced social science. In the term of public administration, self-organization can be seen as a governance concept that refers to the adaptation of the behavior of non-governmental actors emerging collective action without pressure from the government. This is also known as self-governance (Nederhand, Bekkers, et al., 2014, Bekkers, 2007). Moreover, self-organization can be seen as a collective process of non-linear interaction between many local actors. They create the new governance structure which has emerged and maintained (Edelenbos, van Meerkerk, et al. 2016, Nederhand, Bekkers, et al. 2014, Meerkerk, I., Boonstra, B. and Edelenbos, J. 2013) A social movement can be described as a self-organizing system that has an internal logic and emerge spontaneously to produce alternative topic and demands. These network of groups create new protest issues, methods, identities, structure, and organization with communicative linked (Boonstra and Boelens, 2011).

In addition, self-organization is different from collaborative participation. Citizen participation can be seen as an instrument and approach which is set by the government. This approach helps them to increase support from a citizen, enhance democratic legitimacy and the quality of decisions made. The individuals (citizens) take part in decision making in institutions and programs that affect them through this procedures. On the other hand, self-organization contributes to the actual motives, network, communities, process, and objective of citizens themselves. Citizens determine the content (the subject matter, priorities, and plan) and the process under their engagement happening (Edelenbos, van Meerkerk, et al., 2016, Boonstra and Boelens, 2011). However, participation can develop self-organizing efforts and self-organization can be mainstreamed or institutionalized into the formal government-led process (Edelenbos, van Meerkerk, et al., 2016, Boonstra and Boelens, 2011).

In the context of spatial development, self-organization can be seen as civil society initiatives from autonomous community-based networks of citizens (bottom-up initiatives), who are part of the urban system. They are independent from government procedures and stand outside of government control (Nederhand, Bekkers, et al. 2014, Boonstra and Boelens 2011). self-organization have the ambition to build sustainable cooperation among citizens in order to deal with a specific set of public issues and advance public administration and policy making because they are an intended end-users (Van Meerkerk 2014, Boonstra and Boelens, 2011, Edelenbos, van Meerkerk, et al. 2016).

2.1.2.2 The behavior of Self-organization

According to Van Meerkerk, et al., (2012) mentioned that there are 2 types of self-organizations in the complex system theory in term of physical and social science which are; autopoietic self-organization and dissipative self-organization that interplay and contribute to the vital actor's relation in the context of urban regeneration. These both of behaviors can be explained how self-organizing by local stakeholders take initiative to come with collective and collaborative actions.

Firstly, autopoietic self-organization refers to self-maintenance and reproduction of system which attain an existing structure and maintain it in self-referentiality (Meerkerk, I., Boonstra, B. and Edelenbos, J. 2013, Luhmann and Bednarz 1995). Van Meerkerk, Boonstra and Edelenbos (2012, p. 1634) also applied in the social system and defined, *“as the inwards orientation of social systems that is about self-maintenance, identity forming and stabilization, and reproduction. Autopoietic self-organized systems are characterized by internal orientation, narrow boundary judgments and stability (reproduction, maintaining) in structures in which variety and redundancy of ideas (plans, content) and actors are countered.”*

Secondly, the dissipative behavior is about the increasing non-linear connection of various subsystem (with a small change) conducting highly dynamic process to large-scale change. This change situation is, namely, far-from-equilibrium situations which the system are more sensitive to external intervention (Meerkerk, I., Boonstra, B. and Edelenbos, J. 2013, MORÇÖL 2005). Van Meerkerk, Boonstra and Edelenbos (2012, p. 1634) stated this behavior as *“the openness of social systems and the exploration for (increasing) interconnection of different subsystems leading to highly dynamic and vital processes. This type of self-organization is characterized by external orientation, wide boundary judgments, and production of new structures and processes in which variety and redundancy of ideas (plans, content) and actors are aimed for.”*

In this way, the new structures and processes may put the pressure on its new structure and the existing. Furthermore, the autopoietic and dissipative self-organizations can be both showed within the complex system. In situations of equilibrium with autopoietic self-organizations, the system is static which grows isolate and does not fit with its environment. Conversely, when system is totally unstable with dissipative self-organizations, it is difficult to correspond to the new challenge and could become rudderless (Meerkerk, I., Boonstra, B. and Edelenbos, J. 2013)

2.1.3 Governance network in self-organizing citizen (community-led) and the need for boundary spanning in urban regeneration

The governance networks could also emerge on the initiative of civil society actors or private businesses. As the result of the changing societal context, self-organizing citizens play more important role in driving policy and decision making, whereas governments play a less dominant role (Meerkerk, I., Boonstra, B. and Edelenbos, J. 2013). It means that the boundaries within governance networks between the public, private, and societal domain become more blurred.

Policy and decision making are a result of negotiated interaction between governmental organizations, societal organizations, citizen groups, and/or private businesses that governmental organizations have become more dependent on these self-organizing citizens to implement their decisions, whereas local citizens increasingly show their self-organizing ability to challenge governmental action. They are able to develop good plans and mobilize political support for their views through citizens' initiatives (Van Meerkerk, 2014). In this way, local citizens' initiatives inducing interactive policymaking can be seen as processes of self-organization where citizens and social interest groups spontaneously join common action (Van Meerkerk and Jurian Edelenbos, 2016). According to Frieling, et al., (2014) stated, the success of community-led urban regeneration strongly depends on the interaction which self-organizing citizens play a central role with other actors such as government institutions, professional service providers, and private sectors and the extent to which local initiative, community assets, and constraints match up with governmental policies and the assets and constraints of professionals. If local stakeholders' initiative (community-based) are offered opportunities to determine their own needs and play the main role in implementation that they prefer to see, this would lead to long-term sustainable change within their communities (Drake, Simmons, et al., 2014).

Furthermore, self-organization driven by local stakeholders' initiative (community-based) is highly potential in the term of legitimate approach than government-led participation. In governance network between citizens and public officials, information exchange, learning, and mutual experience are developed and they mutually adapted themselves through interaction. This creates new governance structure which can be seen as institutional co-evolution (Van Meerkerk 2014, Edelenbos, van Meerkerk, et al. 2016).

However, these co-evolve process is not easy. The interaction could produce tensions on the existing institutions of representative democracy. It leads to pressure on both institutional arrangements. Moreover, there are some hindrances for the local initiative by non-state actors in practice of community-led urban regeneration because they also are dependent on some kind of political, financial, or technical support from governmental institutions (Dijk, Edelenbos, et al., 2017). Lack of resources and power and/or lack of capability to connect with governmental institutions for cooperation could be hindered the process of community-led urban regeneration. (Van Meerkerk 2014, Edelenbos 2005).

In this way, as community-led urban regeneration challenges customs and procedures, and existing power relations in governmental institutions, it needs the proper interfaces which such institution in order to gain the important support of resources, legitimacy, and to coordinate activities with local administrations (Edelenbos, 2005). For example, Van Meerkerk, et al., (2017) and Mitlin (2008) mentioned self-organization, often led by community-based organizations, are able to build bottom-up form of co-production with the government for public services provision which often invests in large-scale capital. Various boundary-spanning

efforts are needed to align assets and constraints between community actors and governmental authorities in such co-production.

According to Van Meerkerk, et al., (2017) stated the boundary-spanner in the context of community-led urban regeneration, is the key individual taking a leading role of connecting different individuals and interests, and embedding collective process across the different institutional boundaries. These boundaries are;

1. Community group boundary. Communities often have social division and conflicting interests. This is important for boundary spanner to develop connection between individuals and social group in order to not only rise social cohesion but also contribute to building group identity (Frieling, Lindenberg, et al., 2014)
2. Community-administrative boundary. The steering principle in governmental institutions is the hierarchical-instrumental policymaking. These always hinder proposed policy solutions of urban regeneration which is produced from the interaction with local stakeholders' initiative. These integrative policy solutions could change when passing through formal policy and decision making structures (Edelenbos, 2005). In this way, boundary spanning effort could resolve these challenges.
3. Community-political system boundary. It can be seen that co-production between communities and governments redistribute the power among stakeholders. The clientelism which connects powerful social group to low-income communities in order to secure political advantages would be the challenge in this aspect because these could perceive local stakeholders' initiative and co-production with local communities as a threat (Mitlin, 2008)
4. Community-private/societal sector boundary. These private/societal sectors are private developers, private business, and non-profit organizations which own financial resource, assets in neighborhoods, and economic entrepreneurial ideas. The different interest and institutionalized rules would cause the challenges between local stakeholders' initiative and private/societal sector.

2.1.3.1 Boundary-spanning activities and boundary spanner in community-led urban regeneration

The concept of boundary-spanner originally come from the organizational literature. They play a key role of connective agents across intra-organization boundary because of task differentiation and specialization (Dijk, Edelenbos, et al., 2017). In this way, boundary spanners are able to connect the high flow of information between involved actors and bridge relation for increasing the reachability of information. They create short paths between groups (Wagenaar 2007, Van Meerkerk and Edelenbos 2014). With regarding the government network literature, policy decision-making processes need to improve the condition of collective action in order to produce the good outcome (Torfing, 2012). In this way, the boundary spanning activities is considered as an important factor to build sustainable inter- organizational relationships, mutual exchange of information, and coordination across organizational boundaries. The boundary-spanning activities can be identified not only as the coordinating between different actors from the government, society, and business (governmental and non-governmental organizational) but also as the translation of policy processes across boundaries and connecting of governmental procedures into network processes in order to enhance the performance and legitimacy of governance networks. (Van Meerkerk 2014, Van Meerkerk and Edelenbos 2014).

In addition, boundary spanners are able to strongly link internally (in their own unit or organization) and externally (with other units or other organizations) flow of information in order to create better fit between the organization and their environment. Boundary spanners are representing the organization in the environment and also is representing the environment within the organization. Their principles are; connecting/ linking different people and process across boundaries, selecting relevant information on both sides of the boundary, and translating this information to the other side of the boundary which each two domains speak a different language and function because they have different principles, routines and procedure (Van Meerkerk and Edelenbos 2014, Van Meerkerk 2014, Dijk, Edelenbos, et al. 2017).

Moreover, in the context of community-led urban regeneration, boundary spanning activities is not only coordinating across boundaries, building the relationship and transmitting information but also creating and establishing new or innovative arrangements in order to foster urban development (Dijk, Edelenbos, et al. 2017, Moulaert, Swyngedouw, et al. 2010). According to Van Meerkerk, et al., (2017, p. 178) stated *“the boundary-spanning activities can be considered as strategies implemented in order to gain political support for community-led urban regeneration, embed community-led urban regeneration across institutional boundaries, leverage resource and investment from outside the community, mobilize community members and develop a group identity, and build sustainable relationship between local communities and formal organization in order to share information and facilitate mutual learning among and between community members and public professionals”*. (Edelenbos, van Meerkerk, et al., 2016) boundary spanner do not only link actors, ideas, and resource crossing boundary, but also help to protect self-organizing activities in terms of acquiring, for instance, political and financial support (Edelenbos, van Meerkerk, et al., 2016).

Boundary spanners also take action in different kinds of activities. They performed by different individuals who are in different network positions (such as community leader, public managers, and NGOs). When they collaborate together and build trust, they can strengthen each other's boundary-spanning work or complement to each other's activities in different institutional context. In this way, they create new governance arrangement in which both boundaries (Meerkerk and Edelenbos 2016, Dijk, Edelenbos, et al. 2017).

There are several enabling and constraining conditions that affect boundary spanning performance in community-led urban regeneration (Dijk, Edelenbos, et al., 2017). At the individual level, it can be seen that networking skills are essential. In this way, in order to become a successful boundary spanning, they have to be knowledgeable and credible about to other actors on different sides of the boundary. These help them to build trust with other people. Trust is an important factor to create and maintain collaborative effort in the network that leads to the qualitatively good outcome. In this way, boundary spanners are able to increase trust between actors of different organizations in the network by creating the frequent and recurring interaction (Van Meerkerk and Edelenbos, 2014). Moreover, they are knowledgeable, especially institutional experience and their relational capacities, also provide them know “Otherness”. It means that they know how the political and administrative system work. For example, they are able to strongly link within the local community by their network activities, but they were also linked at the governmental side of the boundary because of their previous work experience within governmental institutions (Edelenbos, van Meerkerk, et al. 2016, Dijk, Edelenbos, et al. 2017).

In addition, the organizational and institutional context also create opportunities or constraints of building co-productive relationships between government and local communities for boundary spanner. The community culture and characteristics, and the presence or absence of inviting organizational structures and procedures within governmental organizations, can shape

the level and quality co-production in urban regeneration and boundary spanning performance. For example, policy process, procedures and inflexible rule within governmental organizations which is dominated by bureaucratic structure often influence the autonomy of public managers and community leaders when engaging in boundary-spanning activities (Dijk, Edelenbos, et al., 2017). The high level of fragmentation into variety of social groups could hinder community leaders being able to accumulate communal social capital (Purdue, 2001). Moreover, the ability of community leaders to mobilize social network would not succeed to secure resources when such resources are scarce or difficult to access (Dijk, Edelenbos, et al., 2017).

2.1.3.2 The conditions of self-organization citizens in urban regeneration

Self-organization of citizens plays more important role in community-led urban regeneration. They develop by starting from within the urban area itself, seeking the regenerated solution to fit local needs, enhancing the commitment of the involved local stakeholders and therefore the implementation of visions and plans. It means that they reshape urban area and are dependent on each other producing urban regeneration (Van Meerkerk 2014, Edelenbos 2005, Wagenaar 2007) There are several conditions that facilitate these self-organizing process in order to achieve specific of their goals. According to Van Meerkerk, Boonstra and Edelenbos (2012, p. 1675) mentioned: *“four conditions which favor self-organizing process which favor self-organizing process to emerge and to evolve into vital actor relation”*. Vital actor relation is the institutional or relational capacity to develop and realize cooperation and collaboration. This kind of relationship is characterized by a presence of joining fact to find and mutual understand problem and solution, as well as, an absence of high-level conflict during the process of interaction.

These four conditions of self-organizing process are as follow;

1. The presence of a triggering external events is a disrupting effect on the meaning of the area for local stakeholders, such as the identity of the urban social system was threatened. These triggering events put them approaching as self-organization to deal with it in a creative and innovative way (Meerkerk, I., Boonstra, B. and Edelenbos, J. 2013). Moreover, it can be seen as citizen initiative have discontent with the existing situation (such as government withdraw from due to budget cuts, less priority from governmental attention) and a feeling that new policies and actions, are necessary to formulate collective actions in term of confrontational strategies (Nederhand, Bekkers, et al. 2014, Meerkerk, I., Boonstra, B. and Edelenbos, J. 2013).
2. The presence of boundary Spanning work of the key individual. As previously mentioned in 2.1.3 and 2.1.3.1, the boundary spanners play an important role in order to build a relationship, align different activities, connect and translate relevant policies, process, and practice across different institutional boundaries. The boundary-spanning positions on community-led urban regeneration can be seen as community leaders, public managers and NGOs (Dijk, Edelenbos, et al., 2017).
3. Mutual adaptation of actor roles. It means that the new structures often put pressure on existing institutionalized structures (Edelenbos, van Meerkerk, et al., 2016). When self-organization takes place in policy sector, can be considered as the emergence of new

structure in the condition that government traditionally plays a dominant role. In this way, existing institutionalized structures should be changed to provide room for self-organization taking responsibility. Moreover, actors should have a flexible adaptation in order to deal with the new challenges, position and playing rule without external authorities control them (Meerkerk and Edelenbos, 2016).

4. Facilitating legal framework. The legal framework or institutional arrangement or the creation of an organization with has a legal status which has budget and staff, are used as the innovative way by the actors' cooperation and are facilitated the self-organization in order to ensure the relative autonomy of the initiative was not disturbed (Nederhand, Bekkers, et al., 2014). The extension of existing legal framework dealing with changing role or new legislation is required (Edelenbos, van Meerkerk, et al. 2016, Boonstra and Boelens 2011). It can be seen as the outcome of a self-organizing process that ensures the relative autonomy of the initiative evolving further.

In addition, Naderhand, Bekkers, et al. (2014), also stated more three of conditions that facilitate self-organization as follow;

1. The presence of trust and social capital. Trust can be seen as the acceptance of risk and vulnerability come from the action of others and expect that they will not take advantage from this vulnerability (Purdue 2001, Humphrey 1998). There are 2 kinds of trust which are; firstly, competence trust refers to trusting that the other individual or organization has that ability to control risk by meeting commitments. It depends on a rational prediction of the benefits accumulating to the self and other in the collaboration. Secondly, according to Vangen and Huxham (1998, p.4) stated, goodwill trust refers to an expressive form of accepting vulnerability which bases on shared values and goals. It can be seen as *"openness, honesty, respect and avoiding large organization using power unfairly"* These both kinds of trust can be developed from past experience or reputation (Purdue, 2001).

Moreover, as previously mentioned, according to Klijn (2010) , Van Meerkerk and Edelenbos (2014) stated, trust is an important factor to create and maintain collaborative effort in the network. Trust creates predictable behavior of actors that actors will share their sources in terms of money and knowledge. Thus, it reduces blockades of collective action. Moreover, trust encourages learning process by increasing exchange of information and knowledge during interaction process. Trust also stimulates innovations solution when various actors confront with different ideas and expertise. In order to build trust, the frequent and recurring interaction gives the opportunity for actors to get familiar with and such opportunity also shows respect to another's values and perspectives for joining common ground and framework.

In addition, social capital can be defined as a characteristic of a group or community which consist of networks, norms, and trust which also refers to a sense of belonging that encourage participant to cooperate with each other more effectively (Meerkerk, I., Boonstra, B. and Edelenbos, J., 2013). Moreover, according to Duncan and Thomas (2014, p. 2), also defined *"the social capital is the intangible web of relationship and widespread participation in communities and community organizations that hold them together. It is essentially goodwill, sympathy, empathy, and neighborliness among the individuals and households who make up social units."* Equally, social capital has considered as networks of mutual obligations for outstanding favors, flows of information and enforceable shared norm (Purdue 2001, Coleman 1988). According to Putnam (1994)and Taylor (2000) also

stated the concept of social capital that, is the norms and networks deriving systematic face-to-face association which enable participants to act together effectively in order to pursue shared objectives. Social capital can be seen as community integration or wider linkage. It means that the linkage includes the ability of individual community members engaged in bottom-up development in order to build a connection with bigger stakeholders outside their community (such as local authorities, bank, private companies and funding organizations). This also implied the communal social capital can be seen as the internal social capital which accumulates from the relationship in the neighbourhood. The collaborative social capital can be seen as the external social capital which is accessibility to the wider elite network through partnership (Purdue, 2001).

2. The ability to focus the exchange and interplay of the idea, information, knowledge, and experience. It means if actors have more recurrent chances of interaction and more understanding to how they depend on each other around a problem, they were more likely to adjust their behavior mutually and how to define and measure the problem through tasks of agreeing as a group in order to define and develop a shared goal (Hajer and Wagenaar, 2003). However, the more of a high number of actors and interactions could frustrate the self-organizing process because they would increase many shared problems with poor resolution. Thus, a focus on the development of a share and clear goal stimulates the learning process and the ability to make choices during the interaction.
3. The presence of a physical and/or virtual locus of interaction in order to take more informed and comprehensive decisions especially ICT, the Internet, and social media networks. These interaction platforms provide the connective capacities and help to share the important knowledge, information, experience, and ideas within the self-organization. Moreover, a physical platform also provides attending meeting between government officials and resident in urban regeneration process which these activities will initially form of the link by virtue of their presence (Dijk, Edelenbos, et al., 2017).

2.1.4 Conclusion

As the result of the increasing complexity of public issues and the changing societal context, governance networks emerge as a result of interdependency between relatively autonomous governmental and non-governmental actors, such as citizen groups, private business, and societal interest groups in around complex issues (Putnam, 2000). Urban regeneration is one of the complex issues and set in dynamic network environments. It needs the comprehensive and integrated vision and action from cooperation between interdependent actors. The studies have shown that self-organizing citizens play a more important role in driving policy and decision making, whereas governments play a less dominant role within governance network. They reshape urban area and are dependent on each other to produce urban regeneration by seeking the solution to fit local needs, enhancing the commitment of the involved local stakeholders and therefore implementing visions and plans (Van Meerkerk, 2014). The studies also have shown the conditions of self-organization, boundary-spanning activities and boundary spanner as the important elements to understand how self-organization evolving themselves for dealing with recurring issues and creating the better outcome in community-led urban regeneration. The literature of governance network also stated several elements of outcome in governance network that can be divided into content outcome and process outcome (Klijn, E.H., Steijn, B. and Edelenbos, J., 2010). However, a timeline of the self-organizing

process by local stakeholders and current situation of a case study in this research are taken to account in order to generate the independent and dependent variables. This conceptual framework will be discussed further and criteria for assessment in the next chapter.

2.2 Conceptual Framework

According to the research question, the relation between two main theories of the study is elaborated in order to make relevant for a case study in this research. The timeline in reality is used to conduct this research. The time frame of the case can be divided into 3 rounds. Each round ended with a crucial decision or event that based on the reconstruction of the process by the respondents. The self-organizing process by the local stakeholder in Bangrak -Khlom San District focuses on from Round 1 to Round 2. The content outcome from self-organization is considered in Round 2 when the self-organization committed as private citizen group and create the strategies in order to drive urban regeneration in the study area. The process outcome can be considered in the Round 3 which focuses on the future of self-organization plan. This diagram can be illustrated in Figure 3.

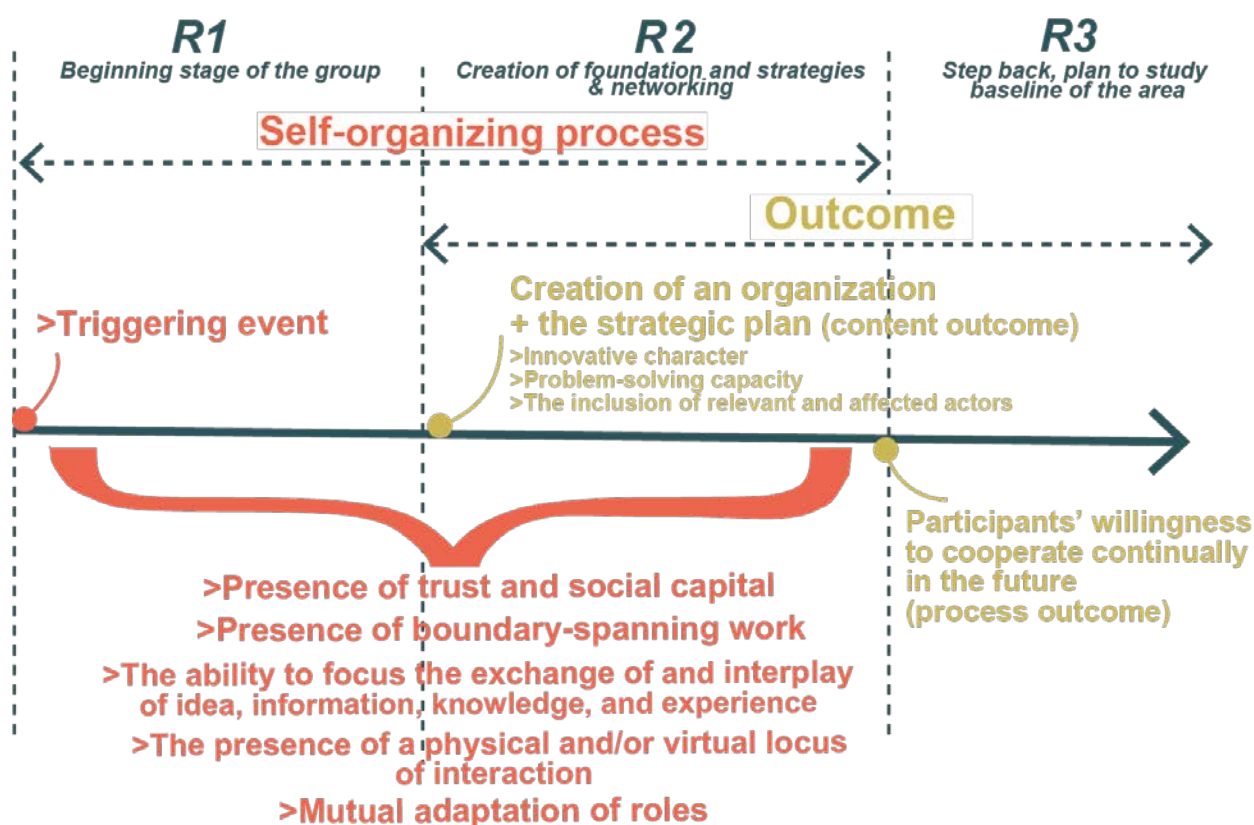


Figure 3: The diagram show actual situation of the case study are taken to account in order to formulate conceptual framework making relevant for this case study. Source: The author

In this way, in order to build the conceptual framework, factors facilitating the self-organizing process by local stakeholders is identified as an independent variable which affects the outcome of their process as the dependent variable. These independent variables are;

1. Triggering event,
2. Presence of trust and social capital,
3. Presence of boundary-spanning work,
4. The ability to focus the exchange and interplay of idea, information, knowledge, and experience,

5. The presence of a physical and/or virtual locus of interaction,
6. Mutual adaptation of roles.

However, the factor of facilitating legal framework is not included in this aspect because it can be seen as the outcome of the self-organizing process (as similar to the interpretation of identified dependent variables in this research) that ensure the autonomy of the initiative evolving further.

The content outcome is identified into sub-variables of dependent variable which are;

1. Creation of an organization and strategic plan,
2. The advantage of facilitating organization in term of problem-solving capacity,
3. The quality of the strategic plan in term of innovative character,
4. The quality of the strategic plan in term of problem-solving capacity,
5. The quality of the strategic plan in term of inclusion of relevant and affected actors.

The process outcome which is stakeholders' willingness to cooperate continually in the future, can be considered as a dependent variable. Therefore, the presence of all variables will be assessed for self-organization in Bangrak -Khlong San District. The conceptual framework of the research can be illustrated in Figure 4.

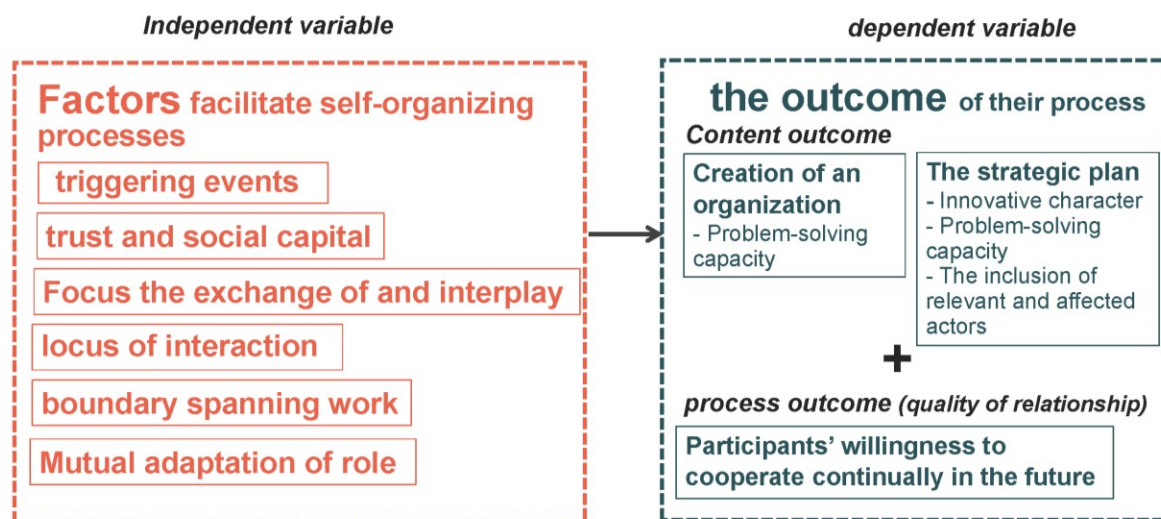


Figure 4: The conceptual framework. Source: The author

Chapter 3: Research Design and Methods

In the previous chapter, the theories and concepts were defined taking in account different literature. The conceptual framework was formed based on the relation of these concepts. This chapter explains the research design and the different methods used to collect the required data. It is elaborated into the sub-questions, the research strategy and its limitation, the operationalization of the concepts into variables and measurable indicators, the instruments of measurements and the sample size and selection. This chapter also discusses the reliability and validity of the collected data.

3.1 Revised Research Question

The research objective aims to understand how local stakeholders in Charoen Krung District evolve themselves in order to deal with urban regeneration and how it affects the outcome of their process. The overall research question is:

How does the self-organizing process by local stakeholders affect the outcome of their process in the field of urban regeneration in Bangrak -Klong San District, Bangkok?

In this question, the independent variable is the self-organizing process and the dependent variable is the outcome of their process. After presenting in chapter 2 how the concepts of self-organization and network governance are defined in the literature, the following 2 sub-questions can be specified:

- 1) What are the factors which facilitate the self-organizing process by local stakeholders?*
- 2) What are the outcomes of their process in the field of urban regeneration?*
- 3) How is the relation between the self-organizing process by local stakeholders and their output of their process in the field of urban regeneration?*

3.2 Operationalization: Variables, Indicators

In order to operationalize the conceptual framework, variables and indicators deriving from the literature review are selected. Defining the concepts in the conceptual framework is personal that previous mention in Figure 2, but it was based on two main theories which are self-organization and network governance reviewing in chapter 2.

In the theory of self-organization, local citizens' initiatives inducing interactive policymaking can be seen as processes of self-organization where citizens and social interest groups spontaneously join common action (Meerkerk, I., Boonstra, B. and Edelenbos, J., 2013) . The scholars stated the behavior of self-organization emerging within several conditions in urban regeneration. These conditions can be seen as the factors explaining how local stakeholders evolve themselves as self-organization. Thus, the variables of the factors which facilitate self-organizing process for this study are: (1) triggering event, (2) presence of trust and social capital, (3) presence of boundary-spanning work, (4) the ability to focus the exchange and interplay of idea/information/knowledge/experience, (5) the presence of a physical and/or virtual locus of interaction, and (6) mutual adaptation of roles.

In addition, the studies of governance network also stated several elements of outcome in governance network. In order to make relevant with the case study (self-organization in Bangrak -Klong San District), the variables of the outcome of this study can be divided into 2 categories which are;

1. The content outcomes are; (1) the creation of an organization, (2) the advantage of facilitating organization in term of problem-solving capacity, (3) the creation of the strategic plan, (4) innovative character of the strategic plan, (5) problem-solving capacity of the strategic plan and (6) the inclusion of relevant and affected actors of the strategic plan.
2. The process outcome is stakeholders' willingness to cooperate continually in the future.

The following table shows the definition of the concept in the conceptual framework which is composed personally but derived from theories.

Table 1: List of the concepts in the conceptual framework, source, and definition of the concepts for this research

Concepts	Source	Definition of the concepts (for this research)
Factors of self-organization	<ul style="list-style-type: none"> • Van Meerkerk, Boonsta, et al. (2012) • Naderhand, Bekkers, et al. (2014) • Klijn, E.H., Steijn, B. and Edelenbos, J. (2010) • Van Meerkerk, 2014 • Van Meerkerk and Edelenbos (2014) • Meerkerk and Edelenbos (2016) • Purdue (2001) • Duncan and Thomas (2000) • Humphrey (1998) • Dijk, Edelenbos, et al., (2017) 	Six conditions which facilitate self-organization process to emerge and to evolve in order to achieve specific of their goals (focus on the past to present) are consist of;
		<p>1. Triggering event defines as a disrupting effect on the meaning of the area for local stakeholders or discontent with the existing situation which put them approaching as self-organization to deal with it in a creative and innovative way.</p> <p>2. Presence of trust and social capital,</p> <p>(1) Trust defines as the acceptance of risk and vulnerability come from the action of others and expectation that they will not take advantage from this vulnerability. This research focuses on trust within community group boundary and Community-administrative boundary.</p> <p>(2) Social capital defines as a characteristic of a group or community which consist of networks, norms, and trust and refers to a sense of belonging that encourage the participant to cooperate with each other more effectively.</p> <p>Building trust and social capital depend on the frequent and recurring interaction within the network, feeling a good connection with the other actors and the absence of high-level conflict of interaction.</p>
		3. Presence of boundary-spanning work defines as the key individual who is connecting/ linking different people and process, ideas, resource different sides of the boundary, selecting relevant information on both sides of the boundary, and translating this information to the other side of the boundary. They have to be knowledgeable/credible about to other actors on different sides of the boundary and are able to build trust within the network.

Concepts	Source	Definition of the concepts (for this research)
		4. The ability to focus the exchange and interplay of idea, information, knowledge, experience defined as the ability to define and measure the problem, then decide on their shared mission and develop new heuristics (consensus building) and also stimulates the learning process and the ability to make choices during the interaction.
		5. The presence of a physical and/or virtual locus of interaction means interaction platforms provide the connective capacities and help to share the important knowledge, information, experience, and ideas within the self-organization.
		6. Mutual adaptation of actor roles defines as the mutual adaptation of government organizations and local initiative roles in order to deal with the new structure resulting from the emergence of self-organization in the condition that government traditionally plays a dominant role.
Outcome of their self-organizing process	<ul style="list-style-type: none"> Klijn, et al. (2010) Van Meerkerk (2014) 	perceived network performance for measuring the outcome can be divided into 2 categories; 1. content outcomes (focus on the present) 2. process outcomes (focus on perception of the future)
	<ul style="list-style-type: none"> Van Meerkerk, Boonsta, et al. (2012) Naderhand, Bekkers, et al. (2014) Van Meerkerk and Edelenbos (2014) Meerkerk and Edelenbos (2016) 	1.1 Creation of an organization and strategic plan means the organization has a legal status with budget and staff which facilitate self-organization to ensure the relative autonomy of the initiative was not disturbed.
	<ul style="list-style-type: none"> Klijn, et al. (2010) Hajer and Wagenaar (2003) 	1.2 Problem-solving capacity means shared and clear goals/objective of organization and plan really address the problem.
		1.3 Innovative character of strategic plan means the project showed innovative results which turn into news practices
	<ul style="list-style-type: none"> Klijn, et al. (2010) Edelenbos and Klijn (2006) Torfing (2012) Van Meerkerk (2014) 	1.4 The inclusion of relevant and affected actors of strategic plan means the plan was be delivered a recognizable contribution by the involved actors and how well of the plan is known by affected actors.

Concepts	Source	Definition of the concepts (for this research)
	<ul style="list-style-type: none"> Klijn, et al. (2010) Van Meerkerk (2014) 	2.1 stakeholders' willingness to cooperate continually in the future means stakeholders are satisfied to cooperate for exchanging or sharing resources and have an incentive from cooperation further following their shared goal.

In the following table, we can observe the indicators used to operationalize the variables and how they are measured.

Table 2: List of variables, indicators, and measurements in concept of factors of self- organization

concept	variable	interview	indicators
Factors of self-organization	1.Triggering event	<ul style="list-style-type: none"> How/why was this group formed? Has an event taken place that stimulated the emergence of this network? 	<ul style="list-style-type: none"> Presence of triggering event or the discontent with existing situation
	2.Presence of trust and social capital	<ul style="list-style-type: none"> How is frequency your group meeting? Is a shared sense of belonging develop during interaction (or making this plan)? Do you feel a good connection with one another within this group? How long did you know each other? Do you have any problems or challenges that reduce consolidation of your group? Did this stimulate or frustrate your group work process and why? 	<ul style="list-style-type: none"> The frequency of interaction The sense of belonging Feeling a good connection with the other actors The absence of high- level conflict of interaction
	3.Presence of boundary-spanning work	<ul style="list-style-type: none"> Can you explain more about your duty in this group? Are there the persons active who are able to build and maintain sustainable relationships with different stakeholder in this network? How do you connect different people, ideas and resource to form this network (or making this plan) and to overcoming and preventing deadlock? (for assumed boundary-spanner) Did this stimulate or frustrate your group work process and why? 	<ul style="list-style-type: none"> A person who is connecting/ linking different people and process, ideas, resource different sides of the boundary A person who have institutional experience A person who increases trust

concept	variable	interview	indicators
	4. The ability to focus the exchange and interplay of idea, information, knowledge, and experience	<ul style="list-style-type: none"> How did you develop your organization idea together during interaction and did it go in the same way? Did this stimulate or frustrate your group work process and why? 	<ul style="list-style-type: none"> Presence of exchange and learning process with variety of ideas on problem and solution are developed Ability to define and measure the problem, then decide on their shared mission and develop new heuristics (consensus building)
	5. The presence of a physical and/or virtual locus of interaction	<ul style="list-style-type: none"> Do you have Online/offline platform of your group? How does it work? Did this stimulate or frustrate your group work process and why? 	<ul style="list-style-type: none"> Online platform (social network) Physical location of interaction
	6. Mutual adaptation of roles	<ul style="list-style-type: none"> Have you been willing or able to change your existing role, position, relevant legal framework in order to stimulate the Working process of your organization (or making the plan) when you face with deadlock? What did you change your existing role, position, relevant legal framework to the others? Did this stimulate or frustrate your group work process and why? 	<ul style="list-style-type: none"> Adaption existing roles and practices

Table 3: List of variables, indicators, and measurements in concept of outcome of their self-organizing process

concept	variable	interview	indicators
Outcome of their self-organizing process	1. content outcome		
	1.1 An organization		
	1) Creation of an organization	<ul style="list-style-type: none"> What are your goals and objectives of your group? Do you have any challenges establish this foundation? 	<ul style="list-style-type: none"> Legal framework that facilitates self-organization with staff and budget
	2) Problem-solving capacity	<ul style="list-style-type: none"> How do you think that the goals/objective of your group that has been developing really deal with the problem at hand? 	<ul style="list-style-type: none"> Shear and clear goals/objective of organization relate to urban regeneration

concept	variable	interview	indicators
			that has problem-solving capacity
	1.2 The strategic plan		
	1) Creation of strategic plan	<ul style="list-style-type: none"> Do you have any challenges making this plan? How is the strategic plan going so far? Which strategic plan have been implemented already? 	<ul style="list-style-type: none"> Strategic plan with timeline, budget, responsibility, and
	2) Innovative character	Do you think that innovative idea is developed during the project?	<ul style="list-style-type: none"> Innovative results which turn into news practices
	3) Problem-solving capacity	Do you think that the strategic plan that has been developing really deal with the problem at hand?	<ul style="list-style-type: none"> Shear and clear goals/objective of plan relate to urban regeneration that has problem-solving capacity
	4) The inclusion of relevant and affected actors	<ul style="list-style-type: none"> Do you think that your plan is created together with share ideas from different stakeholders and accepted by them? (residents) Do you know about creative district foundation and development planning in this area? 	<ul style="list-style-type: none"> Share idea is used and accepted in lasted plan How well of the plan is known by affected actors.
	2. Process outcome		
	2.1 stakeholders' willingness to cooperate continually in the future	Do you want to cooperate continually within this foundation in the future?	The actors' satisfaction to cooperate for exchanging /sharing resources and have incentives to cooperate in the future

3.3 Research Strategy

Many facts related to the nature of this research justify the case study choice. A case study is suitable for this research for many reasons. Firstly, the case study is used generally to explained, explored and described phenomenon interaction with context (real-life setting). This is in line with this research objective that aims to explain how the self-organizing process by local stakeholders affects the outcome of their process in the field of urban regeneration in the context of Bangrak -Khlom San District of Bangkok. Secondly, this strategy takes generally a holistic approach that means a large body of data is collected on everything to do with the case with large numbers of variables. Thirdly, it often relates to the subject of study that has a small number of units (cases) that are studied in great detail rather than breadth. In this research,

single case study (self-organization in Bangrak -Klong San District) will use to analyze the evolution over time in great detail. Thus, it will be difficult to generalize finding to other situations. Moreover, researcher chooses Causal Process Tracing (CPT) as the approach conducting this research because this approach is used for the temporal unfolding of situations, actions, and events, traces of motivations and evidence of (complex) interactions between causal factors and context. In this way, time frame of study period which is an evolution of self-organization in this study is divided into 3 rounds;

1. Round one begins in the late of 2014 to midyear of 2015,
2. Round two starts from midyear of 2015 to end of the year 2016, and
3. Round three starts from the beginning of 2017 to present

The detail of each round will be explained in Chapter 4 (4.3)

3.4 Data Collection Methods

The collected data in this research consists of both types of primary and secondary data.

3.4.1 Data Collection

There are two kinds of data in this research. Firstly, primary qualitative data is a non-numerical unit of information. These primary qualitative data are collected by in-depth interview with semi-structured. The semi-structured interview is the most adequate to gather information from key actors in the self-organizing network and affected actors because the researcher has some knowledge about the subject of study from theories but requires more new insight of variables. Secondly, secondary data is useful for triangulating data and for providing qualitative data about the background of the self-organization and the content outcome of their process. Several secondary data sources are selected, for instance, policy documents related strategic planning and foundation, magazines, websites and social media. In table 4 is show the brief content of main secondary data sources which have been consulted in this research.

Table 4: The detail of main secondary data

Type of secondary data	Source	Brief content of sources
1. Document	Thammasat University Research and Consultancy Institute (2017)	“The final In-house Consultant Project Report on Survey, Planning, Detail Design, Cost Valuation for Urban Plan Project” is proposed urban planning strategies and projects related to the extension area of eastern Rattanakosin (including Bangrak -Klong San District) between 2015-2016. This study was conducted for Bangkok Metropolitan Administration in order to implement the comprehensive plan. The extent of project includes six aspect; these are: (1) the participatory planning process, (2) the study of basic data for urban planning, (3) the urban planning database management for regeneration, (4) the conceptual plan making for the regeneration, (5) the detailed plan design for

Type of secondary data	Source	Brief content of sources
(continue)		cost valuation and management administration, and (6) the improvement of urban planning measures related to the area.
	Thailand Creative and Design Centre (2016)	The information of Co-Create project which is conducted by TCDC during December 2015-June 2016. This study aims to find the strategies of urban regeneration with the local community, schools and local business in Bangrak District. The proposed strategies are; (1) Riverfront public area development, (2) Abandoned building renovation and development, (3) Small green space development, (4) Alley's connection, and (5) Signage for a Walkable District
	Series of presentation documents was created by The Creative District Foundation which related to strategic planning and foundation. These presentations were used in the meeting between key actors group and consulting group of this self-organization.	
	The Creative District Foundation (2015b)	The information is about the strategic plan, namely, 20 project initiatives which include brief descriptions, requirements, and brief action /implementation of this strategic plan.
	The Creative District Foundation (2015a)	The information is about setting sub-committee for each project of strategic plan and program financing (project budgeting, proposal writing, and donor targets)
	Thammasat University Research and Consultancy Institute (2015)	The information is about the selected projects of 20 project initiatives which aim to propose Bangkok Metropolitan Administration supporting funding and implementation. The selected projects are: (1) Community involvement (2) Improving linkages and accessibility through walkways/bike lanes (3) Providing public spaces/water front/open spaces (4) Supporting public art/street art programs (5) Improving and providing proper signage
2. website	The official website of the foundation https://creativedistrictbangkok.com	The information of the foundation is informed, such as vision and mission of the organization, intended projects with contact numbers of the key actors, information of key actors of organization and some database of the area.

3.4.2 Sampling

3.4.2.1 Type of sampling

The data will be collected using purposive sampling which researcher select respondents supposing to have the most relevant knowledge in order to gain new insight and knowledge. The quota sampling will be used to divide subgroup with a specific characteristic. The samples are taken from each group base on researcher expectation.

3.4.2.2 Sample selection & sample size/composition

The selected respondents of the semi-structured interviews can be divided into 3 groups;

- 1) Key actors of self-organization: 6 persons who work and contribute to the self-organization, namely, The Creative District Foundation.
- 2) Relevant and affected actors: 5 persons who are residents and/or work including community leader in Bangrak -Khlom San district.
- 3) Experts: 3 persons who are outside of this self-organization and have the relevant knowledge of urban regeneration and know this self-organization.

These interviews were transcribed and analyzed with the use of a qualitative research program called Atlas.Ti. In table 5 the profile of the respondents that were collected during the fieldwork is shown as follow;

Table 5: The profile of the respondents

Name code	Group	Occupation
Respondent #1	key actors	Director (one of the co-founders of foundation), strategic maker of the foundation and freelance writer
Respondent #2	key actors	Manager of the foundation and Bangkok's River Partner
Respondent #3	key actors	Director (one of the co-founders of foundation), gallery owner
Respondent #4	key actors	Academicians, advisory of the foundation
Respondent #5	key actors	Academicians, advisory of the foundation
Respondent #6	key actors	Authority of TCDC
Respondent #7	Relevant and affected actors	Business owner and local resident in the study area
Respondent #8	Relevant and affected actors	Creative worker who works in the study area
Respondent #9	Relevant and affected actors	Teacher who works in the study area and local resident
Respondent #10	Relevant and affected actors	Teacher who works in the study area
Respondent #11	Relevant and affected actors	Community leader in the study area
Respondent #12	Expert	Academic

Name code	Group	Occupation
Respondent #13	Expert	Academic
Respondent #14	Expert	Authority of Treasury Department

3.5 Validity and Reliability

Validity is the degree to which the research studies what it was meant to study. Triangulation is a solution for an increase of internal validity. Triangulation as a way of collecting or processing data by using different operationalizations, data source, researcher or method. In this research, researcher triangulated by collecting data from different sources which gather from the interview and secondary sources of the case study (in the same items). In this way, it contributes to higher internal validity. Moreover, peer- debriefing also increase internal validity by using peer review in the interpreting data and coding decision process. In order to enhance reliability, being transparent and keeping a database in which all step taken in the study and the data source used are documented.

3.6 Data Analysis Methods

Qualitative analysis approaches are adopted to analyze the collected primary qualitative data. Qualitative was analyzed by coding in the Atlas-ti software. The research use interview guide that lists a set of open questions prepared earlier. The interview questions based on the operationalization of the variables derived from the conceptual framework. After interviewing respondents in fieldwork period, the interview content was transcribing and coding in the Atlas-ti software. The code list was developed mainly based on the identified indicators of each variable in operationalization table (Table 3). However, some relevant codes were added to the list after checking the obtained data. The whole list of codes was refined several times and some codes were grouped into different code groups (variables). The list of code groups and codes that were used for this study is displayed in Table 6 below. Moreover, Co-occurrence Table which is an inventory of combination of codes occurring in a quotation and Query Tool which scrutinize the relationship between codes were used to find the pattern of relationship between independent variables and dependent variables.

Table 6: The code list and code group

Code list	Code group
1. Reason of forming group	1.Triggering event
2. The frequency of interaction	2. Presence of trust and social capital
3. The sense of belonging	
4. Feeling a good connection with the other actors	
5. The absence of high-level conflict of interaction	
6. Challenge related trust and social capital between key actors during interaction process	

Code list	Code group
7. Connecting/ linking different people and process, ideas, resource different sides of the boundary (externally and internally)	3. Presence of boundary-spanning work
8. Institutional experience and increasing trust in network	
9. Challenge of boundary spanning work	
10. Exchange and learning process with variety of ideas on problem and solution are developed	4. The ability to focus the exchange and interplay of idea, information, knowledge, and experience
11. Understanding how to depend on each other	
12. Consensus building	
13. Challenge relate to ability to focus the exchange and interplay of idea, information, knowledge, and experience	
14. Characteristic of interaction platform	5. The presence of a physical and/or virtual locus of interaction
15. Challenge relate to a physical and/or virtual locus of interaction	
16. Adaption existing roles and practices	6. Mutual adaptation of roles
17. Clear goals, objective of organization with staff and budget which are known by key actors	7. Creation of an organization
18. Challenge of creation of an organization	
19. Legislation	
20. Shear and clear goals/objective of organization that has problem-solving capacity	8. Problem-solving capacity of organization
21. Other strong points of organization	
22. Clear timeline, budget, responsibility, and implementation of strategic plan	9. Creation of strategic plan
23. Challenge and weakness of strategic plan	
24. Innovative results which turn into news practices	10. Innovative character
25. Shear and clear goals/objective of plan relate to urban regeneration that has problem-solving capacity	11. Problem-solving capacity of strategic plan
26. How well of the plan is known by affected actors.	12. The inclusion of relevant and affected actors
27. Perception of engagement for affected actors	
28. The actors' satisfaction to cooperate for exchanging /sharing resources and have incentives to cooperate in the future	13. stakeholders' willingness to cooperate continually in the future
29. Other strong points of strategic plan	

Code list	Code group
30. Plan for future	
31. Challenge and impact from externality or context	
32. Characteristic of actors of self-organization and profile	
33. Work system of self-organization	

Chapter 4: Research Findings

After presenting in chapter 1, 2 and 3 the background and significance of the study, the research question and objectives, the literature review and theory, the conceptual framework, the research design and methods, in the following chapter, qualitative findings are showed, analyzed and discussed. Its goal is to answer the main research question: “*How does the self-organizing process by local stakeholders affect the outcome of their process in the field of urban regeneration in Bangrak -Klong San District, Bangkok?*”, and the 3 sub-questions. The results are divided into 3 sections. The first section shows general information about the self-organization which includes key actors and context of the study. The second section shows a timeline of the self-organizing process of the case study. These aims to explain how self-organization of the study evolves themselves in order to deal with urban regeneration and generate their output. The third section presents an analysis the self-organizing process of case study base on the variables of the study and discusses the relationship between the self-organizing process by local stakeholders and their output of their process.

4.1 General Information About the Case: The Creative District Foundation

4.1.1 Key actors

“*The creative district foundation*” is the self-organization which are initiated by group of local businesses including business owners (galleries and designers) and an authority of Thailand Creative and Design Center (TCDC) in Bangrak and partly in Khlong San District (on the West bank of the Chao Phraya river) of Bangkok in order to work with partners to pursue for completion keystone projects that be in line with 6 tracks¹ which include urban regeneration. They aim to attract Bangkok’s creative entrepreneurs and eventually impact the wider business landscape in this area. Furthermore, the organization chart of this foundation consists of five co-founders, one manager and seven advisories (The Creative District Foundation, 2017)

The five co-founders of the organization are; firstly, the chairman is the architect who established “The Jam Factory” on the Chao Phraya River (Khlong San District) is both the headquarters for his architectural practice, but also popular restaurant, retail, fashion and publishing businesses which renovated from an old warehouse. Secondly, Director 1 (respondent #1) is the strategic maker of the foundation and freelance writer. His background is originally a biomedical engineer and works as a consultant but his analytical skills toward use in civic society relate to urban development. He has joined this organization since the beginning stage of the group. Thirdly, Director 2 (respondent #3) is the owner and director of the gallery in Bangrak District since 2010. She is the one who initiates gallery hopping event (visitors are able to see art pieces throughout the evening with new gallery exhibitions) with other galleries that bring economic activity into the area. Thirdly, Director 3 is the book publisher and distributor, art-book store and gallery owner in Bangrak District. Fourthly,

1 The 6 tracks of projects are;

- (1) Art and performance which supports cultural innovation
- (2) Community which supports engagement, preservation, and promotion of existing communities
- (3) Design and digital which supports design and digital innovation
- (4) Food which supports food sustainability and cuisine innovate
- (5) Property preservation and development which supports responsible decisions made for existing properties
- (6) Urban planning and environmental improvement which supports small to large scale interventions that makes the district more resilient

Source: (The Creative District Foundation, 2017)

Director 4 is the one of the founding team of Thailand Creative and Design Center (TCDC)² who respond the feasibility study of TCDC's move to Grand Postal Building which is significant of a historical building in Bangrak (Figure 8). He also assisted the development of Charoenkrung plan (is located in Bangrak district) conducting by TCDC to propose to policymakers and stakeholders. Moreover, the manager (respondent #2) is one of the important actors who links other co-founders and advisories to join the organization. He is the western-foreigner who lived in Bangkok since 2002 and with a wealth of experience in broadcasting, arts management, and NGO work. He also works for Bangkok River Partners (The private enterprises of 4-5 starts hotels along Chao Phraya River) to market the Chao Phraya River as a destination for leisure and tourism (The Creative District Foundation, 2017).

The seven advisories of the foundation consist of 2 academicians (respondent #4, respondent #5), hotels and creative entrepreneurs who are located in this area and an authority of Treasury Department (respondent #14) (The Creative District Foundation, 2017). Treasury Department is the governmental organization that is responsible for governing, overseeing, and maintaining State Property. State Property is mainly set aside for government use, whereas the rest of state property is leased to the private sector to generate revenue for the government. There are some of the historical sites in Bangrak -Khleng San District which are the state property of Treasury Department's acquisition. Moreover, one of the academicians (respondent #4) is involved in several research projects concerning citizen-based conservation in urban areas in Thailand and was working as the In-house consultant for Bangkok Metropolitan Administration (BMA). He joined this foundation as the advisory when he was assigned to conduct a research for BMA in order to implement the comprehensive plan including this area. Another academician (respondent #5) have been working with TCDC as advisors on relocation, new programming, and in exploring the potential of Charoen Krung (is the road and located in Bangrak district) as new Creative District of Bangkok. The network diagram within the organization can be illustrated in Figure 5

In addition, the role of five co-founders and one manager can be seen as core group who steer the foundation and receive any advisory/additional support from advisory group. Moreover, they organize 3 different kinds of the meeting which are; core group meeting, core group with advisory group meeting, and town hall meeting which everyone who related to their agenda is able to attend. The meeting between core group and advisory group are set in every couple of months. Furthermore, the organization legislation is still in the process of registration to become the foundation.

2 TCDC is a resource and information center in creativity and design in Thai society. The objective includes exceeding the capacity of Thai designers and entrepreneurs in the global market. TCDC opened in Bangkok in November 2004 and in Chiang Mai in 2013 under the Office of Knowledge Management Development (OKMD) which is in turn part of the Office of the Prime Minister. Currently, TCDC Bangkok relocated to the Grand Postal Building on Charoenkrung Road in 2017. TCDC set their mission which are; (1) Incubating creative business, fostering valuable and sustainable innovation, (2) Building a playground for learning, furthering professional skills (3) Opening doors to the network and creative community (4) Developing the creative district (4) Expanding access to knowledge for regional creativity.

Source: <http://www.tcdc.or.th/index.php?lang=en>

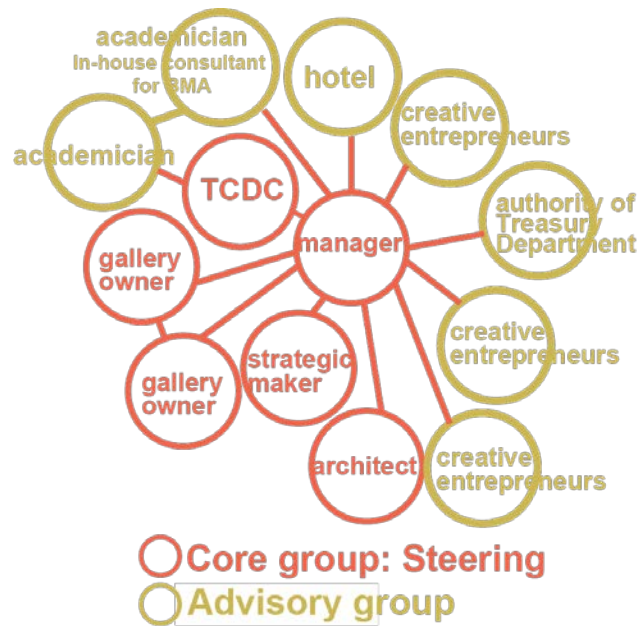


Figure 5: The network diagram within the organization. Source: The author

4.1.2 Context of case study

These group of local businesses is located in partly Bangrak District and Khlong San District of Bangkok which is approximately 0.8 Square kilometer. Bangrak District is on the East bank of the Chao Phraya River, adjacent to Rattanakosin Extension area (historical center area of Bangkok) and has a long history attached to Rattanakosin as well. This area is the early settlements of different migration from Asia, Europe, and America and can be seen as reminiscent of a European quarter with Charoen Krung Road where is Bangkok's first paved road cutting through it. The construction of the Charoen Krung road during 1862–1864, marked an important part of Bangkok development history particularly the shift of transportation mode from waterways to roads. Consequently, it brought significant economic activities and social integration with Chinese, Christian, Muslim and Thai cultural background to the area (TU-RAC, 2017). Recently, the economic activities cover over 700 business including hotels, jewelry trade, antique and galleries and creative entrepreneurs. The population of this sub-district is about 3,000 persons (1,243 households) (BangRak District Office, 2015). The number of historical evidence of heritage buildings and old Muslim community still remain in this neighborhood (Figure 6) (TU-RAC, 2017). However, this area has become degeneration since early 20th century because of the emerging of new commercial and business area which is located in the north of Bangrak District. Lack of open space and greenery for serving recreational activities, limited public access to riverfront, narrow or lack of sidewalk, as well as, deteriorated and underused of heritage buildings (Figure 7), are the challenges for the development of this area (Kaewlai 2016, TU-RAC 2017). There are 127 unutilized spaces in an office building which were not viable for modern usage and no business/service that would meet the local needs (TCDC, 2017).



Figure 6: Charoen Krung road and old Muslim community in Bangrak district. Source: The author

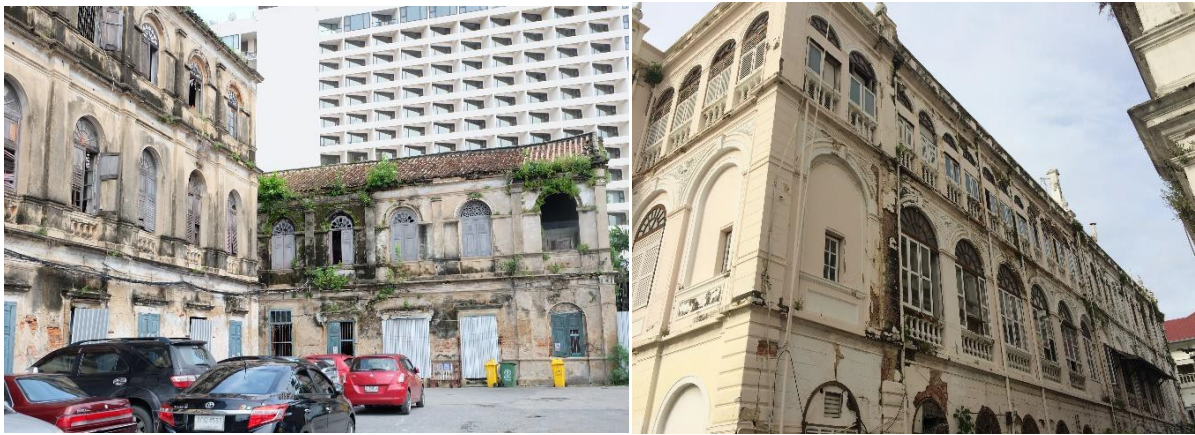


Figure 7: Heritage buildings are underuse and in run-down condition. Source: The author



Figure 8: Grand Postal Building in Bangrak District. Source: Thammasat University Research and Consultancy Institute (TU-RAC), 2017

In addition, Khlong San District is on the East bank of the Chao Phraya River and the opposite of Bangrak District. It can be seen as the gateway into Bangkok's west side with the residential area. The population of this sub-district is about 19,550 persons (12,440 households) (Klong San District Office, 2013). There has been some small creative business emerged in this neighborhood. Moreover, the upcoming of the luxury complex project, closed to the river, will be completed over the next 2 years.



Figure 9: (left) Jam Factory is one of the commercial projects that was renovated from an old warehouse and (right) shop houses in Khlong San District. Source: The author and Kosanwat, 2014

4.2 Timeline of Self-Organizing Process of Case Study

This section explains how this self-organization evolves themselves in order to deal with urban regeneration. To structure this analysis, the evolution of self-organization is divided into 3 rounds which are in line with the diagram in Figure 3. Each round ended with a crucial decision or event, such as the creation of the strategic plan and external event which influence their self-organizing process, based on the reconstruction of the process by the respondents.

4.2.1 Round one: Beginning stage of the group (the late of 2014 - midyear of 2015)

The self-organizing process started with one of the key actor (manger of organization, respondent #2) want to explore the possible activities along Chao Phraya River (Bangrak-Khlong San district) in order to promote this area as the tourist destination for the hotels because he worked for Bangkok River partner which is the association of 4-5 starts hotels along Chao Phraya River. Then, he started a small group of meetings about how to promote the hotels with stakeholders in the area such as business owners, artists, and hotels. Then, part of the conversation of these meetings involved to what can be done for the area in order to revive build environment and contribute to the creative economy which was not just for the hotel focus. In this time, he contacted academician (respondent #4) who was working as the In-house consultant for Bangkok Metropolitan Administration (BMA) and was conducting the research of BMA's planning and both of gallery owners to join these meetings in random places. One of gallery owners (respondent #3) who was starting gallery hopping with other galleries in the area.

Furthermore, this group also knew about TCDC's relocation to a new venue in this area for the next 2 years in order to transcend their growing mission of supporting creative economy. Thus, they also contacted them to ask for collaboration. It can be seen that TCDC's relocation is the one reason that stimulates positive movement of this group cooperating together.

4.2.2 Round two: Creation of foundation and strategies & networking (midyear of 2015 -end of the year 2016)

The idea of the foundation started in the midyear of 2015 when key actors (core group and some advisories) had the meeting together to commit as private citizen group who try to change the area as the creative district. The strategic maker of the organization (respondent #1) also created 20 district initiatives which was a strategic plan of development (Figure 10 and Table7) and presented in the meeting. This strategic plan was aimed to create a vibrant and desirable

environment not only for people in the area and also to draw visitors both domestic and international exploring and spending time in the area. Moreover, this strategic plan (20 project initiatives) can be grouped into six tracks which are; art and performance, community, design and digital, food, property preservation and development and urban planning and environmental improvement. These will contribute to the development of the district in various defined aspects, such as functionality, mobility, visibility, connectivity, sustainability, and memorability. During in the meeting, they discussed how would they work together to implement these projects. Consequently, the 20 project initiatives are also assigned to various working groups for each track (6 tracks). The working group has to give regular updates monthly and ask for advisory/additional support to a steering committee which is a current core group.

	Functionality	Mobility	Visibility	Connectivity	Community	Sustainability	Memorability
Community engagement	•			•	•	•	
District maps	•			•			
Lights festival	•		•	•	•		•
Street art	•		•	•			•
Public art	•		•	•			•
Events calendar	•			•	•		•
Cinema revival	•		•	•	•		•
Historical preservation	•		•	•	•		•
Mixed use shophouses	•		•		•		
Housing and residency	•			•	•		
Green space	•	•	•	•	•	•	•
Street trees	•	•	•	•	•	•	•
Digital district	•			•			•
Underground lines	•	•	•				•
Ride and ramble	•	•	•	•		•	•
Vision Zero	•	•	•	•	•	•	•
District boats	•	•	•				•
Sustainable river	•		•		•	•	•
Strategic signs	•		•	•			•

Figure 10: 20 district initiatives with various defined aspects. Source: Creative District Foundation, 2015

Table 7: The brief description of each project of 20 district initiatives

List of 20 district initiatives	Brief description of the project
Community Engagement	Engaging the communities within the district to gain buy-in and address any concerns by hosting town halls and creating open channels of communication for updates and dialogues.
District Maps	Making digital maps that are layered by categories and self-guided walking tours and creating printed that encourages exploration of the district and have them distributed by businesses.
Lights Festival	Hosting Brilliant Bangkok: a light spectacular and sustainable urban lighting project that leads to awareness of the impact of good lighting and supplementing festival with smaller projects that promotes sustainable, cost-effective lighting solutions.
Street Art	Installing a series of street art that together welcomes people to the district and makes a walking/exploration tour that loops Bangrak and Klong San District possible.
Public Art	Installing public art at key entry points to the district and places for pause and wonder and focusing on interactive art to garner more interest in the arts.

List of 20 district initiatives	Brief description of the project
Events Calendar	Creating a calendar of events that ensures year-round activity within the area and holding community activities and events such as block parties and festivals that promote local businesses in the area, various themes, and different streets.
Cinema Revival	Reviving and reopen Bang Rak's Prince Cinema as a venue for film, theatre, and art.
Mixed-Use Shophouses	Redesigning/converting shophouses internally to provide space for both commercial (small business and light industry) and residential purposes.
Housing & Residency	Creating affordable housing for artists, designers, architects, and musicians in residence.
Green Space	Begin assignment and loan of currently under-utilized land for parks and finding street space for parklets.
Historical Preservation	Restoring and designing historic buildings for preservation status to prevent ruin and demolition.
Street Trees	Lining the streets strategically with appropriate trees via a local environment program to increase greenery in the district and enhance walking experience and employing expert urban arborist to shape trees to provide maximum canopy shade for pedestrians.
Underground The Lines	Piloting undergrounding of power and cable lines within the district and become the first area in Bangkok to have no street wires to allow for visual appreciation of neighborhood and increased walkability.
Ride & Ramble	Establish protected bike lanes on the main street and side sub-street and creating privately-owned public spaces within the district.
Streetscape Visioning	Creating a streetscape vision to be used in guiding initiatives and selling the district concept.
Digital District	Connecting the creative district with public free Wi-Fi to attract those who want to live, work, and play in the area.
Vision Zero	Adopting and working with Vision Zero Initiative to increase traffic safety for the district.
District Boats	Providing more river crossing boats that are distinct to the district and creative within demarcated river boundaries to increase the mobility of people between the two banks.
Sustainable River	Implementing a clean river campaign for the district and piloting river turbine program to distribute sustainable energy to the district.
Strategic Signs	Place clear, strategic and logically placed, branded signs that help inform residents and visitors.

Source: Creative District Foundation, 2015

Subsequently, the one of 20 project initiative was in action when core actors gained collaboration with BUKRUK (a group of artists) for a street art festival. Moreover, they also discussed how to create the group as the non-profit foundation which enables them to facilitate their mission and increase their credibility for negotiation with government and other stakeholders. In this way, they organized town hall meeting with BMA (local government) to propose their strategic plan and promoted "BUKRUK II" street art festival as the kick-off project

in the name of Creative District Foundation. Consequently, academician (respondent #4) who was conducting the research for Department of City planning, BMA, has included some of their strategies (20 district initiatives) into “The final In-house Consultant Project Report on Survey, Planning, Detail Design, Cost Valuation for Urban Plan Project” (TU-RAC, 2017). The selected projects that are included can be found in Annex 1.

After the BUKRUK II street art festival ended in the beginning of 2016 (Figure 11), the core actors, particularly the manager of organization (respondent #2) and strategic maker (respondent #1), started to build the relationship with NGOs and private companies in order to gain cooperation and funding for implementing their strategic plan. The stakeholders’ relationship between the foundation and significant stakeholders outside the boundary in this period is showed in Figure 12. Moreover, they also promoted what did they do as self-organization for getting more people to know about the Creative District through publishing, social media and talks. Therefore, they realized that more people from abroad knew their organization rather than local residents.



Figure 11: BUKRUK II, the street art festival in 2016. Source: Amazingcouple, 2016

In addition, the core actors started to legalize process of foundation registration and continued to take the action some of their strategic plans. For example, they applied their bidding proposal to The Crown Property Bureau for cinema revival in the area. They intended to revive old cinema to be a community space but they lost finally. They also met Minister of Tourism to propose the light festival and music on the river, namely, Brilliant Bangkok. In the same time, TCDC also conducted CO-Create project between TCDC and other local stakeholders to find the strategy of developing in the same area. Some of the results from CO-Create project seems to be similar to 20 district initiatives, such as green space development, strategic signage and abandoned building renovation and development (TCDC, 2016)

As the result from the feedback of what they did, they realized it is important to prioritize their strategic plan which bases on the possibility of implementation in reality. There is a presence of their mission of the organization has changed a bit from as the main driver to implement their projects to become as the function of matchmaker which links existing creativity and new creativity in the area. Their mission is identified to work with partners in order to pursue completion keystone projects that still be in line with 6 tracks which are inherently creative in themselves and also inspires others.

In the end of 2016, there was the presence of a big external event that King Rama 9 passed away that influenced their process of self-organizing. It means that this situation cause sort of country-wide shut down in the sense that normal economic and social activities will for a year-long period of public mourning. For example, citizens were asked to refrain from participating in joyful events and entertainment, as a result, a number of events were canceled or postponed.

Moreover, his death also left an already politically turbulent Thailand into an uncertainty that is unprecedented in its modern history (Holmes, O., 2016). Therefore, some of the purposed events in Bangrak -Klong San District following Creative District foundation plan, such as the light festival, has to be canceled and the building relationship that they made with private sectors and the government was slow down continually.

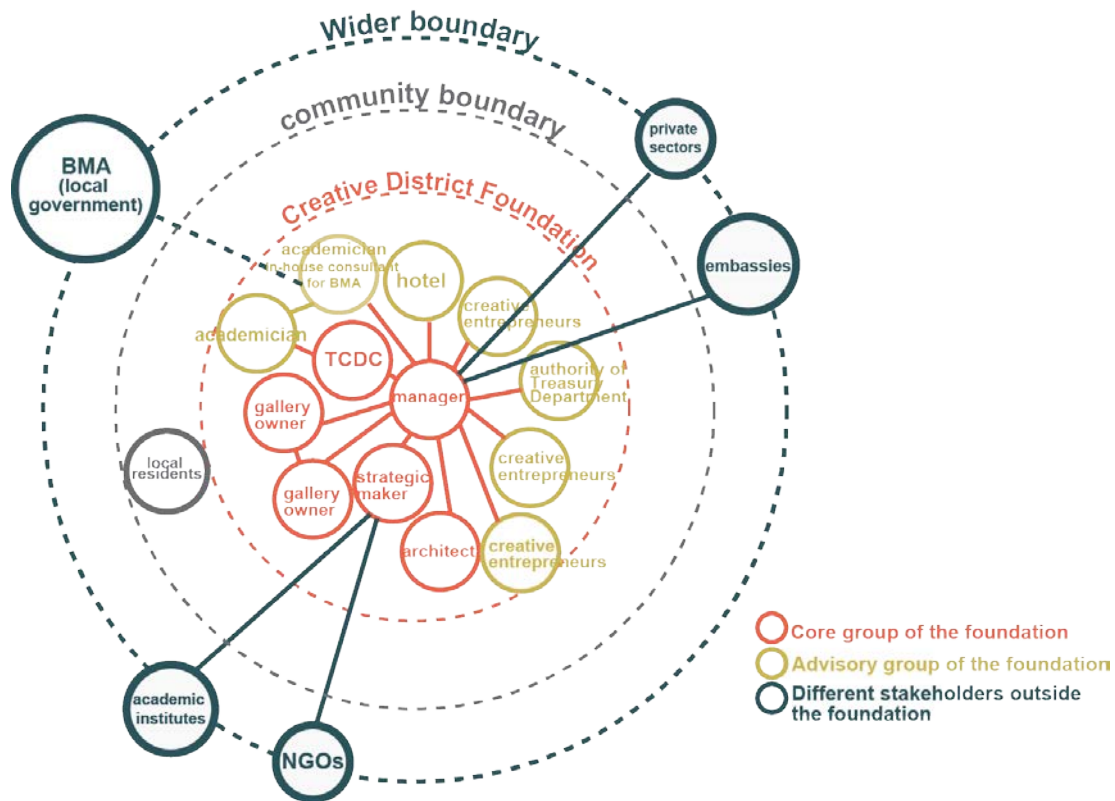


Figure 12: The diagram of stakeholders' relationship between the foundation and significant stakeholders outside the boundary. Source: The author

4.2.3 Round three: Step back, plan to study baseline of the area (beginning of 2017 – present)

The core group decided to step back implementing their strategic plan. They are planning to collect baseline study of the area by collaborating with relevant stakeholders in order to determine a wiser approach for the development of the area. For example, two actors of the core group have been engaging the Think City Malaysia, which is the organization that does strategy of city planning, in order to learn how to collect the baseline data, setting framework of the study, and how to formulate the data into city planning. Moreover, when the foundation legalization is ready, key actors of the foundation are planning to engage more local communities in the area in order to build awareness of group identity, get to know more about how local communities are living and explore possibilities for redevelopment of the area to be more productive.

4.3 Analysis the Self-Organizing Process of Case Study

In the line with analytical model, the empirical material regarding the Creative District Foundation in Bangrak -Khlong San District will be presented base on variables of the study.

4.3.1 Factors of self- organization

4.3.1.1 Triggering event

There is no clear presence of triggering external event or discontent with the existing situation to put them approaching as self-organization to deal with it. This self-organization creation is started from one of the key actors want to explore how to promote this area as the destination for the hotels and he found several creative entrepreneurs locating in the area. Therefore, he gathered these local business stakeholders together to discuss and decided for reviving build-environment of the area and contribute to creative economy afterward. Most of these local business owners have the same business purpose and want to have a better standard of living. Meanwhile, these group also realized that TCDC is going to relocate with their creative members into the area in order to transcend their growing mission of supporting creative economy. One of the key actor from TCDC also joined this group because TCDC also has same goals which develop this area to grow as a creative district (creative ecology), as well as, to build the creative network. As the quote from TCDC officer is showed below.

“I assigned to participate with this foundation because one of our mission (TCDC) is to build creative ecology in this area becoming a creative district. So, we have to connect and build creative network with creative entrepreneurs, local artists, and other related organizations in this area” (Respondent #6)

In this way, TCDC relocation seems to stimulate local business collaborating together because it is a good opportunity for them not only to gain mutual economic benefit and but also generate creative movement in the area. It means that, by reviving build-environment of the area to be more vibrant and desirable with the Creative District concept, more visitors and creative entrepreneurs will come to the area and generate the good local economy. As the all three respondents of key actors and the expert stated;

“We realized that a lot of galleries exist in the area and then we heard that TCDC is moving to Chareon Krung (in Bangrak District). So, many stakeholders are coming together and I think that one point, a lot of these, it has to be in the district is about the art, performance, creativity. And that how it should be the creative district came about” (Respondent #1)

“We started it when TCDC is going to move into that building. So, it is the lucky timing” (Respondent #2)

In the early stage that we talked together, it's like the informal talk what we want to do in the area and we want to see the more creative movement of the area. And in that time, we heard TCDC will relocate into this area. They like catalysis of positive movement. (Respondent #3)

“They don't have the same problem but they have the same business purpose. So that why this group has emerged. They didn't face triggering event to force them grouping together. So, when they discussed together, they came with positive way of thinking about how to improve the area” (Respondent #12)

In order to achieve their goal, the initiators agreed that they should create the group as the non-profit organization which enables them to facilitate their mission and increases their credibility and trust for engagement with government and other stakeholders. Moreover, this kind of organization can be seen as the representative of citizen needs which contribute to public

benefit in this area. The outcome resulting from reviving build-environment of the area to be more vibrant and desirable would benefit them indirectly on economic aspect.

4.3.1.2 Presence of trust and social capital

There is a presence of trust being developed only among key actors of the organization, particularly business owners. The high level of conflict is not found within their organization during the interaction. But a presence social capital is limited. There are several reasons that members trust each other. Firstly, the meetings between core group and advisory group are set in every couple of months. The key actors who attended regularly were mostly the members of the core group and some members of the advisory group who work close to the Bangrak - Khlong San area. Moreover, they also have the online platform to keep them contacting regularly. They found each other because the manager contacted them and organized the several informal meeting since the early stage of forming a group (Round 1). It means that it was an opportunity giving them to get familiar with each other easily and such opportunity also show respect to another's values and perspectives for joining common ground and framework.

Secondly, most of the key actors are foreigners and Thai people who studied and lived abroad before. Therefore, they are like-minded and opened. Although some of the key actors just have known each other only for 2 years during interaction in the meeting, they are able to understand mutually and get it in the same way easily. As the two of the key actors stated;

“The strong point is everybody is very like-minded, progressive, opened, some have an ego but we don't let it get in the way (...) If you have the experience from aboard of what did they do to deal with urban issue, you are able to see what is possible together. If you work with people with cannot see what possible (...) it is difficult that try to do something as new as this. (...) When we are in the meeting and discussing what we try to do, we don't need to explain more about it because we understand to each other” (Respondent #1)

“During in discussion, there is no one who dominates others within the group. They cooperate well because most of the members are foreigners and Thai people who studied abroad before. They are quite modern. So, they are individualistic and independent which are the good things. Unlike in general meeting of Thai people, community leaders quite dominate others that would change a direction of the group” (Respondent #4)

According to literature, this can be seen that they developed the goodwill trust which refers to an expressive form of accepting vulnerability which bases on shared values and goals (Purdue, 2001)

Thirdly, the presence of manager of the foundation (respondent #2) who links different members of the organization to know each other and cooperate together, as well as, organize the regular meetings as mentioned above. It means that he is the main person who contributes to build a climate of trust and reciprocity within the group.

However, within the community boundary, there are not clear that the presence of a sense of belonging is developed within the key actors during the interaction. Most of the key actors do not stay in the area and just have set up their business in this location not more than 7 years. Thus, the sense of belonging still limits in the sense that they are the outsider of the local community who tries to improve living quality and create creative movement in the area but they still do not know what exactly the local residents require for their neighborhood. The ambition of what they trying to do is driven from the outsider perspective and still not belongs to the area. Thus, it can be implied that there still was the gap between the initiators and local community relations. As one of the key actors stated;

“Our sense of belonging still limited in the sense that this is the place where we work. It is not the place that we live in all of 24 hours and every day. So, we don’t have the same experience as local communities who have been living here for a long time. When we were discussing what is the project we should do. For me, I still feel that I am the outsider because we don’t live here. We don’t know what local communities want exactly” (Respondent #3)

Moreover, there was no substantial evidence of participated or cooperated activities between the initiators and local community resulted from low frequency and recurring of interaction between them. In this way, a chance of building trust among them rarely happened. This situation could lead the lack of communal social capital to gain local supporters in the neighborhood (Purdue, 2001).

In addition, regarding within the community-administrative boundary, there is the presence of distrust between their organization and Bangkok Metropolitan Administration (BMA, local government) which hinder their self-organizing process. The presence of distrust³ between them can be found in many reasons.

Firstly, there are low frequency and recurring interaction between their group and BMA. In this way, they don’t get familiar with another’s values and perspectives. They have a few discussions together about strategic plan of development of the area and promoting street art festival in the Round two. Although the organization gain collaboration with academician who worked for the BMA’s project of planning (advisory of foundation, Respondent #4) and is expected as the connector between them and BMA, but he involved in the short time period of interaction which does not have enough time to build a climate of trust between both boundaries. Consequently, after the meeting with BMA (as mentioned above in Round 2), some strategies from the group were developed by academician and was included in the BMA’s plan but BMA has not had any concrete implementation of this plan yet. As one of key actors stated;

“They (BMA) are watching. They keep saying that they interested but nothing happen like I said the collaboration is not easy, even the government seems to prefer waiting to see success than being the one who initiates. They just attended the meeting and took the plan somewhere and we don’t know how they deal with it” (Respondent #1)

Secondly, regarding the first reason, it can be seen that the organization is not able to prove themselves to BMA that the strategic plan is the real consensus which includes all affected stakeholders, particularly local community in the area and BMA’s authorities. The competence trust did not develop among them. It means that BMA did not trust the foundation has the ability to create the strategic plan productively because it did not generate by meeting all stakeholders commitments. Moreover, the goodwill trust did not develop in the sense that BMA is skeptical the goals of the organization from initiators. The initiators mostly are business owners and might have hidden agenda about gaining business benefit for themselves rather than contribute to public needs. In contrast, BMA seems to have less competence trust from initiators perspective in order to generate the outcome productively because BMA works in the

3 According to Vangen and Huxham (1998, p.4) and Purdue (2001), stated trust is divided into 2 types which are; (as mentioned in chapter 2)

- (1) Competence trust refers to trusting that the other individual or organization has that ability to control risk by meeting commitments
- (2) Goodwill trust refers to openness, honesty, respect and avoiding large organization using power unfairly.

bureaucratic structure. The decision-making process is depended on the high position of authority. The proposed policy solution with local community could easily change or even evaporate when it passes through formal decision-making structures. In this way, they often fell to implement the development plan in practices which do not fit to the real needs of the citizen. As one of the key actors stated;

“These group of the local business initiate and plan to do urban regeneration. It is a good thing. But there are non-transparency and distrust between BMA and this group. This group wants to do many things. But when they did, they couldn’t prove to BMA that they did for themselves or public needs. There is still the question from BMA that did they include the local community in the process of making a strategy or not (...) In contrast, this group also are skeptical with BMA’ public administration because they (the foundation) prepare information and sponsors for implementing the plan in term of partnership with BMA but why BMA would not do this. It is because BMA and all local governments work as a top-down decision maker. The decision making is depended on the high position of authority. And the output of the plan from the top is not often realistic” (Respondent #4)

Thirdly, the language barrier. Most of the meetings that the organization had together including with BMA, they discussed in English. As a result, these would hinder building goodwill trust not only among local government to get familiar with them, but also local residents. Local resident still open-minded to the initiators. As one of key actors stated;

“We always talk in English in the meetings, even in town hall meeting. When other stakeholders attended the town hall meeting and saw most of us were foreigners, they might be shy. This situation also happens to me too. When I walked to local community, they thought that I was not Thai, then they wouldn’t come to me and talk” (Respondent #3)

4.3.1.3 Presence of boundary-spanning work

As mentioned before in round 2, the organization gained many collaborations with NGOs, academicians, artists, embassies and private sectors in order to implement their strategic plan in Round two but still limit to build relationships with governmental organizations and the local community.

There is the presence of two main of key actors in core group who act as connective persons; Manager of the foundation (Respondent #2) and Strategic maker (Respondent #1). Both of them work together closely and link different stakeholders. The manager can be seen as the important role for this organization because he is the one who connects people from outside the boundary and links key actors internally. For the internal linkage, he started to form this foundation by gathering different stakeholders in the area, such as local businesses, TCDC, and academician. Moreover, he is responsible for organizing meetings and creating online platform such as social media (“Line” application on a mobile phone) and emails to keep frequent and recurring interaction between the key actors only within the group. For the external linkage, he leveraged funding from embassies, private sectors, and Tourism Authority of Thailand to support their projects. For example, he contacted the artist group BUKRUK to require cooperation for creating art festival in the area. In this way, the sponsors from embassies and private companies that supported artist group and operation cost of this event were found by him. As one of the key actors stated;

“He is responsible for organizing our meeting and he is quite good to find a network. Most of the funding resources that support our group, come from him” (Respondent #1)

Furthermore, he is one of the key actors who helps to promote the foundation in order to get more people to know about the Creative District through different kinds of media. Therefore, the foundation has got recognition from abroad and he gained collaboration from different organizations to conduct the projects in the area. As he stated;

“We have a lot of interest from overseas in this because creative district around the world becomes successful. So, people will hear about this. We have been approached by the university in Bangkok. They said, can we work with you on the environment, plastic, planning? We have the French company coming and say how many trees that you want we will give you. We have been lucky in lots of ways about getting recognition and getting participation and that help for network” (Respondent #2)

In addition, another one of the key actors who also do boundary-spanning work is the strategic maker of the group (Respondent #1). He is the main person who operates activities for implementation of their strategic plan and created the strategic plan in Round two. In this way, he connected stakeholders who are outside the boundary, such as NGOs, academic institutions, community activist, and environmentalist to gain collaboration, for example, exchanging the knowledge about how to conduct for each projects, gathering the data of the area and creating activity from young people by offering academic institutions to conduct design research of the area and helping to promote the foundation. As one of the key actors stated;

“He is the person who mainly runs activities of the organization. He is the person who is able to talk to everyone to gain new connection like he wants to have students doing activities in the area. He talked to me and asked for setting the topic of design research project in Charoenkrung” (Respondent #5)

In addition, there is the role of boundary spanner from TCDC who help to connect governmental organization boundary in order to improve hi-speed internet connection in the area. One of the reasons that TCDC cooperate with the Creative District Foundation is that TCDC mission is also strongly determined to develop Bangrak district to grow as the creative district which will bring policy suggestions and activity plans in accord with the physical space of Bangrak district. Therefore, it means that TCDC and the foundation have similar goals and some for the strategic plan, particularly hi-speed internet improvement, is also one of the projects that TCDC includes in their action plan. As the TCDC officer stated;

“We (TCDC) help them (the foundation) to connect the Ministry of Digital Economy and Society and some of the private companies (internet provider) and conduct this project because this is the project that we have to do which is included in our plan. We want to see this project happen in this area” (Respondent #6)

It can be seen that the boundary spanning activities of this foundation mainly are; (1) finding resource, such as funding, skill and knowledge from outside (private/societal sectors, academic institute) for supporting their activities , and (2) building relationship with those stakeholders in order to share information and mutual learning among them. The diagram of stakeholders' relationship between the foundation and significant stakeholders outside the boundary can be illustrated in Figure 12.

However, the role of boundary spanning work is still limited because they lack the connective activities to build a relationship with local communities and state organization which are local

government (BMA) and Crown Property Bureau ⁴. The engagement with local communities is important to provide the self-organizing process with political support and develop the outcome of urban regeneration inclusively and productively. Moreover, BMA and Crown Property Bureau are the significant stakeholders that stimulate their self-organizing process of this context in many ways, such as leveraging resources or investment, supporting knowledge and information and planning and generating the urban regeneration collectively. By building a relationship between the foundation and state organization, the trust climate will be increased that help to gain the willingness of collaboration from state actors continually. As two of key actors stated;

“We still haven’t synced with government and crown property Bureau yet. We don’t know what they are going to do in the policy in our area. If crown property Bureau have the land in low rent, it will be good to provide start-up renting for working places” (Respondent #3)

“Now, the foundation doesn’t have the channel to connect to local people in the area. They should do because they will get the deep information of the area. I think they should engage more people in communities. This stakeholder is their significant alliance because they are living and have grown up in the area for a long time. They haven’t just had a business in the area.” (Respondent #5)

These challenge of boundary spanning work is found for many reasons. Firstly, both of connective persons in the core group of organization do not have institutional and community development experience. They do not know how the political and administrative ‘system work’ and how to gain local collaboration in the context of Bangkok because their backgrounds are not involved in governmental organizations and community working before. In this way, they are not able to disseminate important information for both sides of boundaries. Although, as mentioned before in Round 1, the foundation join the collaboration with the academician (advisory of the foundation, Respondent #4) who was working as the In-house consultant for Bangkok Metropolitan Administration (BMA) in order to propose the strategic plan of the area to BMA. He is knowledgeable of and credible to people on BMA and community-based organizations because his experience involved in several research projects concerning citizen-based conservation in urban areas in Thailand. In this way, he is expected by the initiators to be a connector between the foundation and governmental organization, and between the foundation and the local community. For the governmental organization side of the boundary, he still has a limited political power to advocate BMA for implementing the plan because he works as the In-house consultant which is not in the decision making level. As he stated;

“They have to understand how the political works in the bureaucratic of Thai context. They want me to advocate BMA for them but I can’t do that because I’m not in the position of decision making. I just know the channel and help them to propose their development plan of this area to BMA” (Respondent #4)

4 Crown Property Bureau (CPB) is the quasi-government agency responsible for managing the property of the crown of the Kingdom of Thailand in order to benefit local communities, their residents, and Thai’s society. Most of the Crown property is real estate which is owned about 3,320 acres in the city center of Bangkok (including Bankrak-Khlong San District). Historically, the bureau would rent the land cheaply to small shop owners and members of the lower class. Currently, the CPB renews tenant lease contracts every three years for rent rationalization and planned site development consistent with long-term city planning considerations, as well as, makes long-term investments in selected businesses. Source: The Crown Property, 2013

As previously mentioned in finding of Presence of trust and social capital, the academician (advisory of foundation, Respondent #4) also worked intensively with the initiators in the short time period of interaction (during less than one year of conducting his research for BMA in order to implement the comprehensive plan including this area) which do not have enough time to build a climate of trust between the foundation and BMA.

Secondly, both of connective persons of the core group (Manager and Strategic maker of the foundation) are not able to increase the trust in government side and local communities. The manager still works for another private enterprise (promoting the hotels) which have business oriented. Moreover, both of them still used English in communication. In this way, it would make skepticism within the state organization and local community when they approach them to gain collaboration. As one of key actors and expert stated;

“He (the manager of the foundation) is the important person for this foundation because he is the one who started the foundation. But he has 2 hats, one of that, he works as a manager of Bangkok River Partner for the hotels. So, when he wants to engage someone, they would misunderstand that he is representative of hotel instated of the foundation or question him who is he working for” (Respondent #4)

“They (Manager and Strategic maker of the foundation) often don’t use Thai to communicate which would be hard to engage with local community (...) and this group want him (academician, Respondent #4) to do participation process with the locals but they won’t hire him and he doesn’t have time either. If they don’t hire anyone to do these. So, what they will do? Because they could not do it by themselves. It is personal skill especially” (Respondent #12)

Thirdly, there was the lack of a role of public manager as boundary spanner to cooperate between neighborhood and city level and some kinds of existing legal framework facilitating partnership on urban regeneration. This situation resulted from a notion of hierarchical instrumental policy and decision-making on policy process and procedures within the governmental organization (Top-down). It means that the policy process on co-production of urban regeneration between citizen and governmental organization still absence in context of Bangkok, particularly, middle-class neighborhood. The governance culture in Thailand still does not give intention about the possibilities for community-based organizations to take an active role as a partner in regeneration with a business-like approach. The decision-making on policy process and procedures on urban regeneration still depend on the high-level position and high political power in a bureaucratic structure. These influence the autonomy of public managers in local government and citizen group which they do not have the room to cooperate together as a partnership in order to generate urban regeneration process in the neighborhood. As key actors stated;

“It is important to have the public manager or official planner work with local citizen intensively in regeneration process but it is quite difficult because of the policy process within the government in Thailand base on Top-down approach. It is not bottom-up at all. We do not have any local regulations facilitating related regeneration or co-production. We use ministerial regulations which are approved by ministers. So, this is the blockage of public administration system in Thailand” (Respondent #4)

“Urban development in Thailand now a day is doing with no direction, particularly, in districts of Bangkok. There is no real strategy for each district because it is a new notion of urban

planning and development. BMA has never done this before. The plan that BMA did, was not a strategy. So, to do this, it needs some kind of cooperated platform where different including citizen, private sectors, and governmental organizations can collaborate in order to generate strategy plan for district area” (Respondent #5)

In addition, there is the presence of an external event that blocked boundary-spanning work. As previously mentioned in Round 2, there was the emerging of the unexpected situation of King Rama 9 death. It means that this situation caused sort of country-wide shut down in the sense that normal economic and social activities for a year-long period of public mourning. For example, citizens were asked to refrain from participating in joyful events and entertainment, as a result, a number of events were canceled or postponed. Moreover, his death also left an already politically turbulent Thailand into an uncertainty that is unprecedented in its modern history. Consequently, this situation influenced an initiators’ boundary spanning activities. The building relationship that the manager and strategic maker made with private sectors and some departments of government was slow down continually. Moreover, they have to rethink the direction of the self-organizing process into the different way to drive their organization. As he mentioned;

“I developed the project called Brilliant Bangkok which is the light festival and music and I took it on the behalf of creative district to the Minister of tourism. I showed her and she said yes. Then, The King was passed away. So, we have to stop but we will be rethinking in the smaller scale” (Respondent #2)

4.3.1.4 The ability to focus the exchange and interplay of idea, information, knowledge, and experience

Looking at the interaction between the key actors of the foundation, it can be seen that the variety of ideas about how to improve the area are shared since the beginning stage by the key actors who have a different field of interests, backgrounds, and experiences with the context of the area. These variety of ideas about how to improve the area can be seen as the defined problem and solution that are shared and developed by the core group. Then, one of the core group (strategic maker) generated these ideas into a strategic plan. Moreover, there is the presence of consensus building when the key actors commit to form themselves as the foundation in order to implement following this plan. One of the quotes explaining the variety of ideas are shared and developed by the initiators and the presence of consensus building, can be illustrated below;

“We started to share our ideas like what is our favorite cities, why we like it, why we were here. We began to see the same features that we all desire for Bangkok and we realize that probably no other people who are going to do this yet (...) Then we discovered that a few people at that time who were interested in, not just waiting for the government, but just actually do something because all want the same things. Because of this meeting, we realized that people want the same things.” (Respondent #1)

“We do not have conflict within the group but we have many pictures of identity for this district. Some members have the same picture but some are not. So, we discuss together in order to adjust different opinions into a harmony” (Respondent #3)

They also set loose system of a working group to operate different projects. A typical of how they work interdependently is the following quote from one of the key actors;

“We have only 5 people and foreigner (name, manager) in our group who is a core group for developing the ideas. I usually do about strategy. He (one of the co-founders) is good to influence people and has the big voice in Thai society. They (two of the co-founders) know about art. So, they can comment and give you point once in the while. He (one of the co-founders from TCDC) help to develop the ideas and update us what the project is happening now” (Respondent #1)

Subsequently, the key actors (core group and advisory group) also exchange and share their connections and information to find out how to link other stakeholders to gain collaboration with their plan, as well as, how to proceed registration process for the foundation. Regarding Presence of trust and social capital, it can be seen that trust being developed among key actors of an organization that encourages learning process by exchanging information to each other. The data show that sharing connections as a tool to help them deal with the issue when they faced the deadlock during the interaction. As one of the key actors stated;

“When we feel that we fail, somebody always comes and helps us because we have a way to find people who know people. We know so many people now. So, we just ask everyone and someone will know someone” (Respondent #2)

“We always share connections to find out how to link other stakeholders. For example, now I respond for organizing gallery hopping project for this year, then, our chairman and one of our advisory (business owner) help me a lot to find connection who is able to help us to implement this project” (Respondent #3)

In addition, there is the presence of learning process of key actors during gaining collaboration with other stakeholders outside the boundary. It became clear that their plan would not always work, thus they need to prioritize the plan and change the direction of organization finally. Typical for this learning process if the following quote of one of the key actors;

“I learn from Big Tree (NGOs) (...) and realized that there was a lot of stakeholders involved to do the project. So, it is not the easy project. Because of that, 2016 became the year of prioritizing because we start learning the whole year like this project is difficult, so, we won't do it. Or this is easy easier or this one is a very big project. so, we don't do this” (Respondent #1)

However, there are some challenges that hinder the ability to the exchange and interplay of idea, and information of self-organizing process. Firstly, the role of one of the core group from TCDC and academicians (Respondent #4, Respondent #5) from the advisory group less involved in the organization afterward. Secondly, there is the presence of limitation of cooperation between the foundation and TCDC. TCDC also conducted CO-Create project between TCDC and other local stakeholders to find the strategy of developing in the same area. Only a few key actors from the foundation joined in the public participation of this project. Some of the results from CO-Create project seems to be similar to strategy of the foundation. In this way, it can be seen that there was a duplication the task between both of organization and would lead to misunderstanding of foundation's identity from other stakeholders. As one of the actors and expert stated;

“I worried that it is duplication the task. It likes we should be working well together. They have fantastic resources (...).it should fit each other. It doesn’t matter that we do different things but I think it will achieve more and faster if we collaborate together.” (Respondent #2)

“TCDC does not share their information much. They have a level of sharing their information with others. They attended the meeting because it is the good manner but, I think, this is not real cooperation between them (TCDC and the foundation). They should interdependent with the resource to each other. Actually, the governmental organization mostly does not want to share their information with others. I think this is the one of the main problem about cooperation in Thailand” (Respondent #12)

4.3.1.5 The presence of a physical and/or virtual locus of interaction

A virtual locus of interaction was presented in term of online platform (“Line” mobile application) and email for key actors (core group and advisory group) to communicate in the way such as, updating the process, sharing information, discussing related their foundation work or urgent situation, and organizing the meeting. They also have a Facebook page and recently launched the new official website (www.creativedistrictbangkok.com) which inform the information of the foundation such as vision and mission of the organization, intended projects with contacted numbers of the key actors, information of key actors and some data of the area (Figure 13). Thus, it can be seen this platform is only one-way communication for promoting the organization which cannot communicate directly in real time. However, the key actors also plan to create social media and open source data, such as research or study projects of the area linking to this website in order to be more opened and knowledge platform to local people and outsiders, when the registration process for the foundation is finished. As one of the key actors stated;

“We have a website. People called and read about this and called again. We have the Line group for members and Line group for advisory (mobile application). We are waiting for the finance for the website but we decide to get it up. People can see what we do about. And (name of funding source) want to fund us but we have to wait when we registered.” (Respondent #2)

In addition, the key actors also meet together for discussion in random places within the area. The town hall meeting with other stakeholders also organized in a hotel in the study area. They still do not have the actual physical locus of interaction which local residents are able to access. The way the key actors working together is informal and organic. One of meeting within the foundation can be shown in Figure 14

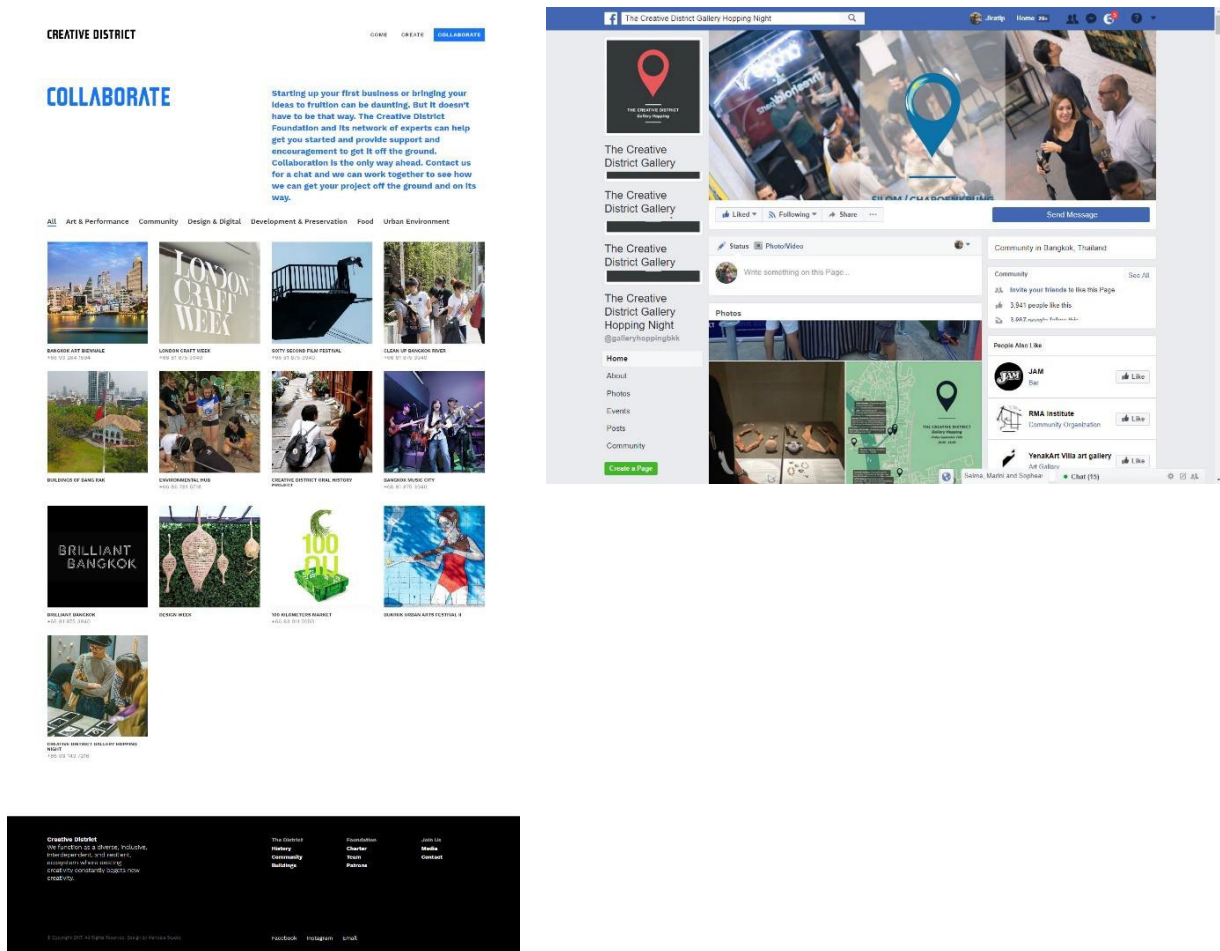


Figure 13: (left) The official website of Creative District Foundation and (right) The Facebook page of gallery hopping organized by Creative District Foundation. Source: The creative District Foundation, 2015



Figure 14: One of the meetings between the core group and the advisory group took place in the office owned by the Chairman of Foundation. Source: The creative District Foundation, 2015

4.3.1.6 Mutual adaptation of roles

There is some presence of mutual adaptation of roles from key actors who were willing to extend their regular business activities with taking up responsibilities for the area, as the following quote from one of the key actors below.

“I must continue my responsible for this foundation when it gets ready on legalization. I understand that it is volunteering work and have to communicate with partners, our team and local community which is not easy for me” (Respondent #3)

However, there is no clear presence of mutual adaptation of role from the governmental organization. In this study, can be observed some of the key actors change their role to facilitate the self-organizing process, but it is a small change which is not enough to drive the succession of the emerging self-organization. For example, one of the advisory of the foundation (Respondent #14) is the authority of Treasury Department which is the governmental organization and responsible for management and maintenance some historical buildings in the area. He tries to change himself into a facilitator for this foundation by giving information related to state’s land plot in the area. He is also willing to connect the foundation with state organization if the key actors face any deadlock of their process, as his following quote below.

“It seems that I am a facilitator who brings government and private sector to meet and work together. If they (the foundation) don’t know how to connect someone in state organization, I can suggest who is the one that they should talk to” (Respondent #14)

Similarly, regarding the TCDC role, TCDC mission is determined basically to develop activities and databases network of creative professionals from different industries in order to open up an opportunity for cooperation, business partnership, and innovation creation that benefits the country’s economic development. Moreover, they also added the new mission to develop Bangrak district to grow as the creative district which will bring policy suggestions and activity plans in accord with the physical space. TCDC also conducted their own project (Co-Create project) in order to find the strategy of developing in the same area following this mission. Therefore, it can be seen that their role when they collaborate with the foundation, is continued following their mission expansion. They still have the same role which is facilitating network activities, but with wider stakeholders. As the following quote from TCDC officer below.

“Our role (TCDC) does not change but we do following our missions which are more expanded because, previously, we were connecting small business owners and designers in order to develop the creative economy, but now we do creative district in this area. So, we are cooperating with more different stakeholders not only with designers” (Respondent # 6)

4.3.2 Outcome of self-organizing process

4.3.2.1 Creation of an organization

The goals and mission of their foundation are known by key actors. Their vision started in order to revive environment as the creative district which contributes to the creative economy in the area. Their mission has changed a bit from as the main driver taking an action on their projects to become as the function of matchmaker which facilitate and support new people who want to make projects that related 6 tracks in the area. As one of the key actors stated;

“Now, our mission is we try to be a matching marker. We will support and find sponsors for people who want to make projects for the local community and improving the physical environment of the area. We would not do it by ourselves. And we also try to create the project by ourselves and find people to do it. Our objective is to support creative economy, revival physical environment of the area and it can be the model for other areas” (Respondent #3)

However, the organization works as the informal and voluntary group because the organization is still in the process of legalization. As the result, the key actors plan to set the operation plan

of the foundation, funding, and responsibility (job description and task) after the registration process is completed. This situation will result in a reduction of their credibility and hinder the engagement with local residents and government as the quote of key actors below.

“I think where we are now to be quite honest, everyone does volunteering because we cannot raise the money until we form the foundation. When you work volunteering, we cannot always get people attention time. It is difficult. That’s the first problem. The second problem is because we don’t have the structure around us. We have nothing which is not good for engaging local community and government” (Respondent #2)

“Now, we are still in the process of registration for the foundation. So, we do not want to commit something that other people ask about because we do not know when this legalization process will finish” (Respondent #3)

After the registration process is completed, the respondents from key actors also concern about how to operation of the foundation. The financial operation has to be very transparency because the organization is for non-profit aspect. This is the important issue that the key actors have to deal with in the future. As the quote is showed below;

“One of the challenges that we concern after legalization process of the foundation is financial management because this foundation objective is non-profit. Our team have to work out what kind of business plan we have to manage which contribute to economic and social impact and be very transparency” (Respondent #3)

4.3.2.2 Problem-solving capacity of an organization

Their objective is created in order to revive environment of the area which contributes to the creative economy. It can be seen that objective of the foundation are identified and work with partners to pursue completion keystone projects with 6 tracks including urban development in order to attract more visitors and creative entrepreneurs and benefits to the local economy. It means that their objective has problem-solving capacity because the initiators see a great deal of potential for development in the area (Bangrak - Khlong San District) for many reasons. Firstly, this area is located in the commercial and residential area of the city center where is easy to access by several modes of transportation. Secondly, this area is located along the river with the waterfront, historical building and historical urban fabrics with relating to the long history of the area. Thirdly, the cultural diversity of the local community is still existing. Lastly, many creative businesses become agglomeration in the area. However, this area has become degeneration such as lack of open space and greenery for serving recreational activities, limited public access to riverfront, narrow or lack of sidewalk, as well as, deteriorated and underused of heritage buildings. In this way, the initiators formed themselves as the foundation to tackle this challenges of the area for gentrifying the area to be more lively and desirable but is still authentic. It is good to create a creative ecology of the area which benefits to the local economy. As one of the key actors stated;

“People have taken this area (Bangrak-Klong San district) for granted. It means that this area has economic value potentially and rich social value, but other people do not aware these (...) They (initiators of foundation) can see many high-class tourists stay in the hotels in this area. They (initiators of foundation) know start-up businesses are emerging. Thus, they need to revive this area having more quality of living and desirable for local people. So, I think, this is their objective and strategy which is quite holistic but lack linkage with related stakeholders in the area” (Respondent #4)

In addition, as mentioned before, many urban development plans in the context of Thailand, especially in Bangkok are initiated by the state with a top-down approach. This condition can be seen as the challenge in the realm of urban development because they often fell to implement the development plan in practices which do not fit to the real needs of the citizen. In this way, the idea of foundation initiated by a citizen, is helped to raise the voice of citizen needs and their credibility in order to negotiate with the government and state institutions and gain political support. Moreover, “The foundation” has the neutral entity and sounds transparent. Thus, these are able to engage with the local residents and communicate to the public rather than from individual or private sector. As many key actors stated;

“If they (initiators of foundation) act directly as business owners who is one of the stakeholders in order to deal with the local government in urban regeneration for public benefit, obviously, other people would be skeptical about gaining economic profit for themselves. In contrast, if they (initiators of foundation) strongly determined themselves as Foundation which is a non-profit organization, neutral entity and their agenda is obligated for real public need (...) then, they can negotiate with governmental organizations and engage with local community easily. This kind of entity can help them to get attention on public easily when they want to promote something, such as promoting on investment of the area. Then, the result of regeneration would impact them economically and indirectly” (Respondent #5)

“The strong point of creation of foundation is we can engage local community and they would be less skeptical about our incentive and we would have more power to negotiate with government” (Respondent #3)

“When we see BMA or Crown property, we will be a foundation. We are not just the group of people anymore. We will initiative with funding and we need to be a representing of a large group people and BMA starts to give us attention. At the moment we don’t have that yet. We are starting the journey. It is the positive start but we need to engage more” (Respondent # 1)

However, as mentioned in the finding of Presence of trust and social capital, there was the presence of distrust between local government and initiators, but when the legalization of foundation get ready and initiators can prove that they do for the public. Consequently, this could increase trust in cooperation between initiators and governmental organization.

4.3.2.3 Creation of strategic plan

The “20 district initiatives” is strategic plan accord with 6 tracts of their aspect created in Round two. It can be seen that the strategic plan got the idea for brainstorming within the key actors which ideas started from several issues in the neighborhood and was generated base on theories by strategy maker of the group (quote below).

“Based on my own reading. I’m self-thought right. I read a lot. I thought myself about creating good neighborhood, good cities and then I came up with this (strategic plan) just research about what it makes good neighborhood and what we need to measuring it” (Respondent #1)

However, the 20 initiatives (strategic plan) created with the brief description of each project, requirements, Stakeholders and time frame on some projects which some examples are shown in Figure 15.

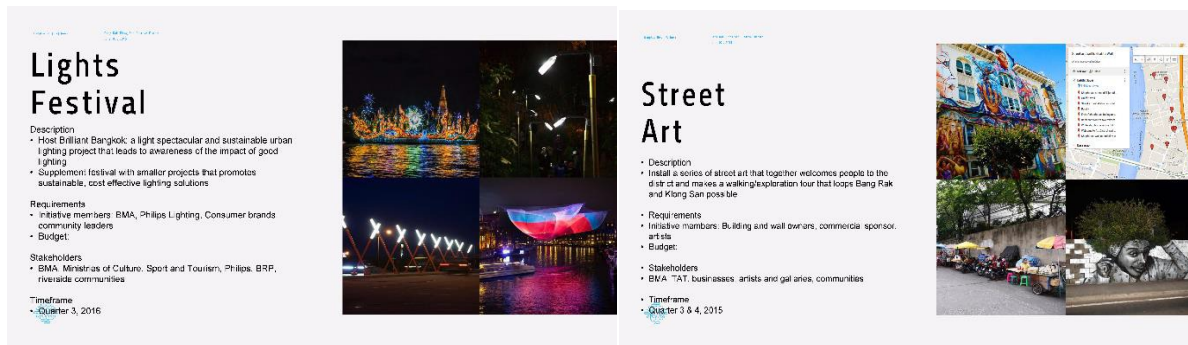


Figure 15: Sample of information project in the 20 initiatives (strategic plan).
Source: Creative District Foundation, 2015

Subsequently, as previously mentions the finding on the ability to focus the exchange and interplay of idea, information, knowledge, and experience, it became clear that their plan would not always work. Thus, they reconsidered and prioritized the plan. It means that they still expected to continue some of the projects in the future that they implemented already, such as Street art and advocated on 4 ideas which are; (1) rant protection for local community and business start-up, (2) high speed internet (Digital district), (3) tax incentive, and (4) greening . However, both of 20 initiatives and 4 ideas still are not concreated which are not identified clear timeline, budget, implementation process and the linkage and priority of important projects that show the road map of the whole project of planning. As the key actor and experts stated below;

These 4 ides are our plan that might advocate after legalization process because we will have more power to negotiate with state organization but these do not include community opinion. So, I am not sure that we will do following these ideas or not” (Respondent #3)

“Their strategy (of foundation) is not concrete. It means it is not identified how to implement priorities and connecting with each other. The idea of each project quite good (...) If they cannot implement following this strategy such as community engagement. They (initiators) can hire some practitioner and need to have real implementation plan fitting in context of Thailand” (Respondent #12)

“this strategy still have lack of timeline and detail of implementation plan. Each project should link all together into the master plan that we can see the whole picture of creative district” (Respondent #14)

There is the presence of dividing task with responsibility. The 20 project initiatives are assigned to various working groups with the name of the actor who is responsible for. This working group can be illustrated in Figure 16.

Steering and sub-committees

Creative District	Art	Creative	Accommodation	Urban Planning	Community	Food
	Street Art, Gallery Hop, Bukruk Festival, Channels Festival, Art Fair	New TCDC, Brilliant Bangkok, Digital District, Design Week	Real estate management, developer engagement, affordable accomm.	Building preservation, streetscapes, green space, traffic calming	Townhall meetings, communications, block parties, Clean-Ups	Food festivals, historic eateries, EAT STREET food fair, farmers markets
Proposed Leader	(name of key actor of the Foundation)	(name of key actor of the Foundation)	(name of key actor of the Foundation)	(name of key actor of the Foundation)	(name of key actor of the Foundation)	(name of key actor of the Foundation)
Group Support	(name of member of the Foundation)	(name of member of the Foundation)	(name of member of the Foundation)	(name of member of the Foundation)	(name of member of the Foundation)	(name of member of the Foundation)



Figure 16: Various working group following their six aspects of strategy (names of actors in the foundation are confidential) Source: Creative District Foundation, 2015 (adapted by author)

Moreover, the working groups have to give regular updates monthly and are able to ask for advisory/additional support to steering committee (current core group). In contrast, the finding showed that this operation structure of the plan was not followed what they determined as the expert stated below. The street art was the project from their strategy that implemented already in the area. As the one of expert stated;

“They (initiators) proposed their 20 initiative under 6 aspects and also set working groups with responsible persons following this strategy. But, I did not see the result regarding their working system. It has been for 2 years now. I think, they will reset it again to be more formal when the foundation registration is ready” (Respondent #14)

However, regarding in Round 3, the core group decided to step back implementing their strategic plan. They are planning to collect baseline study of the area by collaborating with relevant stakeholders in order to determine a wiser approach for the development of the area.

4.3.2.4 Innovative character of strategic plan

There is no clear presence of the innovative character of the strategic plan which turns into news practices. The respondents mentioned that innovative character is more about the self-organizing process that the initiators try to collaborate with other stakeholders as the matching maker in order to deal the issues and contribute to the creative economy of the area. Moreover, the impact when they bring creative people together into the area is created innovative knowledge. In this way, when creative entrepreneur agglomerate in the area. Learning and sharing process of knowledge will happen which result in innovative creation. As two of the key actors stated;

“It’s very difficult to say. I don’t know because we have not done much. Maybe in the future, we will have it. But we cannot really say that it is super innovation. We are doing just facilitating people, project. We are not making the new product. The only thing I think is innovative about us is the networking. We are small enough in able to introduce people to people” (Respondent #1)

“I think the collaboration and also we try to bring to creative people together, not just to make gadgets or fashion things. Let say, the river is dirty what should we do, the streetscape is uninteresting, how do we improve. I look at creativity and innovation as the ability of solve-problem. It is not just the design of product” (Respondent #2)

4.3.2.5 Problem-solving capacity of strategic plan

Regarding 20 initiatives, the strategic plan of their foundation has a holistic approach. Some of the strategies are related to the physical and environmental problem in the area directly, such as the development of waterfront and green space, promote place history and culture by the preservation of significant places and improving accessibility and convenience by linking road, sidewalk. Moreover, some parts were created to support creative activities in order to promote identity as the creative district of the area and improve local economy, such as promote art and creative activities through cultural events (street art and light festival), creating the model of mix-used shop house to improve economic opportunity through repurposing old and empty building and rental protection, district map and calendar, hi-speed internet (digital district), and promote place's cultural significance by introduction of interpretative signage.

However, the finding from local residents and people who works in this area mentioned that they agreed with some ideas of strategy because these can benefit the local economy and educate young generation in the neighbourhood directly and indirectly which are; (1) promote art and creative activities through cultural events which students from school in the area are able to participate, (2) creating district map and calendar and (3) promote place's cultural significance by introduction of interpretative signage. Moreover, they are also satisfied with green space project but this strategy is needed to consider possible area because this neighborhood is density and lack of open space for serving recreational activities. The historical preservation is also satisfied by them because these historical buildings are valuable and represent the identity of the area. The quotes from local residents and people who work in this area are showed below;

“I agreed with street art and district map because our students can participate like painting wall and correct the data for the map. By doing these would help them to know more about this neighborhood. (...) Light festival and event calendar sounds good because our school also have lighting decoration in Christmas. This can be included in their event calendar of the District that more people will know about it” (Respondent #9)

“I like the street art that held last year in our temple. If they plan to do in again, these will help our children to learn about art and we can get more income from selling food” (Respondent #11)

“Green space or pocket park project is interesting but I am not sure where would be the place to build these in our neighborhood. Our neighborhood quite dense but there are some places that would be possible but it belongs to State property. They concern about security. I want to have public greens that everyone can access. (...) I also agree with the strategy about historical preservation because these historical buildings represent the uniqueness of this area and they are declined. It would be good that this vibrant area remains old feeling but not deteriorated. (...) I also renovated this old house to become the coffee shop but I still remained classic looks of this house” (Respondent #7)

“These old buildings around this neighborhood are charming, I always see a lot of people come to these building along the river for pre-wedding photo shooting and movies. If they (the foundation) can finding the way to renovate these, it would be grateful. (...) and I think,

interpretative signage also important because there are many tourists walking through this area and several narrow sub-streets in this neighbourhood which outsiders can confuse easily” (Respondent #8)

Moreover, some parts of the strategic plan are developed with the process public hearing and include by academician (Respondent #4) for BMA urban planning. As he stated;

“I conducted the research of urban development in this district for proposing BMA through the public participatory process with all stakeholders. In this way, the local stakeholders can propose strategy or projects that they want. So, the Creative District is one of the projects included in this direction. After I cooperated with them (the initiators of foundation) and organized the town hall meeting with BMA, I included some of their ideas in BMA research” (Respondent #4)

However, most of the strategies are difficult to implement for problem-solving output in reality of the context of Thailand, not only because of the unclear of clear timeline, budget, implementation process and the linkage and priority between projects that mentioned before, but the initiators still do not have sufficient knowledge, such as the baseline of the area to identify actual challenge of physical, social and economic context of the area. Moreover, they do not understand how politics and public administration system works in Thailand (in that time of creation of the strategy). As the key actor stated;

“I think they (The initiators of foundation) are used to the western system of public ministration, like the High Line project in New York. The idea was initiated by local business owners and community. Thus, they can convince the local government to operate following their ideas. (...) But it is contrasted with the context of Thailand. If they want to success, they need to understand more about how politics and public administration system works in Thailand” (Respondent #4)

Moreover, there is presence of opinions from the key actors of the foundation that the problem-solving capacity of their strategies cannot be proved exactly because there is not still accepted by the local community. In this way, it is not the real consensus among affected stakeholder in the area. The quotes are showed below;

“Some of the projects is not clear that have problem-solving capacity because we need to ask the local residents’ opinions. If they think some projects are not important for them, we could discuss and make an agreement together. If some projects are satisfied by all, we would implement these projects first” (Respondent #3)

4.3.2.6 The inclusion of relevant and affected actors

In the study, the respondents of relevant and affected actors did not know the foundation and their strategy plan which can be prove as mention before that the initiators have not engaged the local communities and worker in the area in order to make the plan (the quotes are showed below) The strategy plan is created, developed and accepted only within the key actors. Share idea is used and accepted all of the affected actors. These would hinder to build trust and gain political support from local community.

“I do not know them (the foundation). I just heard about there were some activities happened in the area such as researching from student group or opening art galleries but I don’t know where did they come from” (Respondent #7)

“I only heard about promoting this area as the creative district but I do not know this foundation. (...) I think this area can become the creative district but it depends on the local community perception how this concept is going to be” (Respondent #10)

“The foundation should engage more people in the community. They are important stakeholders in the area. In order to gain more collaboration, I think, it should start from their structure of organization which included local leader in committee of foundation” (Respondent #13)

However, there is a presence of key actor’s perception to include relevant and affected actors in the process of making the future plan. Moreover, the strategy is needed to improve with more information about the physical, social and economic context of the area and fitting with the local needs by conducting participated and collective process with the locals. As one of the key actors stated;

“One of the thing that we have to concern about is the community. We need to find local champion people and have group discussion within the community at their level because foreigner, high-society Thai have the very different way of working” (Respondent #2)

“We are going to shifting our focus into community engagement. We realized we need to do that to set the example for people who want to come in the area, if you want to come in the area you must be responsible for the community and people in the area as well. (...) That would lead to all of these (new strategy). Now we step in the between now. (...) We decide to stop for a while and we are going to take 6 months this year to do the research. We are going to do practical study of the area to find what is the power or indicator would be key indicators for this context in the next 10 years” (Respondent #1)

4.3.2.7 Stakeholders’ willingness to cooperate continually in the future

There is a presence of key actor’s willingness to cooperate continually in the future because, for the core group, they expect the succession of their self-organization. In this way, they have to pursue their future plan and with gaining more collaboration from related stakeholders when the foundation is legalized already, such as collecting based line study, engaging the local community, finding people to be the staff to operate the foundation (the quotes are showed below). Moreover, for that advisory group, they willing to extend their time to join the meeting if they are available.

“Yes, but I cannot keep doing this. It is not sustainable for me financially to put manner of time forever. There must be more people around to take all that role. So, it is the economic priority for me personally, everyone has their job. That’s why the more people you have to organizing and putting, giving advise, raising the money so important, based on 2 people it is not going to happen” (Respondent #2)

“We (TCDC) are willing to collaborate with them (the foundation) in the future because we are in the same area. Previously, we were very busy with our relocation tasks. But now TCDC and the foundation seem to have the same goal. So, it is important to cooperate with different stakeholders in urban development at district level” (Respondent #6)

In addition, the respondents of affected actor mentioned that they are willing to join if they have time and gain some benefits from collaboration. As one of the local residents stated;

“I want to join their meeting (the foundation) and give my opinions to them if I have time. I think they should engage landowners which include small scale like me and large scale like CAT (Telecom Company) in order to gather stakeholders needs. (...) I wish to see people from outside spending time in this area. This would also benefit for local economy” (Respondent #7)

4.3.3 The relationship between the self-organizing process by local stakeholders and their outcome of their process.

The conditions of self-organizing process by local stakeholders can be affected their outcome in many ways which can be illustrated in following Figure 17. Regarding analyzing from internal condition (the self-organization), firstly, boundary spanning work and trust are important factors to stimulate the self-organizing process. According to literature trust create and maintain collaborative effort in network and boundary spanning activities assist building trust among actors with a stronger relationship. In this way, the finding shows that a lack of the boundary spanning work to build relationship within the community group boundary (between the initiators and local communities) and Community-administrative boundary (between the initiators and BMA) influence the quality of outcome because the boundary spanners from the foundation are not able to build trust with those stakeholders. They still have limitation to generate high frequency and recurring of interaction between the initiators and the local community that means trust and social capital were not developed among them. The finding showed local residents and worker still did not know the initiators and their strategic plan. It means that initiators have not engaged them in order to make the plan collectively and build local people's awareness of the foundation. As a result, these affect the problem-solving capacity of the strategic plan that might not fit the local needs. Moreover, this situation also stimulates distrust between the initiators and local government because the initiators are not able to prove themselves to local government that the strategic plan is the real consensus which includes all affected stakeholders and their goals of organization are not only for business oriented, as well as, there was still low frequency and recurring interaction between their group and BMA. The result showed that many of their projects which involve governmental organization still did not implement and local government has not had any concrete result or approve the budget to implement these plan. In this way, this situation cannot prove how problem-solving capacity of their plan really are because an impact from their projects implementation did not happen yet.

Secondly, regarding the finding of the presence of trust and social capital, it can be seen that trust being developed only among key actors of the organization that created key actor's willingness to cooperate continually in the future, as well as, encouraged learning process during interaction process. They were learning how to interplay to each other and exchanging information about sharing connections and information in order to find out how to link other stakeholders for gaining collaboration with their plan. Consequently, the street art festival can be seen as the successful outcome from their effort. They also learned to reconsider and prioritize some strategies.

However, these shared information and knowledge still limited between key actors and is not sufficient that affected the quality of the strategic plan. The initiators still do not have sufficient knowledge about the baseline of the area and do not understand how politics and public

administration system works to take inaction of the plan. In this way, this situation affects to the strategies are difficult to implement for problem-solving output and the unclear timeframe in reality, as well as, lack of innovative solution. This condition also resulted from less involvement of the role of TCDC and academicians who are knowledgeable in institutional experience in the group, and lack of boundary spanning activities for facilitating mutual learning between different boundaries. Moreover, the finding of duplication the task between TCDC and the foundation also showed the limitation of sharing information and cooperation among them. Consequently, it would hinder the engagement with local community because of misunderstanding of foundation's identity from the local stakeholder.

Thirdly, the accessibility of physical and/or virtual locus of interaction still limit which affected to local people's awareness of the foundation (the inclusion of affected actors) and quality of the strategy. It means that the physical and/or virtual locus of interaction can be seen as the platform for building a relationship in the network. The finding showed the website of the foundation is only one-way communication which informs information in English. Moreover, the foundation still does not have the actual physical locus of interaction which local residents are able to access. These could not create high frequency and recurring of interaction within community group boundary and wider boundaries. The information, knowledge, and opinion did not exchange and participated between different stakeholders in order to develop the strategic plan collectively or be a part of the foundation. The result also shows foundation and initiators still be unknown by local stakeholders that mean local stakeholders were excluded in the network.

Regarding analyzing from external condition also influence the self-organizing process and affected their outcome in several ways. Firstly, the organizational context, particularly, governmental organization and policy context of Thailand have not facilitated and influenced this self-organization creating a co-productive relationship between them and government productively. These affect the creation, problem-solving capacity, and the innovative character of strategy were not effective. It means that, the finding showed the lack of boundary spanning work from the government side, such as a public manager. It can be seen the local authorities who respond directly still less involved in this network in order to operate at the neighborhood and city level in order to help self-organization interpreting and translating government policy and process, developing strategy, and leveraging resource for urban regeneration. Moreover, policy discourses on community-driven urban regeneration which need for a collaborative form of governance between citizen and governmental organization still absence in context of Bangkok. The governance culture in Thailand still does not give intention about the possibilities for community-based organizations to take an active role as a partner in regeneration, particularly, a business-like approach. The decision-making on policy process and procedures within governmental organization still depend on the high-level position and high political power in bureaucratic structure (Top-down). These influence the autonomy of public managers in local government and citizen group which they do not have the room to cooperate together as a partnership in order to generate urban regeneration strategy productively, and collectively.

Secondly, regarding the governmental organization, policy context and governmental organizations still less involved in cooperation that mentioned above, these also reflect the finding on a mutual adaptation of actor roles. It means that there was no clear presence of mutual adaptation of roles, particularly, from the governmental organization that changed and provided room for self-organization taking responsibility as partners in order to implement the plan and creates innovative character of the strategic plan which turns into news practices.

Thirdly, a long process of legalization for foundation influences the creation of the foundation. It means that this situation could slow-down the self-organization evolution. The initiators still have to work as an informal group. In this way, this condition also stimulated distrust from local government because of reduction of credibility and power of negotiation. Moreover, these also hinder the engagement process with local residents and could reduce the stakeholders' willingness to cooperate continually in the future.

Fourthly, although there is no clear presence of triggering external event or discontent with the existing situation to put them grouping together, but unexpected situation that previously mentioned in the finding of presence of boundary-spanning work emerging during self-organizing process, could frustrate boundary-spanning work of foundation. Consequently, building relationship with other stakeholders for collaboration did not develop lead to some of the strategic plans have not implement yet.

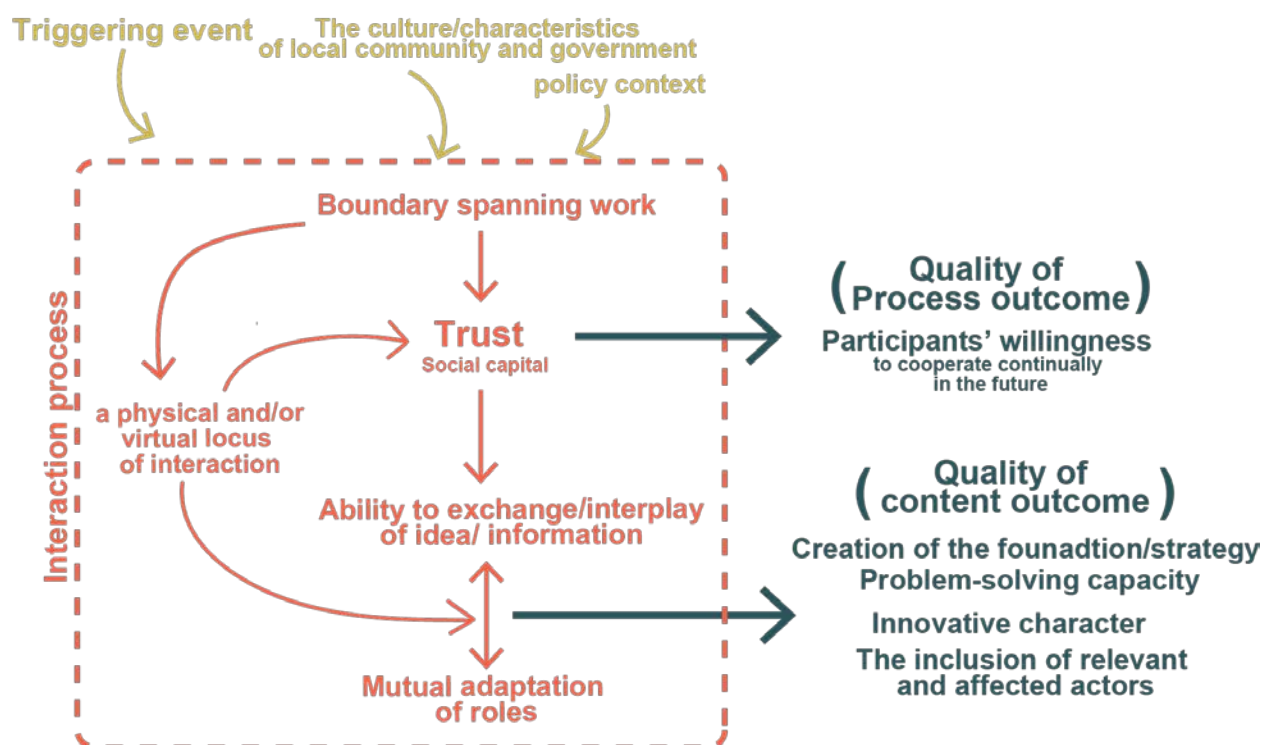


Figure 17: The diagram illustrate relationship between the conditions of self-organizing process affect the quality of their outcomes. Source: The author

Chapter 5: Conclusions and recommendations

5.1 Conclusions

The research objective was to understand how local stakeholders evolve themselves that are involved in a process of self-organization and affect the outcome of urban regeneration in Bangrak-Khlong San district, Bangkok. “The Creative District Foundation” is formed by local business owners and generated creative activities in order to balance new development springing up along this part of the river with preservation of the built environment which bring social and economic value to the neighborhood. This phenomenon is not common to see local stakeholders trying to initiate volunteering actions which embed in governmental organizations based on a notion of hierarchical instrumental policy and decision-making in the context of Thailand. In this research, using the concept of Network governance for a theoretical approach to understand the phenomenon of this study and measure the outcome of complex decision-making processes in this network. Moreover, the concept of self-organization and a combination between Network governance and Self-organization theories are also helpful to explain how these emerged and evolved themselves within the dynamic urban system when they playing a central role in order to deal with urban regeneration. In this way, the factors facilitating the self-organizing process and the quality of the outcome’s factors are formulated to evaluate their performance on urban regeneration and see how is the relation between the self-organizing process by local stakeholders and their outcome (the creation of the organization and strategic plan). Although the much recent literature on self-organization process by local citizen on urban regeneration can be found in Western context, these have not been used to analyze initiatives in Thailand. Moreover, the study focusing on how is the relation between the self-organizing process by local stakeholders and their impact on the performance of urban regeneration (the outcome of their process) which is derived from the combination of Network governance and Self-organization theories, can be contributed to academic understanding.

The general findings can be concluded that the emergent of this self-organization is not caused by a triggering event. TCDC relocation to the area seems to be the factor that stimulates local business starting collaboration together in order to generate creative movement in the area and gain mutual economic benefit indirectly. During the interaction process, trust being developed only among key actors of organization particularly, business owners, that created key actor’s willingness to cooperate continually in the future, as well as, encouraged learning process during interaction process. In this way, the defined problem and solution that are also shared and developed only within the initiators. They focus on what to achieve by creating the shared mission of the foundation and the strategic plan that facilitated the process of self-organization and help to focus on trying to gain collaboration from other stakeholders outside the boundary, such as private sectors, NGOs, and embassies. By sharing connections to each other in the group, can be seen as the strength of the foundation to extend their boundary through connective actors of their group. Furthermore, this strength is used for setting their function as “a matching marker”. In this way, they are able to link to partners who propose the development projects in the area with related stakeholders who are able to help them for the completion of those keystone projects.

However, analyzing the relationship between the factors facilitating the self-organizing process and their outcome can be reflected the challenge of their self-organizing process in many ways. It can be seen that trust and social capital, and boundary spanning work are important conditions to stimulate self-organizing process in this study significantly. According to literature, trust create and maintain collaborative effort in the network (Klijn, E.H., Steijn,

B. and Edelenbos, J. 2010, Van Meerkerk and Edelenbos 2014) which results in an understanding of another's values and perspectives. Boundary spanning activities assist building trust among actors with stronger relationship (Van Meerkerk and Edelenbos, 2014). In this way, firstly, it is in line with the finding of this study that the lack the boundary-spanning work from initiators side to build a relationship with the local community and governmental organization, particular, local government (BMA) during developing the strategic plan leads to less trust in the network. There was still the gap between the initiators and local community relations. Consequently, this condition cannot prove that the problem-solving capacity of the strategic plan is fit with the local needs. Moreover, this situation with the long legalization process of foundation causing a reduction of their organization's credibility, stimulated the distrust from local government in the way that the strategic plan is not the real consensus which includes all affected stakeholders. Moreover, the local government is skeptical the goals of the organization from initiators might provide profitable oriented for themselves.

Secondly, the lack of trust and boundary spanning activities in different boundaries and less involvement of the role of TCDC and academicians who are knowledgeable in institutional experience in the group, also frustrates an ability to facilitate learning of the initiators, particularly, the information of baseline of the area and knowledge of public administration system which affects to the strategies which are difficult to implement for problem-solving and innovative output in reality.

In addition, the governmental organization environment and policy context of Thailand also frustrate the self-organization process significantly. It means these contexts have not facilitated and influenced this self-organization creating a co-productive relationship between them and government productively. Policy discourses on community-driven urban regeneration (with a business-like approach) which need for a collaborative form of governance between citizen and governmental organization still absence in context of Bangkok. When the self-organization tries to deal with urban regeneration issues, it is embedded in a policy sector in which governments still have played an important role and uses hierarchical-instrumental policymaking. These influence the autonomy of public managers in local government and citizen group which they do not have the room to cooperate together as a partnership in order to generate urban regeneration strategy productively, and collectively.

In this way, it can be concluded the main finding that the succession of the self-organizing process by local stakeholders in order to deal with urban regeneration which is complex public issues, is not processed on itself. They needs to collaborate intensively with the local community and governmental organizations. The trust and social capital, and boundary spanning activities are the key important factors and needed to develop within the community group boundary and community-administrative boundary in order to generate the quality of the outcome of urban regeneration more effective. However, this collaboration is not easy because the self-organization still exists within governmental organizations environment which based on a notion of hierarchical instrumental policy and decision-making, as well as, the absence of organizational and community governance arrangements in the policy context. Therefore, this self-organization also needs more time to evolve them in order to produce the more substantial outcome of urban regeneration.

5.2 Recommendations

However, it remains questions what, and how, the direct organizational environment, and wider political and policy environment of Thailand would stimulate new organizational and community governance arrangements which need to study further. More knowledge is therefore needed how and what to extend those external factors in different boundaries influence the self-organizing process which citizen plays as a center role. For example; what kind of existing structure and responsiveness of the governmental organization encourage the emergence of the self-organizing process? What kind of Thai's community culture and characteristics provoke or frustrate self-organizing process? And how the political and policy environment in national and city level in the context of Thailand can create and constrain opportunity for self-organization taking off and succession in urban regeneration? Moreover, the evaluation of this self-organization's performance can be done later after the completion of foundation's legalization process in order to recheck how they evolve themselves more deeply to achieve their goals.

In addition, because this research analyzes only single case study in the specific site which will be difficult to generalize finding to other situations. In this way, the recommendation of further study can be looking more deeply into conditions of self-organizing process in different cases with long period of evolution within the country or international level in order to see different pattern of the factors facilitating self-organization and identify which factor is the most important for self-organizing process, how and to what extent these factors specifically have an impact on the quality of urban redevelopment plan.

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Annex 1: Research Instruments

1. Research instruments

The interview guides can be divided into 3 different guides following selected respondents which are;

1.1 Interview guide (questions list) for key actors

This interview guide is used only as the data collection tool for the research of master thesis in MSc Programme in Urban Management and Development, Rotterdam, The Netherlands, title; *“The self-organizing process by local stakeholders and the outcome of their process in urban regeneration: a case study of Charoen Krung District, Bangkok”* which is conducted by Jiratip Devakula. Some of open questions which are not included in this interview guide, will be added during interview.

1. How/why was this group formed?
2. Who are the stakeholders cooperation this organization?
3. How/why did you join this group?
4. Can you explain more about your duty in this group?
5. How is your work system for cooperating together?
6. Can you tell me about how this group evolve themselves from the starting point to establish this organization?
7. How did your develop share idea together during interaction?
8. Do you feel a good connection with one another within this group during interaction?
9. Is a shared sense of belonging develop during interaction?
10. Do you have Online/offline platform of your group?
11. Are there the persons active who are able to build and maintain sustainable relationships with different stakeholder in this group?
12. What are your goals and objectives of this organization?
13. What is the benefit from establish this organization?
14. How do you think that the goals/objective of your group that has been developing really deal with the problem at hand?
15. Do you have any challenges making strategic plan?
16. How is strategic plan going so far?
17. Do you think that innovative idea is develop during the project?
18. Do you think that the strategic plan that has been developing really deal with the problem at hand?
19. Do you think that your plan is created together with share ideas from different stakeholders and accepted by them?
20. Do you want to cooperate continually within this foundation in the future?

1.2 Interview guide (questions list) for experts

This interview guide is used only as the data collection tool for the research of master thesis in MSc Programme in Urban Management and Development, Rotterdam, The Netherlands, title; *“The self-organizing process by local stakeholders and the outcome of their process in urban regeneration: a case study of Charoen Krung District, Bangkok”* which is conducted by Jiratip Devakula. Some of open questions which are not included in this interview guide, will be added during interview.

Interview questions	Variable
Background of self-organization	
How did you know creative district foundation?	
How/why was this group formed?	Triggering event or discontent
How do you think about this foundation (the local stakeholder cooperate together as a network in urban regeneration in the context of Bangkok)?	
During interaction	
What is your role/do with their group?	
Have you ever joined the meeting of their group? How about it? Do they develop share idea together?	The ability to focus the exchange of and interplay of idea, information, knowledge, and experience
How do you think about the way that they work together?	
How do you about what kinds of challenge that they might have during they work together?	
Do you think their network is strong or fragment?	Presence of trust and social capital
Have you ever try to access their Online/offline platform of their group? Like Facebook? Did this stimulate or frustrate your group work process and why?	The presence of a physical and/or virtual locus of interaction
How do you think about the persons active who are able to build and maintain sustainable relationships with different stakeholder in this group?	Presence of boundary-spanning work
Outcome of urban regeneration	
How do you think that the goals/objective of their organization that has been developing really deal with the problem at hand?	Problem-solving capacity
What is the output of their work?	Creation of strategic plan
How well you know the strategic plan?	The inclusion of relevant and affected actors
How do you think about their strategic plan? Does any innovative idea show in this plan?	Innovative character
Do you think that the strategic plan that has been developing really deal with the problem at hand?	-Problem-solving capacity

1.3 Interview guide (questions list) for Relevant and affected actors

This interview guide is used only as the data collection tool for the research of master thesis in MSc Programme in Urban Management and Development, Rotterdam, The Netherlands, title; “*The self-organizing process by local stakeholders and the outcome of their process in urban regeneration: a case study of Charoen Krung District, Bangkok*” which is conducted by Jiratip Devakula. Some of open questions which are not included in this interview guide, will be added during interview.

Interview questions	Variable
Background of self-organization	
Do you know creative district foundation?	
How did you know creative district foundation?	
What were the activities that you participated which relate to neighborhood development in your area?	
During interaction	
How do you think about this foundation (the local stakeholder cooperate together as a network in urban regeneration in the context of Bangkok)? Does/how this benefit for your area?	
Have you ever joined the meeting of their group? How about it? Do they develop share idea together?	-Presence of trust and social capital -The inclusion of relevant and affected actors
Have you ever try to access their Online/offline platform of their group? Like Facebook?	The presence of a physical and/or virtual locus of interaction
Outcome of urban regeneration	
Do you know any development plan (that develop from them) in this area? How well you know the plan?	The inclusion of relevant and affected actors
How do you think about their strategic plan? (Does/how this benefit for your area?) Does any innovative idea show in this plan?	Innovative character
Do you think that the strategic plan that has been developing really deal with the problem at hand?	Problem-solving capacity
If they want to cooperate with you in the future, do you want to cooperate with them?	-Presence of trust and social capital -stakeholders’ willingness to cooperate continually in the future

Annex 2: Time schedule

This is a schedule planned for whole thesis work which started from March 2017 to October 2017.

Tasks	March 17	April 17	May 17	June 17	July 17	August 17	September 17	October 17
1. Start problem statement and develop first draft research proposal	←→							
2. Start literature reviewing		←→						
3. Create conceptual framework		↔						
4. Develop full research proposal		←→						
5. Operationalization: variables, indicators			↔					
6. Create data collection method and prepare data collection tools for field work			←→					
7. Field work					←→			
8. Transcribe and analyse the result						←→		
9. Develop the result and improve the final version of research							←→	

Annex 3: Additional Secondary Data

“The final In-house Consultant Project Report on Survey, Planning, Detail Design, Cost Valuation for Urban Plan Project”

This summary report is the proposed urban planning strategies and projects related to the extension area of eastern Rattanakosin (including Bangrak -Khlong San District) between 2015-2016 for Department of City Planning, Bangkok Metropolitan Administration which was conducted by Thammasat University Research and Consultancy Institute. Some of the strategy generating from the self-organization (the Creative District Foundation) were included in this report. The brief information about these strategies are;

3.1 Strategies for environmental and physical improvements

- 1) Promote place history and culture by preservation of import places.
- 2) Enhancement of waterfront area and greenery.
- 3) Support land and building use efficiency by repurposing old and empty buildings
- 4) Promote mobility and safe circulation by improvement of walkway system to link with heritage and commercial places.
- 5) Improve accessibility and convenience by linking road, sidewalks and pier together.
- 6) Promote place's cultural significance by introduction of interpretative signage.

3.2 Strategies for economic and social improvements

- 1) Promote art and creative activities through cultural events and festivals.
- 2) Improve economic opportunity through repurposing old and empty buildings.
- 3) Encourage private entrepreneurship by improving public utilities and services.

3.3 Physical intervention

- 1) Improvement of sidewalk and provision of bike lanes on Soi Charoenkrung 30, 36, 38 and 40 to have better linkage to water transportation.
- 2) Vehicular lane dieting and widening of sidewalks on Charoenkrung street from Soi 30 to 40.
- 3) Provision of public open spaces at Captain Bush Lane, new TCDC and Old Customs House waterfront.
- 4) Conservation of heritage buildings on the list.
- 5) Design and installation of directional and interpretative signage.

3.4 Project administration matrix can be explained in table below

Project/program	Responsible authority
1. Improvement of sidewalk and provision of bike lanes on Soi Charoenkrung 30, 36, 38 and 40.	City Planning Bureau, Bangrak District, City Work Bureau (all of these Bureaus place under the supervision of Bangkok Metropolitan Administration), and Municipal Police Bureau.
2. Vehicular lane dieting and widening of sidewalks on Charoenkrung Street from Soi 30 to 40.	City Planning Bureau, Bangrak District, City Work Bureau, Municipal Police Bureau, and Traffic Police.
3. Provision of public open spaces at Captain Bush Lane, new TCDC and Old Custom House waterfront.	City Planning Bureau, Bangrak District, City Work Bureau, Wat Muang Kae, Treasury Department, Crown Property Bureau.

Project/program	Responsible authority
4. Design and installation of directional and interpretative signage.	City Planning Bureau, Bangrak District, and Cultural, Tourism and sport Bureau which also places under the supervision of Bangkok Metropolitan Administration.

Source: Thammasat University Research and Consultancy Institute, 2017

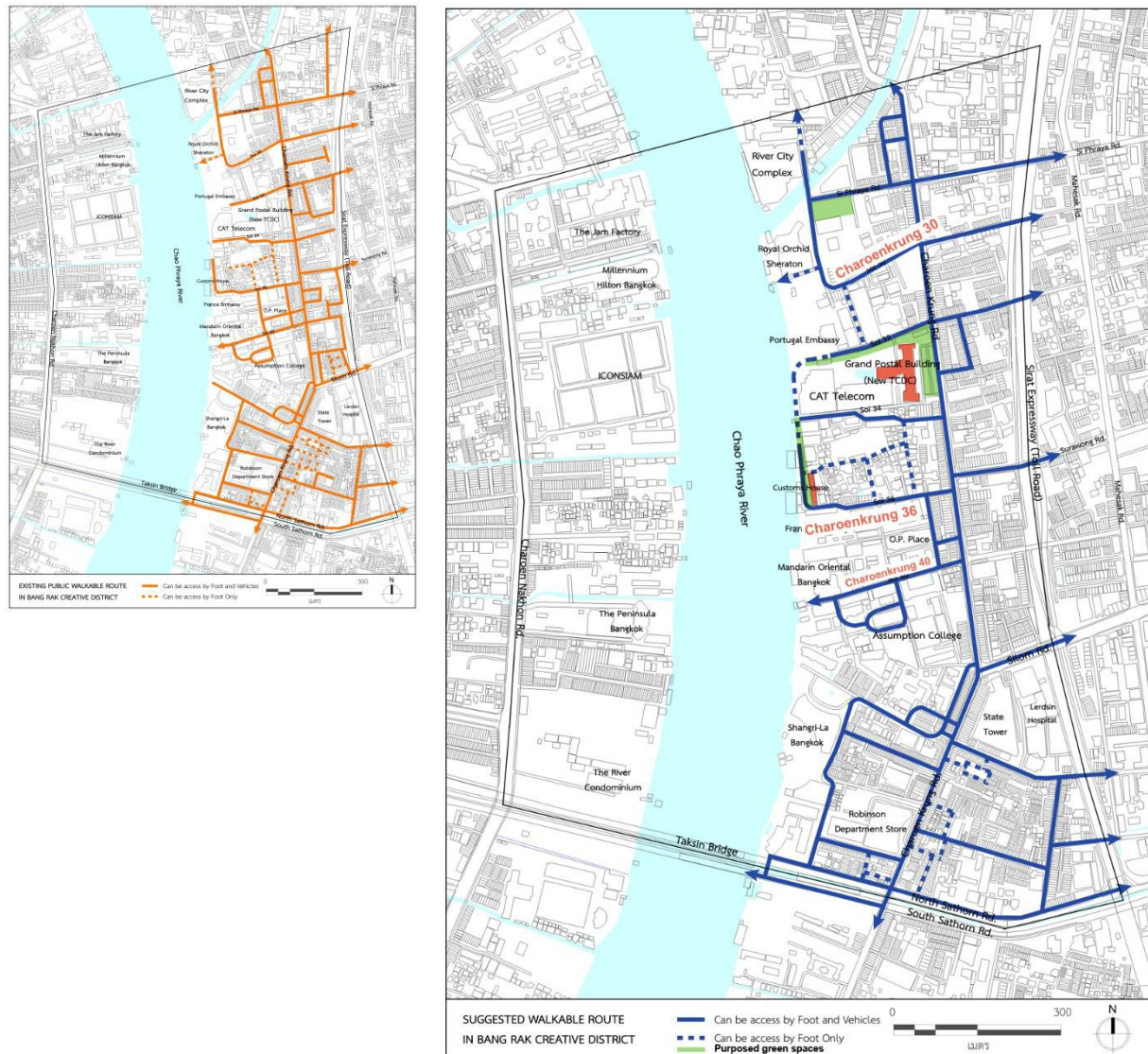


Figure: (left) Existing public walkable route and (right) suggested walkable route and green spaces following purposed projects in Bangrak District. Source: Thammasat University Research and Consultancy Institute, 2015 (adapt)

3. 5 The implementation plans can be illustrated in table below

Project/program	Methodology	Period (year)			Responsible authority	Budget (Bath)
		1-3	3-5	5-10		
1 Improvement of sidewalk and provision of bike lanes on Soi Charoenkrung 30, 36, 38 and 40.	<ul style="list-style-type: none"> - Construction plan and drawing total area of 12,110 sq.m. - Reinstallation of paving material and street furniture - Landscaping and plantation 		●	●	City Planning Bureau, Bangrak District, City Work Bureau, and City Law Enforcement Department	18,165,000 (1,500 Bath per sq.m.)
2. Provision of public open spaces at Captain Bush Lane, new TCDC and Old Custom House waterfront.	<ul style="list-style-type: none"> - Consultation with communities and relevant authorities - Design plans for vacant areas - improvement area 		●	●	City Planning Bureau, Bangrak District, City Work Bureau, Wat Muang Kae, Treasury Department, Crown Property Bureau.	(No detail budget yet)
3. Design and installation of directional and interpretative signage	- Design and installation signage	●			City Planning Bureau, Bangrak District, and Cultural, Tourism and sport Bureau	500,000

Source: Thammasat University Research and Consultancy Institute (TU-RAC), 2017

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