# Master Facility & Real Estate Management

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# Dutch social housing
# for the elderly
# with health care needs
# at home

## How will supply meet demand?
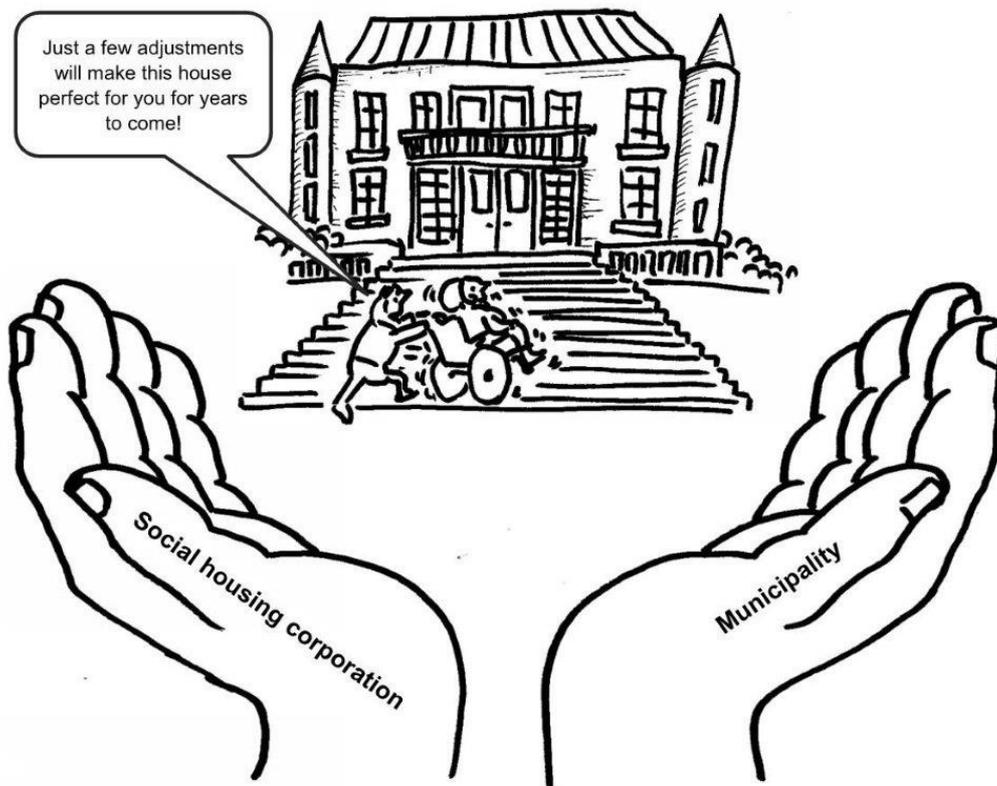


## MASTER THESIS
## FACILITY AND REAL ESTATE MANAGEMENT

Bertien van de Laar-Druijff

January 2021

# Preface

This thesis is the conclusion of the master study Facility and Real Estate Management at the University of Greenwich in conjunction with Saxion University of Applied Sciences and is called "Dutch (social) housing for the elderly in need of healthcare at home: how will supply meet demand?" My reason for choosing this topic is that I was curious about how social housing corporations in cooperation with other stakeholders could provide suitable housing for the elderly. As my knowledge in the field was very limited, this thesis has contributed greatly to increasing that knowledge. And as my knowledge grew, so was my interest. It provided me with insights into connections I had never thought of before.

Regarding the support, I felt during the whole graduation process, first of all, I would like to thank my tutor Hester van Sprang for her patience, support, and very useful feedback at all hours of the day (and occasionally in the evening). During all stages, she has been a big help. Also, I would like to thank Adrienn Eros for her help in providing me useful feedback during drafting my research proposal. Subsequently, I would like to thank all the respondents for their time and openness during the interviews and afterward for their efforts in answering my e-mail with questions within a week, and just before Christmas. All my fellow students also deserve a thank you for their pleasant cooperation and the peer reviews I received. And last but not least, I thank my husband and daughter for supporting me so well during the whole study, especially during the graduation phase.

Completing this report and the entire study has taught me a great deal, not only in terms of professional knowledge and English language skills but also in terms of self-knowledge. Sometimes stressful moments occurred, but I was always capable of turning them into a positive experience. Therefore, I enjoy looking back on this study.
Now, I look forward to applying the knowledge I have gained in practice where I can expand this knowledge even further.

Bertien van de Laar-Druijff

Arnhem, 13 January 2021

# Synopsis

**Purpose**: The purpose of this study is to explore which factors contribute to accelerating the matching process in demand and supply of suitable housing for the elderly in the Netherlands.

**Design/Methodology/Approach**: This research provides knowledge on the aspects related to cooperation and required skills for cooperation between stakeholders in the building process to meet the demand for suitable housing for the elderly. This study is explorative and is classified as a single embedded case study. For this research purposive sampling and a qualitative approach have been used. In total, 10 interviews were conducted with representatives from multiple stakeholder groups.

**Findings**: Both aspects related to cooperation and skills required for cooperation in building projects are closely intertwined and can have both a positive and a negative effect on the duration of the building process. The best result, i.e. the shortest duration of the building process, can be achieved by thoughtful considering both aspects and skills in all phases of the building process. Also, some cooperation aspects and skills are more relevant to certain stages of the project.

**Research limitations**: This research is limited to the housing sector for the elderly in a few Dutch regions. Semi-structured interviews were held based on the aspects related to cooperation found in the literature. Additional information on skills, based on the literature, was gathered separately from the same group of interviewees. Some groups of stakeholders were represented by only one interviewee. A small selection of the literature available on cooperation was studied.

**Originality/Value**: Literature shows that both cooperation aspects and skills related to cooperation can enhance or delay a project's progress, which was also found in practice. In addition, the aspects and skills can mutually influence each other leading to progress or stagnation in processes, which is congruent with the literature studied. Some combinations of skills and aspects seem to be more relevant in certain contexts and stages of the building process than others. As the demand for adapted houses for the elderly is rapidly increasing in the Netherlands, knowledge of influencing factors and skills related to cooperation and especially the linkage between these factors and skills in the housing business is useful.

**Keywords**: aspects of cooperation, skills related to cooperation, Dutch social housing for the elderly, acceleration factors, delay factors.

**Type of paper**: Master thesis.

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# 1  Introduction

This chapter introduces the trends and developments related to this thesis topic.

## 1.1  The aging population

In Europe, the life span of its average population is increasing and at the same time, the birth rates are declining (Brandsen, Farnell, & Ribeiro, 2006). This trend is called double aging (Actiz, 2020). In the Netherlands, the average age increased from 30.8 to 42.0 between 1950 and 2019 (CBS Statline, 2019). Furthermore, between 2020 and 2050 CBS (2019) forecasts that the number of Dutch people in the age group of 65 to 79 years will increase from 2.5 million to 2.8 million and the age group of 80 years and older from 0.8 million to 2 million. Thus, the latter group will redouble its number by 2050 compared to 2020. On one hand, in an aging population, the demand for healthcare will increase and on the other hand, fewer healthcare professionals, caregivers, and volunteers will be available to supply this healthcare (Actiz, 2020, Bos et al., 2020). This is visualised in figure 1. In addition, both Actiz (2020) and Bos et al. (2020) indicate that the current situation already shows a shortage in this supply.
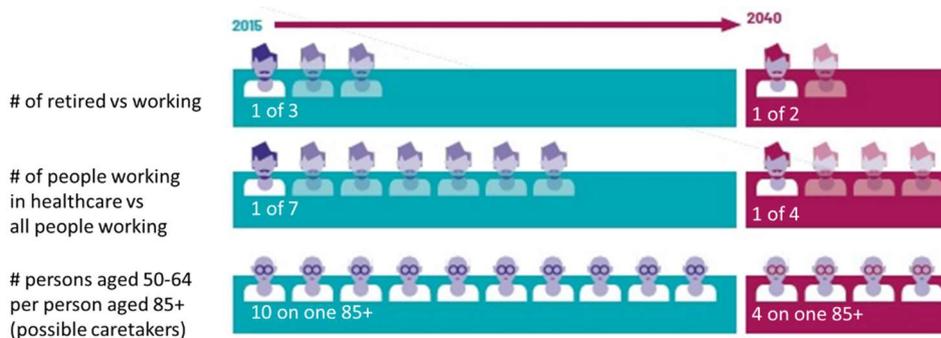


Figure 1: Development of the Dutch population (adapted from Actiz, 2020)

## 1.2  Dutch healthcare

In 2015 the Dutch healthcare system majorly changed. Due to major financial cutbacks in healthcare, the number of elderly homes has declined sharply since then (Duivenvoorden & Van Triest, 2015). This implies that the elderly are expected to live in their current homes for as long as possible. This suits most elderly people's wishes (Duivenvoorden & Van Triest, 2015) and their wish to take control of their own lives as long as possible (Bos et al., 2020). However, a large part of the existing homes is unsuitable for aging people in need of long-term healthcare. If this situation persists, a growing number of elderly in need of care at home are forced to move to nursing homes (Duivenvoorden & Van Triest, 2015, Non et al., 2015, Werkgroep Kwetsbare Ouderen, 2017). From a financial perspective: 80% of total healthcare costs in 2017 were spent on elderly (aged 65+) healthcare and 20% on the rest of the population (Nederlandse Zorgautoriteit, 2019). In the same year, 6% of the elderly people lived in nursing homes and spent 40% of the total healthcare costs of all elderly people. An overview of the current situation related to the elderly is visualised in figure 2.
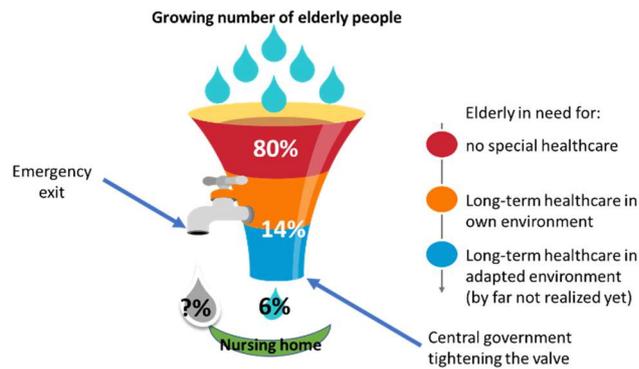
Figure 2: Overview of current Dutch healthcare situation for the elderly (author, 2020)

Between 2015 and 2018, the demand for long-term healthcare in nursing homes increased by 4% annually and the supply in nursing homes increased by only 2.5% annually (Maes, 2019). In addition, an increase in people diagnosed with dementia and indicated for healthcare in nursing homes is expected: from 16,000 people in 2015 to 185,000 in 2040 (Actiz, 2020).

These trends and developments imply that realising alternative living spaces for elderly people to receive long-term healthcare in their own homes at short notice is essential, not only from a physical and humane perspective but also from a financial perspective.

## 1.3    Dutch housing

The total number of Dutch inhabitants will increase by 2.1 million until 2060 (CBS: Forecast: 19 million inhabitants in 2039', 2019). It is estimated that approximately 750,000 extra homes are needed to accommodate this increase in population until 2035 (PBL/CBS, 2019), i.e. an increase of 50,000 new homes annually. Furthermore, PBL/CBS (2019) expects an increase in the number of households due to both the aging population, but also to a smaller number of people per household. Between 2000 and 2009 the increase in new-build dwellings was more than 1% annually. Since 2010 this percentage dropped significantly because of the worldwide financial crisis (CBS, 2020a). Over 2019 the increase was almost 1% again, being almost 71,000 new dwellings. See figure 3. However, due to the need for a decrease in nitrogen emission issued by the Dutch government in 2019 building activities have dropped drastically since (Dutch Green Building Council, 2019), and as a consequence building licensing came to a complete standstill that year (Technisch weekblad, 2020). This implies that the building of new houses lags further.

Due to the mentioned issues on the greying population, new housing options should become available preventing a shortage in the provision of healthcare for elderly people living in their own homes and an increase in intramural (and expensive) healthcare. These options include adapting existing homes into suitable ones (Duivenvoorden & Van Triest, 2015) and creating new forms of suitable homes in the range between existing homes and intramural healthcare homes for the elderly (Brandsen et al., 2006).

Completed new-build dwellings
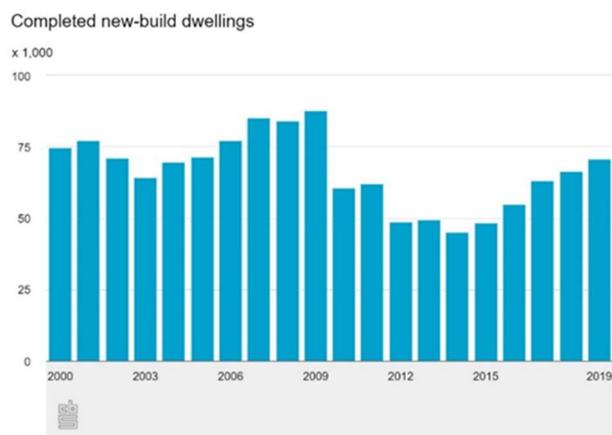


Figure 3: Completed new-build dwellings (CBS, 2020a)

Essential for anticipating the future housing demand for the elderly is adapting or replacing the current housing supply, especially the social housing supply as these houses are intended for financially vulnerable people. Less financially vulnerable elderly people are supposed to pay (partially) the costs for adapting their own homes, move to more suitable houses, or to privately owned nursing homes if needed. Not taking action in building suitable houses now leads to an increase in elderly people in need of intramural care, which supply is already under pressure as discussed before.

To accommodate this provision of suitable housing, many stakeholders are involved, like the elderly themselves, the central government, healthcare organisations, municipalities, Social Housing Corporations (hereafter: SHCs), private housing corporations, regional healthcare offices, project developers, and investors.

## 1.4   Thesis' focus

Based on the trends and developments mentioned above, this thesis focuses on enhancing the acceleration of the process to meet the future demand for age-friendly houses, where healthcare to elderly people can be provided. This thesis' main research question is therefore *Which factors contribute to accelerating the matching process in demand and supply of suitable houses for the elderly?*

De Jonge et al. (2008) developed the DAS (Designing an Accommodation Strategy) frame (figure 4). This model was originally designed for organisation buildings, but is applicable in a broader sense as well, in this case to the housing of elderly people. This thesis focuses on the 'Determine future match'-part (indicated as a green oval in figure 4) and is viewed from the SHCs' perspective. However, the involvement of private and especially commercial landlords remains essential in meeting the total future demand, as they (could) provide houses at middle rents. Homes at high rents are the most profitable and therefore already widely available.
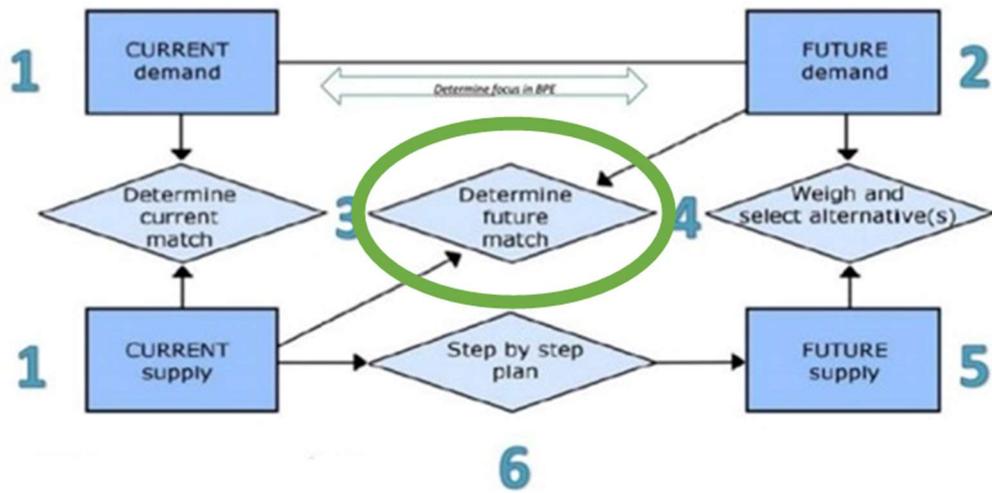
Figure 4: DAS (Designing an Accommodation Strategy) frame (De Jonge et al., 2008)

# 2   Literature review

As mentioned in the previous chapter the matching process of demand and supply of suitable homes for the elderly involves many types of stakeholders. According to Waddell and Brown (1997) these stakeholders can be divided into three sectors, namely the state (government), the market (business), and civil society (N[on-]G[overnment] O[rganisation]s, non-profits, etc.). A selection of possible stakeholders related to the housing process is visualised in table 1. The chosen stakeholders for this thesis have been marked in green. SHC is listed in two sectors. The reason for this is described in paragraph 2.2.1.

| State | Market | Civil society |
|---|---|---|
| Central government | Healthcare organisations | Future private tenants (the elderly people) |
| Province | Project developers | Tenants' associations |
| Municipality | Investors | Residents living in the immediate vicinity |
| SHC | SHC | Private initiatives for developing houses |
| Healthcare offices | Healthcare offices | |
| | Commerical landlords | |
| | Private landlords | |
| | Building companies | |

Table 1: Division of stakeholders into sectors (author, 2020)

The involvement of many stakeholders increases the need for successful cooperation. To comprehend the playing field, this literature review first focuses on the legislation related to healthcare (paragraph 2.1) and housing (2.2), including this thesis' stakeholders. Subsequently, the relevance of stakeholder analysis is discussed in paragraph 2.3. Paragraph 2.4 focuses on different definitions of cooperation and paragraphs 2.5 and 2.6 discuss different types of cooperation (within organisations respectively between organisations). Based on the last two paragraphs, paragraph 2.7 identifies aspects of (successful) cooperation and paragraph 2.8 discusses relevant skills for cooperation. This chapter concludes with this thesis's conceptual model (paragraph 2.9).

## 2.1   Healthcare acts

For this thesis' scope three acts related to healthcare and welfare are important:
- Health Insurance Act called 'Zorgverzekeringswet' in Dutch (hereafter: Zvw);
- Long-term Care Act called 'Wet langdurige zorg' in Dutch (hereafter: Wlz);
- Social Support Act, called 'Wet Maatschappelijke Ondersteuning' in Dutch (hereafter WMO).

According to Ministerie van Algemene Zaken (2019), the Zvw regulates the compulsory basic insurance for insured people living and/or working in the Netherlands. The healthcare insurers are responsible for the implementation of the Zvw.

The Center for healthcare indication called 'Centrum Indicatiestelling Zorg' in Dutch (hereafter: CIZ) is a state organisation. At the request of an individual or a care organisation on behalf of that individual, CIZ determines whether the individual's healthcare conditions require long-term care and if so, at what level of Wlz care (Ministerie van Algemene Zaken, 2019). Insurance companies facilitate the Wlz from healthcare offices at the regional level (Nederlandse Zorgautoriteit, 2019). In Dutch these offices are called 'Zorgkantoren'. CIZ aims to raise the 'threshold' for access to intramural care and in doing so decreasing the total healthcare costs from which the state and the health insurance companies benefit.

Dutch long-term healthcare can be divided into two types: intramural healthcare and extramural healthcare. Intramural care provides 24/7 extensive healthcare for residents of (amongst others) nursing homes. All other healthcare, not being 24/7, is provided to patients at a healthcare provider's facility or in their own homes (CIZ, n.d.) and is called extramural

healthcare. The term extramural, however, is a bit strange as the majority of people are living outside institutions, and thus living at home. And the financial difference in types of healthcare is that intramural healthcare is more expensive than healthcare provided at people's homes (Ball & Nanda, 2013).

City councils are responsible for the financing of social support, its quality, and the continuity of its facilities (Nederlandse regering, 2020; Ministerie van Volksgezondheid, Welzijn en Sport, 2020). This social support (WMO) consists of subsidising e.g. housing modifications to encourage older people to live longer at home. The award of these subsidies is independent of the applicant's financial capacity.

## 2.2 Social housing

### 2.2.1 Housing legislation

Due to article 22 of the Dutch constitution, the government is responsible for the provision of adequate housing for its citizens (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, 2018). The state delegated the responsibility for facilitating sufficient housing to municipalities. These municipalities can influence the provision in several ways, namely by determining the zoning plan in its municipality, by selling communal buildings for redeveloping purposes, and by selling (parts of) the municipality's owned building ground to be developed by several types of stakeholders for housing purposes. Annually municipalities and SHCs agree on the number and types of houses to be built, renovated, or redeveloped by SHC in so-called performance agreements.

The Ministerie van Binnenlandse Zaken en Koninkrijksrelaties (2020a) describes that 'Housing associations let various types of housing, including dwellings intended for young people, older people and people with a disability.' Furthermore, Ministerie van Binnenlandse Zaken en Koninkrijksrelaties (2020b) explains that amongst other tasks, SHCs need to provide houses at low rents to citizens with low incomes (conform European legislation) and can only let 20% of their houses to higher-income citizens. Until 2015 the SHCs were government organisations, so the financial means for building and maintaining houses were provided by the government. From 2015 onwards, these corporations are responsible for their own funding, however, municipalities are still their clients. Therefore, SHCs are positioned between the sectors state and market. This change in legislation implies that SHCs' funds are finite, which is accelerated by the additional taxes due for compensating past divestments done by some SHCs.

### 2.2.2 Housing supply

In the Netherlands, the housing supply can be separated into rental homes and privately owned homes (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, 2020a). The housing stock can be subdivided according to ownership into SHCs, private and commercial landlords, and private individuals (CBS, 2020b). Apart from SHCs houses are also built by project developers, private individuals or associations, or some kind of a mix between these or other parties.

The development of houses in numbers between 2014 and 2020 and distribution by home type is reflected in figure 5. It shows that the majority of houses are privately owned and that this number is growing.
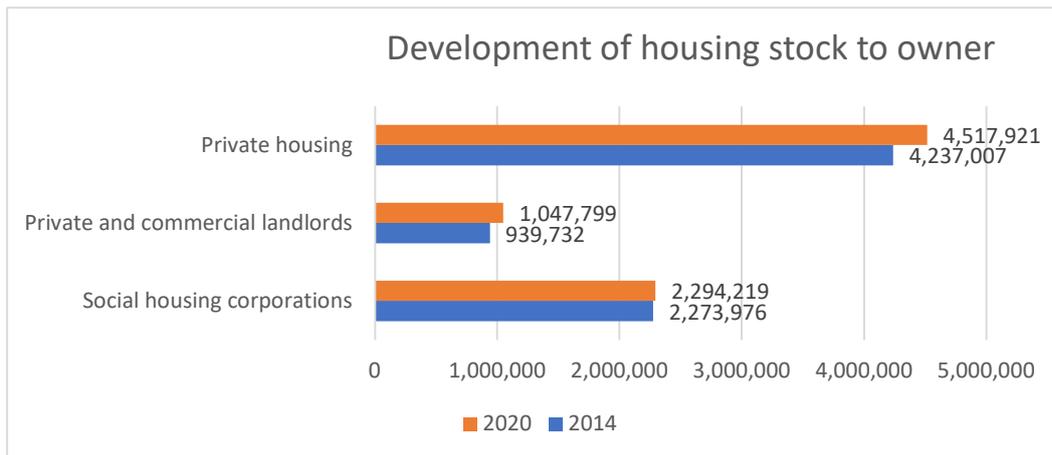
Figure 5: Development of housing stock to owner (CBS (2014) and CBS (2020) as cited in Aedes, n.d.)

## 2.3 Stakeholders

In order to meet the demand for suitable houses, different stakeholders need to cooperate during a lengthy period, as houses are not built overnight. The implications of choosing the right stakeholders are discussed in this paragraph.

Waddell and Brown (1997) found that ISP develops in five stages, namely (1) the identifying stage, during which preconditions for the partnership are drawn up, (2) the gathering of relevant stakeholders and defining the problem, (3) defining shared goals, (4) implementing the envisioned actions, and (5) extending and formalising its success. They consider partnerships more as processes than outcomes, as "goals, abilities, and relationships change" during a project. As stated before building processes are complex and time-consuming. The changing roles of stakeholders during a project are described by Blyth and Worthington (2010). They state that "different people can lead the decision-making at different stages". Although they focus on designing buildings for organisations, the same applies to housing projects. For this study's purpose, this is simplified in figure 6, where only two parties, i.e. municipalities and housing corporations, take the lead in the project's different stages. In reality, many stakeholders are involved during the whole process of building or redeveloping suitable houses for the elderly and thus their roles change accordingly. The word 'housing corporation' in this figure applies to both SHCs, private and commercial landlords, and other hybrid forms of (co-)housing initiatives. Due to this change in roles during the project, the decisive power of each stakeholder's participant needs to be taken into account. Therefore, executing a stakeholder analysis at the start of the project contributes to the right choice of stakeholders (Czischke, 2018).
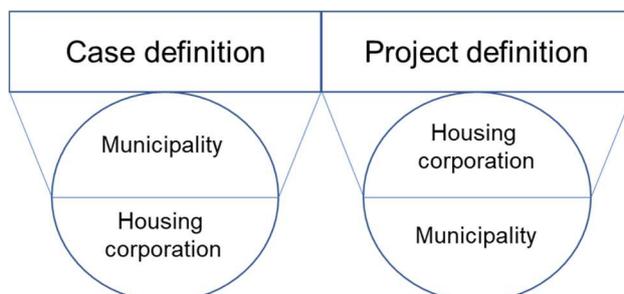


Figure 6: Changing leading roles of stakeholders during a project (adapted from Blyth & Worthinton (2010)

Waddell and Brown (1997) confirm that possible future issues can be prevented by involving all relevant stakeholders from the start of a project. In addition, different future issues can be avoided by analysing stakeholders' interests and relations. Czischke (2018) proposes to execute a stakeholder analysis on relationships based on the onion diagram by Sudiyono

(2013), which divides the sectors into the same three as mentioned at the start of this chapter. The center of the onion represents the housing project, which is directly affected by the primary stakeholders in the first layer: the day-to-day contacts and strong relationships between stakeholders, e.g. SHCs, project developers, and municipalities. The second layer represents the secondary stakeholders with which ad-hoc relationships exist, like investors at some point during the project. The outer layer is the wider environment, e.g. the community in which the housing project is situated. This onion diagram is visualised in figure 7.
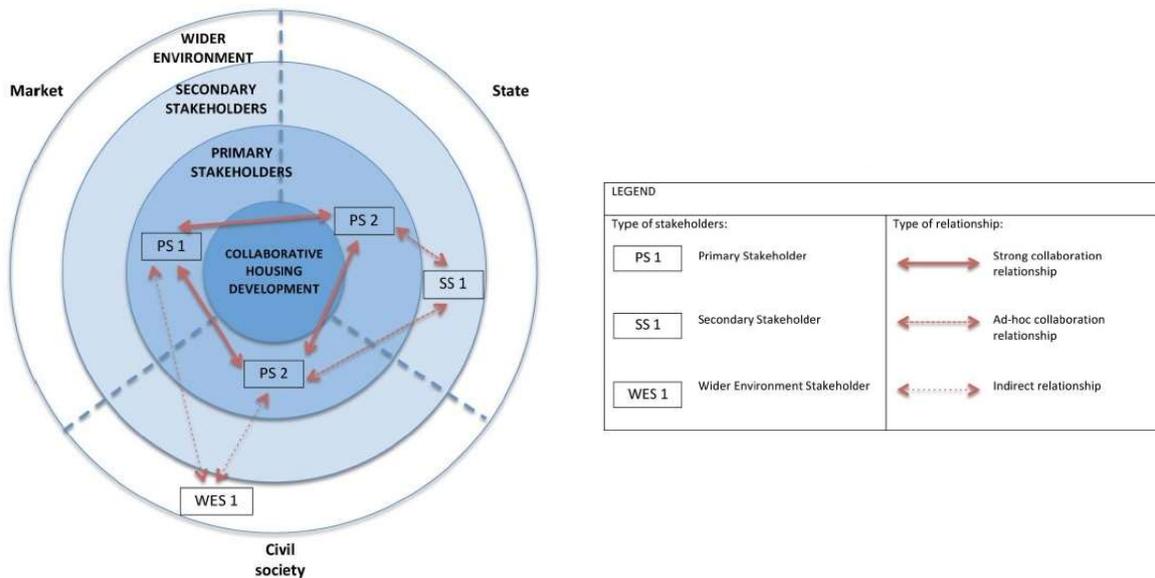


Figure 7: Stakeholder types and relationship types between stakeholders (Czischke, 2018)

Alexander and Robertson (2004) confirm the effectiveness of the onion model for stakeholder analysis in projects. If some positions within the cooperation (the onion) are still vacant, the members are asked to provide names of people to fill the needed skills or knowledge. In this way, certain future issues, like a lack of knowledge or skills in a certain field, can be prevented. Bryson (2004) argues that "it is hard to imagine [that] effectively managing relationships [is possible] without making use of carefully done stakeholder analyses."

Wiesel and Modell (2014) argue that involving recipients of services (in this case housing) depends on the municipality's governance policy. "The overriding purpose of public organizations is to create public value" (Moore, 1995 and Frederickson, 1997, cited in Bryson, 2004). For achieving this public value (i.e. the elderly who will live in the new housing supply), Bryson argues that (representative) participation of the target group is required in some way. Furthermore, Longoria (2005) argues that some state organisations may use collaborations as promotion outings of their organisations. In this respect, he questions "whose needs are being met through the promotion and maintenance of inter-organisational collaboration?" However, the comparison of Wiesel and Modell (2014) on different types of governance shows, that if the municipality's governance model is more focussed on output, efficiency and financial results (New Public Management) than on inter-organisational processes and outcomes, effectiveness and citizen/customer satisfaction (New Public Governance) the results for the target group will be inadequate. Kickert (1997) found that the Dutch governance model is more based on New Public Governance than on New Public Management.

Competition is observed as another threat to successful cooperation (Hawkins, 2010). Competition in this respect can be the result of similar "organisation goals, mission, methods and technologies of operating or timeframes for operation" and can be described as

compatibility (Holcomb & Hitt, 2007, as cited in Moshtari (2016). In his research Moshtari (2016) suggests that this compatibility may encourage competition amongst partners or could even lead to taking "actions that would negatively affect the other partner." He argues that in doing so the level of mutual trust could be threatened.

## 2.4   Definitions of cooperation, collaboration, and partnership

An unambiguous definition of cooperation does not exist in the literature. Kaats and Opheij (2012) consider cooperation as "[…] a form of organising in which people from autonomous organisations make sustainable agreements and thus harmonise parts of the work. It leads to a diversity of collaborative relationships that have a sustainable intention but are finite." In this definition, the topics 'organising' 'agreements' 'collaborative relationships' and 'harmonisation of work' are included. Ödlund's (2010) definition ("the traditional method for managing cross-sector activities [...] [and] private-public interaction") includes topics as 'managing', 'cross-sector activities' and 'private-public interaction'. Hawkins (2010) states that cooperation for economic development is occurring between members of formal institutions and is reflected in "contracts and arrangements among local governments". A different definition of parties involved in cooperation between government and other actors is that of Institutional Collective Action (hereafter: ICA) and is described as "the formal and informal institutions by which cooperation is achieved among local governments, between levels of government, and between local government units and other actors in the community" (Feiock, 2004 as cited in Park & Feiock, 2007).

Often used synonyms for cooperation are collaboration and coordination, however, their focus differs. Collaboration involves creating "some type of partnership with other organisations to produce desired results" (Genefke & McDonald, 2001 as cited in Ödlund, 2010), whereas coordination refers to the distribution of political power and responsibility between organisations in an orderly way (Boin, 't Hart, Stern & Sundelius, 2005 as cited in Ödlund, 2010).

As noted from the previous definition of collaboration another synonym for cooperation emerges, namely partnership. Waddell and Brown (1997) consider partnership as "a term that can be applied to a wide variety of inter-organizational forums where information and resources are shared and exchanged to produce outcomes that one partner working alone could not achieve." According to the same authors, the reasons for partnering are "increase the scale of each parties' activities, […] taking advantage of the strengths of a partner, [….] [the desire] to exchange [...] information […] [and] to develop undefined opportunities, based in the understanding that dynamic interaction creates new ideas and solutions to problems."

Intersectoral partnership (hereafter: ISP) is a specific form of partnership and "refers to activity that involves collaboration between organizations based in three sectors: the state (government), the market (business), and civil society (N[on-]G[overnment] O[rganisation]s, non-profits, etc.)" (Waddell & Brown, 1997). This definition includes an important element, namely intersectoral collaboration which makes this definition appropriate to this study.

## 2.5   Cooperation within organisations

In his study of redevelopment projects in the Netherlands, Raats (2016) noted that these projects cannot be separated from complex and fragmented administrative systems. Housing projects can be identified as similar projects with similar systems. Dutch municipalities often divide housing and welfare portfolios into several departments (Gemeente Almere, 2020; Gemeente Arnhem, n.d.; Gemeente Nijmegen, 2018). This implies that different departments within a municipality should cooperate effectively in meeting the demand for suitable houses and can therefore be considered as cooperation within an organisation.

Intergovernmental cooperation, i.e. cooperation between different ministries, is investigated by several researchers, like Park and Feiock (2007) and Hawkins (2010). This form of cooperation can also be compared to internal cooperation within a municipality between the various municipal portfolios since each portfolio has its own objectives and budget. For achieving an adequate supply of suitable houses for the elderly a collective action is required and this starts by aligning all portfolios (or institutions) concerned within a municipality, called ICA (Park & Feiock, 2007; Hawkins, 2010) and is linked to the important role of transaction costs. These costs arise when entering into cooperation and consist of the coordination of unambiguous information, negotiation costs on the distribution of mutual benefits and required resources, and the costs of monitoring the agreement (Feiock, 2007 and Maser, 1985, as cited in Hawkins, 2010). In other words, since finances need to shift from one department (or cooperation partner) to another, this aspect prevents effective cooperation in many cases. Hawkins (2010), on the other hand, suggests that "the number of development policies is positive" and contributes to enter into cooperation. Lackey, Freshwater, and Rupasingha (2002) confirm that financial inducements, such as state support and reciprocal agreements support cooperation in a broader sense.

According to Hawkins (2010), the ICA aspects limiting transaction costs for successful cooperation include limiting the number of parties within cooperation, ensuring information asymmetry, reciprocity, being able to go beyond one's own (organisational) interests, ensuring a fair distribution of mutual benefits, trust, bringing together relevant relational networks, taking into account the political background of the participating parties, frequent communication, and enforcing and monitoring the agreement. The first aspect (limiting the number of parties within cooperation) can be considered as a utopia as many stakeholders are involved in a complex project as building or redeveloping age-friendly housing. Another aspect, ensuring a fair distribution of mutual benefits, is also hard to achieve in the Dutch situation as legislation prevents this fair distribution. See chapter 1.2. Municipalities and SHCs need to invest in adapting the housing for the elderly, but they do barely or not profit from their investments.

Apart from accelerating aspects of cooperation, several researchers also identified delay factors, like individualism, shortsightedness (Lackey et al., 2002), information asymmetry (Hawkins, 2010; Salamon & Toepler, 2015), potential loss of autonomy and bureaucratisation (Salamon & Toepler, 2015)

Due to its mission, SHCs can be considered as closely linked to municipalities. For that matter, cooperation between municipalities and SHCs can also be seen as ICA.

## 2.6   Cooperation between organisations

For attaining social goals solid cooperation is not only necessary within an institution, but also with and between other (sector) stakeholders. Ample literature is available on cooperation between organisations to achieve these goals, however, little on reaching the specific goal of achieving a suitable housing supply for the elderly in the Netherlands. Kaats and Opheij (2012) is a relevant source as it focuses on (long-term) cooperation between organisations in the Netherlands. They studied Dutch cases in which inter-organisational cooperation played an important role and extracted several key factors for success for this particular type of cooperation. These factors include ambition, stakes, relationships, organisational structures, and process. Firstly, in all organisations and thus partnerships the starting point is ambition, consisting of elements like

- *Degree of sharing*: how well is the ambition shared amongst partners?
- *Appeal*: what is the meaning and value of the ambition to the partners?
- *Cooperation strategy*: to what degree does the partnership contribute to the partners' cooperation strategy?

- *Personal significance*: how do key players personally relate to the ambition of the partnership?

Secondly, stakes influence inter-organisational cooperation as stakes differ per organisation. If these stakes are unclear to other partners cooperation is difficult or even impossible. Understanding the partners' stakes, therefore, contribute to successful cooperation. Kaats and Opheij subdivided this factor into:

- *Sincere interest*: to what degree are partners genuinely interested in each other's stakes?
- *Value creation*: to what degree does the partnership create value for each member?
- *Negotiation space and willingness to negotiate*: to what degree are partners prepared to negotiate with each other?
- *Quality of the dialogue*: to what degree are partners truly in dialogue about each other's stakes?

Thirdly, relationships play an important role in partnerships, as without people partnership does not exist. They include elements like

- *Ability to connect*: to what extent have partners boundary spanning capabilities?
- *Quality of group process*: does the group process strengthen the partnership?
- *Trust*: to what degree do partners trust each other and develop mutual trust?
- *Unifying leadership*: to what degree is leadership granted and displayed?

Fourthly, a partnership cannot thrive without organisational structures. These form, together with the process (the last factor), the tangible part of the cooperation. Organisational structures consist of

- *Effectiveness*: how are structure and control aligned with the partners' objectives?
- *Support*: to what degree do partners participate in the cooperation and to what degree can the partnership count on the support of the constituencies?
- *Decisive power*: to what degree are results achieved within the partnership?
- *Clear agreements*: how clear are the agreements and to what extent are they complied with?

And lastly, the process determines what, how, and when in a partnership. This factor is divided into

- *Phasing and timing*: to what extent are the phasing thoughtful and the timing good?
- *The balance between content and process*: what is the balance between attention to content and attention to the process within the cooperation?
- *Division of roles and process management*: how clear is the division in roles and how clear is the process management?
- *Process quality and process effectiveness*: to what extent is the attention paid to the quality of the process and to what extent is the attention paid to realising the ambitions?

Kaats and Opheij (2012) consider ambition to be the most important factor for inter-organisational cooperation and the other aspects as merely supporting elements as a result of the common ambition. An overview of these aspects including their subaspects is given in appendix 1.

Bullain and Toftisova (2002) made a comparative analysis of European policies and practices on non-government organisations (NGOs) and government cooperation for civil society development. Some parties involved in building or redeveloping houses could be NGOs, like citizens' initiatives, which relates to the subject of this study. According to EU principles (European Commission, 2001), governments should involve NGOs for consultation and social dialogue to establish "stable models of social democracy" (Bullain & Toftisova, 2002). SHCs play an important role as a catalyst for the needs of their tenants' associations to municipalities. Bullain and Toftisova explain that PDCs are mutual agreements or unilateral statements describing the way NGOs and governments cooperate. According to them, the objectives of PDCs are to encourage "public participation in political life and […]

they attempt to establish mechanisms for cooperation which will ease the burden of public service delivery on the government's shoulders." This is relevant, as the Dutch government promotes the elderly to live at home as long as possible and direct their own lives as much as possible.

Lackey et al. (2002) focus on local government cooperation for improving public services and infrastructure in rural areas in the Tennessee Valley (USA). This type of cooperation can be compared to the topic of this thesis, as these projects also involve many stakeholders, are complex, and have a long duration.

Waddell and Brown (1997) investigated ISP by studying different partnerships all over the world. As stated in paragraph 2.1 ISP suits this research, as different sectors are involved in building and redeveloping housing supply. The reasons for partnering are increasing "the scale of their activity, […] [taking] advantage of the strength of a partner, […] [exchanging] technologies or information [for learning purposes], […] and [developing] undefined opportunities" to create new ideas and opportunities through the dynamic interaction in a partnership relation (Waddell & Brown, 1997).

Raynor and Whitzman's (2020) robust research on intersectoral policy networks for affordable housing in Canada, the USA, and Australia is based on outcomes from 54 interviews and longitudinal analysis of these networks in four mid-sized cities, namely Melbourne, Toronto, Vancouver, and Portland. Although the topic of affordable houses and the elements found supporting the success of the cooperation are relevant for this thesis, the situation in the Netherlands differs from that of Canada, the USA, and Australia. The governance of the mentioned countries is more based on strict management (business-like and market-oriented) than on both management and value patterns, like "legality and legitimacy, social justice and equal rights", which is more the case in the Netherlands (Kickert, 1997). The same "shortcomings" are observed by Salamon and Toepler (2015) in their study on the cooperation between non-profit organisations and governments. They discovered key features in non-profit organisations paving a "natural and necessary path to effectiveness" overcoming state limitations. Their findings are based on two theories, namely the demand-side theory, in which the community requires certain services or goods, but are not willing to pay for them, and the supply-side theory, in which the commercial market supply services or goods at profitable prices. For the demand-side theory, they revealed that non-profit organisations play an important role in providing these communal goods and services 'for free', preventing "an undersupply of such public goods" (Salamon & Toepler, 2015). Of cause, ' for free' is relative, as taxes cover these costs. Although the government is responsible for these goods and services, Salamon and Toepler state that they "only produce collective goods [and services] that are desired by a majority of citizens". Related to this thesis' topic this is not the case yet, therefore non-profit organisations could play a role in building and redeveloping suitable houses for the elderly.

Although based on cooperation between organisations in a humanitarian setting, Moshtari (2016) argues that effectiveness and efficiency can be improved "by exchanging information, knowledge, and resources", the same applies to this thesis' issue.
Paulraj, Lado, and Chen (2008) found that communication is key for inter-organisational cooperation in buyer and supplier relationships. This type of relationship is not only essential during the process of building houses, but also in a later stage when the buyers (or renters) must be willing to live in the houses built by the suppliers. Communication is found to be paramount during crises by Hocevar, Jansen, and Thomas (2011). In addition, they argue that effective cooperation between interdependent organisations is becoming increasingly difficult to achieve in an ever-challenging environment. Due to the fact that the housing supply lags, the organisations related to providing healthcare to the elderly lead to closer cooperation between different stakeholders. Furthermore, not only the healthcare providers, but also municipalities, SHC, and the community itself are becoming more dependent on one

another in an increasingly retreating state. The housing issue at hand can be considered as a complex social problem and a system in itself. These types of problems cannot be solved solely by investigating cause and effect. According to Williams (2002), creative thinking is needed for solving these problems in a system as relationships are indeed non-linear.

For this thesis, Kaats and Opheij's (2012) main aspects have been chosen as a starting point as these are based on Dutch cooperation cases. These aspects have been compared to those found in international sources on cooperation, which is elaborated in the next paragraph. An overview of the chosen aspects related to the different definitions of cooperation found in the literature is included in appendix 2.

In conclusion, the factors on cooperation found in the international literature are similar to those of Kaats and Opheij. The literature mentioned in this paragraph also provides keys for successful cooperation. In the next paragraph, these are explained.

## 2.7   Aspects of (successful) cooperation

The achievement of goals in projects or programmes with different stakeholders depends to a large extent on how well the stakeholders work together. In this paragraph, several aspects of successful cooperation found in the literature are explained.

Bullain and Toftisova (2002), on one hand, found mutual interest, trust, respect, compromises, and frequent contacts as aspects supporting cooperation. On the other hand, Salamon and Toepler (2015) found that information symmetry and management of partnership are also enhancing factors. Other enhancing aspects found are mutual needs and goals, opportunities for officials to interact, reciprocity, open communication (Lackey et al., 2002), power and reputation, trust, wants (Visser, 2002).

Raynor and Whitzman's (2020) describe three elements predicting the success of an (intersectoral) policy network. These include:
•        Advocacy coalitions, partnerships, and agenda-setting;
•        Integrated vertical governance, and
•        Shared data and understandings.

Waddell and Brown's (1997) findings on supporting factors include a focus on common ground, building many bridges to expand cooperation, balancing power differences, building commitment, framing solutions as mutual gains, and emphasising both on process and product.

"Mutual trust and reciprocal commitment" are influenced by the level of "resource complementarity and relationship management" in successful cooperation and that "partner's compatibility (i.e., missions, values, and operational methods) does not significantly drive success or failure of collaboration between international NGOs" (Moshtari, 2016).

Long-term relationship orientation and network governance have been found of strategic importance in fostering collaborative communication within buyer-supplier relationships, according to Paulraj et al. (2008).

Hocevar et al. (2011) state that common goal setting, agreement on roles and responsibilities, and developing mechanisms to monitor, evaluate, and report on results are important for inter-organisational collaboration on safety issues.

Williams (2002) argues that the ability of members to put the common goal before their own interests contribute to the success of cooperation.

Although sometimes other wording is used, all aspects of Kaats and Opheij (2012) appear to a greater or lesser extent in the literature studied. Appendix 3 provides a complete overview of the literature studied on cooperation and its links to the chosen aspects.

## 2.8   Relevant skills for cooperation

As certain aspects are important for successful cooperation one can expect that skills also contribute to more effective collaboration. Apart from the skills needed in coworking, i.e. within an organisation, like communication skills (Williams, 2002), knowledge sharing, and cultural awareness (Brown, 2017), other skills are required for collaboration between organisations. Waddell and Brown (1997) mention "listening intensely, questioning perceptively, building trust, integrating multiple perspectives, negotiating power and resource differences, identifying common ground, and creating shared visions" as skills in partnerships. According to them these skills are not required in hierarchical organisations, but are helping in inter-organisational cooperation. Based on several sources, the following set of skills are filtered for this thesis.

1.  Communication skills (listening intensely, questioning perceptively, and summarise) (Moshtari, 2016; Paulraj et al., 2008; Raats, 2016; Waddell & Brown, 1997; Williams, 2002)
2.  Building trust (Moshtari, 2016; Ödlund, 2010; Waddell & Brown, 1997 Williams, 2002)
3.  Integrating multiple perspectives (Waddell & Brown, 1997; Williams, 2002)
4.  Identifying common ground (Hocevar et al., 2011; Waddell & Brown, 1997; Williams, 2002)
5.  Ability to create support (Raats, 2016; Waddell & Brown, 1997; Williams, 2002)
6.  Negotiating skills (Waddell & Brown, 1997)
7.  Handling differences in means (both financial and staff deployment) (Waddell & Brown, 1997)
8.  Vision development (Raats, 2016; Waddell & Brown, 1997; Williams, 2002)
9.  Diplomacy (Raats, 2016; Williams, 2002)
10. Perseverance (Ödlund, 2010; Paulraj et al., 2008; Waddell & Brown, 1997)
11. Network skills (Moshtari, 2016; Ödlund, 2010; Paulraj et al., 2008; Raats, 2016; Williams, 2002)
12. Investing in relationships (Moshtari, 2016; Paulraj et al., 2008; Raats, 2016; Williams, 2002)
13. Organisational sensitivity (Raats, 2016; Williams, 2002)
14. Human knowledge (Raats, 2016; Williams, 2002)
15. Dealing with conflicts (Hocevar et al., 2011; Waddell & Brown, 1997; Williams, 2002)
16. Respecting other people's expertise (Hocevar et al., 2011; Waddell & Brown, 1997)
17. Knowledge and understanding of the way other organisations work (Hocevar et al., 2011; Raats, 2016; Williams, 2002)

Appendix 4 provides a complete overview of all literature studied on relevant skills for cooperation.

## 2.9   Conceptual model

Based on the DAS frame in paragraph 1.4 (figure 4) the 'current supply' represents the current provision of adapted houses for the elderly. In the future, the demand for adapted housing for the elderly will increase, as discussed in chapter 1. This demand is called the 'future demand' in the DAS frame. For meeting the future demand, the process of providing this type of supply needs to start now, for building takes time. The future supply of the DAS frame represents the goal of providing sufficient adapted houses and is called 'housing supply' in figure 8. As stated in chapter 1 the demand is rapidly increasing and the supply is lagging behind. Therefore, it is essential to accelerate catching up in meeting the growing demand. In the conceptual model, this is reflected in the arrow pointing from 'housing

demand' to 'housing supply'. The process, represented as the 'time' arrow, is influenced by two types of factors: delay factors and acceleration factors. The delay factors are hindering the process to meet a suitable housing supply for the elderly in time. Based on the literature, solutions to accelerate the provision of sufficient housing supply for the elderly can be found in cooperation, and the skills needed for successful cooperation. These two pillars form the basis of this thesis. However, these factors can also prevent progression when not considered and/or applied thoughtfully.
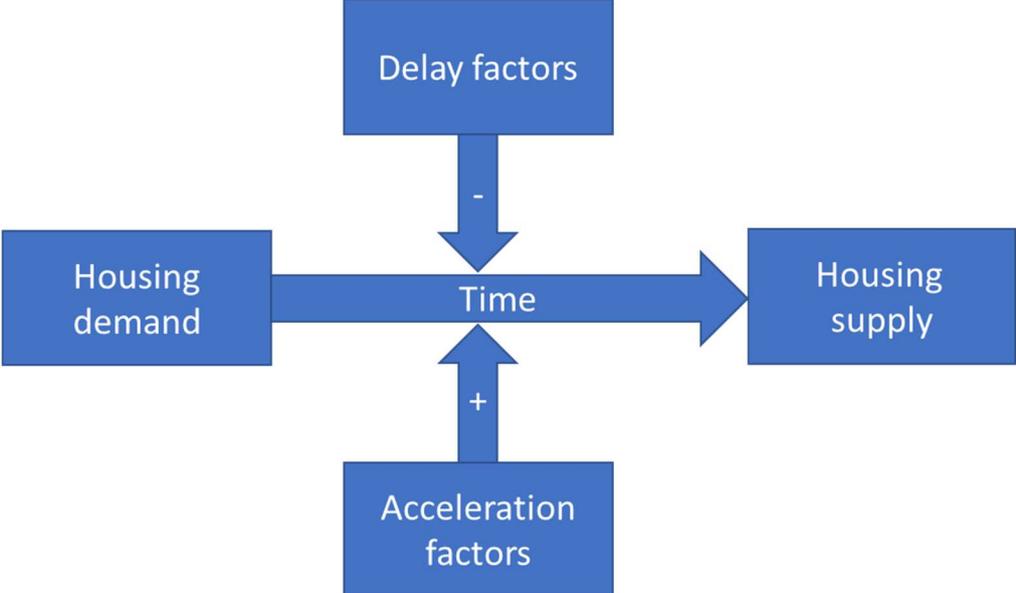
Figure 8: Conceptual model

# 3  Research methodology

The trends, developments, and literature show that the greying population causes new challenges related to suitable housing for the elderly in need of healthcare in their private environment. This chapter describes the research methodology, consisting of the research objective, formulates the related research questions and its sub-questions, the research design, the research approach, the research strategy, data collection, operationalisation, sampling, and the methods of data analysis.

## 3.1  Research objective

Not only do the elderly themselves wish to live in their homes in order to be independent for as long as possible but the Dutch policy is also based on this principle. However, if living with their health problems in their current homes becomes impossible, the flow of the elderly indicated for intramural healthcare will become inevitable and will increase dramatically due to the growing number of elderly in the coming years. This is in contradiction with the Dutch policy to more or less stabilise the number of places in nursing homes. This situation would also threaten healthcare for these elderly people as the number of nursing employees will diminish in the coming years. Furthermore, healthcare costs would increase even more and would become unaffordable in the end. Therefore, the matching of suitable houses for these elderly will become crucial. This research aims to find enhancing factors for the matching process in supplying sufficient houses for the elderly in need of healthcare, not being intramural healthcare, in the coming 20  to 30 years.

## 3.2  Research question and sub-questions

Based on the research objective and the literature review this thesis' research question (RQ) is:

> *Which factors contribute to accelerating the matching process in demand and supply of suitable housing for the elderly in the Netherlands?*

SQ  1: Which aspects of cooperation between housing corporations and municipalities influence the length of the development process of a suitable housing supply for the elderly in the Netherlands?
   a. How does the aspect '*ambition'* influence cooperation between housing corporations and municipalities related to housing?
   b. How does the aspect '*stakes'* influence cooperation between housing corporations and municipalities related to housing?
   c. How does the aspect '*relationships'* influence cooperation between housing corporations and municipalities related to housing?
   d. How does the aspect *'organisational structures'* influence cooperation between housing corporations and municipalities related to housing?
   e. How does the aspect '*process'* influence cooperation between housing corporations and municipalities related to housing?

SQ2: Which skills are needed for cooperation between housing corporations and municipalities for the development process of a suitable housing supply for the elderly in the Netherlands?
   a. How do communication skills influence cooperation between housing corporations and municipalities related to housing?
   b. How does building trust influence cooperation between housing corporations and municipalities related to housing?
   c. How does integrating multiple perspectives influence cooperation between housing corporations and municipalities related to housing?

d. How does identifying common ground influence cooperation between housing corporations and municipalities related to housing?
e. How does the ability to create support influence cooperation between housing corporations and municipalities related to housing?
f. How do negotiating skills influence cooperation between housing corporations and municipalities related to housing?
g. How does handling differences in means influence cooperation between housing corporations and municipalities related to housing?
h. How does vision development influence cooperation between housing corporations and municipalities related to housing?
i. How does diplomacy influence cooperation between housing corporations and municipalities related to housing?
j. How does perseverance influence cooperation between housing corporations and municipalities related to housing?
k. How do network skills influence cooperation between housing corporations and municipalities related to housing?
l. How does the willingness to share data influence cooperation between housing corporations and municipalities related to housing?
m. How does investing in relationships influence cooperation between housing corporations and municipalities related to housing?
n. How does organisational sensitivity influence cooperation between housing corporations and municipalities related to housing?
o. How does human knowledge influence cooperation between housing corporations and municipalities related to housing?
p. How does dealing with conflicts influence cooperation between housing corporations and municipalities related to housing?
q. How does respecting other people's expertise influence cooperation between housing corporations and municipalities related to housing?
r. How does knowledge and understanding of the way other organisations work influence cooperation between housing corporations and municipalities related to housing?

SQ3: Which combinations of aspects and skills influence the length of the development process of a suitable housing supply for the elderly in the Netherlands?

## 3.3 Research approach

Saunders, Lewis, and Thornhill (2016) distinguish several types of studies, among which are exploratory and explanatory studies. Exploratory studies focus on getting more information on a topic, whereas explanatory studies focus on causal relationships between variables. This study can be defined as an exploratory study as it aims to provide in-depth insight into a specific topic, namely the aspects contributing to accelerating the matching process through expert interviews.

A quantitative approach is less suitable for this study, as "quantitative research is an approach for testing objective theories by examining the relationship among variables" (Creswell & Creswell, 2018). Whereas qualitative research is more suitable, as Creswell and Creswell (2018) describe this approach as "exploring and understanding the meaning individuals or groups ascribe to a social or human problem". This study focuses on a social problem, namely suitable housing for the elderly in general, and on the cooperation between the most important stakeholders to achieve this goal in particular. The study is explorative in nature and aims to get in-depth information about their way of working, how they cooperate, for which purpose qualitative data is more suitable.

## 3.4   Research strategy

Adams, Khan, Raeside, and White (2007) describe that "the choice of a research strategy, that is, how a piece of research will be carried out in practice is fundamentally related to the nature of the research question(s) asked". According to Yin (2014, as cited in Saunders et al., 2016) "a case study is an in-depth inquiry into a topic or phenomenon within its real-life setting." Examples of case study research in explorative studies on cooperation are Lackey et al. (2002), Wiesel and Modell (2014), and Raynor and Whitzman (2020). According to Adams et al. (2007) "case studies are to do with […] understanding […] rather than generalisation. […] They ask the question[…] 'How?' […] and the research questions may evolve as the research progresses." Resulting from the literature the best choice for this study is a single case study, to get insight into the factors contributing (and hindering) to accelerating the matching process in demand and supply of suitable housing for the elderly, with an exploratory purpose. Due to double greying, the Dutch policy on elderly healthcare relies on the elderly to live in their homes as long as possible. However, not all or even just a few houses are suitable for receiving healthcare at home. Building or redeveloping housing, in general, is a complex and lengthy process in which many stakeholders participate. Therefore, cooperation between these stakeholders is essential to meet the rapidly growing demand for adapted housing for the elderly in the Netherlands.

According to Brotherton (2015) for case studies, two units of analysis exist: holistic studies and embedded studies. The first unit (holistic study) is based on one single unit of analysis and the embedded study is based on more than one unit of analysis. The analysis of this case study is embedded, as it is based on more than one unit of analysis, namely the analysis of data provided by several different groups of stakeholders involved in supplying suitable housing for the elderly. This type of case study design enables intra-case comparison (Brotherton, 2015).

## 3.5   Data collection

### 3.5.1   Literature review

For grasping the context of the study, literature from Dutch consultancy firms, healthcare organisations, housing corporations, and others and demographic information has been studied. As legal aspects related to this thesis' topic appeared to be important Dutch legislation related to healthcare and housing was studied too. For obtaining relevant aspects (and later skills) improving cooperation, a literature review was conducted, using e.g. Saxion library, Google scholar, and other sources from previously found literature.

### 3.5.2   Interviews

According to Saunders et al. (2016), three types of primary data collection are common: observations, semi-structured, and some other related interviews, and structured interviews. Observations can be helpful to discover what people do. Structured interviews are based on standardised questionnaires, whereas semi-structured interviews use amongst others some key questions and these could differ from interview to interview (Saunders et al., 2016). Furthermore, they claim that semi-structured interviews enhance the richness of answers. As the purpose of this study is to gather opinions on how cooperation works in practice, observations are not suitable. In addition, standardised questionnaires lack for this study. Therefore, semi-structured interviews with multiple stakeholders (see paragraph 3.7.2) were chosen as a means to collect open-ended data. The interview guide was sent to the tutor for feedback prior to the interviews and adapted where necessary. A few days preceding the interview the interviewees received the participant information letter, explaining the purpose of the research and the manner of data collection related to privacy (appendix 5) including a participant consent form (appendix 6) and a short listing of subjects to be discussed in general terms. This short list differed per stakeholder group. The aspects found in the

literature were left out to make sure that interviewees were not influenced on forehand and to ensure the quality of the data collected. All interviews were held during the Covid19 outbreak and therefore interviews were conducted via telephone or internet. The duration of the interviews ranged between 40 minutes and 1.17 hrs. All interviews have been recorded.

During the interviews, an interview guide (see appendix 7) was used, based on the topics researched and some open-ended questions to challenge the interviewees to come up with new insights not found in the literature. However, when an interviewee could not come up with new topics, those found in the literature were put forward to get his/her opinion.

During the study it appeared that not only aspects of cooperation were important, but also certain skills to improve cooperation. This was not incorporated into all interviews. Therefore, additional e-mails have been sent to the interviewees asking them to rank the top 3 skills considered most important and the least important skill and why. For this e-mail, the list of skills was complemented with a short explanation per skill related to this thesis' topic. See appendix 8. Prior to sending the e-mails the list of skills was sent to the tutor for feedback and adapted accordingly. However, the explanation per skill was added later.

## 3.6   Operationalisation

According to Saunders et al. (2016) operationalisation is "the translation of concept into tangible indicators of their existence."
Two tables represent the operationalisation for this study. One table consists of the aspects related to cooperation (appendix 9) and one table consists of the skills needed for cooperation (appendix 10). The first table formed the basis of the interview guide and the latter formed the basis of the additional questions e-mailed to interviewees. These two tables were the initial lists for coding the collected data.

## 3.7   Sampling

In case studies, sampling takes place in two stages, first, the case (context) is selected and secondly, the data sources (respondents) within the case(s) are selected. Below this process is elaborated.

### 3.7.1   Selecting the case
Single case studies may be intrinsic (interest in a specific case) or instrumental case studies. The present study is an instrumental case study, in which the interest lays primarily in the phenomena, the context (specific case) is used only as an illustration. Dealing with the double aging effect, Dutch policy forces the elderly to live in their homes as long as possible and to receive healthcare there. Most houses are not suitable for this situation, therefore, additional or adapted houses are needed. Building requires time and money and many stakeholders are involved, like social housing corporations and municipalities. Successful cooperation between these stakeholders can speed up this process to meet the growing demand in time.

### 3.7.2   Selecting the data sources
Saunders et al. (2016) state that non-probability-based sampling is suitable for case studies. A sampling of interviewees was executed to include a broad palette of stakeholders involved in the matching process. This is called purposive sampling which is useful to reveal key themes on the topic studied (Saunders et al., 2016). In case of purposive sampling, respondents are selected based on a set of criteria which usually ensure that they are knowledgeable on the topic of the research. As this project is an embedded case study, with multiple stakeholder groups, a sampling of interviewees was executed to include a broad palette of stakeholders involved in the matching process. Saunders et al. (2016) call this

purposive sampling and state that this is useful to reveal key themes on the topic studied. Furthermore, they state that non-probability-based sampling is suitable for case studies. Respondents were selected to represent all of the concerned Dutch stakeholder groups and included social housing corporations, municipalities, project developers, healthcare organisations, and investors.

Due to time constraints and restrictions imposed by the Coronavirus interviewees were selected based on availability. This type of sampling is called convenience sampling (Brotherton, 2015; Saunders et al., 2016).

Stakeholders can be divided into primary, secondary, and wider environment stakeholders (see also figure 7 in paragraph 2.3). Primary stakeholders have frequent contact and have strong relationships with one another; secondary stakeholders are only involved when needed and have an ad-hoc relationship to one another, and wider environment stakeholders are e.g. communities where houses are built. The latter have been excluded from this study. Respondents for this study were selected by the following criteria:

- Municipalities:
    - Working in a small to a medium-sized municipality housing 100,000 to 200,000 inhabitants in both the south-eastern as the western part of the Netherlands;
    - Acting on a strategic level in the field of housing and/or care in their municipality;
    - Directly involved in the process of providing social housing for the elderly.
    - Identified as primary stakeholder.
- SHCs:
    - Providing social housing for the elderly in one or more municipalities in the Netherlands;
    - Acting on a strategic level for the housing of the elderly in the Netherlands;
    - Directly involved in the process of providing suitable housing for the elderly.
    - Identified as primary stakeholder.
- Other stakeholders (a project developer, the branch organisation for healthcare providers, and an institutional investor):
    - Acting on a strategic level within the organisation;
    - In-depth knowledge of the process of providing suitable housing for the elderly in the Netherlands.
    - Depending on the degree of involvement in the project identified as primary or secondary stakeholder.

In total 15 potential respondents were approached and 10 in-depth interviews were held.

## 3.8  Methods of data analysis

To analyse the data, several steps have been taken. These are:
1. All interviews were recorded.
2. All interviews were fully transcribed. This is to prevent misinterpretations of the answers given by the interviewees.
3. The transcripts were coded based on the two diagrams used for operationalisation (see paragraph 3.6). When data from the interviews were sorted according to these codes, a codebook was created. Guest, MacQueen, and Namey (2012) proved that codebooks can be used for qualitative research as the codes help standardising the data to codes. Sorting the collected data into categories is called open coding

(Strauss and Corbin, 1998, as cited in Saunders et al., 2016). If additional topics emerged from the interviews, the codebook has been adapted accordingly.

4. Axial coding occurs when relationships between types of codes are observed. The additional topics were sorted under the existing codes as these related to them but were not mentioned as such in the literature studied.

# 4 Results

For comparing the aspects and skills retrieved from literature, 10 semi-structured interviews were held with policy advisors of municipalities (M_...) and SHCs (SHC_...), a representative of a collaboration of SHCs in a certain municipality (SHC_...), a representative of Dutch healthcare organisations (HSA_8), a Dutch project developer (PD_4), and a Dutch institutional investor (I_10).

This chapter discusses the data retrieved from the interviews and the separately collected data on skills. Paragraphs for 4.1 to 4.5 answer the questions related to SQ1: "*Which aspects of cooperation between housing corporations and municipalities influence the length of the development process of a suitable housing supply for the elderly in the Netherlands?*" These aspects are first sorted by aspect (paragraph name) and then by sub aspect (in italic). Paragraphs 4.6 to 4.17 answer the questions related to SQ2: "*Which skills are needed for cooperation between housing corporations and municipalities for the development process of a suitable housing supply for the elderly in the Netherlands?*"
The underscored headers indicate the conclusions per paragraph.
Paragraph 4.18 answers the question related to SQ3: *Which combinations of aspects and skills influence the length of the development process of a suitable housing supply for the elderly in the Netherlands?*
For convenience's sake, only the aspects and skills mentioned by the respondents are discussed.

## 4.1 'Ambition' aspect

*Cooperation strategy*
The initiative for cooperation differs in the view of the respondents. M_6 stated that municipalities should be the initiator for collaboration. A different respondent (M_9) believes that it should emerge from both SHCs and the municipality. And another respondent (I_10) even claimed that insurance companies could "stimulate healthcare organisations, municipalities, and investors to cooperate", as these companies are aware of the lack of suitable houses for the elderly for providing healthcare at home.

SHC_1 felt that reciprocity relates to value creation by stating that "if [municipalities] ask us to build [and] their price for building land is too high, [the development] stagnates." I_10 adds in this respect that "municipalities could use their influence a bit more to convince interested parties not to go for the expensive penthouses with the highest profits but to opt for a more long term perspective" when selling communal land.
Reciprocity can also be found in sharing knowledge and skills, as SHC_2 mentioned related to elderly housing needs, to reach a proper dialogue with municipalities and establish solid agreements. Apart from deciding on the selling prices for land or communal buildings, the municipal instruments for housing development are building permits and zoning plans.

As cited in paragraph 2.3, building or redeveloping houses is a long-term process. Sometimes prioritising shifts when the municipal council changes occupancy as a result of the Dutch democratic system (M_6), although this was agreed upon in an earlier stage (SHC_2).
Another perspective is that of investors of pension funds. They typically invest for 10 to 30 years thus long-term. Not only during this investment period yield should be generated, but also when selling the investment. Therefore, from their point of view investments in sustainable houses, e.g. energy-saving measures and suitability for different age groups, are important (I_10).

*Degree of sharing*
Sharing knowledge and accurate information helps developing ambition and at the same time building support. Several interviewees agree on this (SHC_1; I_10) by data sharing with healthcare offices (SHC_2) and by hiring external consultants to establish unambiguous data (SHC_7, M_3, M_9). According to SHC_1, a prerequisite is "that we have clear data [...] [which results in] what is the assignment," which prevents "questions in a later stage of the process" (M_3) and "future discussions on data" (SHC_7).

*Appeal*
All respondents agree that having a common goal (mutual interest) is essential in cooperation. Respondent HSA_8 argued that clarifying "what is done by whom" helps to determine the ambition. This is acknowledged by respondent PD_4 who added that developing a new 'language' contributes to a shared and clear ambition "because the care sector and the housing corporations employ a great deal of professional jargon". M_3 agreed using the same 'language' by stating that one "should use the same lens."

The social housing market is not the only market lagging behind. Therefore, enticing market players to invest in and build non-regulated housing for middle-class aging citizens is also important (M_9 and I_10).

When the number of development policies increases collaboration is promoted. Respondent M_6 defines it as "with such a housing deal ['Woondeal' in Dutch] this type of cooperation [between state, province, municipalities, and SHCs] has now been considerably intensified, which I think is good."

Acceleration factors
Reciprocity is important in several fields, like selling and buying building plots, sharing knowledge and data, and accelerate the identification of a common goal in cooperation. In addition, data provided by a third party and unambiguous meaning and values create awareness and prevent future discussions on data and content of terms used, thus accelerating the total time of the process. External profiling could attract investors providing the essential financial means for middle-rent houses, which speeds up the decision-making process. It is unimportant which party initiates the process as long as it starts at short notice. However, involving municipalities not only accelerates the process but also allows them to fulfill their responsibility to facilitate housing for their residents. This is supported by additional development policies.

Delay factors
In contrast to the acceleration factors mentioned above, an unclear aim prevents reaching an effective goal. This contributes to lengthy discussions and arguments, delaying the process.

## 4.2 'Stakes' aspect

*Sincere interest*
Sincere interest is linked to mutual openness. M_6 felt that it "is important to be attentive to someone else's problems." This mutual openness is also recognised by SHC_1 in stating "what challenges do others have?" and SHC_2 "showing what your objectives are […] and knowing who to turn to when things get complicated." 'Sincere trust' is closely related to the sub aspect 'quality of the dialogue'.

*Value creation*
The question is: how does the partnership create value for each of the partners? SHC_1 felt that reciprocity relates to value creation by stating that "when [municipalities] ask us to build [and] their price for building land is too high, [the development] stagnates." I_10 adds in this respect that "municipalities could use their influence a bit more to convince interested parties

not to go for the expensive penthouses with the highest profits but to accept a more long-term perspective" when selling communal land. Apart from deciding on the selling prices for land or communal buildings, the municipal instruments for housing construction are building permits and zoning plans. HSA_8 thinks that "mutual interests can contribute to the advancement of each other's organisation" which means creating value.

As referred to in paragraph 2.2.1, SHCs' mission is to provide social housing. Therefore, their margins on the social rent are supposed to cover maintenance costs and provide sufficient additional financial resources to invest in new housing or in adapting their current supply. SHC_2 stated that "maintenance […] and investments in sustainability so far have always been made without a rental increase for the tenants" but other funding options are being explored as financial means deplete gradually.

SHC_2 considers municipalities as their clients, therefore client satisfaction is important. Some interviewees also focus on creating external value in terms of user satisfaction (M_6). PD_4 checks user satisfaction by asking "Do I wish to live here?" I_10 involves market information for creating user satisfaction (and improving attractiveness for tenants), whereas PD_4 also consults future residents on their specific needs.

The social contribution is another example of the creation of external value. Several interviewees consider this important because it is implicitly part of their mission (SHC_2; M_9) or has been chosen as part of their mission (I_10).

*Negotiation space and preparedness to negotiate*
In their mutual cooperation, all SHCs and municipalities draw up annual performance agreements on the number, types of houses, and locations. Part of this is negotiating on the selling prices of land or communal buildings for redevelopment purposes (M_5), or agreements on zoning permits (SHC_7).

*Quality of the dialogue*
High-quality dialogue can be achieved amongst other things when stakes are shared openly between partners. For SHC_1 agreement on stakes to achieve a common goal is important, whereas both SHC_7 and M_6 think that stakes are mostly financially related. However, SHC_7 believes that financial stakes often remain concealed for other stakeholders. Furthermore, this respondent said that understanding the stakes of all stakeholders contributes to successful cooperation and results in mutual respect. Knowing each other's stakes can help strengthen each other, e.g. in a State lobby on housing and financing (M_3) or enforcing. M_6 argued that on one hand fragmentation of tasks within municipalities can lead to competing stakes, and on the other hand to greater engagement on mutual dossiers. Keeping in close contact and having open communication on changing stakes during the process support the cooperation process, according to SHA_8. Practicing expectation management towards each other helps to improve communication (SHC_2). Furthermore, SHC_7 noticed that if the interest for one or more parties within cooperation is insufficient, no cooperation will be established.

<u>Acceleration factors</u>
When it comes to stakes, elements like reciprocity, open communication, value creation for all partners, and mutual respect accelerate the cooperation process. Value creation in particular motivates partners to participate in the cooperation, which also has a positive impact on parties outside the partnership. Involving user satisfaction increases the effectiveness of the final result because homes are more attractive to a particular target group or are also suitable for different target groups. In this way, the financial objectives are achieved sooner and resources are used more efficiently, resulting in a positive contribution to society. High-quality dialogue on mutual stakes and expectations supports openness between partners, reducing the time spent on irrelevant discussions.

Delay factors
In general, the concealment of pivoting stakes can lead to stagnation in the cooperation process. As most financial stakes remain undisclosed, the progression of cooperation is being delayed due to misunderstanding.

## 4.3 'Relationships' aspect

*Trust*
Long-term relationships benefit the most from the 'trust' factor (M_6, SHC_1). M_3 put it more explicitly by stating "If you don't trust each other, you cannot collaborate either." M_5 argued that trust is always an important factor, if not the most essential factor in cooperation, which is confirmed by M_6 and I_10. In contrast, SHC_7 said that trust is less important than transparency in stakes. Trust is then naturally formed. PD_4 considers trust essential and especially in long-term relationships. Other aspects of trust are expressing trust and giving confidence to others, which are both important (I_10).

*Quality in group processes*
This sub aspect is closely related to the sub aspect 'quality of the dialogue' in the previous paragraph, as it relates to open communication resulting in mutual respect.

Most interviewees agree that long-term relationships speed up the cooperation process, as the view on the interests and expertise of each stakeholder is clearer (SHC_1, M_6, PD_4). Especially within municipalities changing mayor and aldermen every four years prevents long-term relationships, however, this sometimes provides new opportunities by a shift in focus (M_6).

*Unifying leadership*
All respondents agree on involving municipalities in the building process, as it not only speeds up the process but also allows municipalities to fulfill their responsibility to facilitate housing for their residents. Some respondents even think that municipalities should take the lead in these processes (M_3, M_9), which underscores the granting of the leadership to municipalities.

SHC_2 thinks that the "way of reaching a clear goal and working together effectively and efficiently is more important than the way of managing an organisation."

Several interviewees (SHC_7, M_9, and PD_4) stressed the importance of an integral view on the issues at hand by the leader of the project or programme.

Acceleration factors
Mutual respect and long-term relationships support the acceleration of the process in most cases. The same applies to all forms of trust, i.e. building trust, expressing trust, and giving confidence to others. However, sometimes new relationships offer new opportunities and new views.

Delay factors
When entering new relationships, mutual respect and trust often lag behind as building trust and respect take time. In general, the lack of mutual openness and trust will delay cooperation processes. In contrast, as relationships grow, mutual respect and trust improve and is therefore only a hindering factor when entering cooperation.

## 4.4 'Organisational structures' aspect

*Effectiveness*

For cooperation, several structures are needed and one is communication. Agreeing on ways of communication is essential for effectiveness. Direct contact e.g. between municipality and SHC supports effective communication and building relationships (SHC_1). Organising regular meetings and discussing topics related to the issue at hand (SHC_7, M_9) and decreasing the number of members in meetings (M_9) contributes to effectiveness in cooperation. However, communication with all stakeholders remains essential. This can be organised by appointing representatives who inform and consult the groups that they represent (M_9, SHC_7). Or the other way around, one representative of several SHCs acting as a single contact for municipalities (M_6). In contrast, HSA_8 thinks that the process and organisation are less relevant than having a clear ambition at the start of cooperation.

Building processes can be considered as structured and organised in compliance with legislation. For municipalities, the way of conveying information is paramount whether the process is effective or not (M_5). This respondent explains "One erroneous estimation of feelings in a residential area e.g. can lead to delay in the building process and the same issue can pop-up several times during the process."

*Support*

Another factor in organisational structures is creating support. Some respondents argue that support is key on all levels, i.e. on strategic, tactical, and operational levels for translating the ambition into actions (M_3, M_9, I_10). According to M_9, the result is a manager saying "if my employees acting on the operational level can handle this way of working, I am reassured that it will be effective." Members radiating enthusiasm also support energy levels within cooperation which generally lead to better results (M_5, M_9, SHC_2). In contrast, "negative feelings and tenor can prevent progression and can lead to less optimal results" (SHC_2). M_9 expressed this as "Steering enthusiasm and coherence produce higher yields than steering on written agreements and strict guidelines."

*Decisive power*

Decisive power is closely linked to effectiveness. M_9, I_10, and SHC_2 confirm that involving appropriate stakeholders contributes to achieving the intended results. However, M_9 and SHC_7 acknowledge that too many members in a meeting prevent progression, similar to the discussion in this paragraph under 'effectiveness'.

*Composition of stakeholders*

Involving all relevant stakeholders is essential in achieving the set aims (M_9). However, two competing organisations in the same partnership could stagnate the process, as their stakes remain concealed preventing that strategic choices are exposed to the competing partner (SHC_7). Knowing that these stakes exist, the cooperation process can work around them. In this respect, SHC_7 perceived that "Sometimes one of these parties act somewhat unclear and then you understand why" (SHC_7).

*Clear agreements*

Due to the change in mayor and aldermen, stakeholders are keener on agreements in writing. SHC_2 argues that when new expansion locations for housing are pinpointed "clear agreements in writing" are paramount. Even more so, as the duration of building processes is approximately 7 years (I_10). M_3 added that "all partners agree on ambitions, but when clear steps and numbers are no determined, goals are not achieved. Therefore, agreements in writing are essential."

Changes in financing evoke other issues, like the ceasing of means for development or maintenance in the residential areas. One respondent (SHC_7) described that "The shifts in

funding between the state and the municipality [...] have created moving panels, which means that [we] never exactly know what we as a group should aim for."

As discussed in paragraph 2.2.1 SHCs and municipalities are closely related through the housing legislation. Performance agreements between these two parties are tangible proof of this legislation. All respondents are aware of these agreements in writing, which contribute to the effectiveness of cooperation.

Acceleration factors
Clear and prudent communication with all stakeholders acts as an acceleration factor. The same applies to broad support in the goals of projects or programmes at all organisational levels and clear agreements in writing. Decisive power is improved by involving different stakeholders.

Delay factors
Imprudent communication, however, can lead to delays in the building process. Competing stakes due to similar goals and missions of partners can hinder successful cooperation. Furthermore, if agreements are not unambiguously stated in writing, this can lead to undesirable results, e.g. by altering priorities due to changes in mayor and aldermen.

## 4.5 'Process' aspect

*Balance between content and process*
Both M_3 and M_9 agreed that content and process matter in cooperation. M_3 stated, "no decisions can be made […] without alternating between the two." M_9 added that "sometimes it is useful to change to the process when you discover that content prevents progression."

*Division of roles and process management*
Several respondents resonate with the importance of clarity in roles amongst stakeholders in particular related to ownership. M_3 said that when roles are explicit "stakeholders responsibilities are clear" and all stakeholders on all levels should be aware of the mutual responsibilities. This is acknowledged by both HSA_8 and PD_4. "Do not shift roles" related to others' competencies as all stakeholders have their own expertise and should display their ownership (PD_4).

A learning organisation focuses on the process. SHC_2 acknowledges the importance of this type of process.

As discussed in paragraph 2.3, the stakeholder roles change during the process in terms of e.g. leadership or advisory role. "When the role of citizens change [from passive to active] the way of approaching them changes too" (M_9) and thus the citizens' involvement too. Within the existing partnership roles do change, "but the leading role cannot be transferred yet" as the project just started a few months ago (M_9). I_10 agreed that the roles change in the different phases of the process.

*Process quality and process effectiveness*
M_9 adheres to the opinion that proper scheduling and monitoring agreements are part of the leading role in collaboration.

Acceleration factors
A thoughtful balance between content and process accelerates progression. The clarity in roles and ownership prevents unnecessary discussions and therefore, saves time. Careful scheduling (not planning too little or too many meetings) and monitoring whether progression is compliant with agreements, can accelerate the process.

Delay factors
A strong focus on either content or process delays progression. A learning organisation means that new ways of thinking and handling are explored. As all new things need time to learn, at first this will cost time. However, in a later stage, this can change in time savings when the organisation is well aligned.
Changing roles during the process can hinder progression slightly, as one needs to get related to his/her new role, but this will only be temporary.

## 4.6　Identifying common ground

This skill is related to the 'ambition' aspect. Almost all respondents ranked 'identifying common ground' in their top 3 (see figure 9). They consider this the most important skill, because "then you all know what the goal is" (SHC_1), "this forms the base for a successful cooperation" (SHC_2), and "knowing each other's drivers enables cooperation to be an easy task" (SHC_7). "Without […] common ground confrontation with hard (financial) preconditions are more likely, which are at least equally crucial" (M_3).

Acceleration factor
Identifying common ground is, based on these results, a prerequisite and can be determined as an inevitable skill for successful cooperation.

Delay factor
If there is no common ground, successful cooperation is impossible.
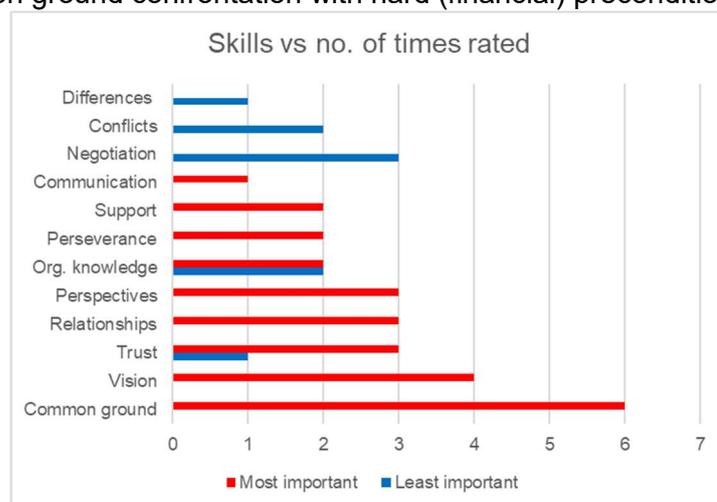
Figure 9: Scored skills

## 4.7　Vision development

Vision development (linked to the 'ambition' aspect) is considered another important skill. Together with the skills 'identifying common ground' and 'ability to create support' this skill "can ensure that you leave room in a process for setbacks and bottlenecks" (M_3). Based on a respondent's experience and research by others, this skill is always included in the top 3 most important skills (HSA_8).

Acceleration factor
As housing projects take time vision development helps to focus on the goal.

Delay factor
Without vision development skills focussing on the goal is difficult.

## 4.8　Building trust

This skill is linked to the 'relationships' aspect. On one hand, building trust is one of the important skills (M_6). And not only building trust but also showing why you are trustworthy is important, according to I_10. On the other hand, building trust automatically evolves from other skills and actions and can therefore be considered as least important (HSA_8).

Acceleration factor
As mentioned in paragraph 4.3 trust is built in long-term relationships. In that case, trust can be an acceleration factor. And when trustworthiness is shown by all partners, mutual trust can be built rapidly. Apart from these findings, according to literature trust between partners prevents opportunistic behaviour and can prevent conflicts (Ring & Van de Ven, 1992). In these ways, building trust can accelerate the cooperation process.

Delay factor
When partners within a collaboration do not know each other building trust will take time and is, therefore, a delay factor to make progress at first and change in an acceleration factor after some time. Furthermore, in contrast to the discussion in the acceleration factor above without trust small conflicts tend to escalate and thus taking more time resolving, which delays progress.

## 4.9   Investing in relationships

This skill is related to the 'relationships' aspect. According to SHC_1 investing in relationships is important, because "cooperation improves when a partner is met under different circumstances than in a meeting." Similar experiences were shared by SHC_7: "My greatest success factor in the cooperation [...] is the fact that I have an informal conversation. This strengthens the relationship and one immediately exchanges essential information in a short period of time. This enables me to see the common drivers more easily." This is particularly beneficial in the initial phase of cooperation because the partners still do not have a full understanding of each other and trust has not yet been built. When this understanding and trust have grown over time in later stages relationship maintenance will require less time. Occasionally catching up with contacts, even when necessity lacks improves relationships (I_10).

Acceleration factor
Just like building trust, investing in relationships takes time. And again, having an informal chat improves the relationship, which can speed up the process. Furthermore, relationship maintenance requires less time resulting in time savings.

Delay factor
The time factor delays progression. So, whether this is an acceleration factor or a delay factor depends on meeting the partners under informal circumstances, the level of mutual understanding, and the number of times met.

## 4.10  Integrating multiple perspectives

This skill relates to the 'ambition' aspect. "In order to be able to cooperate successfully, it pays to not only identify common ground but also everyone's stakes or perspectives. In that way you jointly know what you are collaborating on" (SHC_1). Another respondent suggested that when identifying common ground, integrating multiple perspectives, and develop a vision, it can sometimes be useful to prioritise the greater social interest over one's own organisational interest (PD_4).

Acceleration factor
When multiple perspectives are considered, achieving common ground is easier, which accelerates the project/programme.

Delay factor
However, when one only focuses on one's own perspective, reaching common ground and a common goal is difficult and thus cooperation is hindered.

## 4.11 Knowledge and understanding of the way other organisations work

One respondent wrote: "In order to be able to identify the common ground, you need to gain insight into the working methods of the other organisations" (SHC_7). Although two other respondents agree with the importance of this skill, one thinks that this skill less important than identifying building trust and common ground, which are essential (SHC_2), the other is concerned about the progression when focussing too much on the way other organisations work (SHC_1).

Acceleration factor
Knowledge and understanding of other organisations can help in improving decision-making.

Delay factor
Taking the working methods of other organisations too much into consideration the cooperation process is being delayed.

## 4.12 Perseverance

As discussed under 'vision development' housing projects take time. Therefore, perseverance is important to meet the housing supply. This long-run perspective in local government cooperation is also confirmed by Lackey et al. (2002). Being creative in finding solutions during the project/programme is essential (SHC_7). Apart from perseverance as an important skill, HSA_8 also identified 'having guts' to make progress.

Acceleration factor
Creativity in perseverance can help to solve bottlenecks.

Delay factor
Housing projects will not come to an end without perseverance.

## 4.13 Ability to create support

As discussed in paragraph 4.4 support in the 'organisational structures' aspect is important. The importance of a skill has been identified by M_3. I_10 also acknowledged this and adds that "agreeing to achieve an objective'' is key.

Acceleration factor
When all parties involved agree on the goal, faster progress can be made.

Delay factor
Progress stalls in the absence of support.

## 4.14 Communication skills

Several respondents consider communication skills to be natural skills, but one respondent thinks that good listening skills are conducive to a correct interpretation of what others are saying in order to formulate an action (I_10).

Acceleration factor
High-quality communication contributes to advancement. See also paragraph 4.2 on the quality of the dialogue related to the 'stakes' aspect.

Delay factor
No communication means no progress.

## 4.15 Negotiating skills

This skill is linked to the 'stakes' aspect. Three respondents consider these skills as the least important. One respondent thinks that when partners agree on a common goal, all partners benefit in their own way of the partnership, and "a good negotiator can disrupt that process" (I_10). "The word 'negotiate' presupposes that there will be losers and winners. That is not acceptable in a partnership. A win-win situation must always be created" (SHC_7).

Acceleration factor
Not observed as such.

Delay factor
Differences in negotiating skills can break up partnerships, which stops cooperation.

## 4.16 Dealing with conflicts

This skill relates to reciprocity. According to PD_4, this skill is only relevant when a conflict occurs. "Although this [skill] is (also) important, a shared perspective/vision is more essential in order to not let go of each other, especially in conflicts" (M_3). Based on this finding mutual stakes can play a role in conflicts.

Acceleration factor
When conflicts can be avoided time is saved and when a conflict does occur, effectively dealing with this prevents lengthy discussions and escalation and thus time. Moshtari (2016) confirms that mutual trust prevents opportunism and "allows partners to clarify problems and to resolve conflicts fairly", which saves time. See also paragraph 4.8 on building trust.

Delay factor
If not effectively handled conflicts result in a delay factor.

## 4.17 Handling differences in means

One respondent thinks that this skill is unimportant without further explanation (I_10) and none of the respondents considers this skill as very important. However, this skill can be considered as part of 'integrating multiple perspectives' as viewing from multiple perspectives reveals differences, including those in means. Therefore, this skill has not been assessed separately.

## 4.18 Combining aspects and skills

As discussed in paragraph 2.3 the development process can be divided into several stages. In general, different aspects and skills are more relevant than others during each stage. In the first stage, all aspects are crucial as the process requires an ambition as a starting point, in which stakes need to be addressed properly, relationships need to be built, organisational structure needs to be designed and different stages of the process need to be identified. The most prominent skills during this stage are investing in relationships to get acquainted with all cooperation partners and in doing so building trust and drawing on human knowledge. To determine the project's/programme's goal, integrating multiple perspectives, diplomacy, organisational sensitivity, handling differences in means, share data to identify common ground, develop a vision, and negotiating skills, the latter, however, not prominently exhibited, are important. Network skills are relevant for including the appropriate partners and for defining clear roles, respecting other people's expertise, and knowledge and understanding of the way other organisations work are essential skills. In later stages, the skill 'dealing with conflicts' may become more opportune if these occur. Perseverance is another skill needed to successfully conclude the process. And in all stages communication skills are of paramount importance, although hardly any respondents identified them as such. A possible reason might be that these skills are considered too obvious.

On one hand, aspects like 'clear agreements' (part of aspect 'organisational structures'), 'division of roles' (part of aspect 'process'), 'negotiating space and preparedness to negotiate' (part of aspect 'stakes'), and 'cooperation strategy' (part of aspect 'ambition') are essential in the first stage. On the other hand, aspects like 'balance between content and process', 'process quality and process effectiveness' (both part of aspect 'process'), and 'unifying leadership' (part of aspect 'relationships'), become more relevant in later stages, all depending on the situation.

When dividing the skills into stages, it becomes apparent that some skills show similarities, like building trust, investing in relationships, human knowledge, respecting other people's expertise, and ability to create support but also integrating multiple perspectives, handling differences, diplomacy, identifying common ground, and organisational sensitivity. Figure 10 exhibits the links between aspects and skills in different stages. The related skills are indicated in blue and red. In addition, some links are partly relevant in certain stages displayed as shaded blocks. This figure hints that cooperation aspects and skills are mutually reinforcing and closely intertwined.

| Skills | FIRST STAGE OF PROCESS | | | | | LATER STAGES OF PROCESS | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Aspects | | | | | Aspects | | | | |
| | Ambition | Stakes | Relationships | Organisational structures | Process | Ambition | Stakes | Relationships | Organisational structures | Process |
| Communication skills | Most | Most | Most | Most | Most | Most | Most | Most | Most | Most |
| Building trust | Most | Most | Most | Most | Most | Less | Less | Less | Less | Less |
| Investing in relationships | Most | Most | Most | | | | | Most | | |
| Ability to create support | Most | Most | | | | | Less | | | |
| Human knowledge | Most | | | | | | | Most | | |
| Respecting other people's expertise | | | Most | Most | Most | | | | | |
| Integrating multiple perspectives | Most | Most | | | | | | | | |
| Identifying common ground | Most | Most | Most | | | | | | | |
| Vision development | Most | Most | Most | Most | Most | | | | | |
| Handling differences in means | Most | Most | | Most | Most | | Less | | | |
| Diplomacy | | Most | Most | | | | | Most | | |
| Organisational sensitivity | | Most | Most | | | | Less | Most | | |
| Negotiating skills | Less | Most | | | | | | | | |
| Perseverance | | | | | | Most | Most | Most | Most | Most |
| Network skills | Most | Most | | | | | | Most | | |
| Dealing with conflicts | | | | | | | Less | | | |
| Knowledge of other organisations | Most | Most | | | Most | | | | | Less |

| Legend | |
|---|---|
| (blue) | Most relevant |
| (shaded) | Less relevant |

Figure 10: Relevant aspects and skills related to stages of process

# 5 Discussion

## 5.1 Reliability

According to Saunders et al. (2016) reliability "refers to replication and consistency". For qualitative research, reliability is not the most important aim. For qualitative research, reliability is not the most important aim. The steps were taken during the process and motivating them (see chapter 3) improve reproducing the study using the same steps, which improves reliability. However, as different stakeholders were interviewed, the chances are low that other respondents will answer the same questions in exactly the same way, which in turn decreases reliability. Another way to safeguard reliability is formulating unambiguous questions. The interview guide is based on literature and thus contributes to the level of reliability. Improving reliability is also obtained as additional (explaining) questions could be asked by both the interviewee as the researcher during interviews.

The sampling technique applied to select respondents was non-probability-based purposive sampling, as the purpose of this study was not to "make statistical inferences about the characteristics of the population" (Saunders et al. 2016), which is called probability sampling but to reveal key themes.

The population is heterogeneous, as representatives of different groups of stakeholders were selected. Due to this fact, the likelihood that this sample is representative of the whole population is low. According to Saunders the minimum sample size for semi-structured interviews is between 5 and 25. For this study 10 interviews were held. This choice for 10 interviews is based on the fact that in general data saturation occurs after eight interviews. In this study, this occurred, so additional interviews were obsolete.

In total 15 potential respondents were approached and 10 of them turned into respondents, which results in a response rate of 67%. In all, generalising this study's results to other organisations is not possible.

## 5.2 Validity

Saunders et al. (2016) state that "validity refers to the appropriateness of the measures used, the accuracy of the analysis of the results and generalisability of the findings." Construct validity is improved when a validated questionnaire is used, which can be used in quantitative research. However, for this topic, a validated questionnaire is not available, because this is qualitative research. Therefore a self-composed interview guide was used, which decreases the level of construct validity. The construct validity for this research consists of interview questions based on referenced literature (see paragraph 3.6). This improves the quality of the construct of the research. Due to the misunderstood explanation of one skill (handling the differences in means) in the additional e-mail and the fact that the skill was on second thought closely related to another skill (integrating multiple perspectives) the outcome for this skill was integrated into the appropriate skill. Therefore, this skill has not been assessed separately.

Internal validity refers to the accuracy of the conclusions. Triangulation, member validation, and peer debriefing are important procedures to improve the validity of the research. To improve the internal validity the steps mentioned in paragraph 3.8 were followed. In addition, both the interview guide consisting of the cooperation aspects and the additionally composed skills list was sent to the tutor for feedback and adapted accordingly. All data from the interviews and the additional sent e-mails have been sorted in the same way based on the codes from the literature (see paragraph 3.6). By approaching the same respondents again by e-mail to check for ambiguities contributes to the validity of this research.

For this research external validity, i.e. checking whether similar studies gave similar results as those of the current research, literature was found on both foreign housing studies and studies on government cooperation, but not for the Dutch housing situation. The sample related to the whole population is too small to improve external validity.

The choice of case study implies that the goal is not to generalise the findings but to get an in-depth insight into the context of the topic studied. Although the mix of respondents is high and also several regions in the Netherlands were researched, the results are only valid for the stakeholders involved in the research. Generalisations about the outcome are therefore not valid. The same applies to the limited number of respondents.

## 5.3 Limitations

This research is limited to the scope, respondents, and the chosen literature.

The scope is limited to the Dutch housing sector for the elderly in a few regions spread over the Netherlands. This implies that results solely apply to these regions and organisations and cannot be generalised for other similar regions or other similar organisations. Results will be less reliable due to the small number of interviews.

Although not all respondents work with SHC or municipalities, which is the focus of this study, involving other stakeholders enriched the view on the housing process for the elderly as a whole.

The whole population of literature on cooperation aspects and cooperation skills is vast. Only a limited number of sources were used to define definitions and to select aspects and skills related to cooperation. If more time would have been available, a more robust literature review could have supported this study, in particular the literature on the skills.

## 5.4 Discussion of findings

As discussed in the literature, Lackey et al. (2002), Waddell and Brown (1997), Hawkins (2010), and other researchers suggest that cooperation is essential to establish complex and time-consuming projects like housing for the elderly. Complexity is caused by different types of healthcare legislation, like Zvw (Ministerie van Algemene Zaken (2019), Wlz (CIZ, n.d.), WMO (Nederlandse regering, 2020; Ministerie van Volksgezondheid, Welzijn en Sport, 2020), housing legislation (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, 2018; Ministerie van Binnenlandse Zaken en Koninkrijksrelaties (2020a), and different types of stakeholders, like SHCs, municipalities, project developers, healthcare organisations, and investors. Building projects generally take more than 5 years to accomplish. In practice, these influencing factors have been endorsed by all respondents.

The suggested five aspects for successful cooperation (ambition, stakes, relationships, organisational structures, and process) by Kaats & Opheij (2012) have been acknowledged by all interviewees. Literature (e.g. Williams, 2002; Moshtari, 2016; Paulraj, 2008; Waddell & Brown, 1997) also revealed that skills enhance successful cooperation. The respondents did not fully agree with all 17 skills but this can be clarified by the way they could respond to these. They could identify their top 3 of the most important skills and the least important one (or two) and their reasons for choosing these. Almost all respondents chose the skill 'identifying common ground' in their top 3, which closely relates to what Kaats & Opheij suggested as the most important factor, namely ambition, and are spot on with the findings of Waddell & Brown. However, Williams stresses the importance of investing in relationships

and Moshtari chooses reciprocity and mutual trust as the most important skill(s)/aspect(s). And building trust resonates again with the top 3 of the most important skills according to the respondents.

The relations between the choices of respondents for the factors and skills differentiated, as some relate more to certain aspects or skills than others. This study revealed that aspects and skills are closely intertwined, especially the skills. This is congruent with what Williams (2002) found: "It is particularly evident […] that there are considerable overlap and interdependency between the various factors and […] [skills], and typically, they are deployed in different permutations depending on particular circumstances."
Furthermore, this research shows how aspects and skills can be enhancing or hampering cooperation and thus can influence the factor time in the matching of demand and supply in housing for the elderly in need of long-term healthcare in their homes.

# 6  Conclusion

This thesis' conclusion based on the findings of the research is discussed in this chapter, starting with answers to SQ1 on aspects of cooperation, SQ2 on skills of cooperation, and SQ3, and ending with the answer to the main research question.

SQ1: *Which aspects of cooperation between housing corporations and municipalities influence the length of the development process of a suitable housing supply for the elderly in the Netherlands?*
The aspects of cooperation between organisations, suggested by Kaats & Opheij (2012), are ambition, stakes, relationships, organisational structures, and process. All respondents relate to these as important for successful cooperation. It appears that reciprocity, data provided by a third party, and unambiguous meaning and values contribute to a clearly defined and shared *ambition*. And according to literature (e.g. Kaats & Opheij, 2012) and some respondents ambition is the starting point of cooperation.
Important factors for the *stakes* aspect are again reciprocity, open communication, value creation for all partners, and mutual respect. In addition, most stakes are finance-related and require open communication, however in practice pivoting stakes remain sometimes concealed, resulting in stagnation of the building process.
Again mutual respect, trust, and long-term *relationships* are supporting factors in advancement. Building trust and mutual respect lack in new relationships, which delays progression, however, as relationships grow, mutual respect and trust improve and is therefore only a hindering factor when entering into cooperation.
Robust support for the ambition at all organisational levels of the stakeholders' organisations, again clear and prudent communication and clear agreements in writing are identified as important and accelerating factors related to the *organisational structures* aspect. Issues in communication, both verbal as written, prevent progress.
Related to the *process* aspect, balance between content and process, clarity in roles and ownership, careful scheduling, and monitoring of progression are contributing factors for advancement. Focus on content or process, learning organisation, and changing roles hinder progress. However, the latter two will develop in time into accelerating factors.

Concluding, these aspects can accelerate or delay the building process. When properly addressed, these aspects will contribute to smooth and successful collaboration and accelerate the building process. However, as these aspects are closely linked, one poorly addressed aspect can hamper the process.

SQ2: *Which skills are needed for cooperation between housing corporations and municipalities for the development process of a suitable housing supply for the elderly in the Netherlands?*
The skill mentioned to be the most important is by far 'identifying common ground'. The other "top 3" skills are 'vision development', 'building trust', 'investing in relationships', and 'integrating multiple perspectives'. Those identified as least important include 'negotiating skills' and 'dealing with conflicts'. Although not identified as such, communication skills are of paramount importance in all stages of building projects. Similar to the aspects discussed above, these skills can either accelerate or delay the building process. And again, similar to the aspects, these skills are also closely linked to each other, which means that one lacking or incorrectly applied skill can endanger progress.

SQ3: *Which combinations of aspects and skills influence the length of the development process of a suitable housing supply for the elderly in the Netherlands?*
All cooperation aspects influence each other. The same applies to all cooperation skills and combinations of cooperation aspects and cooperation skills. Based on the results a clear pinpointing of successful combinations for influencing the length of the development process of a suitable housing supply for the elderly in the Netherlands is not possible. Furthermore, these combinations can also depend on the context and phase of a project.

MRQ: *Which factors contribute to accelerating the matching process in the demand and supply of suitable housing for the elderly in the Netherlands?*
Based on the answers to the subquestions, aspects, and skills related to cooperation appear to be closely intertwined and do influence the time factor in the matching of demand and supply in housing for the elderly in need of long-term healthcare in their homes. However, an unequivocal answer to this research question is lacking, because the results are inconclusive.

# 7 Recommendations

## 7.1 Recommendations based on own work

Identifying the right scope and research questions took a considerable amount of time, especially since the author's knowledge on the complexity of healthcare, legislation on healthcare and housing, the level of involvement of municipalities, and the way SHCs are operating lacked. For a future study choosing a topic with which the author is more familiar would probably contribute to a shorter processing time. Furthermore, when doing academic research, all pieces of the puzzle only fall in place at the end, at least related to this research for this author. Comprehension of how academic research is done contributes to defining the research questions and methods of research in an earlier stage because now the relationships between all aspects are more clear to the author. Another aspect viable for change is discussing more intensely with the tutor on interview questions instead of relying on the author's own knowledge.

## 7.2 Recommendations

### 7.2.1 Recommendations for the field

Although time is always scarce, it could be beneficial for building projects to plan enough time in the initial phase to improve cohesion within a partnership. After all, in this way relationships build faster, mutual trust increases faster and the shared vision and stakes become clearer sooner. In addition, it can improve the quality of the team by asking members if others could add value to the project. By approaching the project in this manner, the extra time invested in the initial phase of the project will be more than compensated during the course of the project. As a result, the final duration of the project will be shorter.

Before entering into cooperation conducting a stakeholder analysis can contribute to choosing the right stakeholders. Repeating this analysis in later stages can help to determine whether other stakeholders should join the project or participating stakeholders are still key stakeholders. This contributes to a more effective way of working.

For some partnerships, reaching a shared ambition is not that difficult. It becomes more difficult when that ambition is translated into practical steps. It helps if one of the partners adopts the role of coordinator to transcend his or her own (organisation's) interests and reconcile the various stakes in order to achieve practical implementation of the project, supported by all partners.

### 7.2.2 Recommendations for further research

Conducting this survey in a wider range, i.e. within more municipalities, among the same groups of stakeholders increases the reliability of the results. When in-depth understanding is gained on how cooperation aspects and skills influence the duration of building projects, suitable houses for Dutch elderly in need of receiving healthcare in their own homes will become available earlier. This will contribute to supply the growing demand for these types of houses. Another option is to launch a longitudinal study on several building projects for this type of house. Both additional studies could provide valuable insights from which other building projects could benefit.

Further comparative research into successful solutions to the housing challenge for the elderly within (similar) municipalities or regions or even provinces is recommended. This will provide valuable insights into the number of possible successful solutions so these can also be adopted in other cities, regions, or provinces. However, before adopting a successful solution in another environment, extensive market research is recommended to ensure that the solution is appropriate for the new environment. In that case, adaptions can be made on forehand to meet the needs for that specific area.

Not only the social housing demand related to the elderly will increase, but all housing demand. From some interviewees, the author learned that the market for middle-rent housing is quite large and has hardly been developed yet. Therefore, research is recommended on how to entice commercial and private developers and landlords, and investors to develop middle-rent houses. As developing high-rent houses is the most profitable, the current and future supply of these houses will be sufficient.

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# Appendix 1 – Aspects of cooperation between organisations

| | | |
|---|---|---|
| **Aspects of cooperation between organisations** | | |
| **Ambition** | Cooperation strategy | Degree to which ambition contributes to partners' cooperation strategy |
| | Degree of sharing | Degree to which ambition is shared |
| | Appeal | The meaning and value of the ambition for the partners |
| | Personal significance | The personal significance of the ambition for key players in cooperation |
| **Stakes** | Sincere interest | Degree to which the partners have a genuine interest in each other's stakes |
| | Value creation | Degree to which the cooperation creates value for each of the partners |
| | Negotiation space and willingness to negotiate | Degree to which partners are prepared to negotiate with each other |
| | Quality of the dialogue | Degree to which the partners are truly in dialogue about each other's stakes |
| **Relationships** | Ability to connect | Degree to which partners have boundary spanning competences |
| | Quality in group processes | Degree to which group processes strengthen cooperation |
| | Trust | Degree to which partners trust each other and develop trust |
| | Unifying leadership | Degree in which leadership is granted and displayed |
| **Organisational structures** | Effectiveness | Degree of structure and control tailored to the partners' objectives |
| | Support | Degree of participation of the partners in the cooperation and the extent to which the cooperation can count on the support of the constituencies |
| | Decisive power | Degree to which the cooperation achieves the intended results |
| | Clear agreements | The extent to which clear agreements are in place and the extent to which they are complied with |
| **Process** | Phasing and timing | Degree of thoughtful phasing and good timing |
| | Balance between content and process | Degree to which the balance is struck between attention for the content and attention for the process |
| | Division of roles and process management | Degree of clear division of roles and clear process management |
| | Process quality and process effectiveness | The extent to which attention is paid to the quality of the process and to realising the ambitions |

Source: Kaats and Opheij (2012)

# Appendix 2 – Chosen aspects of cooperation vs definitions of cooperation

| Terms | Researcher(s) | Aspects of cooperation (according to Kaats & Opheij, 2012) | | | | |
|---|---|---|---|---|---|---|
| | | Ambition | Stakes | Relationships | Organisational structures | Process |
| Cooperation | Kaats and Opheij, 2012 | Sustainable intention | Harmonise work Sustainable agreements | People Diversity of collaborative relationships | Oorganising Autonomous organisations Sustainable agreements | Harmonise work Finite |
| Cooperation | Ödlund, 2010 | | | Cross-sector activities Private-public interaction | Cross-sector activities Private-public interaction | Managing |
| Cooperation | Hawkins, 2010 | Economic development | Contracts and agreements | Formal institutions (local governments) | Contracts and agreements Formal institutions (local governments) | |
| Institutional Collective Action (ICA) | Feiock (2004, as cited in Park and Feiock, 2007) | Cooperation | | Relationships: Formal and informal institutions Levels of government Local government units Other actors in community | Formal and informal institutions Levels of government Local government units Other actors in community Transaction costs | Transaction costs |
| Collaboration | Genefke and McDonald, 2001 as cited in Ödlund, 2010 | Desired results | | Some type of partnership | Partnership with other organisations | |
| Coordination | Boin, 't Hart, Stern and Sundelius, 2005 as cited in Ödlund, 2010 | | Distribution of political power Responsibilities between organisations | | Distribution of political power | |
| Partnership (including Intersectoral Partnership (ISP)) | Waddell and Brown, 1997 | Outcomes only possible with other partners Define undefined opportunities through new ideas and solutions to problems | Sharing and exchanging information and resources Develop undefined opportunities through new ideas and solutions to problems (value creation) Taking advantage to partner(s)' strengths | Wide variety of inter-organizational forums Dynamic interaction | Sharing and exchanging information and resources Dynamic interaction | Consider partnership as process as goals, abilities, and relationships change during project |

Source: composed by the author based on the mentioned sources

# Appendix 3 – Literature study of chosen aspects related to cooperation

| Aspects related to cooperation between organisations (Kaats & Opheij, 2012) | | Sources on (government) cooperation | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Source: Bullain and Toftisova (2002): by policy documents on cooperation (PDC) | Source: Hawkins (2010): by ICA (institutional collective action) (measuring success) | Source: Lackey, Freshwater and Rupasingha, 2002: local gvt coop in rural areas | Source: Waddell and Brown, 1997: Intersectoral partnering (ISP) | Source: Salamon and Toepler, 2015: Gvt-nonprofit coop | Source: Park and Feiock, 2007: ICA | Source: Visser, 2002: Attributes to local gvt cooperation | Source: Longoria, 2005: outcomes beneficial to recipients or expression of political symbolism and ideology | Source: Raynor and Whitzman, 2020: Intersectoral policy networks |
| Ambition | Degree of sharing | mutual interest | Larger groups collective action more difficult; | supporting: mutual needs and goals | Acknowledge differences but focus on common ground | | | | Dialogue on meaning and assumptions | Shared understanding of housing need (or lack of it) |
| | Appeal | | TransactionCosts (TC): information asymmetries | hindering: greed, shortsightedness; supporting: opportunities for officials to interact | | information asymmetry | | power, reputation | | opportunities missed by absence of clear data, shared definitions or internal skills and capacity; (lack of) mutual definitions and data surrounding housing targets --> (lack of) consistency at all levels of government |
| | Cooperation strategy | | reciprocity | supporting: reciprocity | | | reciprocity | | Sharing knowledge | |
| | Personal significance | | ICA: actors' preferences within political context create problems & opportunities for negotiating cooperative arrangements | Hindering: individualism, personality differences, political demand | | | | wants | | |
| Stakes | Sincere interest | mutural interest | self-interest in maintaining control; giving up for "system maintenance" (water, transportation, sewer) is ok; | | Acknowledge differences but focus on common ground | hindering: potential loss of autonomy | | wants | | |
| | Value creation | mutual benefits, envisage development of funding policies, standards and mechanisms | TC: mutural gains, required inputs ICA: norms of reciprocity, economic and demographic characteristics of community, number of policies used to encourage development | supporting: reciprocity, economic structure, financial inducements | | Hindering: the stunting of advocacy activity to not endanger public funding streams | Transaction costs | | Accountability | |
| | Negotiation space and preparedness to negotiate | concessions, compromises, understanding | transaction costs (TC); ICA: bargaining process for distributing joint gains | | | | Transaction costs | reputation | | |
| | Quality of the dialogue | respect, constructive discussions, frequent contacts, meeting, discussing | | Supporting: open communication | | | | reputation | | vertical government: respectful dialogue between levels of government |

| Aspects related to cooperation between organisations (Kaats & Opheij, 2012) | | Sources on (government) cooperation | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Source: Bullain and Toftisova (2002): by policy documents on cooperation (PDC) | Source: Hawkins (2010): by ICA (institutional collective action) (measuring success) | Source: Lackey, Freshwater and Rupasingha, 2002: local gvt coop in rural areas | Source: Waddell and Brown, 1997: Intersectoral partnering (ISP) | Source: Salamon and Toepler, 2015: Gvt-nonprofit coop | Source: Park and Feiock, 2007: ICA | Source: Visser, 2002: Attributes to local gvt cooperation | Source: Longoria, 2005: outcomes beneficial to recipients or expression of political symbolism and ideology | Source: Raynor and Whitzman, 2020: Intersectoral policy networks |
| **Relationships** | Ability to connect | | | | Build Many Bridges to Expand Cooperation | | | reputation | | |
| | Quality in group processes | Active cooperation | | | | | | power | | |
| | Trust | trust | ICA: trust | | | trust | trust | trust | | |
| | Unifying leadership | | | | | | | | | |
| **Organisational structures** | Effectiveness | | ICA: structure of relational networks | | Balance Power Differences to Enable Mutual Influence | | | | | |
| | Support | improve self-sustainability of third sector | ICA: actors' preferences within political context create problems & opportunities for negotiating cooperative arrangements | | Organize to Use Resources from All the Partners | | | wants, reputation | | Vertical government: access to appropriate funding and resources; opportunities missed by absence of clear data, shared definitions or internal skills and capacity |
| | Decisive power | | ICA: Frequent communication | | Frame Solutions in Terms of Mutual Gains | | | | data-driven decisions and relevant evaluation models | |
| | Clear agreements | | transaction costs (TC) | Supporting: economic structure (state support) | Management of the Partnership: payment schedules on grants and contracts | | | | Sufficient resources (funding) | Vertical government: access to appropriate funding and resources |
| **Process** | Phasing and timing | | | | Take Time to Build Commitment Early from Key Actors | | | | | partnerships, built and maintained over long periods of time; opportunities missed by absence of clear data, shared definitions or internal skills and capacity; both creating 'evidence' and then embedding it in policy processes |
| | Balance between content and process | | TC: enforcing and monitoring | | Create Forums for Joint Exploration and Decision | hindering: bureaucratization | | | | |
| | Division of roles and process management | | | Supporting: Neutral facilitator | | | | | | |
| | Process quality and process effectiveness | Accountability for the use of public money | | | Emphasize both Process and Product | | | | | partnerships, built and maintained over long periods of time |

Source: composed by author based on the mentioned sources

# Appendix 4 – Literature study on skills

| Skills related to cooperation | Inter-org. collaboration (Hocevar et al., 2011) | Inter-org. fit (Moshtari, 2016) | Pulling the same way? (Ödlund, 2010) | Inter-org. communication (Paulraj et al., 2008) | Herbestemming Waterlinie (Raats, 2016) | Fostering intersectoral partnering (Waddell & Brown, 1997) | Competent boundary spanner (Williams, 2002) |
|---|---|---|---|---|---|---|---|
| Communication skills (listening intensely, questioning perceptively, and summarise) |  | ✓ |  | ✓ | ✓ | ✓ | ✓ |
| Building trust |  | ✓ | ✓ |  |  | ✓ | ✓ |
| Integrating multiple perspectives |  |  |  |  |  | ✓ | ✓ |
| Identifying common ground | ✓ |  |  |  |  | ✓ | ✓ |
| Ability to create support |  |  |  |  | ✓ |  | ✓ |
| Negotiating skills |  |  |  |  |  | ✓ | ✓ |
| Handling differences in means (both financial and staff deployment) |  |  |  |  |  | ✓ |  |
| Vision development |  |  |  |  | ✓ | ✓ | ✓ |
| Diplomacy |  |  |  |  | ✓ |  | ✓ |
| Perseverance |  |  | ✓ | ✓ |  | ✓ |  |
| Network skills |  | ✓ | ✓ | ✓ | ✓ |  | ✓ |
| Investing in relationships |  | ✓ |  | ✓ |  |  | ✓ |
| Organisational sensitivity |  |  |  |  | ✓ |  | ✓ |
| Human knowledge |  |  |  |  | ✓ |  | ✓ |
| Dealing with conflicts | ✓ |  |  |  |  | ✓ | ✓ |
| Respecting other people's expertise | ✓ |  |  |  |  | ✓ |  |
| Knowledge and understanding of the way other organstions work | ✓ |  |  |  | ✓ |  | ✓ |

Source: composed by the author based on the mentioned sources

# Appendix 5 – Participant information letter (in Dutch)

**Informatiebrief afstudeerscriptie Bertien van de Laar-Druijff**

Beste deelnemer,

Deze informatiebrief geeft meer achtergrond van mijn onderzoek. Mijn verzoek is of u zou willen deelnemen aan een interview. Meedoen is uiteraard vrijwillig. Voor deelname is uw toestemming nodig. Voordat u beslist of u dit wilt doen, leg ik uit waarom ik dit interview wil afnemen. Lees deze informatie rustig door. Als u vragen heeft, kunt u contact met mij opnemen. Zie contactinformatie onderaan deze informatiebrief.

De titel van het onderzoek is: "Nederlandse sociale woningbouw en ouderen met behoefte aan gezondheidszorg thuis: hoe komen vraag en aanbod bij elkaar?"
De komende jaren groeit het aantal ouderen sterk door vergrijzing en door een langere levensverwachting. Veel ouderen zullen op den duur zorg nodig hebben. Veel van die zorg zal in de thuissituatie gegeven worden (extramurale zorg), maar niet alle huizen zijn hierop ingericht. Vooral financieel kwetsbare ouderen zijn aangewezen op sociale woningbouw. Dit onderzoek probeert een beeld te krijgen hoe gemeenten, woningcorporaties, zorginstellingen, commerciële projectontwikkelaars en investeerders het hoofd gaan bieden aan deze groeiende vraag. Dit onderzoek maakt deel uit van het afstuderen aan de master Facility & Real Estate Management van University of Greenwich in samenwerking met Saxion University of Applied Sciences.

In dit onderzoek naar de manier waarop wordt voldaan aan de vraag voor (sociale) woningen voor senioren zullen ca. 12 interviews gehouden worden met (waar mogelijk) vertegenwoordigers van woningcorporaties, gemeenten, zorgorganisaties, commerciële projectontwikkelaars en investeerders. Het betreft hier een kwalitatief onderzoek, waarbij in kaart wordt gebracht hoe de regie op toekomstige sociale woningbouw voor ouderen is ingericht.

U wordt gevraagd om deel te nemen aan een interview dat maximaal 1 uur zal duren. Dit interview zal waar mogelijk telefonisch of via Teams o.i.d. uitgevoerd worden. Een overzicht van de gespreksonderwerpen treft u als bijlage 1 aan.

Voor zover bekend zijn er geen nadelen verbonden aan deelname aan dit onderzoek.

In dit onderzoek verzamel ik geen persoonsgegevens. De opgeslagen gegevens zijn niet te herleiden naar individuele deelnemers. De verzamelde data blijven beschikbaar voor eventueel vervolgonderzoek. In bijgaand toestemmingsformulier (bijlage 2) kunt u aangeven of u hier mee akkoord gaat.

Als u meedoet aan dit onderzoek kunt u zich altijd bedenken en voortijdig stoppen. Ik gebruik uw gegevens dan tot het moment waarop u stopte. Als u daar bezwaar tegen heeft, kunt u mij dit tijdens het interview aangeven.

Er zijn voor u geen kosten verbonden aan dit onderzoek en er is geen vergoeding voor deelname aan dit onderzoek.

Bij deze informatiebrief hoort een toestemmingsformulier. Door het volledig invullen en ondertekenen van deze toestemmingsverklaring en deze naar mij terug te mailen gaat u akkoord met deelname aan het onderzoek.

In geval van klachten over gegevensbeheer kunt u contact opnemen met Saxion via het Meldpunt Klacht en Geschil: https://www.saxion.nl/over-saxion/organisatie/klachtenloket.

# Appendix 5 – Participant information letter (in Dutch) (continued)

Voor meer informatie of vragen over dit onderzoek kunt u contact opnemen met:
Student: Bertien van de Laar-Druijff
E-mail: 486789@student.saxion.nl
Tel. 06-12772981 of 026-3612135

Verantwoordelijk docent: Hester van Sprang
E-mail: h.vansprang@saxion.nl
Tel. 06-45594392

Bijlage 1: Overzicht gespreksonderwerpen
Bijlage 2: Toestemmingsformulier

# Participant information letter (in English)

Dear participant,

This information letter gives more background to my research. I would like to ask you to participate in an interview. Participation is of course voluntary. Your permission is required to participate. Before you decide whether you want to do this, I will explain why I want to do this interview. Please read this information carefully. If you have any questions, please contact me. See contact information at the bottom of this information letter.

The title of the study is: "Dutch social housing and elderly people with health care needs at home: how do supply and demand come together?"
In the coming years, the number of elderly people will grow strongly due to an ageing population and longer life expectancy. Many elderly people will eventually need care. Much of that care will be provided in the home (extramural care), but not all homes are equipped for that. Financially vulnerable elderly people in particular are dependent on social housing. This research tries to get a picture of how municipalities, housing corporations, care institutions, commercial project developers and investors are going to cope with this growing demand. This research is part of the graduation programme for the Master's in Facility & Real Estate Management at the University of Greenwich in cooperation with Saxion University of Applied Sciences.

In this research into how the demand for (social) housing for senior citizens is being met, approximately 12 interviews will be held with (where possible) representatives of housing corporations, municipalities, care organisations, commercial project developers and investors. This is a qualitative study, mapping out how the management of future social housing for the elderly is organised.

You will be asked to participate in an interview that will last up to one hour. Where possible, this interview will be conducted by telephone or through Teams or the like. An overview of the interview topics can be found in appendix 1.

As far as we know, there are no disadvantages to participating in this research.

In this research I do not collect personal data. The stored data cannot be traced back to individual participants. The collected data will remain available for possible follow-up research. In the attached consent form (appendix 2) you can indicate whether you agree with this.

If you participate in this study, you can always change your mind and stop prematurely. I will then use your data until the moment you stopped. If you have any objections, you can let me know during the interview.

There are no costs associated with this study for you and there is no fee for participation in this study.

This information letter is accompanied by a consent form. By completing and signing this consent form and returning it to me, you agree to participate in the study.

In case of complaints about data management you can contact Saxion via the Complaints and Disputes Office: https://www.saxion.nl/over-saxion/organisatie/klachtenloket.

For more information or questions about this study, please contact:
Student: Bertien van de Laar-Druijff
E-mail: 486789@student.saxion.nl
Tel. 06-12772981 or 026-3612135

Teacher: Hester van Sprang
E-mail: h.vansprang@saxion.nl
Tel. 06-45594392


Appendix 1: Overview interview topics
Appendix 2: Consent form

# Appendix 6 – Participant consent form template (in Dutch)

**Toestemmingsformulier "Nederlandse sociale woningbouw en ouderen met behoefte aan gezondheidszorg thuis: hoe komen vraag en aanbod bij elkaar?"**

Ik vraag u hieronder aan te geven of u toestemming geeft voor deelname aan dit onderzoek. Leest u hiervoor onderstaande punten goed door en geeft aan met een kruisje onder "ja" of "nee" of u het al dan niet met de voorwaarden eens bent. Indien u na invulling van het formulier deel wilt nemen, vraag ik u onderaan dit formulier uw naam, handtekening en datum in te vullen en het formulier naar mij terug te mailen. Bij voorbaat dank voor uw te nemen moeite.

| Als deelnemer aan dit onderzoek: | Ja | Nee |
|---|---|---|
| ben ik over aard, methode en doel van dit onderzoek op een voor mij duidelijke wijze geïnformeerd. | ☐ | ☐ |
| heb ik genoeg tijd gekregen om over deelname te beslissen. | ☐ | ☐ |
| heb ik de gelegenheid gehad om vragen te stellen over dit onderzoek. | ☐ | ☐ |
| weet ik dat deelname vrijwillig is. | ☐ | ☐ |
| weet ik dat ik op elk gewenst moment kan stoppen met deelnemen aan het onderzoek. Daarvoor hoef ik geen reden te geven. | ☐ | ☐ |
| geef ik toestemming voor het verzamelen, bewaren en gebruiken van mijn gegevens voor de beantwoording van de onderzoeksvraag in dit onderzoek. | ☐ | ☐ |
| weet ik dat de uitkomsten van dit interview verwerkt kunnen worden in een verslag of (wetenschappelijke) publicatie. | ☐ | ☐ |
| geef ik toestemming voor hergebruik van mijn gegevens na dit onderzoek voor nu nog onbekend onderzoek dat binnen het vakgebied van dit onderzoek valt. Hierbij worden de erkende ethische normen voor deze vorm van onderzoek in acht genomen. | ☐ | ☐ |
| weet ik dat alleen ter controle van de wetenschappelijk integriteit van het onderzoek sommige mensen toegang tot mijn verzamelde gegevens kunnen krijgen. | ☐ | ☐ |
| begrijp ik dat alle informatie die ik met betrekking tot deze studie verstrek, anoniem zal worden verzameld en niet tot mij herleidbaar zal zijn. | ☐ | ☐ |
| weet ik dat ik inzage kan krijgen in de wijze waarop de gegevens worden verwerkt en bewaard. | ☐ | ☐ |
| weet ik dat als ik mij terugtrek, mijn gegevens tot dat moment gebruikt kunnen worden, tenzij ik ook vraag om de reeds verzamelde gegevens te wissen. | ☐ | ☐ |
| geef ik toestemming tot het maken van video- en audio-opnames. Deze zijn alleen te beluisteren door de onderzoeker(s) en ter controle van de wetenschappelijke integriteit | ☐ | ☐ |

Naam:
Handtekening:




Datum:

**Interviewer**
Als interviewer verklaar ik dat ik mondeling toelichting heb gegeven over de aard, methode en het doel van het onderzoek. Ik verklaar mij bereid nog opkomende vragen over het onderzoek naar vermogen te beantwoorden.

Naam: Bertien van de Laar-Druijff
Handtekening:




Datum:
Email: 486789@student.saxion.nl

# Participant consent form template (in English)

Consent form "Dutch social housing and elderly people with health care needs at home: how do supply and demand come together?"

Please indicate below whether you consent to participate in this study. Please read the following points carefully and indicate with a cross under "yes" or "no" whether you agree or not with the conditions. If you would like to participate after completing the form, please fill in your name, signature and date at the bottom of the form and mail it back to me. Thank you in advance for your time and effort.

As a participant in this study: Yes No
I have been informed about the nature, method and purpose of this research in a way which is clear to me.
I have been given sufficient time to decide on participation.
I have had the opportunity to ask questions about this study.
i know that participation is voluntary.
i know that i can stop participating in the study at any time. I do not have to give a reason for doing so.

I consent to the collection, storage and use of my data to answer the research question in this study.

I am aware that the results of this interview can be processed in a report or (scientific) publication.

I give permission for the re-use of my data after this research for as yet unknown research that falls within the field of this research. The recognised ethical standards for this type of research will be observed.
I know that only to check the scientific integrity of the research some people may have access to my collected data.
I understand that any information I provide in connection with this study will be collected anonymously and will not be traceable to me.
I understand that I may have access to the way in which data is processed and stored.
I know that if I withdraw, my data may be used until that time, unless I also ask for the data already collected to be deleted.
I consent to the making of video and audio recordings. These can only be listened to by the researcher(s) and for verification of scientific integrity

Name:
Signature:

Date:

Interviewer
As interviewer, I declare that I have given an oral explanation of the nature, method and purpose of the research. I declare that I am prepared to answer any further questions about the study to the best of my ability.

Name: Bertien van de Laar-Druijff
Signature

Date:
Email: 486789@student.saxion.nl

# Appendix 7 – Interview guide

**Vragen:**
1. Wie zijn de **stakeholders** bij een samenwerking voor woningbouw?
2. Welk van deze stakeholders heeft de regie in dergelijke projecten?
3. Welke stakeholders hebben een veto-recht binnen de samenwerking?
4. Wat zijn belangrijke helpende factoren bij een **samenwerking**?

| Ambitie | Mate van gedeeldheid | Mate waarin de ambitie wordt gedeeld |
|---|---|---|
| | Aantrekkingskracht | De betekenis en waarde van de ambitie voor de partners |
| | Samenwerkingsstrategie | Mate waarin de ambitie bijdraagt aan de samenwerkingsstrategie van de partners |
| | Persoonlijke betekenis | De persoonlijke betekenis van de ambitie voor sleutelspelers in de samenwerking |
| Belangen | Oprechte interesse | Mate waarin de partners oprechte interesse hebben in elkaars belangen |
| | Waardecreatie | Mate waarin de samenwerking waarde creëert voor ieder van de partners |
| | Onderhandelingsruimte en -bereidheid | Mate waarin de partners bereid zijn om met elkaar te onderhandelen |
| | Kwaliteit van de dialoog | Mate waarin de partners echt met elkaar in diagloog zijn over elkaars belangen |
| Relatie | Vermogen tot verbinden | Mate waarin de betrokkenen beschikken over persoonlijk vermogen tot verbinden |
| | Kwaliteit groepsprocessen | Mate waarin de groepsprocessen de samenwerking versterken |
| | Vertrouwen | Mate waarin partners elkaar vertrouwen en vertrouwen ontwikkelen |
| | Verbindend leiderschap | Mate waarin leiderschap wordt gegund en getoond |
| Organisatie | Effectiviteit | Mate waarin structuur en besturing zijn afgestemd op de doelen van de partners |
| | Draagvlak | Mate waarin de partners in de samenwerking participeren en de samenwerking kan rekenen op steun van de achterbannen |
| | Daadkracht | Mate waarin de samenwerking beoogde resultaten realiseert |
| | Hygiëne in afspraken | Mate waarin er sprake is van heldere afsparken en deze worden nagekomen |
| Proces | Fasering en timing | Mate waarin er sprake is van een doordachte fasering en een goede timing |
| | Balans tussen inhoud en proces | Mate waarin de balans wordt gevonden tussen de inhoudelijke en de procesmatige aandacht voor de samenwerking |
| | Rolverdeling en procesregie | Mate waarin er sprake is van een heldere rolverdeling en duidelijke procesregie |
| | Proceskwaliteit en -effectiviteit | Mate waarin er aandacht is voor de kwaliteit van het proces en de ambities worden gerealiseerd |

5. Wat zijn hinderende factoren bij een samenwerking?

**Questions in English:**
1. Who are the stakeholders in a housing cooperation?
2. Which of these stakeholders is in charge in such projects?
3. Which stakeholders have a right of veto in the cooperation?
4. What are important helping factors in a cooperation?
5. What are obstacles to cooperation?

# Appendix 8 – Explanation of skills related to cooperation

1. **Communication skills** (being able to listen well, ask questions and summarise): both within the partnership and with parties outside it, i.e. including the target group for which building or renovation is being planned and other stakeholders who (may) have an interest in the new accommodation, such as local residents.
2. **Being able to build up trust**: not only within the partnership but also outside it with all stakeholders involved, in particular with the (representatives of the) target group for which building or renovating is being planned.
3. **The ability to unite various perspectives**: not only the organisations' perspectives within the partnership but also those of all stakeholders involved, in particular, the (representatives of the) target group for which building or renovation is being planned.
4. **Being able to identify common interests**: not only the organisations' interests within the partnership but also those of all stakeholders, in particular with the (representatives of the) target group for which building or renovation is being planned.
5. **The ability to create support**: not only within the partnership, but also among all stakeholders, in particular with (representatives of) the target group for which building or renovation is being planned.
6. **Negotiation capacity**: with stakeholders inside and outside the partnership.
7. **Being able to deal with differences in resources (both financial and human resources)**: taking these differences into account inside and outside the partnership. Being able to take these differences into account in the final result.
8. **Vision development**: in the sense of creating sustainable added value for the target group and society.
9. **Diplomacy**: towards both stakeholders inside and outside the partnership.
10. **Perseverance**: to achieve a successful and sustainable result for the target group and society as a whole.
11. **Networking skills**: being able to involve the right people at various stages of collaboration in order to achieve optimal and sustainable results for the target group and society as a whole.
12. **Investing in relationships**: taking the time to build (long-term) relationships within the partnership in order to understand each other's ways of thinking and also with members of the target group outside of the partnership in understanding their wishes and thoughts about alternative housing and with other stakeholders, so that the result is effective.
13. **Organisational sensitivity**: being able to deal with both hierarchical lines and mutual relationships, behaviour, and power factors within the partnership.
14. **Human knowledge**: being able to look at (individual) needs and housing requirements across all age groups and backgrounds without prejudice and with as little personal interpretation as possible of what is and is not appropriate.
15. **Dealing with conflicts**: being able to discuss differences of opinion in order to reach a consensus within the partnership.
16. **Respecting other people's expertise**: both that of the members of the partnership and that of the target group and other stakeholders.
17. **Knowledge of and understanding for how other organisations work**: (learning to) comprehend the visions and working methods of the organisations involved, particularly within the partnership and, where appropriate, also beyond the partnership.

## Appendix 9 – Table of cooperation aspects for operationalisation

| Aspects related to cooperation between organisations | |
|---|---|
| **Ambition** | Degree of sharing |
| | Appeal |
| | Cooperation strategy |
| | Personal significance |
| **Stakes** | Sincere interest |
| | Value creation |
| | Negotiation space and preparedness to negotiate |
| | Quality of the dialogue |
| **Relationships** | Ability to connect |
| | Quality in group processes |
| | Trust |
| | Unifying leadership |
| **Organisational structures** | Effectiveness |
| | Support |
| | Decisive power |
| | Clear appointments |
| **Process** | Phasing and timing |
| | Balance between content and process |
| | Division of roles and process management |
| | Process quality and process effectiveness |

Source: Kaats and Opheij (2012)

# Appendix 10 – Table of skills for operationalisation

| Skills related to cooperation |
| --- |
| Communication skills (listening intensely, questioning perceptively, and summarise) |
| Building trust |
| Integrating multiple perspectives |
| Identifying common ground |
| Ability to create support |
| Negotiating skills |
| Handling differences in means (both financial and staff deployment) |
| Vision development |
| Diplomacy |
| Perseverance |
| Network skills |
| Investing in relationships |
| Organisational sensitivity |
| Human knowledge |
| Dealing with conflicts |
| Respecting other people's expertise |
| Knowledge and understanding of the way other organstions work |

Source: composed by author based on several sources (see paragraph 2.8)