

One step back, step forward



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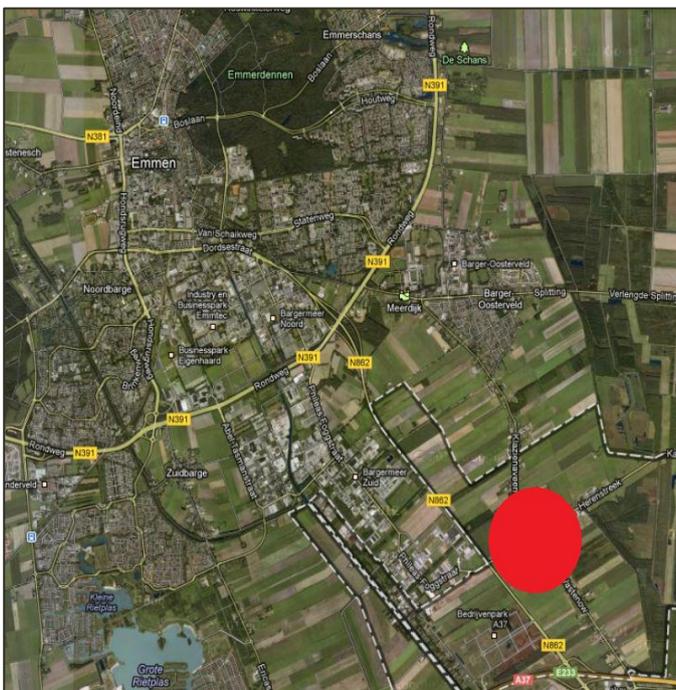
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1 Introduction

Emmen Revisited is a partnership of people and companies that occupy with the different districts and villages near and around Emmen, to get a better housing and environment. The Emmen Revisited team wants to transfer planning responsibilities to inhabitants of Nieuw-Dordrecht. They ask us to come with some ideas, strategies or examples of self-organization villages.

Nieuw-Dordrecht is a village in the Netherlands which is part of the Emmen municipality in Drenthe. Nieuw-Dordrecht has a population of about 2,000 people. In the 19th century the community was planning on digging a canal through Nieuw-Dordrecht. This canal would be a branch of the Oranjekanaal. The Oranjekanaal had to connect two peat lands. Though the Oranjekanaal was digged, the community stopped digging the branch because it became too costly to bridge the height differences. Where the canal was planned there now runs a wide street: the Herenstreek that goes along into to Oranjedorpstraat at a roundabout. This street divides Nieuw-Dordrecht in a very social way. On the north side live the more wealthy people, also the school is located here. On the south site lays the more disadvantaged neighbourhood.



Source: Google earth



Source: Google earth

Figure 1-1: Nieuw-Dordrecht, Drenthe.

Inhabitants from Nieuw-Dordrecht are bind to the formal rules of the government . The Emmen revisited team search for a way to change the power from the municipality to citizens. In the current situation professionals (planners) come up with ideas and plans to improve the environment. The ER team wants to change this situation, by changing the role of the planners and citizens. In the new situation the planners will become controllers of the inhabitants ideas, not the creator. According to companies interviewed 30% of Nieuw-Dordrecht residents are willing to cooperate in this project. On the other hand, only 5% of municipality workers are. For this project ER has developed a participatory structure and program with main stakeholders. However, some of the stakeholders do not know clearly which is his role in this project, such as Chamber of Commerce, some departments of the Municipality and inhabitants.

ER works with a 5 years period, but they want some results in the first two years. The project has been carried out for one year and a half and nothing has been done yet.

Each village, in the vicinity of Emmen, has his own Village-team. These are composed by two volunteers, one housing officer, one social worker, one police officer, one leader and one secretary. Once a month they have a meeting. That it is called the Reflection group. Apart of the reflection group there are the doors-team” (they are volunteers). The relation between them and Emmen Revisited is quite fluid. Doors-team is in charge of the personal communication with inhabitants. At the same time, ER tries to give information to residents through Facebook and a newsletter.

With the meetings of the reflection group and interviews with inhabitants, ER analyzes all data collected and presents results to residents. They want all residents to know about results. For that reason, ER organizes meetings with all inhabitants to do that. However, normally only 30 or 40 persons assist to these meetings. After that, if residents do agree with the results, ER develops with all organizations a program to achieve main goals demanded by inhabitants. To do that, it is important to talk with municipality to compare which are the goals and future plans of the municipality.

When the plan is ready, the village team, welfare organizations and housing office have to sign the program. But, that plan contains only the main objectives. Then it is necessary to define how the objectives can be achieved by activities. It is necessary to motivate residents, to involve them to define activities and participate in them.

A critical point in an project in which self-organisation has a central role are existing policies and upcoming policies by the municipality of Emmen and the province of Drenthe. Those policies on spatial planning like the regional ‘bestemmingsplan’ and provincial ‘structuurvisie’ (in there section 3 will be a detailed explanation about governance, laws and property rights) cause friction between the villagers of Nieuw-Dordrecht and municipal and provincial directors. When spatial plans of villagers are different or working against the plans which are in those policies this might cause friction between interests between those stakeholders.

According to our interview with Mister Sleeking (wethouder ruimtelijke ordening gemeente Emmen) this is the main challenge in the potential project of ‘the village corporation’. The municipality and the villagers should create a mutual trust relationship in which the municipality should give the villagers space for developments but, the villagers should also respect official policies when the municipality or province does not agree with potential spatial plans.

For example Mr. Sleeking refers to a recent situation where villagers wanted to renew a street because it was in bad conditions. The street was in bad conditions because the hard traffic. However they thought it was for the bad quality of the materials. So, when they would renew the street, the problem would occur again. Hence, they had to think further and had to do something about the bad traffic situation, not only on the specific road.

When the village corporation will succeed, the municipality should create an atmosphere in which they are open for ideas and show willingness to deviate from existing policies. Nevertheless, those policies are not only based on the personal agenda of municipality and province officials agenda’s. Those plans are based on logic developments and national policy, which are based on rules and potentials. According to Mr. Sleeking the municipality should be willing to change these plans but on the other hand is that the village council should think very well about their plans which have mostly several layers which means that the mean problem is not always in spatial planning but reverts to a social agenda.

In the previous year's Emmen revisited did a couple of things to bring the inhabitants of Nieuw-Dordrecht closer together. A couple of examples are giving in the text below:

- The ER team designed a website for information, developments and some news for activities they organized like: Santa-Claus comes to Nieuw-Dordrecht or the 40e olliebollencross and a Christmas celebration. All these activities are organized to bring the residents closer to the ER team and each other. The money of those activities came from a special village fund. If the inhabitants know a new activities there is space for it.
- They started to bring out two newsletters, the first newsletter in April 2011 and the second newsletter in May 2012. In the first newsletters they explain what ER is and stands for. Their main goal in the first letter is to get more interaction with the inhabitants and all the companies that work closely with the ER team. In the second newsletter they write some project down from the municipality related with Nieuw-Dordrecht, for example to adjust the road and the sewerage. They ask people to come to the meetings (dorpsinloop) where the inhabitants can discuss with the ER team issues and improvement of the village.
- The ER team has prepared a survey for the inhabitants where they can reflect on how they think about the people of Nieuw-Dordrecht and the village.
- The ER team organized different meetings (dorpsinloop) where inhabitants of Nieuw-Dordrecht can discuss problems and possible improvements in their village. The residents can give their opinion on the village research ER developed and there is a possibility to talk with the stakeholders.
- In May 2012 there was feedback on the meetings and the ER team discuss with the active head group of Nieuw-Dordrecht and stakeholders what have to be done the next five years to setup a village program.
- The ER team is making a concept village program for the next five years for improvements of the village. This concept isn't concrete enough yet.
- The inhabitants and the ER team opened the Jans Brands Museum. Jans Brands collected more than 70.000 object between decennia. The residents wanted to keep all these objects in Nieuw-Dordrecht when the municipality wanted to bring everything to another museum. The inhabitants complained about this and the municipality and the European union funded a museum so everything could stay in Nieuw-Dordrecht.

1.1 Problem statement

The main objective of Emmen Revisited is to find a way to stimulate residents to create plans/ideas to improve their own neighborhood and if it is realizable to set up a village corporation in which the village organizes itself.

The Emmen Revisited team wants to give the inhabitants more responsibility considering planning and design in and around Nieuw-Dordrecht. They have a few ideas of how to achieve this, but most of the ideas they came up with were not concrete and tangible enough. The ER team does not know how to start and for that reason their ideas will not be carried out.

To focus on this topic of research will be from the perspective of meaning of rules. Since the goal of Emmen Revisited is to change the regulation system in Nieuw-Dordrecht, we want to know what it would mean for the existing system of regulation and what kind of changes does it require.

First we will study literature about self-organisation and focus on rules and regulations. What does the literature say about that and how can we translate this to the case in Nieuw Dordrecht.

After analysing the theoretical framework we will look for examples from which Nieuw-Dordrecht can learn or what might inspire the way of organisation Emmen revisited would like.

When we will have studied the examples we will find and the theoretical framework, we will give some advice we will and apply our knowledge on the case of Nieuw-Dordrecht.

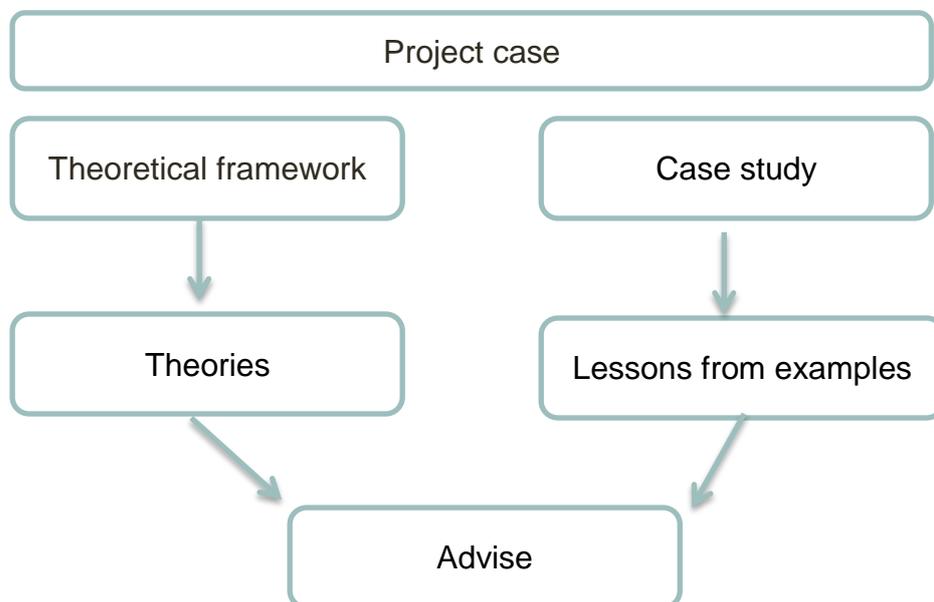
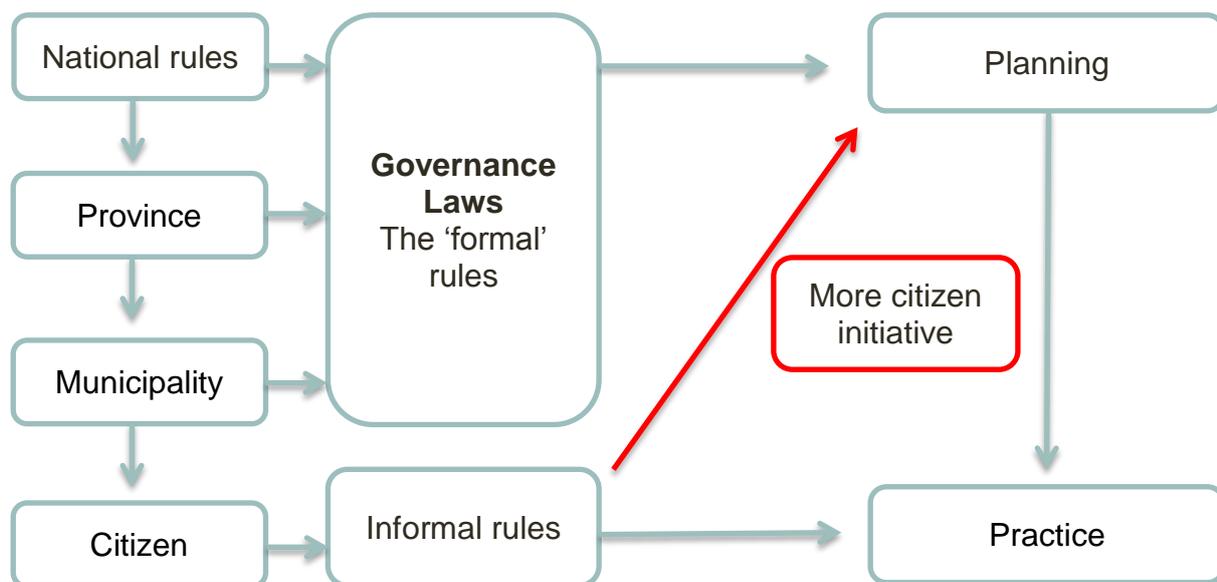


Figure 1-1 Problem statement

2 Theoretical Framework

Main objective of Emmen Revisited project is the self-organization of the planning system of the inhabitants from Nieuw-Dordrecht. Next pages try to give a theoretical framework with some ideas and theories related planning system and participatory approaches. Our idea about this project is that a change in the organisation of projects from planning by governance to self-organisation goes along with a change of the formal and informal rules. With the theoretical framework we want to create awareness about the meaning and importance of rules and how to deal with them. The role of the governance, citizen and a way to deal with the balance of rules.



Source: WUR 2012

Figure 2: Potential change of rules in the planning system

2.1 Governance

In the last decades, it has taken place a phenomena of re-scaling power, from national level to regional and local level. Globalization process have meant a resurgent of local and regional economies and identities. At the same time, our societies have changed from a hysterical organization to a more complex and fragmented organization, what Castells called network society. In this context the concept of governance referred “as a new way of understanding public policy as a collective action, as the combination of cooperative and competitive games between actors and organizations, and as a set of constrains on inventing modalities for collective constructing problems, objectives and ways of going about things” (Pinson, 2002), it is coming as a new way to govern societies, where public administration and planners are the coordinators of these games. The rise of governance is also related with a philosophy paradigm change, from modern to postmodern philosophies. Postmodern philosophies consider reality as a social construction and there are many perspectives of this reality, there is not a major truth. In this sense, the concept of governance in planning mean new way of understanding decision-making process, because it should involve all stakeholders and all their perspectives. So, in this context participation approaches are seen as a way to face decision-making, giving voice to all actors involved. However, we cannot forget power relations; some voices are stronger than others, some discourses are imposed and others are

marginalized. To relate this to the project in Nieuw-Dordrecht, power relations will change when the planning system is changing. As shown in the figure, citizen initiative in the planning process will not work when the power relations between actors are not clear or changed in a way this process will have success. Hence, working governance and participation means understanding this relations. If we understand them, we can anticipate participatory conflicts. Self-organization is also a form of governance, where actors have to cooperate and collaborate to achieve their main goals. However, in this case public administration and planners are not coordinators of the cooperative and competitive strategies, they should be the quality controllers.

2.2 The role of laws in governance

In this new situation of decision-making process what are the roles of laws? To answer this question, we need to know before what are laws. “Laws, being systems of rules established in order to guide individuals or organizations, entail the acts, by-laws, ordinances, codes and decrees with which we formalize agreements on the organization of society. For a planner, laws influence what changes can actually be achieved in the social and physical reality we address”(Van Dijk and Beunen 2009). In other words, laws delimited what we can do and how can we do it, they also provide certain instruments for its implementation.

It is important to notice that laws are elaborated to achieve certain desired effects, however usually these are not the only effects achieved, there are normally unintended consequences, especially in land use regulation. Logically, we cannot predict the future, so when we design and apply a law, we have to take into account we cannot know how people are going to react with a specific law. As Van Dijk and Beunen (2009) defend, this notion of unpredictability seems to fail from the minds of law makers: there is a great belief in the effectiveness of rules, and insufficient knowledge of how people respond to laws, and how they affect their habitual behaviour. Laws are interpreted and implemented by people. People can interpret a law in different ways and their responses can be also very different. So, if we want to understand how people interpret and apply a law, we have to study the social context in which these laws are implemented. If we understand the context, we will anticipate: the different possible interpretations, the affectation of laws in daily life and land use planning, the conflicts between different actors and its interpretation and the possible informal ways to avoid formal rules.

The rigidity of laws and public administration can mean an obstacle for governance and participation approaches, because governance and participation claim for a flexible frame, where all stakeholders can be a part of decision-making, where the final decision should be an agreement of all involved parts. Sometimes, this agreement cannot be achieved because laws and administrations lack of flexibility. Nevertheless, it is important to understand that laws are the way how public institutions practice power control in society. Changing the role of laws can mean a loss of administrations power.

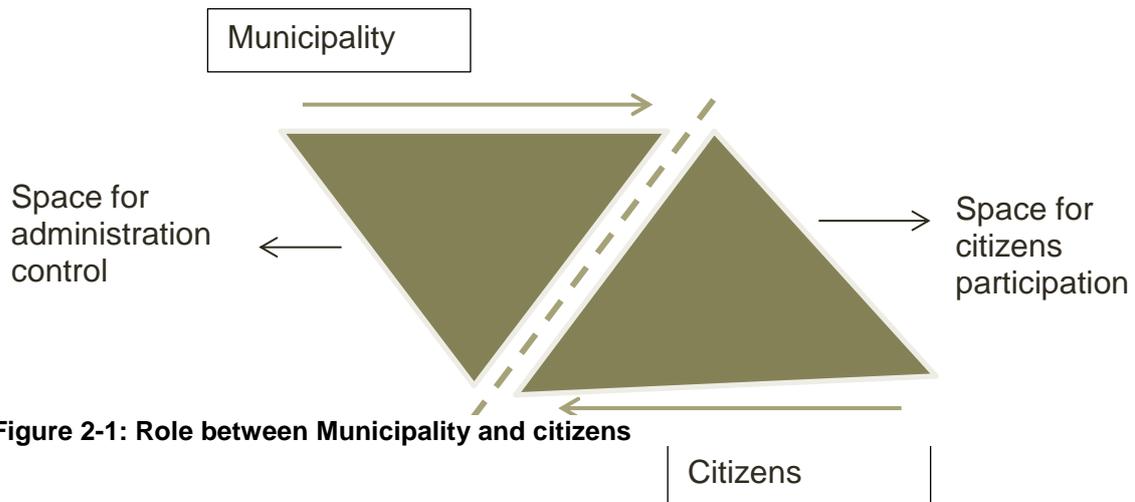


Figure 2-1: Role between Municipality and citizens

Source: WUR 2012

Figure 2-1: Power relation between citizens and municipality

In our interviews in Nieuw Dordrecht, we detected that people feels that there are too many rules concerning land use. Inhabitants also consider there is a lack of flexibility. It is important to underline that these complains can be also detected in all the country. In our case of study, Nieuw Dordrecht inhabitants consider this excess of regulation an obstacle for carrying out their own plans or ideas. So, an obstacle for self-organisation. Similar opinions are founded in Emmen Revisited organization. In this case, they consider security and safety rules must be followed because these are national laws. Nevertheless, Emmen Revisited could take advantage of these discourses of lack of flexibility and excess of regulation in planning system. They could use them to motivate citizens, offering inhabitants taking planning responsibilities as a way to avoid the actual rigidity of the system.

Our reflexion is how much space is municipality willing to give to inhabitants? And how much space municipality can give taking into account that there are national laws that cannot be ignored?

Local administrations have an important challenge, they need to adapt to the new situation. They need to give more space for inhabitants participation. However, we cannot forget that traditionally planners and public administrations try to search the common good, the social justice and the social cohesion. Give more space to public participation means for administration losing power to give it to inhabitants. In this process powerful voices can take the control of this power, excluding other inhabitant voices. We want to notice, that in our society nowadays a neo-liberal economical discourse has been imposed. According to this discourse, the right policy option is privatization of all resources. Economist consider that more participation and collective action is unlikely to be efficient. "Rational, self-interested individuals will not voluntary act to achieve their common or group interests. On the contrary, self-interested individuals are inclined to free-ride and benefit from the actions of others without contributing" (Mukhija 2005). That is what Garret Hardin described in 1968 as "The Tragedy of the Commons":

The tragedy of the commons develops in this way. Picture a pasture open to all. It is to be expected that each herdsman will try to keep as many cattle as possible on the commons . . . But this is the conclusion reached by each and every rational herdsman sharing a commons. Therein is the tragedy. Each man is locked into a system that compels him to increase his

herd without limit — in a world that is limited. Ruin is the destination toward which all men rush, each pursuing his own best interest in a society that believes in the freedom of the commons (Hardin, 1968, reprinted in Baden and Noonan, 1998: 6–7).

However, some authors have critiqued this theory. For example, Carol Rose and Ostrom. Carol Rose wrote about “The Comedy of The Commons” a situation much like the inverse commons, where open-access and overuse leads to beneficial outcomes for everyone (Rose, 1994). Rose identified commerce and its supportive infrastructure of transportation as a resource where such a comedy occurs (Mukhija 2005). On the other hand Ostrom takes open-source software as an example of commons working.

2.3 The role of participation approaches in governance

So how than deal with this way a self-organisation and participation in planning processes?

There are some different ways of participatory relations. They can be divided in three categories;

- Command and control : an approach that relied on the production of blueprints, and was an activity undertaken mainly by architect-planners (*strong focus on space*)
- System (flexible vision and specific action): More advocating for a urban environment, not big projects.
- No fixed vision : System techniques but then with participation (*place related*)

Space is a key element in capital accumulation, labour control and the reproduction of power and knowledge (Hague and Jenkins, 2004).

One method to deal with different kinds of participation could be “Public choice theory” (Buchanan and Tullock, 1962):

This method seeks in underpinning ideas of neo-classical economics to issues of public goods and service. Thus it is individuals, not social groups that concerned in political choices.

To do so you need a smaller local government, it is easy for consumer to relocate to a polity that maximizes their preference. People can buy their project (individual) and every individual is the best judge of their own needs and priorities. No participation involved.

So what form of planning would consumers choose if they had a choice?

Property owners need to protect their interest from possible externalities, there need to be a contractual document. Following the law is important and fundamental! There must be a framework that specific says what is legal and illegal to do so the consumers has resources.

Of course this structure is both a product of power relations and a framework within which power can exercised and contested. Its affects people that are not property owners.

Another method, “*The third way*”:

This method has ideological and welfares intentions and is more toward the participation and place identity process. There is a standard offer, like in the supermarket. You can choose what to buy, but you cannot buy everything. There is also a possibility to fill up some missing parts, so competing companies and individual consumers are connected to each other. This is the basic of a self-organisation village and can give a great start with the participation.

Not only the personal is political but the political is personal.

The whole part is that the municipality manage all the project and capacity to deliver what the people really want (not what professionals assume they want). The politicians have to change and do not have to do everything on their own way, but they have to be more flexible and look to the

interests of the inhabitants. In this way you would reach more support, and it would be easier and cheaper to do these planning projects.

If the government do more about participation they eventually want to control the participation (power) and manipulate and contest it. When this happens they do everything on their own way and at the end more companies will get bankrupt. Without a clear political economic analysis , many of these participatory and place identity will have an adverse effect. If the residents strengthen themselves and work as a team, there would be less influence of the governance. If the resident can show that they can do a lot of the work, the municipality would be less arrogant and give them the opportunity to start a self-organisation program.

Gilchris Well-connected community:

An interesting way of participation according to the case in Nieuw Dordrecht is the theory of *Allison Gilchrist* in the article: *The well-connected community: 'networking on the edge of chaos' (2000)*.

Actor network analysis

To create understanding and involvement, all actors need to be analysed in an Actor networks analyses to understand positions and values which are important for creating mutual respect and create knowledge about how each actors are in the process and what their personal goals are. This knowledge is needed in a further stadium to create a common goal.

Pitfalls

Pitfalls might cause problems or delay in the process for example by misunderstandings or contradictory stakes. By setting potential pitfalls in advance these can be discussed and might help in building a relationship of trust within the process.

Set a common goal

What's the mean shared goals of actors in the process and how can this evaluate in a common ground. There are different methods for creating a common ground but in the case of Nieuw Dordrecht the shared interest our goal is quite obvious. The mean question in this might become how far is each actor willing to go and how much space are they willing to give villagers to become self-organised. The mean challenge in this might be at the municipality which has to give the project space. The theory of Gilchrist might be useful at this point because by involving the whole network should not become a linear discussion between municipality and villagers but an inspiring exploration on the possibility's.

Working towards agreement

The more actors involved in the process, the more knowledge, inspiration and creativity available. Which causes synergy and should stimulate the process. The outcomes is unpredictable but important is that stakeholders work towards agreement at an equal level.

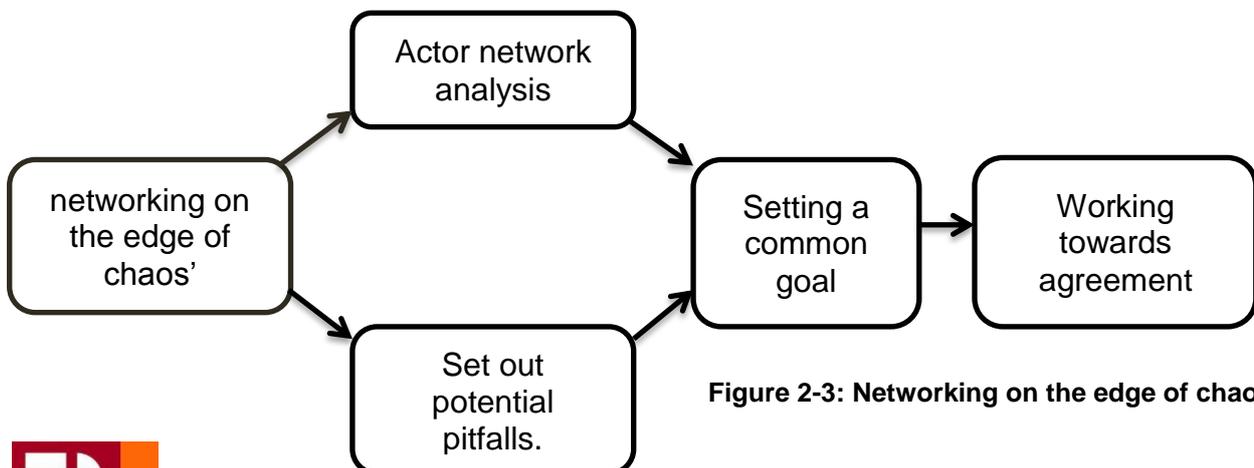


Figure 2-3: Networking on the edge of chaos



2.4 Connecting the theory

Emmen Revisited want to enable a shift in power relations in Nieuw Dordrecht. Shaping space for initiatives from villagers and give them the opportunity to organise themselves in a (from the perspective of Emmen Rivisited) more efficient way. Before going deeper in the idea of changing the (planning)system, all actors involving this project need to realise that a system is functioning because of formal and informal rules. The institutions as the rules of the game.

By changing the system and transform it into a system of self-organisation, not only the starting point or initiatives towards projects will change from municipality as imitative taker towards the citizen of Nieuw Dordrecht as initiative taker, but involved actors should take into account that the whole system will change with it.

An important part of the system are the institutions. The formal and informal rules. Set by law, vision etc. but also informal rules about power relations etc. A system will not change successfully without setting out the rules and boundary's about the system. Like figure 2-1 which shows the power relations and space for initiative between the municipality and villagers.

The municipality of Emmen has the ambition to stimulate participation in Nieuw Dordrecht. There are different approaches of participation into governance, but the way of participation intended to facilitate in Nieuw Dordrecht goes much further than those ways of participation and involved stakeholders should be conscious that self-organisation goes much further than only participation. It's a complete new relationship between governance and citizen. Seen through black/white glasses we can state that the relation which is now like citizen who aspect service from the governance will change in governance who aspect initiative from citizen and tries to facilitate or support that. To make this kind of participation a success it is very important to divine rules and expectations to prevent miscommunications, misunderstandings, unknown rules, negative tensions and as a result a failing system.

So according to the theory of governance, rules, the roles between governance and citizen and ways of participation, Emmen Rivisited seems to deal with a complex ambition. Managing this complex change of power relations, rules and expectations might be facilitated in the way Gilchrist suggest. Create a network with the complete system and work together towards agreement on the edge of chaos.

3 Examples of self-organizing communities

With these examples we want to show how other communities manage rules and laws to self-organize.

3.1 The Amish way of life

The Amish is a self-organizing population based on religion (Anabaptist). The Anabaptist Christians, believe in a literal interpretation of the Bible (the Ordnung). The Ordnung is a set of rules and laws which all members of the community agreed with and provides a strong group identity. There are four great Amish villages located in the United States (notably Ohio, Pennsylvania, Indiana and New York). The common lifestyle of the Amish is different from the lifestyle of the Americans. The Amish lifestyle is dictated by the Ordnung and differs from community to community. They try to avoid as many features of the modern society, for example the Amish do not have any electricity and technical advances. They even got their own clothing style as in the late 17th century. Education and family is very important for the Amish, they got their own private schools and each family has seven to ten children. Every Amish village is a self-providing organisation, they own their own land and farming tools and every family has to work for all the resources needed. That is why the Amish lifestyle is centred upon agriculture.

“To the Amish toiling with the soil, raising livestock, and growing their own food is seen as cooperating with God's will”.

The way the Amish act is a way of self-organisation, but there is almost no participation in it. They are self-sufficient and they organize themselves their own resources. However, they do that following the strict rules of his religion, which gives little space for real participation. The Ordnung gives to these communities a frame of formal rules to achieve self-organisation. On the other hand, in these communities there are also informal rules. For example, when the children reach the age of eighteen they can choose to live in the modern world or stay in the Amish village. This is an informal rule, because it is not defined by the Ordnung. However if they decide to stay, they have to follow the rules of the religion, and provide their own resources. By following the rules of their religion, they try to get totally out of the active government system in the United States. Hence, they avoid the national system of formal rules, constructed by laws. They also avoid the American civil rules, the informal rules, for example the automobile mobility.

Current rules

Formal rules	Ordnung (Bible)
Informal rules	Some social agreements

Avoided rules

Formal rules	National, regional and local laws
Informal rules	American informal rules

3.2 Brief history of Marinaleda

Marinaleda is a village situated in Andalucía, south of Spain. This village has 2.689 inhabitants and 24,8 km². The main sector of the village is agriculture, 80% of his inhabitants are employed in the agricultural sector.

We have to take into account, that Andalucía 2% of owners have 50% of the land. Work conditions are determinate for these owners, with only short-term contracts and low salaries. In 1977 inhabitants of Marinaleda created a labour union, "Sindicato de Obreros del Campo", which became also a political party in 1979, called " CUT (Colectivo de Unidad de los Trabajadores)" based on communist ideology. CUT won the elections and Sánchez Gordillo became the mayor until nowadays. During all this period the village has been in struggle with surrounded land owners. During the '70 and '80 they started a series of actions calming for the property of the land. They squatted more than 100 land properties, they did a large-scale hunger strike, etc. Finally, in 1981 they achieved their objective, they conquer 1200 ha of land in the "Humoso" estate, one of the estates that they have been squatted. To exploit these collective land they created a cooperative, "Cooperativa Humar - Marinaleda S.C.A", where nowadays more than 400 persons are employed. These workers have not a fixed job position, they change every six month and all of them receive the same salary, 1200 euros per month.

How do they organize?

Municipality workers go through the village, door by door, to explain the financial situation. After that, municipality organizes an assembly open to all inhabitants, where they decide which are the main issues to take care for the village and which new plans or ideas can be implemented. On the other hand, there is an action group which deals with daily problems. This group is composed by volunteers.

One example, the housing system

Municipality owns surrounded land of the village by buying or expropriated it. Land, expert trowels, architects and material are offered by the municipality, who pays it from regional government subsidies, to all inhabitants after two years of living and working in Marinaleda . Each family who wants to build a house have to help with the construction works. To do that, they receive a salary of 800 euros per month that are rested of the entire house price. After the building is finish each family has to pay 15 euros per month.

The housing construction process is also do it by an assembly process. Architects, trowels and inhabitants organize a meeting every 15 days to deal with rules and working process. In this meetings they discuss about the house plan and how to apply national rules. However, it is important to notice that inhabitants helping expert trowels do not know for who is going to be the house that they are constructing. So, the house that they are building could not be their future house. Nevertheless, every house have more or less the same structure and exactly the same size, 90 m² and 100 m² of back yard. More than 350 houses were built by this method

In this case, municipality defines some strict rules, such as housing, salaries or the decision-making process. The objective of these formal rules are to achieve collective welfare, by limiting some free choices. However, municipality is also responsible for the performance of national formal rules. Nevertheless, according to their principles they choose which want they want to obey. For example, during years they have been squatting some private properties, which is forbidden by national laws and by a accepted social agreement. On the other hand, in the housing construction process they obey national laws.

It is important to notice that other informal rules are working in Marinaleda. In this sense, historical and social reasons have encouraged to a social acceptance of communist organisation, the cooperative and the collective action, in concordance to that main issues of the village are decided trough an assembly process.

Current rules

Formal rules	Municipality
	National and regional laws
Informal rules	Social acceptance
	Cooperation and collective actions

Avoided rules

Formal rules	National and regional laws
Informal rules	Spanish social agreements

3.3. Sandpoint Transition-town

A very interesting example of community initiative we found in the United States in a town called Sandpoint (Idaho). Although the Transition town movement focused more on becoming self-supporting in energy, the way they organise might be an inspiration for the kind of self-organisation which might be situated in Nieuw-Dordrecht.

In the USA are some dozens of examples of transition town which all try to become self-supporting and become independent from others. They all work from the same vision which is:
'Create a sustainable, resilient, and vibrant community'.

This vision translates in the mission:

'develop an energy descent action plan (EDAP) for the greater Sandpoint community. To work inclusively through out the community. To develop effective projects that supports the vision'.

In Particular the second mission statement might be interesting for Nieuw-Dordrecht. Working inclusively through the community is a philosophy which correspond with the ideas and potential initiatives in Nieuw-Dordrecht, which makes it interesting to read about. The Sandpoint Transition Initiative is a group of locals which aims to bring the community together and develop practical solutions to improve the quality of live for everyone living in the town. On the website of Sandpoint transition town you can find examples of projects which have taken place to work on the missions they set up. These are very interesting but also inspiring examples of projects taken through the community itself based upon the same principles as ambient in Nieuw-Dordrecht.

The Transition town movement is growing really fast, and flew over from the Netherlands to Europe and is even visible now in the Netherlands (Right now there are 75 officially initiatives and over 600 communities thinking about it. What all these transition projects have in common is that it is about getting self-organised in the field of energy use. The core value of the Transition town projects is that people and organisations are getting connected and work towards a common goal: Self organisation and interdependency.

The Sandpoint Transition initiative is based on the idea that if we plan and act now, using our ingenuity and cooperation, we can build together a more fulfilling and enriching future that is more connected and more gentle on the earth than our lifestyles today.

Understanding that every individual has something valuable to give and each person has a role in making our community what we really want it to be. STI is reaching out to "unleash" our community's creativity, in cooperation with existing groups and initiatives, to explore the transition from oil dependency to relocalized economies.

By thinking and acting together and designing systems based on localized food, sustainable energy sources, resilient local economies and an enlivened sense of community well-being, the transition to a more resilient way of living can become reality. (www.sandpointtransitioninitiative.org)

The 12 ingredients of the transition model

Transition-Towns USA developed a list of 12 steps which are developed out of observations from earlier transition initiatives. These steps are made out of observations by the transition network and based upon the experiences in earlier Transition initiatives. Those steps should be not be interpret as blueprints but seen as exploring guide which might help in the process of community organisation. This means that the steps are still in development and have to be placed in the context they are used for. So, do not follow those steps religiously step by step but use the ones which might work or let you inspire by the ones you see work. This way, we really think this might help Emmen Revisited and Nieuw Dordrecht in the process of self-organisation.

The '12 ingredients' for successful implementation of the transition model are readable on the website of Transition-Towns USA which is the overarching organisation for Transition-Towns in the United States. To connect then with the project Nieuw Dordrecht we tried to translate then into the context of New Dordrecht, which does not focus particular on Energy use and sustainability but on power from the community. The stimulation of initiatives which strengthen the community.

Step 1. Set up a steering group and design its demise from the outset

The first stage of the 12 steps is to create a group which will form the core team of the project. The mean goal of this team will be that they drive the project forward during the initial phases. This steering group will be the driving force of the project which is essential in the first steps of the program to rise the project to an higher level. Creating a solid foundation. It is highly recommended to have the aim with this Steering group to getting through steps 2 till 5. After step 5 the Steering group should be replaced by representatives of each working group. It is recommendable to replace all the members of the Steer group after step 5. This might require a degree of humility, but for the project's success it's very important to put the responsibility of the project above the individuals involved. It is imaginable that the members of Steering Group are one of those individuals from a working group or they start a group of advisory after phase 5.

When the Steering Group has been formed, the should think about goals, themes and a mission. What do they want with the project, what are the possibility's etc. Try to develop an agenda which might help you in the next phases and which will give the project body.

Step 2. Raise Awareness

In this phase awareness will be raised and the project mission and goals will be presented to the outside world. For this process key allies have to be identified and crucial networks have to be build. Also the community needs to be prepared for the launch of the project. The community needs to understand what is going on and why it is going on. Participants and potential participants need to understand to potentials of the project which create support and perhaps participation, which becomes essential at this point in the process.

Step 3. Lay the foundations

This step is about networking with individuals and existing groups. Make clear to them what the initiative means and how it might improve the community's future but also how the involvement of as many community members as possible will strengthen the project, its goals and outcomes. Acknowledge the work participants do and are willing to do and stress that they have a vital role to play. Be clear about the source and reasons for actions, missions and goals which create involvement and enthusiasm. Set out your thinking about how the project might be able to act as a catalyst for getting the community to explore the future and think about strategies to create involvement.

Step 4. Organize a Great Unleashing

This stage in the process creates a memorable milestone to mark the project's "coming of age", moves it right into the community at large, builds a momentum to propel your initiative forward for the next period of its work and celebrates your community's desire to take action. In terms of timing, we suggest this take place about 6 months to a year after your first "awareness-raising" event.

Step 5. Form working groups

At this stage in the process the idea of the project is tapping into the collective genius of the community. Crucial for this is to set up a number of smaller groups to focus on specific aspects of the process. For example a group for traffic safety, Public green, Liveability etc. Each of these groups will develop their own ways of working and their own activities, but will all fall under the umbrella of the project as a whole.

Ideally, working groups are needed for all aspects of life that your community needs to sustain itself and thrive. Examples of these are: food, waste, energy, education, youth, local economics, transport, water, local government. This depends on what issues are having a role in Nieuw Dordrecht and what issues are seemed as spearheads in the community.

After this step it is important that (as described in step 1) the Steer group will withdraw and will be taken over by representatives of each subgroup.

Step 6. Use Open Space

We've found Open Space Technology to be a highly effective approach to running meetings for Transition Initiatives. In theory it ought not to work. A large group of people comes together to explore a particular topic or issue, with no agenda, no timetable, no obvious coordinator and no minute takers. However, by the end of each meeting, everyone has said what they needed to, extensive notes have been taken, lots of networking has had taken place, and a huge number of ideas have been identified, and visions set out.

The essential reading on Open Space is Harrison Owen's Open Space Technology: A User's Guide, and you will also find Peggy Holman and Tom Devane's The Change Handbook: Group Methods for Shaping the Future an invaluable reference on the wider range of such tools.

This might be handy tools for future exploration and work as a community towards the future. Like the experiences in Transition-Towns. Those meetings might be useless but it's not only about the physical outcomes, but it's about the process of working towards a common goal.

Step 7. Develop visible practical manifestations of the project

It is essential that you avoid any sense that your project is just a talking shop where people sit around and draw up wish lists. Your project needs, from an early stage, to begin to create practical, high visibility manifestations in your community. These will significantly enhance people's perceptions of the project and also their willingness to participate. There's a difficult balance to achieve here during these early stages. You need to demonstrate visible progress, without embarking on projects that will ultimately have no place on the goals you work towards.

Step 8. Facilitate the Great Reskilling

The idea of this step in the Transition-Town movement is the principle of getting self-sufficient. To manage this participants need to be reskilled in practises to establish that goal, because it might require different techniques than they are used. For the project in Nieuw Dordrecht this point might not be that practical but more organisational.

Getting more responsibility and take over tasks which are normally managed by the municipality requires a change in the pattern of organisation. How do you deal with that and if the municipality is not, who is then responsible?

The Great Reskilling program will give people a powerful realization of their own ability to solve problems, to achieve practical results and to work cooperatively alongside other people. They'll also appreciate that learning can be fun!

Step 9. Build a Bridge to Local Government

Whatever the degree of groundswell the project initiatives Initiative manages to generate, however many practical projects you've initiated, and however wonderful final plans are, you will not progress far unless you have cultivated a positive and productive relationship with your local government authority. Whether it is planning issues, funding or networking, you need them on board. Contrary to your expectations, you may well find that you are pushing against an open door.

Step 10. Honor the elders

The system as we know it now has been developed through the years. The way the municipality controls and plans issues is the result of a governmental development which took place the last century. But how was this system in Nieuw Dordrecht in the early days? Or even in the second world war and the years after? How did the system change? Most elderly tell that in the early days people were much more community dependent than we are now. Why was it and how did this work? These stories might inspire plans and initiatives which are developing right now.

While you clearly want to avoid any sense that what you are advocating is 'going back' or 'returning' to some dim distant past, there is much to be learnt from how things were done in the past, what the invisible connections between the different elements of society were, and how daily life was supported when less oil was available. Finding these things out can be deeply illuminating, and can lead to our feeling much more connected to place when we are developing Initiatives.

Step 11. Let it go where it wants to go

Although you may start out developing your Transition Initiative with a clear idea of where it will go, it will inevitably go elsewhere. If you try and hold onto a rigid vision, it will begin to sap your energy and appear to stall. The role of a Steer group is not to come up with all the answers, but to act as a catalyst for the community to design their own transition.

If you keep your focus on the key design you'll watch as the collective genius of the community enables a feasible, practicable and highly inventive solution to emerge.

Step 12. Creating Plans!

After all those steps it's time to create plans. You have developed your goals, missions and potential ideas. You have created your network and allies. There are workgroups and subgroups all working on issues in their field of experience and interests. There is political support. From the municipality, the province and not even unthinkable national support. All actors are involved and citizen are willing to participate in the project. Now it's time to realize ideas.

Transition-Towns are basically constructed by informal agreements. For example, the groups definitions and their goals are defined by discussion and participation. The '12 ingredients' are also a set of informal rules to achieve energy sustainability.

However, the context where they are develop exist a set of national, regional and local rules, formal or informal. For example, common social agreement of paying for energy services, which are regulated by laws.

Current rules

Formal rules	National, regional and local laws
Informal rules	Common willing for change
	Informal agreements
	The '12 ingredients'

Avoided rules

Formal rules	National energy regulations
Informal rules	American social agreements related to energy

What can we learn?

From these three examples we can conclude that there are always rules (see appendix 2). They can be formal or informal, but any social system constructs a set of rules according to their objectives and principles as a society. Nevertheless, there are differences between formal and informal rules. Formal rules are generally laws, normally followed strictly and with a very clear aim. On the other hand, informal rules are more a result of social practice, results of routines that people follow. These norms are not strictly followed, there is not punishment if they are broken, instead reprimands, warnings, or other things. According to that informal rules are more flexible. Informal rules also lead more space for participation, because they are social product of shared understanding and practice, they are constructed by citizens.

The examples that we studied also show that when a social group agree and accept a set of rules it automatically develop a degree of cohesion. In other words a sense of community. The examples we gave diver very much from each other. The way the Amish organisation is constructed is related to the bible, and the way they act and behave is because of their religion and interpretation of the bible. The example of Marinaleda is a reaction on the failing capitalist system and an interpretation of communism in which everybody is equal and shares. But this system also has its rules and regulations because otherwise it won't work. The example of Transition towns divers from the other



two examples because its more an idealistic approach to stimulate self-organisation and independency among citizen. The way the transition towns are organised correspondent in a sense with the idea behind New Dordrecht because of the way they organise themselves. This way might work inspiring although it's not about how to set up rules, but how to stimulate initiatives from which rules are part of. How to set up the change and divine rules and borders is set out in the '12 ingredients'.

4 Advises

According to the theoretical framework and the lessons learned from the examples all the communities with a construct a set of rules to develop a organise system and achieve their objectives as a community, these rules can be formal or informal. In concordance, ND has nowadays a set of formal and informal rules. Emmen Revisited project wish to change the existing system in Nieuw-Dordrecht, changing existing formal and informal rules. However, before that they need to analyse the actual situation. Analyse which are the formal and informal rules working now, which roles they play, how actors interpret them and which are the possibilities to change them. With this knowledge they could know what is the possible future space for citizens and for municipality. In other words, they could know the real possibilities of the project. Thus, our advice is before starting any strategies focus on citizens participation, it must be done a deep analyse of regulation in Nieuw-Dordrecht: "One step back, can mean a big step forward". This step back is needed to starts the project, it is the beginning point of the project.

Take a step back from focussing on project ideas, initiatives or concrete plans to the formation of the idea. How will the power relations become, who will take which responsibility etc. Set out the formal and informal rules. This might seem like taking a step back, but when the rules are divined back steps can be made forward.

After this analyse Emmen Revisited could start to change the regulation system, according to the possibilities detected in the analysis. The research and discussion of a new regulation system would mean a space for debate and finally the acceptance of new rules, what in concordance to the lessons learned from the examples would mean more social cohesion.

5 Conclusion

The main conclusion we take from the theories we have read and the cases we have been studying on is that every system of planning, organisation or community exists out of rules. Those rules can be set by the government, the bible the community or even the culture in which a community is living. It is important to understand that those rules a part of a system.

Systems can change, but is very important to understand that when a system is going to change the rules and power relations in the system will change as well. By discussing and reformulating the what the new roles of actors are and what new rules will become boarders are set and a fundament for change is made.

As students we had the idea that in the case of Nieuw Dordrecht the focus is already on the development on plans and initiatives and interpretation of the context, but with the focus we have on rules this might seem to soon in the process because the rules and roles of actors seems to be unclear by actors and participants.

It might look as a step back in the process, but it will become a big step towards result if limits, rules and boarders will be set before going to the stage of action. First create the roots and build a fundament before the action takes place.

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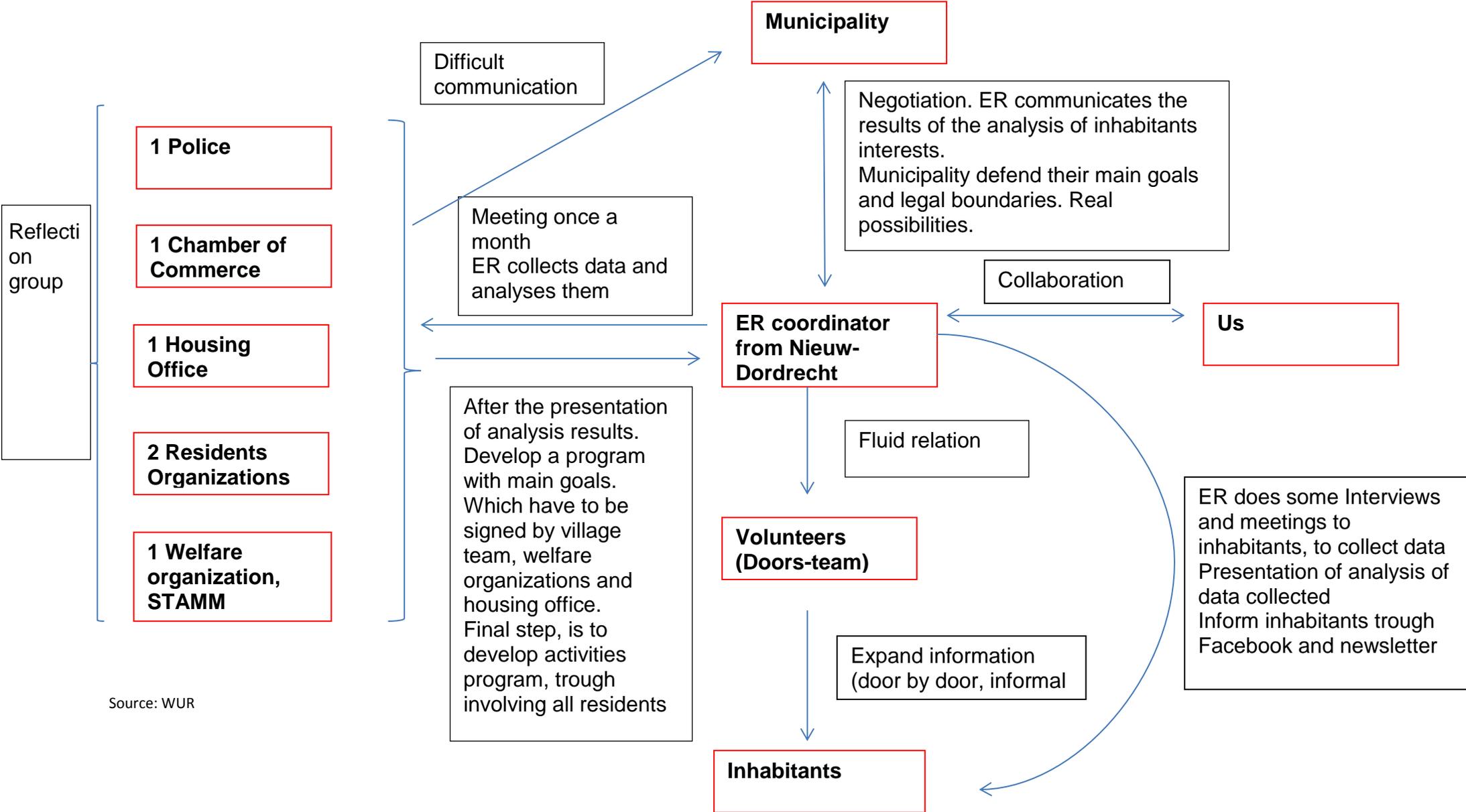
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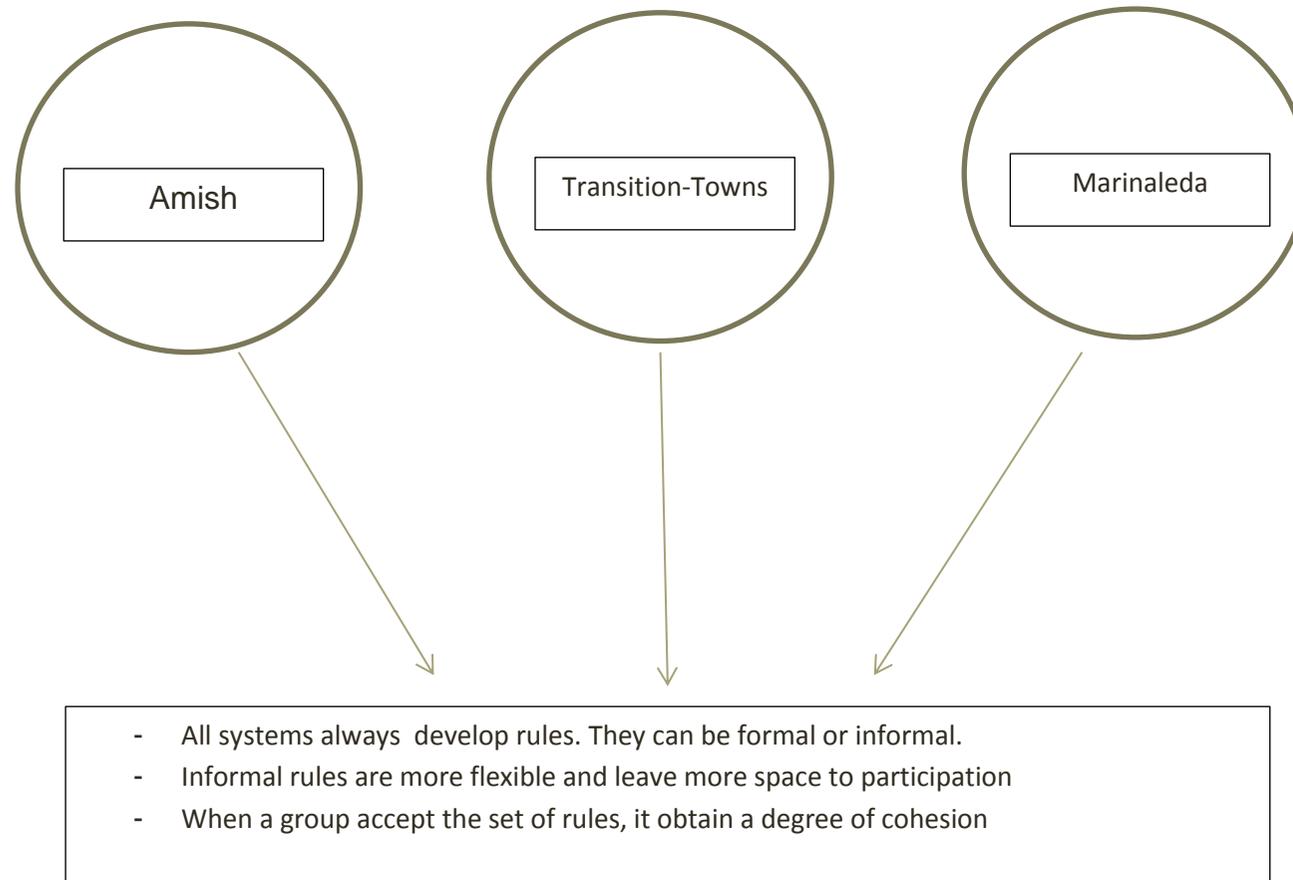
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Appendix 1: Actors involved and their relations



Appendix 2: Learning from examples



Source: WUR



Appendix 3: Some concrete examples for possible ideas

- Community gardens: Open space for communal garden where people can grow plants and vegetables. One example is taking place in Bristol (England).
- Community shops: Events where people can swap clothes. “to the clothes swap is asked to bring along at least three items of clean, good quality clothing, shoes and accessories to swap. The tickets cost 2.5 euro and includes a free drink and nibbles”. One example it is founded in Yorkshire and the Humber.
- Running dinners: Event that people in the same village can eat by each other, for example the one family make the entree, another the main course and the last family the dessert. While the dinner is served they can discuss issues in their own neighbourhood and socialize with each other.
- Village clean up days: Events which volunteers go through neighbourhoods in teams, collecting all roadside and pavement trash and recycling it. Some examples are taking place is South England.
- Create symbol or logo that people can relate to the ER project and collective action. People could feel identified with this image, such as:



Source: <http://webpages.scu.edu/ftp/tmallen/collectiveaction.jpg>