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Sustainable development through bottom-up initiatives

A case study on how community initiatives drive sustainable development

Bachelor thesis

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Summary

Bottom-up initiatives can be found in every part of society. These initiatives try to find a way to implement a unique way of functioning on their own account often formed out of discontent with existing structures. The urgency of sustainable development is present in every part of society and these initiatives can be drivers of large scale innovation. This thesis focuses on one community initiative based in the province of Groningen. To establish how community initiatives are enabled or restrained through governmental policies a qualitative research has been executed. Data has been utilized to answer the research questions. Current policies provide a vision for an increase of shared responsibility. However, community initiatives are included in negotiations after a framework is set. This results in missed opportunities of innovative developments created by community initiatives. A future vision on climate adaptation is currently in development and this provides an opportunity to apply a bottom-linked approach.

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1. Introduction

1.1 Background and societal relevance

The current global situation considering climate change and the observations pointed out by the IPCC-report of 2022 ask for a transition of society on all scales. The effects of climate change are present with sea levels rising, biodiversity declining and temperature increasing. Sustainable development is a process that tries to find forms that meet a society's needs without draining natural resources. Continuous sustainable development is required in order to keep up with the rapid development described by the IPCC.

Within society grassroots initiatives try to find innovative ways for problems such as climate change (Smith & Stirling, 2018). New innovations coming from these initiatives can offer solutions to fight the effects of climate change. A top-down approach has the capacity to realize improvements on a national or global level. However, to increase societal awareness and develop civic engagement a local approach is required. According to Pesch et al. (2018) an increase of civic engagement and social capital conjointly, may result in improvements of sustainable development. Civic engagement can increase when institutional organizations lack sufficient resources (Horlings et al. 2021). Social capital consists of networks, norms and a common understanding of shared goals which can be enriched through civic engagement (Putnam, 2004). Therefore it is relevant to society to conduct intensive research within the realm of bottom-up initiatives striving for sustainable development.

1.2 Academic relevance

Grassroots innovations are a driver of societal development in the long-term (Smith & Stirling, 2018). Grassroots innovations are sprouting on a local scale. The strength of bottom-up initiatives lies in the diversity of the social capital (Baker & Mehmood, 2015). Furthermore, the infrastructure of innovation grassroots initiatives is diverse, new methods can be an improvement to the quality of a sustainable society. When applicable governmental policies cause a restriction of innovation, bottom-up initiatives will be motivated to find their own method of sustainable development (Pesch et al., 2018; Smith & Stirling, 2018).

The importance of constant research rests in the continuous development and innovations of new grassroots initiatives. Efficiency and focus are required in order to find new methods and theories in order to push for sustainable development on a higher scale. Moulaert et al. (2019) state bottom-linked governance plays an enabling role in the realization of innovative sustainable developments. This concept requires social initiatives and local governmental organizations to work together in a renewed way.

1.3 Problem statement

1.3.1 Sustainable development

According to the UN World Commission on Environment and Development (1987) the official definition of sustainability is: *"Development that meets the needs of the present without compromising the ability of future generations to meet their own needs."*
This definition applies to goods and services. On top of innovative products the societal value of services should be incorporated. Different understandings of bottom-up initiatives are existent, this research will focus on area-based bottom-up initiatives (ABIs) (Agger & Jensen, 2015). These initiatives have a strong connection to their local communities and potentially have a significant impact on their local environment.

1.3.2 Community initiatives

Challenges such as a need for sustainable development can affect every part of society. A central government can not always provide coherent solutions that meet the needs of all stakeholders. Community initiatives often have a shared feeling of responsibility towards a certain problem. This can provide alternative strategies to existing challenges (Castro-Arce & Vanclay, 2020). Strategies and solutions can develop from different qualities provided by the individuals connected with community initiatives. Processes within community initiatives are dynamic and can be unique and innovative. In order to successfully learn from community initiatives it is important to actively search for innovative developments. Monitoring innovations of a community initiative and evaluating what can be improved on current governmental strategies can provide a link to a higher scale of governance.

1.3.3 Policies

Policies and visions provided by governmental organs are a guide for a variety of existing challenges. Some are targeted at economical sectors and others are focused on interdisciplinary topics such as sustainable development. The central government, the province of Groningen and the municipality Het Hogeland released visions and policies regarding sustainable development. The content of these policies influence all organizational structures based within the government in charge. Community initiatives need to implement these policies as well. If and how the existing policies can support community initiatives in a search for innovative sustainable development is valuable to future policymaking. Evaluation of such an influence will increase the knowledge on how sustainable development is enabled or restrained through policies.

1.4 Research questions

As a result of the problem statement above the following research questions have been formulated. Together these questions provide this thesis a framework in order to understand how community initiatives search for sustainable development.

RQ: *"How do governmental policies enable or restrain community initiatives in Groningen with regard to bottom-up sustainable development?"*

Sub 1: *"What current policies on sustainable development are relevant to community initiatives in Het Hogeland?"*

Sub 2: *"How do community initiatives implement governmental rules and regulations regarding sustainable development?"*

Sub 3: *"What can be learned from community initiatives and their evaluation on policies considering bottom-up sustainable development?"*

1.5 Thesis structure

The content of this thesis starts at the summary provided before the table of contents. The introduction explains the relevance and problem statement of the thesis. Followed by the theoretical framework where the relevant concepts and theories are shared. The methodology contains a description and justification of the chosen methods for the data gathering process. In the results section, answers to the sub questions are provided which are retrieved from analysis of the gathered data. In the conclusion an answer to the main research question can be found followed by future research recommendations. At the end of this thesis a list of references is included followed by relevant documents attached in the Appendix.

2 Theoretical Framework

2.1 Bottom-linked governance

Bottom-linked governance is a newly developed concept applicable to local politics (Mooulaert et al, 2019). This concept is an interactive form of governance between social innovative initiatives and local government. Bottom-linked governance provides a dynamic collaboration where political interests and social needs complement each other in order to improve a community (Garcia et al, 2015). When ABI's are looking for innovative ways for sustainable development, bottom-linked governance offers a political collaboration in order to improve further development. Bottom-linked governance is a socio-political concept and describes the decision-making process. Sharing responsibility and power between local governments and social initiatives will result in an improvement in spatial development (Castro-Arce & Vanclay, 2020).

2.2 Civic engagement

Different internal and external factors can determine the level of success of an ABI. The social cohesion of the group and quality of available knowledge are examples of such factors. Civic engagement is a social process that shows a feeling of responsibility and motivation shared by a group of individuals in a social community (Bhandari & Yasunobu, 2009). When individuals of different socio-economic groups pick-up an interest with an ABI, new social connections develop. This social development is called bridging (Agger & Jensen, 2015). The value of bridging for ABI's comes from an increase of civic value towards an ABI. Effects of new connections between socio-economic groups are improved knowledge, support of the goals formulated by an ABI and a shared workload in order to further progress and innovate.

2.3 Social capital

According to Putnam (2004) social capital can be seen as the combination of networks, norms and values and a common understanding that result in cooperation in order to reach a set goal. Social capital is predominantly informal, therefore it is important to do in-field research on bottom-up initiatives in order to understand overall processes (Roseland, 2000). According to Agger and Jensen (2015) the following definitions play an influential role with regards to social capital and the quality of social capital. Bonding, bridging and linking social capital all play their part in the evolution of an ABI. Bonding refers to the horizontal relations and connections made within a socio-economic group (Sanginga et al, 2010)(Agger & Jensen, 2015). Examples of bonding individuals include shared interests of family members, neighbors or coworkers. Due to shared interests with a social group individuals feel motivated to pursue their goals (Firth et al, 2011).

2.4 Conceptual model
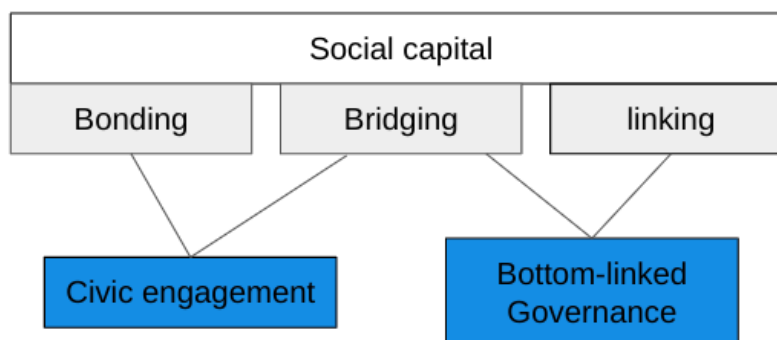
Figure 1: Conceptual model
The conceptual model is a visualization of three concepts that play a key role in this thesis. Bonding, Bridging and linking combined are a product of social capital as explained by Agger and Jensen (2015). Each factor of social capital has an interactive effect with one or two of the societal processes portrayed in blue. Due to the interactive nature of the connections no direction is displayed that could indicate a one-way effect. This conceptual model shows the interactive process that is relevant for community initiatives in the search for sustainable development.

3. Methodology 1500

3.1 Choice of data gathering

A variety of methods have been taken into consideration. In this thesis the effectiveness of policies in community initiatives was researched. The formulation and creation of these policies were not relevant to this thesis. Therefore interviews with policymakers were not deemed relevant and a policy-analysis was preferred. The executed policy-analysis formed the meat of the data and sets a framework for community initiatives to work in. Monitoring how existing policies would enable or restrain community initiatives required qualitative research. As established, ABI's form a unique environment for innovation. Therefore, one community initiative has been selected to conduct qualitative research. Combining a policy-analysis together with qualitative research on location provided a perspective to the researcher to monitor the effectiveness of policies.

3.1.1 Sub question 1

Sub 1: *"What current policies on sustainable development are relevant to community initiatives in Groningen?"*. In order to answer this question the document-analysis provided information on national, regional and local level. For each governmental level multiple documents have been analyzed and they are listed in a table added in Appendix A. Policy documents from the municipality of Het Hogeland have been used due to their local influence. Documents on policies and legislation of the province and central government have been used in order to create an understanding of the different legal scopes a community initiative in the municipality Het Hogeland has to operate in. The method of analysis is aimed at 'policy content' in order to reconstruct the included policies (Runhaar et al, 2006).

3.1.2 Sub question 2

Sub 2: *"How do community initiatives implement governmental rules and regulations regarding sustainable development?"*. This question requires the knowledge gathered during the policy-analysis in combination with on-location qualitative research methods. A community initiative called Wongema has been selected and a detailed description of Wongema follows in chapter 3.2. Semi-structured interviews were considered in order to gather data covering the process and motives of Wongema. This method has been adjusted to one semi-structured interview with in-depth answers based on the following insights. Wongema is a small initiative and only two individuals are at the organizational center. More interviews were deemed unnecessary due to insufficient knowledge of further participants or repetition of knowledge gathered in the first interview.

This thesis will refer to the interviewee as 'John'. John, while discussing subjects with the organization, has the final decision in the organization. Furthermore, John has fulfilled a guiding role towards the current position of Wongema. John knows everything about the actions of Wongema from long-term visions to day-to-day activities. Due to a guided narrative of the interviews John could vocalize his interpretations. This has added to a more complete understanding of the motives that drive Wongema.

Additionally, participant observation has been added to the methods of data gathering at Wongema. By conducting participant observation I was able to gain insights into daily processes helping me understand the context of gathered data more completely. No written observations have been made during participation. The value of participation at Wongema was experiencing the interactive process of communication and decision making within the group of individuals.

A request to volunteer in daily activities was welcomed with excitement by Wongema. From the moment of arrival until the moment of departure I was able to observe how the individuals present that day were operating. Informal conversations gave nuance to my interpretation of the interview that was scheduled at the start of the day. Next to that, the freedom of responsibility among all participants showed how daily tasks were effectively executed. An example is the freedom of an idea to dig a new herbal garden which can be used for the kitchen of Wongema. As a volunteer I was able to contribute by digging this garden and help distribute the workload for the day.

3.1.3 Sub question 3

Sub 3: *"What can be learned from community initiatives and their evaluation on policies considering bottom-up sustainable development?".* To answer this question all methods that are mentioned and the findings resulting from these methods were required. The insights given by these methods have pointed out the relationship between Wongema and existing policies on various governmental levels. Establishing the means and goals of the documents included in the policy-analysis and monitoring how Wongema functions new insights have been gathered. These insights highlight how a community initiative regards existing policies and visions regarding sustainable development and are described in chapter 4.3.

3.2 Wongema

To select a community initiative that provided sufficient data for this thesis the following criteria has been used. Firstly, the initiative needed to have a connection with the local community. This justifies the social impact an initiative can provide. Secondly, a desire for sustainable development needed to be present. This societal challenge provides a scope for this thesis and therefore needs to be a core value of the selected initiative. Lastly, a bottom-up approach within the organization of the initiative needs to be guiding the search for sustainable development. As a result a community initiative based in Hornhuizen was selected. Wongema is situated in the center of the village and has an open-door policy.

Preliminary investigation showed that Wongema functions as a forum for a variety of creative activities such as cooking workshops and meditation sessions. According to their website Wongema indicated to be active in raising awareness on different societal topics. Such topics contain nutrition, mindfulness and sustainability. The interactive connection between Wongema and the local community creates opportunities for Wongema to have an impact on society. Wongema is also a café, restaurant and motel for occasional visitors. It is open every day of the week and have many volunteers that feel a strong connection to Wongema and its community. In order to discover their internal development and analyze their motives the use of a semi-structured interview has offered further insights in this initiative. By conducting qualitative research on Wongema this thesis was able to develop an understanding on how Wongema is operating on a day-to-day basis and how it pushes for sustainability. This information can be valuable for future initiatives, future policies and an overall improvement of the top-down governmental policies and bottom-up initiatives in the province of Groningen and the municipality Het Hogeland.

3.3 Participant recruitment

Recruitment of participants is crucial in order to gather data required for sub question two and three. First contact has been made by E-mail and Wongema was quick to respond and happy to cooperate. The motives for this thesis were explained to Wongema and it agreed that it could provide valuable data and were excited to tell about their organization. I came by for a full day to partake in daily activities and subtract a semi-structured interview with John. Volunteering at Wongema gave a better understanding of the context during the data-analysis. Additional visits were not necessary since the quality of the interview was deemed sufficient. Contacts were exchanged in case data was missing. By actively visiting as a researcher I wanted to show my interest which resulted in more in-depth narratives and data. Online meetings were taken into consideration in case travel restrictions were present. This ended up not being necessary.

3.4 Data analysis scheme

After conducting semi-structured interviews the follow-up step was to code all answers. An inductive approach was preferred over a deductive approach due to the detailed and elaborative answers given by John. Firstly an effort has been made to perform descriptive coding. This form of coding provided a clear oversight of the superficial data and under which themes the data belonged. Analytical coding followed up descriptive coding in order to find trends more embedded in the data. These trends provided in-depth explanations of the descriptive codes. Based on Cope & Kurtz (2016) four different categories could potentially emerge: conditions, interaction among the actors, strategies and tactics, and consequences. The analytical codes have been limited under 'enable' and/or 'restrain' in order to link back the data to the research question. RQ: *"How do governmental policies enable or restrain community initiatives in Groningen with regard to bottom-up sustainable development?"*.
In Appendix A a clear overview of the policy analysis has been added. This scheme highlights the policy, selected information and applicable code. In Appendix B a coding scheme of the semi-structured interview with John has been included.

3.5 Ethical considerations

In preparation of conducting the semi-structured interview the positionality and attitude of the researcher has been considered carefully. I have no history or stake in the selected case Wongema. On top of that, no commercial or governmental ties were present and therefore a relatively free dynamic could be created due to my objective positionality.
Preceding the interview it was made clear on record that the participant could withdraw their given answers up until handing in the final thesis. At the end of the interview the participant was asked anew if he was satisfied with the given statements and if he wanted to readjust anything mentioned during the interview. No further ethics were obstructing the continuation of this thesis.

4. Results

In this section the results of policy-analysis are presented together with results of a semi-structured interview on the case Wongema.

4.1 Vision and regulations

The full policy-analysis can be found in Appendix A in the form of a coding scheme. This analysis consists of six policy documents on national, regional and local level. This order will be

used in the result section thus zooming in from a wide national vision towards a local approach relevant to the community initiatives.

4.1.1 National vision

The leading policy on the national level is 'Introductiedossier LNV 2022'. This policy is formulated by the Ministry of Economics and Climate in 2022 aimed to introduce challenges and issues regarding economical and environmental topics. Policy and vision aimed at tourism and recreation has been included in the analyzes due to the identity of the case that is included in this thesis. This central policy functions as a top-down framework for regional and local policies throughout the Netherlands.

Leading in this report are the themes 'energy transition' and 'emission reduction'. Both themes are at the center of further subtopics such as 'renewable energy' or 'infrastructure development'. As a result of this focus, little is mentioned about small scale sustainable development. Clear goals are formulated about interregional infrastructural developments regarding energy transition. Furthermore a form of decentralization is established by giving responsibility of initiative on further sustainable development to regional and local governments. These governments have been given the assignment to develop a strategy that will ensure a decrease of co2-emissions and increase the development of the energy transition. Freedom to find unique strategies suitable per province and municipality contributed to a refined strategy fitting spatial and economical qualities. This stated freedom gives regional and local governments the opportunity to develop a bottom-linked strategy. Unfortunately the focus is fixed on energy and emission excluding a variety of sustainable opportunities upfront.

4.1.2 Regional vision

On a regional level the province of Groningen has provided two policy-documents that are relevant for community initiatives. The first policy-document is the coalition agreement formulated by the elected political parties during the period 2019-2023. This document gives an overview of all themes important to the residents and other stakeholders within the province of Groningen. Tourism and sustainable development are deemed important by the board. The second policy-document has analyzed the configuration of leading policies and visions on national, regional and local level commissioned by the province of Groningen. This document emphasizes the similarities and differences between visions regarding the province of Groningen.

The coalition agreement states that the regional government should function as a partner role supporting stakeholders opposed to a leading role. It states that the province of Groningen wants to be supportive of different initiatives and developments within the province in order to enhance innovation and development. However, the province of Groningen wants to determine the framework in which negotiations will take place regarding their supportive role on sustainable development. It can be assumed that developments outside of this framework will not be taken into consideration. This will be a missed opportunity and exclude innovative work realized by community initiatives. Furthermore, in alignment with the national vision, the province of Groningen states that energy transition is its main target. A centralized renewable energy network needs to be realized according to the policy. This network will provide renewable energy to local initiatives, residents and businesses. However, this network will be centrally orchestrated and developments by bottom-up initiatives will have little influence on these developments. This process will lack bottom-linked opportunities and civic engagement will not be stimulated.

Another network that requires sustainable development is the mobility network. An increase of sustainable public transportation and a charging network for e-bikes and cars are supposed to

attract more tourists into the region. A new flow of individuals into the region can offer a bridging opportunity to improve social capital of community initiatives. A positive development for local initiatives is the financial support it can receive in order to professionalize day-to-day sustainable development. If an initiative improves livability, sustainability or health care in the province of Groningen it can apply for financial support. Initiatives can apply to a fund called 'Het Nieuwe Doen' (Siertsema, T. 2022).

The second rapport functions as an assessment of previous policies and as a guide for the regional vision from 2022 onwards. The statements made are indicating the changes the province of Groningen deem necessary in order to improve the current landscape for sustainable development. A key development from 2022 onwards will be the realization of climate adaptation strategies on a local level. By formulating these strategies future sustainable developments on a small scale should be better achievable due to this integral new vision. Additionally the report states the potential damages large scale wind- and solar parks could cause to the tourism sector due to the loss of spatial identity. Bottom-up initiatives could be restricted to develop and shut down due to a lack of tourism in the region.
The wish for a circular local food-chain by 2030 has been stated. Local initiatives can provide a contribution to such sustainable developments by working together with local and regional governments. This wish can be interpreted as a preparation for bottom-linked governance and bridging development between local stakeholders.

4.1.3 Local vision

The municipality Het Hogeland provides two visions regarding spatial development, tourism & recreation and sustainable development. Vision 1: *"Toekomstvisie Ruimte Het Hogeland 2019"* and vision 2: *"Visie en uitvoeringsplan recreatie en toerisme Het Hogeland 2030"* are analyzed, this can be found in Appendix A. The first vision regards the overall spatial development of Het Hogeland from 2019 onwards. This is the first vision of the newly developed municipality after a fusion of four smaller municipalities. The second vision is narrowed down to recreation and tourism development from 2022 onwards. Lastly a short document on subsidization has been included in order to provide a financial visualization relevant to community initiatives in the municipality Het Hogeland.

The 2019 policy has three main goals in order to improve sustainable development and support the tourism sector in the municipality Het Hogeland. Firstly, in line with the national and regional policies, the energy transition plays a central role. This realization is developing together with regional and central governments. Secondly the municipality acknowledges the supportive role it wants to play in future developments opposed to a leading role. Concretely, this means that initiatives will be supported by the municipality to find the edges of current rules and regulations in order to push for grassroots innovation. This also implies the municipality actively wants to help civilians and initiatives instead of waiting until demands of development are made.
The third theme high on the agenda of the municipality Het Hogeland is the development of the tourism sector. According to the policy document the tourism sector is valuable due to the economic boost and financial opportunities this sector can give and is giving to the region. Next to the economic benefits the municipality states that the small and local initiatives give a rich identity to the municipality. A strong identity can in return increase the civic engagement a community initiative receives. By stimulating the sector the local identity is supposed to strengthen resulting in a flow of new residents into the municipality. The identity of a location and the pull-effect it can have on new residents results in a bridging process and affects social capital of community initiatives. This new flow is strengthening the overall health of the region according to the vision of the municipality.

The second policy aims to improve the policy above and is focused on recreation and tourism. The municipality sees a potential growth of the tourism sector as a catalyst of social, cultural and economic growth. The goal to fulfill a stimulating and supportive role has been repeated in this policy document. How the municipality wants to realize this goal is still vague. However, the municipality Het Hogeland has an opportunity to administer a bottom-linked approach. Four strategies are drawn out in the document that are supposed to improve the quality and identity of the tourism environment. The four strategies are titled: *Vital and surprising villages; Vivid courtyards and landscapes; Focus on water; Mutual cooperation.* Each title emphasizes the theme of the strategy that will be incorporated with the general goal to improve spatial qualities. The realization of a tourism strategy emphasizes the importance of tourism stated by the municipality Het Hogeland. For the following period two goals can be derived from the policy document that are important to community initiatives. Firstly, the municipality actively wants to realize a coherent network that will connect local initiatives digitally and physically. This is an active form of bridging between community initiatives and new visitors.The aim is to increase the amount of visitors. Financial opportunities can support local initiatives to improve their current activities. However the budget available for large scale connectivity is currently not sufficient and therefore the available budget will be used for one-time activities, such as events with speakers or information markets. Secondly, the municipality has stated that it want to involve local agriculture in local initiatives in order to improve sustainability. The municipality has an opportunity to apply bottom-linked governance to improve this process of bridging local stakeholders.

4.2 Wongema and governmental policy

4.2.1 Enable

The current legal environment enables Wongema to strive for sustainable development and a healthy financial situation. Wongema appreciated the realization of a culture note that has been developed. Such a culture note maps art and culture on different scales in the Netherlands. As a result, Wongema experienced a sense of responsibility regarding their influence on the identity of the local community in Het Hogeland. This development enables and motivates Wongema to focus on new bonding and bridging processes within their local community. Furthermore, Wongema is being enabled to thrive due to financial support. This financial aid indirectly comes from the municipality that supports a fund for the development of liveability in the municipality Het Hogeland. By creating a healthy financial environment Wongema can focus on sustainable development without the need to focus on commercial exploitation.

A lack of monitoring rules and regulations as a result of their geographical position has an enabling effect according to Wongema. A decentralized environment in which legal bottlenecks can be solved merely through face-to-face solutions without the need for permits comes from this geographical advantage. E.i. no need for sound-permits due to the fact that Wongema actively speaks to neighbors and solves potential problems, such as nuisance during music events, as a community. This is an example of active bridging between residents with different interests and adds to the social capital of Wongema as a community initiative.

4.2.2 Restrain

After conducting the semi-structured interview and a full day of participation, it can be concluded that Wongema feels little restraint through rules and regulations. On a day-to-day basis Wongema operates autonomously. Wongema is required to apply for permits when it organizes events and does so when urged. This does not mean Wongema feels restrained whenever it wants to innovate within their organization. Wongema stated that their future goals of sustainable development are focused on transforming their building into a sustainable property. This future goal will be influenced by the energy transition and climate adaptation vision stated in chapter 4.1. How Wongema will reform their building is dependent on the

municipality and therefore the municipality plays a restraining role in this development. Restraining because Wongema is waiting on legal guidelines, lacking a detailed plan for a sustainable reconstruction of the property.

Wongema experiences a one-way communication line as restraining. A bottom-linked approach can replace this form of communication. Wongema stated that they miss a coherent vision and feel that their unique ways of sustainable development are being neglected due to this one-way communication. This experience results from a lacking ability to participate in open-discussion organized by the municipality. Lastly, visions by governmental institutions are focused predominantly on energy transition which is conflicting with Wongema's approach that is based on socio-cultural sustainable innovations.

4.3 Wongema

The approach Wongema is applying in order to strive for bottom-up sustainable development is analyzed and the following themes explain what can be learned from Wongema.

4.3.1 Social capital

Wongema has an organizational structure that is based on the characteristics of social capital. The individuals contributing in the day-to-day activities of the organization have the opportunity to form a bridge between unique skill sets and knowledge. John acquired a skillset that helped him create a local food-chain in order to strive for sustainability. He is sharing his knowledge with other volunteers in order to create a robust system within the organization. By sharing his knowledge John is actively bonding all individuals to the motives of Wongema. This resulted in an organizational structure that can stay open every day of the week. A second volunteer is taking charge of the day-to-day operations of the organization. Her experience over the last 10 years helped create a natural flow within the organization in order to achieve a low economic exploitation of the location. In other words, due to the natural flow and low exploitation a sustainable environment is created that motivates the local community to step in and help improve this development. The residents of Hornhuizen increase their civic engagement as a result. Lastly a third volunteer is developing a vegetable garden on her own initiative to increase the local food production. Her effort and perception of responsibility has a bonding effect within the community initiative. Key in her freedom to develop this garden is the voluntary base of the individuals involved with Wongema. Without volunteers Wongema could not have focused on sustainability due to high costs of paid workers. Organizational structures such as Wongema's were not mentioned in the policies that were analyzed and therefore a remarkable outcome of the results.

4.3.2 Decentralization

Decentralization is a recurring concept during the analysis on Wongema. It is established in the organizational structure of Wongema. In the policy-analysis a decentralization of responsibility is recurring as mentioned in chapter 4.1. Problems and solutions are defined in a centralized manner followed by a decentralized approach of execution. Wongema uses decentralization of leadership in order to create an organizational structure that continues to function regardless of the individuals present. By creating this structure, Wongema can divert their focus on future sustainable developments. Sharing individual knowledge adds to the social capital and bonding process of Wongema and creates opportunities for new insights on sustainable development. Furthermore, the shared interest of Wongema with the local community to create something that fits the local identity creates pride and a shared sense of responsibility. This is a form of decentralization resulting from a change of focus from a national or regional vision, to a local integrated vision. This community takes responsibility by finding solutions to occurring problems together opposed to contacting governmental organizations in order to solve potential conflict.

4.3.3 Sustainability

Wongema Tries to find sustainable developments with every decision it has to make. Where governmental focus aims for energy transition and Co2 reduction, Wongema has a cultural and organizational approach.Three returning themes can be found throughout the organization. The first theme, and biggest influence of Wongema, is the local and circular food chain it uses in order to serve their customers. 80% of the products on their menu is based on seasonal products that can be found within a radius of 10 kilometers. Wongema was able to develop this network through the bridging activities established by John. Exceptions are products like toilet paper, beer, etc. Buying local food results in a reduction of emission responsible for logistic operations. Secondly, Wongema focusses on a simplistic menu based on seasonal local products. Instead of a wide range of products it prefers to select two or three dishes in order to keep food waste on a low level. This simplicity helps the volunteers to actively use local resources in a sustainable manner. Lastly, this simplicity conforms to their general vision on sustainability which is the main message Wongema emphasizes. For every decision Wongema has to make, the necessity will be questioned. I.e. *"Do we need multiple dishes?"* or *"Instead of an electric environmentally friendly car can we not do without a car?"*. It tries not to get lost in the search for sustainable replacements, instead Wongema wants to keep their exploitation of land and goods as low as possible and still offer their service to the public. In this way Wongema is pioneering sustainable development for the local community as a bottom-up initiative.

5. Conclusion

This thesis has taken on the task to understand the situation of a community initiative in the province of Groningen in order to find new insights in innovative sustainable developments. A policy-analysis, participant observations and a semi-structured interview conducted at the location of the selected case provided empirical data. Wongema has provided generous information and has been cooperative throughout the process.

Regarding the previous and current policies and visions relevant to community initiatives in the municipality Het Hogeland a few developments are visible. On national, regional and local level a clear shift is noted from a leading towards a supporting and stimulating role of governance. However, based on the experiences of Wongema this shift is still to be seen and bottom-linked governance is still missing. This can be explained by the fact that Wongema is financially sound and therefore has no need for an intense collaboration with the municipality and province. Noted is the financial support Wongema receives through a fund supported by the municipality. Furthermore a centrally organized governmental focus on energy transition resulted in a lack of policy regarding overall climate adaptation. This missing policy has been published this year and therefore not measurable yet within the selected case. An implementation of bottom-linked governance can improve the stability of the tourism sector and provide a platform for new initiatives (Garcia et al, 2015).

The wish for structural financial support helping initiatives improve their sustainability is clarified by the municipality. However, the lack of budget limits the municipality to occasional financial stimuli. Wongema is financially stable and uses new financial support to expand their sustainable activities and is therefore not restrained by a lack of budget from the government. Furthermore, a lack of monitoring provides a relative freedom for Wongema to find the edges of rules and regulations to strive for sustainability. This development created an opportunity for Wongema to bond and bridge with the local community (Sanginga et al, 2010)(Agger & Jensen, 2015). This evolution can be traced back in policy 2 and therefore this vision is successfully translated for Wongema as an organizational structure.

The search for sustainable development differs from the main goals analyzed in the governmental policies. Wongema creates sustainable development by keeping their exploitation

of land and products as low as possible. A local food chain creates awareness among farmers and visitors. Simplicity and social capital help Wongema to drive for sustainable development. Their organization is based on volunteers and a strong connection to the local community as a result of bridging different socio-economic groups. Giving Wongema this freedom created an organization that is strongly connected to the local community resulting in civic engagement and a shared sense of responsibility (Bhandari & Yasunobu, 2009).

Future research & reflection

For future research it will be interesting to monitor the development of the newly announced climate adaptation policy. Until now existing policies focused on the energy transition and had little influence regarding the day-to-day activities of Wongema. If this new policy can support the network Wongema has developed so far will decide if they can continue their search for sustainable development. If not, a change of course can be necessary.

Reflecting on the process of this thesis a few critical notes are present. First, the research included one case of a community initiative with the goal to conduct detailed qualitative research. In hindsight a second case would offer a valuable comparison in order to generalize findings. Preferably, such a second initiative needed to be situated within the municipality Het Hogeland as well as Wongema. Secondly, during the participation observation notes would have provided the opportunity to perform structured analysis of the observations. This would have a positive effect on the chosen method. Lastly, after the mentioning of a culture note by John an additional analysis should have been concluded in order to understand the complete value of the document.

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Appendix A: Policy analysis scheme

Policy 1:Subsidieregeling versterking cultuursector gemeente Het Hogeland 2021-2022

https://lokaleregelgeving.overheid.nl/CVDR659366

Clarification:

Set of rules clarifying how groups or individuals can apply for funding in order to improve cohesion through the cultural sector in the municipality.

Stakeholders:

- Municipality Het Hogeland
- Anybody actively involved in the cultural sector

Local regulation

Main influence:

Enable, through financial aid

Max €161.000,00 one time.

Restrain, one way transaction. People have to engage themselves

Policy 2: Toekomstvisie Ruimte Het Hogeland 2019

Clarification:

After a fusion of 3 municipalities from 2019 onwards the municipality Het Hogeland formed a vision on spatial development. This vision should guide further development for the years: 2019;2020;2021;2022. This vision is supposed to function as a stepping stone for the vision presented in 2022.

Stakeholders:

- Residents
- Entrepreneurs
- Developers
- Municipality Het hogeland
- Anybody having a stake in the area of the municipality Het Hogeland

Local policy

Main influence:

Deductive code	Topic	Description
enable	Chapter 2: Ruimte	acknowledgment of horizontal role. Municipality needs to serve already existing structures. Wants to support existing initiatives however they can. No specific sector stands out here
enable	participation	From civilian participation to governmental-participation. Help the civilians instead of waiting for demands.
enable/restrain	participation	5 trap design for governmental participation: letting go; facilitate; stimulate;

		orgestrate; regulate
restrain	identity	Emphasizing the importance of a resilient village-core with a strong identity. Followed by the importance of rules and regulation. Not clear how the municipality actively will help.
enable	human scale	Awere residents need human scale after surveys. Debating how to make municipality facilities more available for everyone.
enable	tourism	The spatial traits of the municipality create social cohesion. The identity formed causes a base for tourism and recreation. To keep and improve this quality the municipality wants to help emerging initiatives in order to keep all mentioned qualities intact
restrain	connection region	focus on the connection region Groningen-Assen. This means focus on south side of municipality
enable	digital connection	focus on connecting villages through digital connection
enable/restrain	energy transition	Focus on energy transition. Due to earthquakes from gas extraction energy is the main focus of sustainability. Missing other ways of sustainability in vision.
enable/restrain	workload	First a focus on liveability needed in order to support a significant grow of the tourism sector and other sectors. Make het Hogeland attractive to new residents
enable	tourism	Focus on marketing in order to have initiatives work together. Invest in attractive public areas
enable	initiatives	stimulate initiatives to find the edges of rules and regulations if that helps them improve their success rates

Policy 3: Visie en uitvoeringsplan recreatie en toerisme Het Hogeland 2030

Clarification:
This policy document is a vision on tourism and recreation in the municipality Het Hogeland formulated for the time period 2021-2030. This is the first on tourism and recreation from the municipality Het Hogeland after their fusion. This vision should provide inspiration and accountability for all stakeholders during the set period.

Stakeholders:
- Municipality Het Hogeland
- Tourism sector
- Sectors that can profit from growth tourism

Local policy

Main influence:

Het Hogeland 2030		

enable	Social, cultural, economic	The municipality sees a potential growth of the tourism sector as a catalyst of social, cultural and economic growth. They want to incorporate this strongly in their vision
enable	strategy 1	vital and surprising villages
enable	strategy 2	vivid courtyards and landscapes
neutral	strategy 3	focus on water
enable	strategy 4	mutual cooperation and spread
enable	role municipality	The municipality wants to play a facilitating and stimulating role
restrain	budget	to connect local initiatives on a regional scale the municipality does not have enough budget.
enable	finance	to finance initiatives structurally the municipality works together with independent funds.
restrain/enable	finance	The available budget for tourism will be used for one time activities instead of structural changes.
enable	working capacity	to support sustainable initiatives the municipality wants to focus on an increase of young workers.
enable	electric network	Realize a charging network for cars and bikes where tourism intersects
enable	local scale	involve agricultural sector in local initiatives to enhance tourism and sustainability
enable	central information	realize a central point with information for tourists and locals

Policy 4: VERBINDEN VERSTERKEN VERNIEUWEN

Clarification:

Coalition agreement from the elected parties of the province of Groningen for the period 2019/2023. Set goals and objectives agreed on by the elected parties with regard to chosen topics relevant to all stakeholders within the province of Groningen.

- Regional policy

Main influences

Coalitieakkoord 2019/2023		
enable	central/decentral	decentral if possible and central when necessary. The province wants to be less leading and play a partner role.
enable	network/information	Focus on providing a information network accessible for everyone in order to improve overall knowledge in general
enable	sustainability	wants to be, and stay, ahead when it comes to energy transition and therefore

		this transition has main attention
enable	sustainability	wants to stimulate the realization of a sustainable energy network available for local initiatives and organizations
restrain	opportunities	a frame will be provided before a public discussion can take place with regard to sustainability
enable	support	the province supports 'het nieuwe doen' which is a fund that helps professionalize initiatives
enable	sustainable network	provide a charging network for e-bikes to reduce unsustainable mobility

Policy 5: Beleidsverkenning provincie Groningen

Clarification:

Exploration of configuration and mismatching between policies on local/regional/national scale. With this report the province of Groningen wants to improve their spatial vision from 2022 onwards. This report was finished in october 2021.

Regional purpose

Main influences:

Beleidsverkenning provincie Groningen		
restrain	vision	Before 2022 a lack of clear vision for climate adaptation is missing.
restrain	friction	realizing wind and solar parks on a large scale can damage the growth of the tourism sector.
enable	mobility	focus on infrastructure in order to create better mobility. Connection between stakeholders and visitors increase
enable	mobility	focus on sustainable mobility. Public transportation and bike-network
enable	food	Wish for circular agriculture by 2030

Policy 6: Introductie Dossier: kennismaking met inhoudelijke onderwerpen

Clarification:

Part 2 of policy formulated by the Dutch ministry of economics and climate in 2022. This policy document introduces all important topics regarding the ministry of economics and climate.

National value

Main Influences:

Introductiedossier LNV 2022		
enable	energy	Responsibility and approach for the energy transition has been given to decentral governments. Only supporting the financial role by the central government.
enable/restrain	realization	Currently waiting on transition from vision to project areas
restrain	scale	focus mostly on international and interregional energy networks implemented on a large scale.
restrain	innovation	financing innovative projects but mostly top-down orchestration. Think of districts with energy from heat-pumps

Appendix B: Interview analysis scheme

Analytical code deductive	Descriptive code inductive	Remark researcher	Quote	quote translation
enable	Identity		Zo'n plek als dit is natuurlijk het hart van een dorp en ik denk dat heel veel dorpen zoiets eigenlijk nodig hebben	
restrain	commercial		in het begin heeft hij er een werkcafé/hotel/groeps accomodatie van willen maken	
enable	individual asset		Dat heeft hij 10 jaar lang gedaan als social designer	
restrain	individual asset		maar is wel minder gewend om	

			commercieel te werken	
	individual asset		Ik heb zelf op de parade gewerkt, op festivals, op grote bruiloften gekookt	
enable	process/structure		Eigenlijk moet je op zo'n locatie als dit, vind ik, jezelf het zo makkelijk mogelijk maken en Eric had voor heel veel dingen geen standaardisering	
restrain/enable	financial/structure		Eric zocht iemand die dit opvolging kon geven maar daarvoor moet je het wel voor een deel uit het systeem halen want het zat nog voor een deel in de portefeuille van een vastgoedfonds.	
enable	financial/community		Toen heeft hij een hypotheek bij een lokaal fonds weten los te krijgen en van 10 boeren uit de buurt €10.000 gekregen.	
enable	individual asset		Astrid en ik hoeven hier niet perse ons geld hiermee te verdienen	
enable	process/structure		We proberen alles zo licht mogelijk te maken	
restrain/enable	financial/structure		Hoe kan je hier een locatie van maken die niet een zware exploitatie hoeft te hebben,	

enable	process/structure, community		hoe kan je het zoveel mogelijk met vrijwilligers doen, zoveel mogelijk met mensen uit de buurt	
enable	financial/structure		Hoe kan je dingen zo goedkoop mogelijk of zelfs voor niks doen.	
enable	development		Ik ben aan het kijken of we op dagen dat we wel helemaal dicht zijn we een soort van kastje hebben wat we voor de deur kunnen zetten met misschien een senseo	
neutral	individual asset		Ik heb anderhalf jaar in Leens{Groningen} gewoont in een oude villa en daar heb ik mezelf als doel gesteld om alles binnen 10 km te halen qua voedsel dus daardoor ken ik alle boeren in de omgeving al heel goed	
neutral	individual asset		ik had wel verwacht dat het zou kunnen hier {in de omgeving}	
restrain	community		omdat ik wist dat melkveehouders en groente en vlees er al waren. Dan ben je al een heel eind.	
enable	community		Jazeker, maar dat komt ook omdat de deur dus altijd open is	
enable	process/structure, community		We willen jullie beter leren kennen en we willen vragen wat jullie willen doen	

enable	process/structure, community		Mensen gaan dan dingen doen en komen dan ook langs	
restrain	process/structure		Voor sommige dingen moet je nog wel actief werven zoals een maaltijd oid	
restrain/enable	individual asset		Ik hoef ook niet €2000 per maand te verdienen hier	
neutral	financial/structure		Het gaat hier dus wel echt vanzelf. Omdat er niet een financiële druk op zit hoeft er niet bij elk evenement 100 man te zijn.	
enable/restrain	financial/structure		Als je bijvoorbeeld een vereniging bent krijg je elke maand ongeveer €3000 binnen en dan heb je g/w/e en een deel van de huur al betaald.	
restrain	financial/structure		Het lastige aan deze locatie is dat je fluctueert.	
development	financial/structure		Zoveel mogelijk werken zonder geld	
enable	financial/structure		Dat doen we al voor een deel door diensten en andere dingen uit te wisselen. Dus dat werkt gewoon goed	
enable	process/structure		De andere die er deels mee te maken heeft is dat de verantwoordelijkheid bij zoveel mogelijk mensen ligt in plaats van 2 of 3 mensen.	
enable	process/structure		dan niet perse zelfsturend maar	

			gewoon dat je door vele handen licht werk maakt.	
development	individual asset, process		Alle kennis heb ik vanuit mijn hoofd in excel gezet en die kunnen mensen gaan overnemen.	
development	process/structure		je merkt nu al dat mensen bepaalde dingen nu vanzelf gaan doen.	
enable	sustainable, community		Op de lokale voedselvoorziening. Dat we 80% uit de buurt halen.	
enable	community		Die samenwerking met lokale partners is super leuk en super fijn	
restrain	development		Het pand is nog niet heel duurzaam	
development	development		het is nog niet helemaal gasloos dus daar zijn we op aan het inzetten	
development	process/structure		Ik ben ook heel erg trots op de hoeveelheid mensen die we erbij hebben kunnen betrekken.	
enable	process/structure		Met een grote groep waar je dingen mee samen kan doen, dan is het allemaal niet zo lastig meer.	
enable	community		Het lokale voedsel is wel echt het aller leukste. Ook omdat dat voor de boeren heel leuk is	

development	community, sustainable		Heel veel boeren produceren voor de wereldmarkt en nu zien ze dus waar hun producten uitkomen.	
enable	sustainable, structure		Het netwerk van mensen maar ook met name de versimpeling	
development	sustainable vision		het is beter om gewoon niks te kopen	
development	sustainable vision		hoe simpeler je dingen maakt des te minder verspilling je hebt	
restrain/enable	structure, sustainable		Dus als je een menu maakt met niet eindeloos veel keuzes heb je gewoon minder verspilling. Dat helpt ons heel erg	
enable	financial/structure		Dat we keuzes kunnen maken waardoor dingen anders werken en waardoor het voor mensen ook simpeler wordt en de prijzen omlaag kunnen.	
development	sustainable vision		Niet gewoon doen wat mensen willen maar tegen mensen zeggen, dit is wat je krijgt en als je daar een probleem mee hebt kan je ergens anders heen gaan en dat is wel belangrijk	
development	sustainable development		Er komt een zonneboiler op en er zouden zonnepanelen op komen	

development	sustainable development		Het zou kunnen dat we op de zolder nog twee appartementen kunnen maken en dan gaan we nog verder kijken naar warmtepompen en dat soort dingen.	
development	sustainable vision		Maar ook daarin is weer iets nieuws niet altijd het meest duurzame dus de verwarming een paar graadjes lager en mensen een warme trui aan laten trekken dat is ook al duurzaam dus op die manier proberen we mensen ook al te bereiken.	
development	sustainable vision		Comfort is belangrijk maar comfort is niet het allerbelangrijkste.	
enable	financial/structure		We kijken natuurlijk wel wat voor subsidies er op bepaalde vlakken zijn, de potjes.	
development	structure/community		Maar we zijn toch eigenlijk wel een klein vrijstaatje waar je heel veel zelf kunt doen	
restrain/enable	community		In pieterburen lopen heel veel boas rond maar die heb ik hier{Hornhuizen} nog nooit gezien.	
restrain	vision		Juist die menselijke maat die toch vaak ontbreekt in wetten en regelgeving kunnen we hier heel goed wel een plek geven dus dat is fijn.	

enable	vision		We konden alles zo goed zelf doen...	
enable	structure/community		Het is gewoon heel fijn dat je in relatieve isolatie tov de rest van Nederland zit waardoor je je kan permitteren om anders over dingen na te denken.	
enable	positive policy		Wat de gemeente goed doet is een soort van cultuurnota maken	
enable	positive policy		en er vanuit de cultuur over praten en er worden wel meetings georganiseerd	
restrain	negative policy		wat ik wel mis is een coherent iets.	
enable	vision tourism		Breng bijvoorbeeld even één goeie kaart uit met waar zit nou wat en wat is wanneer open.	
restrain	vision tourism		Ik merk juist dat bottom-up initiatieven [...] veel meer zoden aan de dijk zet dan wat er van de gemeente af komt.	
restrain	negative policy		Ik denk dat gemeentes over het algemeen overschatten wat hun bereik is en wat ze bereiken.	
development	vision		Ze zouden er beter aan doen op partijen die al leuke dingen doen te helpen.	
development	vision policy/tourism		Dus bijvoorbeeld aan ons vragen wat we al goed doen en waar ze ons bij zouden kunnen	

			ondersteunen ipv het zelf te doen.	
restrain	engagement top-down		Dus ze spreken wel steun uit maar je hebt ze nog niet echt op de stoep zien staan bij Wongema? W: NEe klopt, van het cultuurcentrum wel en die organiseren hier ook iets.	
enable	engagement top-down		Ga hier vergaderen of iets organiseren, ik denk dat dat heel erg helpt.	
development	financial support		wanneer je het niet nodig hebt ga je er ook niet echt naar zoeken	
restrain	negative policy		Er komen vaak mensen even langs om wat te vertellen maar dat is allemaal niet zo interessant.	
development	positive policy		Wat ik heel fijn zou vinden, en dat is bijvoorbeeld bij vakland het hogeland, die kwamen hiernaartoe en vroegen wat we deden en daarna pas wilde hij vertellen hoe ze ons daar eventueel bij zouden kunnen helpen.	
restrain	vision policy		Als de gemeente even langs zou komen ipv dat we naar een inloopuur moeten komen zou dat veel handiger zijn.	

restrain	structure/process		Ik zit namelijk ook heel veel bij Wongema.	
restrain	vision policy		Het is het handigste als de gemeente zich zou interesseren in jou ipv dat het andersom zou zijn.	
restrain	speculation policy		Ik denk dat heel veel gemeentes niet zo goed weten wat er nou eigenlijk allemaal gebeurd	
development	process/community		we hebben bijvoorbeeld een whatsapp groep met alle B&B's uit de buurt die elkaar helpen als alles vol zit	
restrain	vision policy		Heel vaak wordt het wiel steeds opnieuw uitgevonden terwijl het wiel er al was alleen wist je het gewoon niet.	
enable	positive policy		Er zijn een aantal bij de gemeente die dat goed doorhebben	
restrain	negative policy		er zijn ook mensen bij de gemeente die daar veel meer vragen over zouden kunnen stellen.	
development	financial/ vision policy		wanneer we het geld niet nodig hebben dat we dan ook geen aanspraak moeten maken van de financiële steun vanuit gemeenten en provincie.	
enable	financial support		Van het vakland Hogeland krijgen we	

			natuurlijk wel geld en dat is van de provincie en gemeente.
enable	financial support, positive policy		Dat is voor ons een hele mooie manier om niet alleen geld te krijgen voor iets wat je toch al doet maar geld krijgen wat je OOK nog eens kan doen.
enable	policy restrictions		D: Is er iets in beleid en regelgeving waardoor jullie iets niet kunnen doen? W: Nee eigenlijk niet.
restrain/enable	community		Ook omdat ik denk dat er niet zoveel wordt gehandhaafd
development	structure/process		maar we hebben de dingen ook gewoon goed op orde hier dus we weten heel goed wat wel en niet kan.
development	community		het mooie aan een dorp is dat je gewoon aan de buren kan vragen wanneer ze overlast ervaren van Wongema ze me ook daadwerkelijk zullen bellen en alles in goed overleg kan.
development	community		Officieel zouden we namelijk een vergunning voor geluid moeten aanvragen. Hier lossen we het gewoon met de menselijke maat op.
development	vision		HEtzelfde geld eigenlijk voor duurzaamheid en lokaal voedsel, de enige manier om dat

			goed is eigenlijk het toepassen van de menselijke maat.	
development	emerging effect		D: Dus als ik het goed begrijp is door het onofficieel wegvallen van de regelgeving de situatie verbeterd.W: haha ja inderdaad.	
enable	engagement top-down		we hebben ook wel gewoon contact met ze en ze doen af en toe kleine evenementjes oid	
development	vision policy		ik denk dat andere plekken meer van de gemeente nodig hebben.	
development	structure/process		We zijn ook erg zelfstandig omdat we allemaal goede mensen om ons heen hebben met hele sterke netwerken en daar wordt het met veel mensen resilient en gaat het minder snel kapot en gaat het gewoon goed.	
development	general emphasis vision		Vooral dat ik het belangrijk vind dat je altijd blijft twijfelen over of de manier waarop je iets doet daadwerkelijk de slimste manier is. Er zijn heel veel domme manieren om iets te doen waar we heel erg aan gewend zijn zoals duurzame kleding ipv geen	

			kleding of duurzaam menu ipv kleine menus. Ik denk dat je met keuze twee gewoon verder komt.	
development	general emphasis vision		echt de vraag achter de vraag stellen. Wat is nou het doel van deze plek en hoe kan wat we hier doen dat doel het beste dienen.	

Appendix C: Interview guide Wongema

Q1: "How did Wongema start their organization?"	Hoe is Wongema begonnen als organizatie?	Introduction SQ3
Q2: "How are daily activities managed, and who is involved?"	Hoe worden dagelijkse activiteiten georganiseerd en wie zijn erbij betrokken?	Introduction SQ3
Q3: "How engaged are the residents of the village in Wongema?"	Hoe betrokken zijn de omwonenden bij de activiteiten van Wongema?	Introduction SQ3
Q4: "What does Wongema do to increase their connection with the community?"	Hoe probeert Wongema de banden met de lokale gemeenschap te versterken?	Introduction SQ3
Q5: "Can you name 2 main goals for Wongema to realize now or in the future?"	Kunt u 2 doelen benoemen welke Wongema nu of in de toekomst probeert te behalen?	Introduction SQ2/3
Q1: "How important is sustainability to Wongema?"	Hoe belangrijk is duurzaamheid voor Wongema?	Sustainability SQ2/3

Q2:"What is Wongema most proud of when it comes to sustainability?"	Waar is Wongema het meest trots op met betrekking tot duurzame ontwikkelingen?	Sustainability SQ3
Q3: "What sustainable developments have been implemented over the last few years?"	Welke duurzame ontwikkelingen heeft Wongema zelf doorgevoerd de afgelopen jaren?	Sustainability SQ3
Q4: "What types of sustainable development are planned for the future?"	Welke duurzame ontwikkelingen staan op de planning van Wongema?	Sustainability SQ2/3
Q5: "How do regulations steer you in a certain way regarding sustainable innovation?"	Hoe stuurt huidig beleid en regelgeving Wongema een bepaalde richting in met betrekking tot duurzame ontwikkeling?	Sustainability SQ2/3
Q1: "According to the vision on tourism of the municipality of Het Hogeland, initiatives get supported. How does Wongema see back this support?"	Volgens de visie over tourisme door de gemeente het Hogeland moeten initiatieven ondersteuning krijgen. Zit Wongema een vorm van ondersteuning terug?	Policies SQ2
Q2: "Does the current financial support from the municipality provide enough opportunities to do what you want to do?"	Krijgt Wongema momenteel financiële steun van de gemeente en is dit volgens u voldoende om te bereiken wat u wilt?	Policies SQ2
Q3: "How are Wongema's experiences with the current legal framework, did you have to adjust certain things?"	Hoe is de huidige ervaring van Wongema omtrent de geldende regelgeving? Heeft u bepaalde aanpassingen moeten doen?	Policies SQ2/3

Q4: "Is participation in decision making important or relevant to Wongema?"	Is het belangrijk en relevant voor Wongema om in een vroeg stadium te participeren in de besluitvorming van de gemeente?	Policies SQ3
Q1: "Do the current rules hinder the plans for Wongema?"	Heeft Wongema aanzienlijk last van de huidige regelgeving en hoe?	Mismatch SQ2
Q2: "Do you have a feeling of support from the municipality?"	Heeft Wongema ook het gevoel van steun vanuit de gemeente?	Mismatch SQ3
Q3: "How can the relationship between the municipality and Wongema be improved?"	Vind u dat de relatie tussen Wongema en de gemeente het Hogeland verbeterd kunnen worden, en zo ja, hoe?	Mismatch SQ3
Q4: "Does Wongema actively look for gaps in regulation in order to innovate?"	Zoekt Wongema naar mazen in de wet om stappen naar verduurzaming te zetten die anders niet mogelijk waren?	Mismatch SQ2/3
Q5: "Is there anything you would like to get back to regarding this interview?"	Is er iets benoemd of ongenoemd tijdens dit interview wat u nog zou willen toelichten?	Mismatch
	With every question asked the option of spontaneous questions will be considered during the interview.	