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ORGANIZATION AND CO-CONSTRUCTION OF TRANSFORMATIONS  
Territorial understanding and development with the support of Pichon-  
Riviere  
The Minas, Uruguay Case study

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One of the biggest challenges in the subject of social transformation is connected to a genuine way of achieving it. How do you plan a concrete action – a specific project - that represents a deeply felt need for a group, when that action may be the object of institutionalization lead by a political power and/or of intermediate organizations and at the same time the object of an effort to construct solid and applied scientific knowledge? Is it possible to construct social-scientific investigations that contemplate the needs of the actors while incorporating investigative guidelines responsible for bring about change?

This paper in Salerno proposes to bridge, on one hand, our networks perspective on Understanding, Intelligence, and Territorial Development (UITD), and the other hand, the contributions of the Enrique Richon-Riviere school of thought, particularly his methodological tools. Far from proposing that the Pichon's contributions constitute a solution to all the questions of UITD, in this publication we revive two assumptions that the author used in an

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innovative way to change the mode of facing a social reality. The terminology “need” and “process” are pillars taken from the context in which he developed his work.<sup>1</sup>

The UITD perspective proposes that territorial understanding opens the door to territorial intelligence, which is conceived as the way in which public actors and citizens manage to make territories and possible places more sustainable and durable, utilizing scientific support. It occurs on the small and intermediate scale, within the context of true-life *governance* (not academic discourse) that promotes and makes real the development of territories.

To better understand these attempts to connect the UITD perspective and that of Pichon, we make reference to a concrete investigation: the urban tree-planting plan from the city of Minas, Uruguay. At the same time, we will incorporate references to other cases that are considered representative in the analysis and the interpretation of each perspective.

**“Need”.** We make reference to the particular needs of the subject (i.e. the diverse actors) that integrate every one of our objects of investigation and intervention. While the subject tends to express in diverse ways that which it will always need (regardless of the type of need, interest and or expectation: work, alimentation, housing, affection, health, etc), the professional should interpret with the most clarity possible that which the subject needs, never exclusively basing it on theory or personal experience, but instead considering the everyday experiences of the subject as well. As a result, a map that shows the needs of each social group will require complex elaboration, registering both common and other necessities that manifest themselves in both a nuanced way and as profound variations. In an effort to solidify these questions, we make reference to the tree-planting plan of the city of Mina, Uruguay<sup>2</sup>, as well as to other varied and representative cases applied in a neighborhood, a municipality and a province, among others.

**“Process”.** We make reference to a particular form that gives place to the process of construction or the action plan that try to guide a determined transformation. It thus attempts a complex process of co-construction between professionals and actors involved who enact and remember – at the beginning of the processes – two basic questions. (1) Specify what type of transformation is being attempted and where the emphasis will be placed: awareness, actions, objects, looks and/or spirit. (2) Specify (at the very least) the moments or instances of the project. This is an attempt to bring to fruition at the beginning of

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<sup>1</sup> Clarisa Voloschin participated in projects and concrete actions with Pichon\_riviere between the years of 1968 and 1974

<sup>2</sup> Plan de arborización de la Ciudad de Minas, Lavalleja (2009) Dolinsky, Deyanira, Rosario Ojeda, Adriana Peña y Leticia Scampini. Postgraduate Thesis in Business Management, UDE, Montevideo, Uruguay. We would like to thank the authors for the possibility to study and analyze their thesis. Nevertheless, they are not responsible for our interpretations. The selected approaches are just as valuable within the UDE framework as in the those presented here: UITD and Pichon-Riviere School

the project a basic scheme that will permit the incorporation at a later moment that which Pichon called "ratifications" and "rectifications". It is exactly these two questions that permit one to work within each moment without having an immediate response. Instead solidification of each moment occurs when it is placed in perspective by the participation of the professionals and actors involved. Understood in this way, the concept of process can be brought down to earth with the tree-planting plan of Minas, Uruguay, as well with other cases.

It is important to point out that the tree-planting plan of Minas is still in the process of elaboration. Its authors have already outlined the first three phases: fundamentals, objective and theoretical context, 45 interviews with neighbors involved as well as a needs assessment and map of the 1645 tress in the historic district, determining block by block the voids in green spaces. At the same time they have formulated the following stages that have yet to be solidified: technical study in order to determine the most viable species that are acceptable to the neighbors, programs aimed at generating consensus among citizens, planting, care, tax incentives, among other aspects.

The fact that Mines provides trees that the citizens want, and that the society values and plans for these changes, constitutes an exercise among politicians, citizens, and professional that is supported by a UITD perspectiv. Needs, collectively constructed answers, and solutions represent a process where the transformation is not imposed by styles of vertical power frequently associated with extreme ideologies, but instead is the result of critical and progressive ideologies that listen to others, co-construct and act. In short, the underlying ideology is that of making progress in the chosen project.