Innovative Research Methods

Participatory Planning and Design

How can neighbourhood planning bring about inclusive city-making?

Workshop: Freetown, 28 August - 3 September 2017

Training Pack

Facilitators
Dr. Alexandre Apsan Frediani
Mr. Braima Koroma
Prof. Pious Sesay
Suleiman Kamara
Sophie Morley
Emily Wright
Sudie Sellu
Mary Kamara
Alexander Stone

University College London (UK)
Sierra Leone Urban Research Centre
Njala University, Sierra Leone
Sierra Leone Urban Research Centre
Architecture sans Frontieres UK
Architecture sans Frontieres UK
Sierra Leone Urban Research Centre
Sierra Leone Urban Research Centre
Sierra Leone Urban Research Centre
Workshop Aims

● To understand the meaning of participatory planning and design in the context of Freetown through the perspectives of different stakeholders.

● To expose participants to the role that participatory design and planning has contributed to change in other contexts.

● To explore how participatory planning and design could contribute to inclusive neighbourhood transformation in Cockle Bay.

● To discuss together some of the challenges and opportunities of using a participatory design and planning approach to neighbourhood transformations in Freetown.
## WORKSHOP STRUCTURE

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Workshop Theme:
Participatory Planning and Design: How can neighbourhood planning bring about inclusive city-making?

Aims and Activities:
This one week workshop aims to share methodologies on how communities together with their support institutions can develop neighbourhood plans in ways that can help them in securing rights to the city. Activities will include sessions at the SLURC office, 3 field visits to Cockle Bay, and a final event at YMCA (see Workshop Structure and Programme for more details).

Participants will be working in three different groups, each exploring a different scale of participatory neighbourhood planning. Below is a brief description of what each group will be focusing on:

1- **Home**: this group will be looking at housing needs as well as aspirations of local residents. They will be discussing things like: what are the main challenges that residents from Cockle Bay face to have a secure home? What are the most important things that people would like to see changing in relation to their current housing condition?

2- **Neighbourhood**: this group will be looking at the community resources in Cockle Bay as well as their needs in relation to services and facilities in the neighbourhood such as water, sanitation, education, health, etc. They will be discussing things like what are the things that people would like to keep and change in their community?

3- **City**: this group will be exploring the things that need to change at the city-wide level to improve the quality of life of those living in Cockle Bay. This group will be discussing issues around transport and livelihoods, as well as the relationship between community groups and city stakeholders such as Freetown City Council, private developers, and NGOs.

The workshop has been structured using the ASF-UK Change by Design Methodology. Change by Design uses urban design and planning skills to support community groups in developing plans and strategies that foster the production of more just cities. The programme unites a series of workshops and events that explore participatory and co design methods to empower communities to influence change in their neighbourhoods.

Reports from the previous workshops in Cape Town, London, Ecuador, Kenya and Brazil can be found on the ASF-UK website;

[www.asf-uk.org](http://www.asf-uk.org)
Cockle Bay is an informal settlement located along the Aberdeen Creek on the western coast of Freetown, 5km from the city centre. The community came to being as a result of the 11 years civil war. Many residents cited rising rent prices as a great challenge and reasons for high population turnover within the community and hence decided to find elsewhere along the creek to reclaim the land and settle. They began to catch cockle from the creek eventually the community became renowned for such produce because of that activity the community was named “cockle bay”
(originally Hilet View) in 1998. The settlement is divided into four zones – Jai Mata, Kola Tree, Mafengbeh and Hilet View.

The land is owned mainly by the municipality and at present is home to an estimated 20,000 residents (0.11 people/square metre) in 540 households. The settlement is characterised by poor infrastructure and lacks basic (9% of households with access to electricity, poor waste management practices, healthcare, potable water and sanitation). There is no health facility within the community thus necessitating travel to and from other neighbouring communities to access health services. The community has only 1 communal toilet, 2 primary schools, 2 communal water collection points, 2 spring water wells and a host of individual water taps.

Although no extreme weather-related hazard has been reported in this community, its low altitude, poor drainage and weak infrastructure renders several areas and developments at risk from flooding associated with sea level rise, waterborne diseases such as cholera (affected more than 40 residents in 2012), and fires (3 outbreaks between 2009 and 2010 affecting 19 houses mainly caused by candle, wonder cooking stove and faulty electricity).

Residents are faced with persistent (annual) and long-standing threats of eviction on the basis of both a formal designation of the area as risk prone (mainly due to floods and disease outbreaks), and as an area earmarked for ecological conservation (International Wetland Conservation – Ramsar Site) by the National Protected Area Authority (NPAA). Residents are therefore wary of discussing risk openly with external agencies as these may further increase the threat of eviction. This blanket designation is applied without a systematic analysis of what parts of the settlement can be safe or unsafe for housing. The politics of using risk as a justification for evictions is a major contributor to the uncertainty, which increases the vulnerability of the residents. Such threats and the uncertainty they produce undermine community collective action to address known risks and residents’ individual investment in housing, increasing even further the risk vulnerability of the residents.

Cockle Bay economy depends primarily on sand mining, petty trading deriving income from self-owned micro and small enterprises within and outside, fishing and cockle production. In the 1990s - 2000s, the main livelihood activity of cockle production reduced considerably due to the overexploitation of mangroves. Today, sand mining is the main component of subsistence livelihoods in the area. The sand mining is predominantly a male activity and cockle production a female (mostly the aged and children) dominated activity. These livelihood activities will not only diversify household income for life sustenance, but has enable them (those involved) to build more permanent structures in the community.

A number of community based organisations have been established, including the Disaster Management Committee (CDMC), Local Networks (through FEDURP) and a system of Community Health Workers (CHWs) to react to emerging crises. More proactive and coordinated collective action at community level regarding the management of risks and disasters have been supported by government agencies, municipal council authority, DFID Wash Consortium, YMCA and Restless. However, disaster risk prevention and community preparedness – is not yet fully in place.
1. **Abdulai**

Abdulai is a 35 year old man who lives in a small single room at Cockle Bay. He stays with his wife, sister, and brother in the same room. He is a tenant and has been living in Cockle bay for the past 15 years. Abdulai was only able to acquire some form of adult education two years ago. He is a construction worker and he finds it very hard to get work to do and that makes it difficult for him to support his family. He only earns a daily wage from time to time when he gets a job to do.

Abdulai lives with his family in a small compound that has twelve (12) other rooms. The compound has a very poor toilet facility and has no access to water. His roof is made of poor materials and leaks whenever it rains. He has sleepless nights when it rains and spends his time collecting the water and mopping up. Poor planning and flooding is also a major concern for him as he is in a high flood risk area.

Violence in his compound and his community is a major reason why he dislikes his community, coupled with other numerous challenges such as poor medical, education, water and sanitation facilities in his community.

Abdulai is a well-known member of his community. He is an active member of his Masjid and he calls prayers (Mahazan). He is also the welfare officer in an association called the United Base Association which was formed mainly to seek people's concern and help one another when it comes to Naming ceremonies, Burials, Marriage ceremonies and others.

He only goes to the city to look for jobs and to visit friends and families. Going to the city for him is always a challenge as transportation costs are too expensive and also the traffic is a problem. Sometimes even when he can afford the transport fare, because of the traffic it is better to walk.

Abdulai is always hoping and praying to get a better and long-term job, that would give him better pay to help change the living condition of himself and his family. Considering the risks associated with living in his community, the sanitation and access to opportunities, Abdulai wishes to move and relocate with his family to a much better community within the wider city.
2. Adama . B

Adama is a 24 year old lady who lives in a single bedroom in a makeshift structure at Mafengbeh. She is a tenant and stays with her husband and two kids. The house in which she and her family stays has poor sanitary conditions. It has a pit toilet which is located very close to the house and is usually used by her neighbors. The house is not well secured as it is prone to natural disasters like flooding, especially during heavy rains in the middle of the raining seasons. There are also a lot of mosquitoes in her community and that makes them get sick frequently.

Accessing water is also a major problem as she has to move out every day in search of water for both drinking and domestic purposes around her neighborhood which she usually pays for. However, accessing other resources such as a medical facility is not that difficult. The hospital is a few miles away from her community. She only pays a cost of three thousand Leones for a round trip to access the medical facility.

She now makes laundry soap and sells it for her survival. She has not been able to access any good job because she dropped out of school mid way at Primary level. She regularly goes to all the major markets in the city to purchase the materials she uses to produce her soap for selling.

She is an active member in a Mosque and participates in community gatherings such as burials, naming and marriage ceremonies.

Adama dreams of expanding her business in order to be able to earn more income that will increase her standard of living and would eventually allow her to move to another community. She also hopes that her two kids will acquire a level of education that would help them get a good job and help her financially.
3. Adama C

Adama is a widow in her early 50’s. She is a Caterer and she runs a local food stall in her community. She rents a small one room apartment and she stays there with six (6) other members of her family. She stays with her mother, children and grandchildren and she is sole breadwinner of the family. She moved to Cockle Bay 12 years ago after her husband retired from the army and they had to give up their apartment at the barracks. Moving to Cockle Bay was the only choice for them because it was cheap and her husband also had family there.

The sanitary condition around her house is poor and she pays the young people to clean her surroundings on a regular basis. She has no medical and market facility in her community and she has to travel out of her community to access these. She fetches water daily from her neighbor’s house and she pays a monthly fee for that. She always gets worried when her grandchildren go to fetch water as there are usually some motor bike accidents in the community.

There are 10 other families residing in the compound and most of the time it is very noisy with children shouting. There is nothing she can do about the noise because she cannot stop them.

Since she moved to Cockle Bay she has joined several groups like the Federation of Slum Dwellers and she is the leader of one savings group. She opened her food stall because at the time it was difficult for the people to get good food at low prices in the community and that is the only job she knows how to do. She sells at the back of her house and the community patronises with her.

She travels to the CBD every morning to buy fresh fish and vegetables to cook; the produce is also very cheap in the morning. It is easy to travel in the morning and it is cheaper. It is also quite expensive to transport fish which is one of her main ingredients because car owners do not want the smell in their cars.

Every Sunday she goes to the city to attend church service. She is also a trained Traditional Birth Attendant (TBA) and she goes to other communities to help pregnant women when needed.

The biggest problem she faces is a suitable place to do her business. her food stall is small and not in a conducive location. she also cooks were she sells her food. She cannot afford to get a bigger or better place because of the cost and it would be difficult for her to move because her customers are used to her now. She hopes to one day get her own house and a conducive place to do her business.
4. Ishmael

Ishmael is 28 years old and stays with his family in a small one-bedroom house with a sitting room. As a tenant, he and his family only have access to a pit toilet that is in a deplorable condition, whilst the landlord and his family use a slightly more decent toilet. Access to a water facility is a problem faced by him and his family.

Another problem is the leakages on his roof and the flooding that usually takes place almost every year during heavy rains in his community which threatens his life and that of his family.

Ishmael finished High School and passed his examination. He has the University Requirement. Neither him or his family could afford to pay his University fees, and as a result of that he is unable to pursue his dreams of becoming a Lawyer one day.

He is currently jobless and has no capital to start up a business and this makes survival for him and his family very difficult. He does whatever is available to do to earn money and every day he goes to the city in search of work in construction sites and sometimes he gets some short contracts to paint or in construction work.

He is very active in his community in terms of participation in community-related work and he is also well-known in his community. He is a member of a popular association called the United Base Association in the community which was formed in order to create a close relationship among themselves and to see how they will help each other especially when there are burial, marriages, naming ceremonies and many other activities. Ishmael is also a financial secretary in a Masjid and actively participates in every activity of the Masjid in his community.

Ishmael hopes to one day move from Cockle Bay to a better environment. He also hopes to go to University and to one day be a Lawyer.
5. Kadiatu

Kadiatu is a 40 year old seamstress who lives in a four-bedroom house. She dropped out of school at Junior High level because her parents were not financially able to support her at that time.

She lives with her husband and four kids. She’s a tenant and only has access to an opened pit toilet that is also used by her neighbors. In her compound, there is no water facility for drinking and domestic purposes. Accessing a medical facility in her community is also difficult. She has to move to other parts of the city for medication anytime she or any member of her family is sick. Her community is exposed to natural disasters like flooding, especially during the raining season. This is as result of the poor spatial planning of her community.

She is actively involved in community sensitization activities and also disaster risks mitigation. She encourages young people to actively participate in community cleaning exercises. She also counsels women and young ladies in her community. These involvements have lead her to be well-appreciated and highly respected in her community and seen by most young girls as a role model.

Kadiatu does not find it difficult to access an educational facility for her children. There are both private and government supported schools at a primary and secondary level close to her community and she does not have to spend a lot on transport.

She sometimes moves to different places of the city to buy some of her equipments and attends workshop and meetings.

She dreams of one day moving to a better compound with better sanitation and a house that is spacious and easy to access. She wants to get more customers for her business and she hopes that will help her earn more income to support her husband in taking care of their children, ensuring that her children acquire a better standard of education.
6. Mohamed

Mo is a 30 year old student enrolled in one of the local institutions in Freetown pursuing his National Diploma. He was born in Cockle Bay and he stays in a compound with his Family. The family owns land in the community. He stays alone in a room just outside the family house. The family house is quite decent by the community standards but his room is made of corrugated iron sheets and roofed with recycled materials.

He does not like the poor sanitation in his community and he organises regular cleaning exercises with other community members. His community lacks medical, education, water and sanitation facilities. They only have access to domestic water and he buys sachets of water to drink. He has to travel outside of the community to access most of the services.

Mo is well-known in his community because he was born there and his family are landlords to a number of families. He also takes part in a lot of community activities.

He goes to the City every day for classes, shopping and to visit friends and family. Going to the city is always a challenge as the cost of transportation is too expensive and also the traffic is a problem. There are many times when he could not afford the transport fare and he had to walk to go to classes.

Mohamed is always hoping to complete his Diploma and get a better and long-time job, that would give him better pay to help change the living condition of himself and his family. He also hopes to pursue a degree course and if possible a Masters degree. He also hopes to relocate and get land in a more decent area in town were he would be able to take care of his family in a much better community.
Musa is a 30 year old married man and he lives at Cockle Bay. He recently graduated as a Fitter General from Electricity Generation and Transmission Company of Sierra Leone. He was hoping the company to have hired him but there has been no vacancy available since. He lives in a small room with his wife and baby boy. He finds it difficult to live in a small place like the one he stays in but he has no option because rent elsewhere is very expensive.

He moved to Cockle Bay about 10 years ago because rent was cheap and also his family resides there. His house is made of cement block but it is not sealed inside and the roof is made of recycled materials. He is a tenant and stays with 18 other families in the same compound. He feels very insecure in his house because thieves can easily break into it.

Since he moved to Cockle Bay he has been able to marry his wife and have a child. He is also the Secretary General of the youth group in the Mosque and also for an Islamic Charity group in the community. He also does some preaching to youth to bring them into Islam.

He has no access to communal space in the community and has to travel outside to access some services like medical, sport and entertainment. He regularly goes to the city to job hunt and visit friends and family and transport for him is very expensive.

Access to job opportunities is a major problem for him because he finds it difficult to earn some money and he also needs to pay rent, feed his family and educate his child. He hopes to one day own his own house.
8. Rugiatu

Rugiatu Kamara is a sand miner living with her husband and six children. She is 32 years old and only got primary education. They live in a three-bedroom apartment owned by her husband. They use one room and rent the other two rooms. The house is built of cement blocks and concrete and roofed with corrugated iron sheets. They built the house when she and her husband used to work and they earned a decent salary at that time. Now they are both out of work and they have been job-hunting ever since. For her not to only sit and job hunt that is why she is now doing sand mining to earn something no matter how little to her husband to take care of the house and the children. Most community members, friends and family are appreciative of the work she does because she is the only female in this line of work in the community. She gets a lot of customers because of that.

Even though they have a relatively decent toilet in their compound their neighbors built their toilet right in front of their house and that causes an unpleasant smell. There is also a lot of mosquitoes and cockroaches.

The sand mining gives her the opportunity to have a good relationship with her neighbors, but at the same time it is physically very demanding. She hopes to change her line of work once she gets a certain amount of money to start another business. She frequently gets sick and that seriously affects her earning.

There is no facility for social activities in the community. There is no community centre and no football field, so all the young people go to the sea and when the tide recedes the boys use the depleted mangrove area as a football field. That is also a problem because the area where they play football is the same area where human waste is deposited and that poses a big sanitation issue.

She normally leaves the house very early in the morning to go to town and buy food for the family. It is cheap and easy to move very early in the morning.
9. Santigie

Santigie is a construction worker and moved to Cockle Bay about 15 years ago. He used to stay with his Aunty and when they were expelled from their house the Aunt decided to move to Cockle Bay. He was later given a small piece of land to build just a room. He is 37 years old. He lives in a small room made of zinc and recycled material with his wife and 4 children. During the rainy season he has sleepless nights because water enters his house and they spend their nights collecting the water and protecting their property instead of sleeping. Also when the water level rises, water enters the room from underneath the ground. That make the room very cold and damp and because his children sleep on the mat they fall sick often and medical fees are very expensive.

There are 3 small houses in the compound and it hosts about 11 other families. The compound is overcrowded and noisy and it becomes very difficult to stay in your room during the day or weekends. There is also a lot of break-ins and thieves in the community and they enter your room in your absence and take your belongings. The compound is properly looked after and sanitation is quite good compared to most of the other compounds in the community.

There is no communal space in the community and Santigie has to travel to other communities to make use of the services. He only has access to a water facility for domestic purposes. His children fetch drinking water from the formal part of the community on the days the taps are open and they pay for the water. On the days the taps are closed he buys sachet of water to drink.

He regularly travels to the city to look for job opportunities. When he gets a job in the city he stays at the site for about 2 to 3 weeks to save on transport costs and he sends whatever little he has for his wife and children. In the city he moves from one construction house to another and sometimes stays within the city for up to 6 months without going home. He has a lot of family in the city but he tries not to visit them because any time he visits he has to take something small for them. For Santigie, the city is not capable of taking care of residents without formal education, so life becomes very difficult for him because he barely gets any work to do. Education has also become very expensive so it is very difficult to educate yourself. He has no one to help him and he has to take care of his wife and educate his children.

Santigie hopes to get a house in the future and move to the formal area of town. He hopes to get at least one big job and then he will change his career and do something else. The job is full of pain and he is getting old and needs to change profession.
10. Tenneh

Tenneh is a 53 year old married woman with (7) children. She is a petty trader and she sells whatever she can get to sell. She is a tenant and she lives in a two-bedroom apartment with a shared toilet and she pays 120,000 leanes per month for rent, which is very expensive for Cockle Bay standard but they have no option but to pay because it is very difficult to get another apartment. The house is built with iron sheet all over which is not too secure. The interior is sealed properly and the floor is concrete. The compound is properly looked after and sanitation is quite good compared to most of the other compounds in the community.

She leaves her house at 5:00 am every morning to go to the central business district (CBD) to buy goods to sell in her community. She leaves very early every day because that is the only time she can get access to transport that would be willing to take all her load at a cheaper price. It is also very risky to leave home that early because there is the risk of being mugged by thieves. She is used to that routine now because that is the only way she can get cheap goods and be able to transport them easily.

Most of the facilities available in the community are private such as water wells, taps, schools etc. Some of her children are still going to school and those who have finished school have not been able to secure jobs. The community does not have a community centre and and entertainment area for young people to socialise, and because of that mostly on Fridays her children go out to socialise. She is always worried because of the gangs and they are always involved in fights.

Grand Ma Tenneh is a member of the federation (FEDURP /SL) and she believes in savings and savings have helped her pay her children’s school fees and also helps her with her business. When it come to community activities she participates fully and her commitment to the community is very great.
ASF-UK
Changing the culture of architecture to be more inclusive, appropriate and sustainable

WHO WE ARE

ASF-INT was founded as a result of an increased interest in social and environmental issues in relation to the built environment and dissatisfaction with ethical standards of mainstream architecture. It's member organisations and signatories of the Hasselt Charter are:

- ASD ARCHITECTURE ET DÉVELOPPEMENT FRANCE
- ARC-PEACE INTERNATIONAL ARCHITECTS DESIGNERS PLANNERS FOR SOCIAL RESPONSIBILITY
- ASF-BELGIQUE ARCHITECTEN ZONDER GRENNEN BELGIUM
- ASF-DENMARK FORMGIVNDE UDEN GRENNEN DENMARK
- ASF-ESPAÑA ARQUITECTOS SIN FRONTERAS SPAIN
- ASF-FRANCE ARCHITECTES SANS FRONTIERES FRANCE
- ASF-ITALIA ARCHITETTI SENZA FRONTERE ITALY
- ASF-ITALIAN NETWORK ARCHITETTURE SENZA FRONTERE PLUS ITALY
- ASF-PORTUGAL ARQUITETOS SEM FRONTERAS PORTUGAL
- ASF-RD CONGO ARCHITECTES SANS FRONTIERES RD CONGO
- ASF-SUISSE ARCHITECTES SANS FRONTIERES SWITZERLAND
- ASF-SWEDEN ARCHITECTURE SANS FRONTIERES SWEDEN
- ASF-UK ARCHITECTURE SANS FRONTIERES UNITED KINGDOM
- AGG-GERMANY ARCHITEKTEN ÜBER GRENNEN GERMANY
- AFW-AUSTRALIA ARCHITECTS WITHOUT FRONTIERS AUSTRALIA
- EWB-NEPAL ENGINEERS WITHOUT BORDERS NEPAL
- HTG HABITAT TECHNOLOGY GROUP INDIA
- ASF-COLOMBIA FUNDAÇAO ARCHIVISTAS SIFRONTIERS COLOMBIA
- AVVA ASSOCIATION D' ARCHITECTES POUR LES VICTIMES DE LA REPRESSION EN AFRIQUE
- ASF-RD CONGO ARCHITECTES SANS FRONTIERES REPUBLIQUE DEMOCRATIQUE DU CONGO
- ASF-GREECE ARCHITECTURE SANS FRONTIERES GREECE
- ASF-RUSSIA ARCHITECTURE SANS FRONTIERES RUSSIA
- AGG-AUSTRIA ARCHITEKTUR ÜBER GRENNEN AUSTRIA
3 PROGRAMMES

Change by Design
Adapting New Spatial Imaginations

Resilience by Design
Inhabiting Fragile Territories

Challenging Practice
Essentials for the Social Production of Habitat

Workshop Notes

Seminar/Workshop

Mapping Community Structures

Sharing Workshop

Images From My Neighborhood

Mapping the Urban Environment

Harvest Mapping

Semi-Structured Interviews

Writings & Talkshop

Capturing Your Neighborhood

Mapping Essentials

Addresses of Interest: Digital, Physical & Urban Environments

Workshop Topics

Semi-Structured Interviews

Writings & Talkshop

Capturing Your Neighborhood

Mapping Essentials

Addresses of Interest: Digital, Physical & Urban Environments

http://www.arkicad.org/
OUR GOAL

SOCIALLY PRODUCED, EQUITABLE CITIES

INTERMEDIATE OUTCOMES

1. INCREASED INFLUENCE ON POLICY DECISIONS ABOUT RESOURCE ALLOCATION, PARTICIPATION AND RECOGNITION OF ALL CITIZENS WITHIN POLITICAL, ECONOMIC AND SOCIAL SYSTEMS AND INSTITUTIONS

2. INCREASED KNOWLEDGE AND UNDERSTANDING OF COMMUNITY PARTICIPATION, APPROPRIATE DESIGN AND SUSTAINABILITY BY BUILT ENVIRONMENT PRACTITIONERS

3. ENHANCED CAPACITY OF LOCAL PROJECT PARTNERS, LOCAL PRACTITIONERS AND LOCAL COMMUNITIES TO AFFECT CHANGE IN THEIR CITIES

ACTIVITIES

ADVOCACY WORK THROUGH EVENTS, WORKSHOPS AND RESEARCH

LEARNING AND CAPACITY BUILDING THROUGH PLACE-BASED WORKSHOPS AND SPECILIZED TRAINING

LIVE PROJECTS BASED ON LONG-TERM SUPPORT TO LOCAL PARTNERS

ENABLERS

INTER-DISCIPLINARY TEAM OF DEDICATED VOLUNTEERS

STRONG PARTNERSHIPS WITH COMMUNITY GROUPS AND POLICY-LEVEL ORGANISATIONS

LARGE ACTIVE NETWORK OF MEMBERS AND SUPPORTERS

STRONG TRACK RECORD OF DELIVERING INNOVATIVE AND MEANINGFUL WORK

DRAFT THEORY OF CHANGE DIAGRAM

CHANGE BY DESIGN: IMAGINING INCLUSIVE CITIES
ADVANCING SOCIAL JUSTICE AND DEMOCRATIC DECISION-MAKING IN CITIES THROUGH PARTICIPATORY DESIGN
PROGRAMME

CHANGE BY DESIGN explores participatory design and planning as tools for advancing social justice and improving democratic decision-making in processes of urban change.

Through its commitment to action learning and knowledge co-production, CHANGE BY DESIGN uses urban design and planning skills to contribute to the empowerment of urban marginalised groups and communities.

500+ international Change by Design workshop participants since 2006 from over 20 different countries.
Change by Design workshops in Salvador, Brazil (2009 & 2013)

Change by Design workshop in Nairobi, Kenya (2011)

Change by Design workshop in Quito, Ecuador (2013)

Change by Design workshop in London, UK (2014)

Change by Design workshop in Cape Town, South Africa (2015)
EVPOLLING METHODOLOGY

DWELLING/HOMME
Dwelling/Home Scale Overview:

• **Understanding** current housing conditions looking at physical social and economic dimensions of home.

• **Exploring** what type of home that residents want to live in.

• **Discuss** challenges and opportunities to bring about changes in home conditions that reflect residents aspirations.
Neighbourhood Scale Overview:

- **Understand** the current conditions of shared spaces and physical infrastructure and who has access to them.

- **Explore** ideas for inclusive neighbourhood spaces that reflect community/residents collective values and aspirations.

- **Discuss** the challenges and opportunities to bring about change in the neighbourhood.
CITY Scale Overview:

- **Understand** how city wide dynamics affect the neighbourhood and its residents
- **Explore** ideas for a more inclusive city that reflects the residents aspirations
- **Discuss** the challenges and opportunities to bring about city wide change.
POLICY AND PLANNING:

• Understanding the institutional context

• Identifying policies and regulations that might support the provision of inclusive neighbourhoods and community led planning.

• Exploring opportunities for citizen participation in city making.
A FRAMEWORK FOR CHANGE THAT:

• Generates principles and guidelines that are generated in a collective process and can inform decisions about neighbourhood transformation.

• Proposes a range of options/scenarios that consider timeframes and scales

• Enables dialogue between communities and other stakeholders
Stage 1: Diagnosis

- Diagnosis is concerned with understanding and analysing the nature of issues being faced by the community regarding different aspects of their current situation.

- Unpacking and capturing social and spatial diversity - how different people experience their homes / neighbourhood / city differently (eg. women, men, young, old, people with disabilities), and revealing differences of experience which may not be immediately obvious.

- The focus is on the problems that people experience, as well as on the existing potentials and opportunities. The diagnosis is the basis for identifying priorities for the future.

Change by Design Workshop: London
Collective Imaginations for Contested Sites in Euston
Diagnosing Home Conditions | Themes

- Daily life
- Power relations
- Residents profiles
- House type
- Construction materials

- Social housing estate
- Home
- Public park
- Neighbourhood
- Drummond Street: famous street in London
- City

- Family structure
- Tenure security
- Aspirations
- Access to services
- How livelihood links to home
Diagnosing Home Conditions | Activities

Mapping experiences of home
Diagnosing **Community Conditions** | **Themes**

- Daily life
- Use of public space
- Power relations
- Access to services
- Neighbourhood characteristics
- Community structure
- Infrastructure
- Connections

Diagnosing **Community Conditions** | **Activities**
Personal Stories

Participatory Open Space Mapping
Diagnosing **City Conditions** | **Themes**

- City identity
- Infrastructure
- Transport
- Urban pressures
- Access to services
- Livelichoods
- Daily life
- Connections
- Power relations
Diagnosing City Conditions | Activities

In-depth Interviews
Camden Citizens
HS2 Charter

Background to the charter

A decision has been made by Camden Council to create the HS2 Charter in response to the potential HS2 development. We believe the charter is a clear statement of our commitment to ensure that our residents enjoy a range of social, environmental and economic benefits. As such, our charter must be grounded so that the decisions made are not arbitrary, but are informed by improving the lives of people locally.

What many communities across the UK are experiencing by the construction phase of HS2, it is the people of Camden who are going to be impacted most. Camden is therefore affected. This need to be recognised and reflected in the relationship between Camden and HS2.

We seek the following commitments:

- **Dignified jobs and training**
  - 10% of jobs in London for local Camden residents during and post HS2
  - A Living Wage to be paid to whole of Camden through the construction phase
  - Apprenticeships in the construction phase

- **Quality affordable housing**
  - The creation of affordable, quality housing for young Camden families
  - Local families would be given a priority over housing in Camden

- **Proper compensation**
  - Compensation for the record received
  - Income-off, including the businesses of Blackwell Villas

- **Real engagement**
  - A dedicated borough team to work in partnership with the community
  - The Charter for a shared prosperity network on behalf of Camden Council and HS2
  - Accessible to all

- **Protection of health and wellbeing**
  - Hearing the views and needs of local residents
  - Significant reductions in noise
  - The reduction of local stress and concerns for health to be improved

A greener Camden

- Achieving carbon emission reduction
- Safe and accessible for all
- Camden to be at the forefront of the Green Deal by 2013

Signatures:
- Camden Council
- HS2
- Camden Citizens
CHANGE BY DESIGN
Collective imaginations for contested sites in Euston

WORKSHOP REPORT (2014)

Alexandre Apsan Frediani, Beatrice De Carli, Naomi Shinkins
Melissa Kinnear, Sophie Morley, Anthony Powis
Architecture Sans Frontières UK
Introduction

INFILTRATING REGENERATION

Camden Council’s Euston Area Plan outlines a vision for Euston in 2031 that attempts to bring together local needs with the aspiration of Euston station becoming a world-class transport interchange. Like many other plans for key localities in London designated by the London Plan as ‘opportunity areas’, a narrative emerges trying to address the tension between needs of low-income groups, and wider aspirations for London to become a world-class city. This tension has been shaping debates around top-down processes of change, as well as the growing practices of grassroots resistance and contestation. At the core of these debates on market vs. socially led urban development, the key question under discussion is not whether urban change is needed, but rather which type of change is being pursued, and to whose benefit.

Market-led approaches to urban change are calling for large-scale mega-projects as a means to position London and the UK as global agents. The ambition is to attract more Foreign Direct Investments and therefore increase the productivity of the city, as well as the country. In the London Plan, the concept of ‘opportunity areas’ precisely highlights potential areas in need of urban renewal, where there is a potential for market actors to invest and make a profit while at the same time improving the urban environment.

However, in the past few years there has been a multiplication of the actors and networks contesting this view of change – while also producing alternative imaginaries for the ways in which urban change has been, is, and could be taking place in London. Various studies have highlighted how London’s ‘market enablement’ approach to urban change is gradually pushing low-income groups away from well-located sites in the city centre, encouraging social and spatial segregation across the city as well as the homogenization of population in central areas (1). Similarly, networks of community advocates, practitioners, and scholars are articulating alternative modes of bringing about
change to the capital, in manners that build on local potentials and resources, draw on meaningful forms of community participation, and address urban inequalities (2). Therefore, London is experiencing a moment of intense contestations not only over space and sites, but also over the visions and imaginaries that should guide the process of change.

At the heart of these debates, is the unstable concept of ‘urban regeneration’. As outlined by Campkin (3), experiences of urban regeneration in London have been widely criticised for not bringing about the promised benefits for deprived communities, nor involving them meaningfully in the processes of decision-making. This led many to argue and feel that ‘urban regeneration’ is necessarily a euphemism for gentrification. However, this report relates to a wider range of experiences that approach the idea of ‘regeneration’ as a site of contestation itself, and as an entry point to bring about change (4). Instead of leaving it to be populated merely by market-led values, this report attempts to contribute to infiltrating the concept of regeneration by populating it with alternative meanings and practices, associated to ideals of justice and equality (5).

URBAN REGENERATION AND THE IMPACTS OF HS2 IN LONDON

One of the many regeneration plans in London is the proposed redevelopment and expansion of Euston station in Camden to host the terminus of the High Speed 2 railway line, which will run between London, Birmingham, Manchester and Leeds – also known as HS2. If the current plans for the station’s redevelopment were to go ahead, local residents and business owners around Euston will experience severe social, environmental, and economic impact during the lengthy construction phase, and post completion. Key concerns articulated by local government and civil society include the possible demolition of existing council housing blocks; tunnelling works under residential areas; the use of Drummond Street as a route for construction traffic; the loss of several open and green spaces surrounding the station and throughout the neighbourhood; and large scale disruptions across the area.

Local communities are also struggling to cope with the many unknowns presented by this situation. At the time of writing, it is still not known whether or not the HS2 project will actually go ahead, and which design options will be pursued despite many years in the pipe-line. Local communities are left in a state of uncertainty where properties, residential and commercial, are blighted, and residents and business owners do not know what the future holds for them.

Many community groups as well as Camden Council have expressed their opposition to the HS2 proposals. It is in this context that Camden Citizens, as part of the Citizens UK network, has worked with its network of local institutions to formulate a Citizens Charter. The Charter aims to represent the aspirations of local residents and business owners, and enhance their bargaining power when advocating for benefits to the local community from development schemes in the area, which include the HS2 proposals.

CHANGE BY DESIGN LONDON 2014

Change by Design is a programme led by non-profit organisation Architecture Sans Frontières -UK (ASF-UK), with the aim to reflect on and practice participatory design as a means to promote inclusive and equitable urban change. Since 2010, ASF-UK has worked with a number of partners and supporting institutions to generate field workshops and seminars focused on introducing a critical design perspective into participatory practices for informal settlement upgrading. Through engaging with communities struggling for the rights of informal settlement dwellers in Salvador da Bahia (Brazil), Nairobi (Kenya), and Quito (Ecuador), the Change by Design programme has explored the role of participatory design in the production of a more just city. Under this perspective, participatory design should question exploitative social relations and the unequal distribution of resources, as well as opening up spaces for new imaginaries about the city, citizenship and urban transformations (6).

In this fifth instalment of the Change by Design workshops, ASF-UK worked with London Citizens and local stakeholders to explore the impact of large-scale development and regeneration in London on local communities. Building on participatory design tools developed in previous Change by Design engagements, the workshop took place in September 2014 in London, with the aim of generating community-led principles that would reinforce the Citizens Charter being elaborated by Citizens UK and Camden Citizens specifically. These principles strive to advance positive outcomes of the proposed future development, focusing on the Euston Area Plan developed by the Camden Council and the proposed HS2 rail link in the Euston area.

To understand the needs and aspirations of local stakeholders regarding future development, the seven-day workshop focused on three specific sites in the Euston area – the Regent’s Park Estate, St James’ Gardens next to Euston station, and Drummond Street. Based on research carried out by students of the MSc in Social Development Practice of The Bartlett Development Planning Unit of University College London (7), workshop participants worked directly with local communities in and around these sites to identify community-led principles for future re/development.

The main aim of the workshop was to strengthen the negotiation capacity of community groups in bringing about positive change to local residents in the Euston area. This was achieved by supporting the work of Citizens UK using participatory design to explore residents’ spatial imaginaries for the three chosen sites. As well, the workshop aimed to investigate and represent local residents’ and business owners’ regeneration aspirations, as a tool to support ongoing negotiations with stakeholders involved in the HS2 proposal. Finally it focused on the development of an integrated approach using participatory design and planning methodologies, based on our experience in informal settlements upgrading, as a means to explore how regeneration initiatives can respond to needs and aspirations of residents affected by the process of change.

We gathered the multiple skills and perspectives of workshop participants to build on participatory design tools developed in
previous Change by Design initiatives. The workshop also sought to set a precedent of making participatory design and planning methodologies integral to the practice of regeneration in the UK. This focus on design and planning practices hopes to enable a wider debate not only on the ways in which regeneration is conceptualised, but also on the means and processes through which it changes the city.

STRUCTURE OF THE REPORT
This report gathers from the work conducted by the Change by Design London coordinators and participants in order to document the methodology and findings of this workshop. ASF-UK Change by Design workshops are based on an evolving action-research methodology that addresses physical space and social dynamics at different scales (the home, the neighbourhood, the city) and through different forms of practice (architecture, urban design, urban and development planning). The aim is to promote integrated visions and interventions that respond not only to the material qualities of urban space, but also to its social, economic and political complexities – building bridges between local residents, practitioners, institutions and other types of communities involved in urban transformations.

In London, workshop participants were divided into three group, each focusing on a particular scale of design as well as on a particular site: the Dwelling group, examining Regents Park Estate and the aspirations of its residents; the Community group, focussing on St. James Gardens and other open and collective spaces in the area; and the City group, addressing Drummond Street businesses and their livelihood networks in London and beyond. Cross-scale policy and planning issues, which normally form an explicit component of the ASF-UK Change by Design methodology, were not included in this workshop’s structure – as the team could benefit from the policy research conducted in 2013/2014 by staff and students of the MSc Social Development Practice at the Bartlett Development Planning Unit.

The report reflects the structure of the workshop itself, and is also articulated into three sections: Dwelling, Community, and City. Each section explores specific research questions, working methodologies, and issues. At the end of each section, a text and a visual summarise the key design principles that emerged from participatory activities carried out within that particular scale/site. These principles are then brought together at the end of the report in an integrated representation that links together the findings of the three groups. A conclusion summarises these points and explores ways forward in supporting citizen-led pathways to urban regeneration in London, with possible lessons for cities elsewhere.

NOTES

(2) To name but a few, see the work of the Just Space network, Social Life, This is Not a Gate Way, R-Urban Wick, and London Action and Research on Regeneration Group.


(5) We have argued this point elsewhere, in reference to the processes of inner city regeneration in São Paulo, Brazil. See Beatrice De Carli, Alexandre Apsan Frediani, Roberto Barbosa, Francisco Comarú and Ricardo Moretti, “Regeneration through the Pedagogy of Confrontation: Exploring Critical Spatial Practices of Social Movements in São Paulo Inner City as Avenues for Urban Renewal” in Dearq 16 (forthcoming).


(7) This work is documented in Alexandre Apsan Frediani, Stephanie Butcher and Laura Hirst (eds) Regeneration Aspirations for Euston: Local Perspectives on the High Speed Two Rail Link. MSc Social Development Practice Student Report (London: The Bartlett Development Planning Unit, 2014).
For SALE

Shop here!

Breaking the unique typological diversity of shops

Loss of jobs

Loss of income

School disruption

Unfair compensation and market transactions

Noise from construction site

Pollution from construction site

Loss of visibility

Loss of community ties

Displacement of families

Loss of visibility

Loss of commmunity ties

Unsafe routes during construction

Removal of graves

Loss of social housing

School disruption

Loss of public space and playgrounds

Loss of trees and green space

Loss of trees and green space

Displacement of families

Pollution from construction site

Proposed Station Footprint (at time of writing)

// Social, Economic and Environmental Impacts to Local Communities

REGENTS PARK ESTATE //DWELLING

ST JAMES’S GARDENS //COMMUNITY

DRUMMOND STREET //CITY
The Dwelling scale is concerned with the micro everyday realities of residents, as associated to their dwelling experiences. The starting point for this scale is that ‘dwelling’ goes beyond the physical structures of the house: rather, dwelling is associated to the various activities, needs, and aspirations of home-making. Therefore, dwelling is approached as a ‘system of settings’. Our participatory design methodology interrogates various spaces associated to dwelling practices, including private, semi-private, as well as public places which form part of the dwelling environment. We explore the diverse relations shaping dwelling conditions and aspirations, as well as the ways in which urban trends, policy, and planning affect people’s dwelling opportunities.

The methodology applies design tools to elicit a conversation about dreams and aspirations through a discussion on the built environment. As an output, participatory activities generate dwelling principles, as well as guidelines that aim to inform the generation of a portfolio of options that can potentially address and concretely articulate these dwelling principles.
REGENTS PARK ESTATE //DWELLING

"The boundaries of the estate are the walls of my home"

"Breaking the unique typological diversity of shops"

"I work during the night. How will I be able to sleep in the day with the construction happening next door?"

"This is the forgotten part of Camden"

"I am going to miss this place very much. I live on the sixth floor and I have a wonderful view from my flat"

// Social, Economic and Environmental Impacts to Local Communities

- Loss of heritage
- Loss of trees and green space
- Pollution from construction site
- Noise from construction site
- Loss of public space and playgrounds
- Loss of social housing
- Loss of community ties
- School disruption
- Unfair compensation and market transactions
- Loss of visibility
- Breaking the unique typological diversity of shops
- Loss of jobs
- Loss of local business
- Loss of income
- Displacement of families
- Unsafe routes during construction
- Loss of social housing
- School disruption
- Loss of public space and playgrounds
- Loss of community ties
- Unfair compensation and market transactions
- Breaking the unique typological diversity of shops
- Loss of jobs
- Loss of local business
- Loss of income
- Displacement of families
- Unsafe routes during construction

"I work during the night. How will I be able to sleep in the day with the construction happening next door?"

"This is the forgotten part of Camden"

"I am going to miss this place very much. I live on the sixth floor and I have a wonderful view from my flat"
KEY QUESTIONS /
The Dwelling group focused on the key questions below to understand the dwelling experiences of the residents:

What are the dwelling aspirations of residents of Regents Park Estate?

How are residents pursuing their dwelling aspirations and how are they conditioned by the changes taking place in Euston area?

Drawing on these dwelling aspirations, practices and conditions, what are the key dwelling principles of residents of Regents Park Estate?

DESCRIPTION /
Through desk based research and undertaking transect walks through the estate, the Dwelling group developed contextual knowledge of the area. A number of community groups and facilities within the Estate were identified. The Regents Park residents association is particularly active, as is the Sunna Centre that caters to the need of the Bangladeshi community. These groups have been key actors in disseminating information to the residents of the estate regarding the proposed changes. However, residents outside these networks have expressed feelings of confusion and disempowerment with the situation. During the symposium on the first day of the workshop, there was a strong sense that it could be difficult to engage people in a conversation and there was ‘consultation fatigue’.

“I have received many letters but I didn’t open them. There was a petition, but I do not really understand what this means”

Methods of participatory engagement were examined to understand how to capture residents’ dwelling aspirations. The notion of engaging in an informal way as opposed to the more formal Camden consultations led the group to the idea of creating a pop-up ‘living room’. Using some tape, sticks and cable reels found in a UCL skip, the group proceeded to set up a space in the park offering ‘tea and chat’. The intervention was located next to a playground and on a busy route from Euston road into the estate.

The theme of this initial tool was exploring: ‘What is home for you?’ The group invited people into the makeshift ‘home’, primarily asking which block they lived in and recording this on an easily understandable hand drawn map. This led to a wider discussion expanding on their living circumstances, social networks, and thoughts about the Regent’s Park estate. Simultaneously some members of the team carried out a photography exercise, asking people to take pictures of their most and least favourite places, an important object in their flat, and the view from their window.

In depth interviews were also conducted with two different residents in their homes to collect their stories.

Throughout these conversations and exercises, a number of key issues began to emerge. It was decided to capture these in a set of 27 icons representing the positive and negative attributes of the estate that the residents had identified, which included the impact of HS2. To develop this conversation further, the group constructed an interactive
board with the map at the centre and the icons around the edges, so that residents could pick the icons that were most important to them and locate them on the map. The ‘home’ was set up in the same position and the team again invited residents for ‘tea and chat’ and implemented the new activity. Residents were asked to choose a number of icons and then elaborate on the reason of their choice, splitting these into ‘things to keep’ and ‘things to change’. A second exercise with a blank plan of a flat was then used, switching the focus to their own house to understand the dwelling aspirations on a household scale.

During the Tea & Chat exercise the team engaged with about 30 residents from 10 different countries, aged between 11 and 81. Ranging from people that had spent their entire life in the estate and are very worried about the future, a son happy at the idea of their parents leaving the estate and council tenants that are happy to move out if the new flats look like those that have just been completed nearby.

**FINDINGS**

The residents of the Regents Park estate are a diverse demographic with a complex set of aspirations. The 27 icons used in the second exercise were grouped into emerging themes outlined below which allowed the team to build up a picture of this urban reality.

**Livelihoods/Connectivity**

The central London position of the estate with very good transport links was a very positive factor for the social mobility of many residents. The Bangladeshi community’s proximity to Drummond Street is crucial to the livelihood activities of this group. Most of the residents engaged worked in the local area; however some younger members expressed frustration with their current economic opportunities.

**Services/Amenities**

*“Being close to my GP is really important to me”*

The local library has recently closed; this was a talking point for a number of residents, as the library was a place where people could access the Internet if they did not have it at home. There are a number of schools in close proximity, and families felt that this was a very positive attribute. The access to health services is generally very good and seen as important to older people and those with physical impairments. There are a number of organisations operating services for young people including sport and advice, which was important to local families.

There is access to green space and playgrounds within the area, many residents commented on this and the fact that it gave them a nice outlook from their homes. The general building fabric in the estate was seen as poor with many lifts broken, problems with rubbish and large numbers of rats. Residents put the blame on Camden Council and there was a sense that the estate was being neglected.

**Social Fabric/Safety**

*“If we want this Estate to work, we need to focus on our similarities not our differences”*

*“The boundaries of the Estate are the walls of my home”*

Many residents expressed that a positive factor on their living circumstances was the strong social networks with family, friends and neighbours. One resident described how the local community had come together to fundraise a playground in the park. The diversity of the area was seen as an asset to some, however there were a few people who felt that the community was divided and this was also reflected in the intake of local schools.

Mixed comments about safety were collected with some feeling that crime was getting worse, as there was a problem with drugs and they would not go out after dark. Others expressed that they did feel safe because they knew a lot of people within the community and were not really effected by crime.

**Communication/Density**

Although the urban layout of the estate gives the area a feeling of openness there is a problem with overcrowding within the flats themselves. A number of residents expressed that their flats were too small for their families, with children sharing rooms, the introduction of the bedroom tax has made the situation worse. During the engagement it was indicated that social and private tenants have also been known to sublet or share creating an even higher density and overcrowding within the estate.

There are a number of community organisations in the estate; the Surma centre and residents association have a strong presence, however some residents felt that communication between different groups in the estate could be improved.

**HS2 Impact**

*“It’s awful, it’s going to rip this community apart”*

The impact of the plans proposed by HS2 was an underlying element in almost all of the conversations with residents. Concerns ranged from understanding plans and which blocks were to be lost to confusion in how the changes would affect them. Many were worried about the noise and upheaval for a long period of time and were insecure about their living arrangements. There was an overarching view that residents did not feel empowered to engage in the process of regeneration and that many could not see how they fitted within this new vision for Euston.
If we want this estate to work, we need to focus on our similarities, not our differences.

The library was a place for children to meet and study. For us to find information and feel connected.

Rats, Rats, Rats!!

I'm close to good shops and my friends live in nearby blocks.

We are so well connected to buses, trains and the tube.

This is the forgotten part of Camden.

There are drug dealers outside my block.

The boundaries of the estate are the walls of my home.

I couldn't understand the letter I received from the council about HS2.

I'm 80 years old and I have learnt to use Photoshop on a local course.

My neighbours are from Serbia, Italy, England...

It's so nice, we always have tea together.

I work during the night. How will I be able to sleep in the day with the construction happening next door?

We all put money towards the park for the children.

Below: outcomes of participatory exercises with symbols. Opposite: extract from dwelling boards representing residents reactions.
Community

The Community scale is concerned with the neighbourhood scale, focusing on community dynamics in relation to neighbourhood spaces (streets, community spaces and surrounding areas) and infrastructure (transport, water, sanitation, energy, information). This scale interrogates the current conditions of these features, as well as the needs and aspirations that the residents attach to each of them. Subsequently, and drawing from this analysis, the group assesses the limitations and opportunities of the existing situation to assist in designing scenarios to inform future development plans.

One of the objectives of this approach is to bridge societal processes with the morphological characteristics of space; hence the community group seeks to map the physical conditions of the area, while unpacking the values and perceptions the residents attach to it. Moreover, this scale aims to generate a clearer understanding of how socio-spatial processes are shaped by everyday life activities, and vice-versa. Equally important for this scale is to explore the meaning of community, and explore the multiplicity and heterogeneity within and among communities.
ST JAMES’S GARDENS
//COMMUNITY

// Social, Economic and Environmental Impacts to Local Communities

- Loss of trees and green space
- Social, Economic and Environmental Impacts to Local Communities
- Pollution from construction site
- Noise from construction site
- Unsafe routes during construction
- Unfair compensation and market transactions
- School disruption
- Loss of public space and playgrounds
- Loss of heritage
- Loss of trees and green space
- Unsafe routes during construction

"I work in Euston station and like having lunch here. It’s the closest green space to the station; it’s quiet and relaxing..."

"There is enough personal space away from smoking, concrete, cafes and the buildings are obscured by trees so I feel less like I’m in a city."

"Last week we had a BBQ here with friends. It’s a nice place to meet new people. I asked a girl out when I was down here last..."
DESCRIPTION /  

Through various activities and the use of a number of participatory tools of engagement the community group attempted to reveal narratives, relationships, and flows associated with how local communities value and use open space in their area.

The process followed a trajectory of diagnosis, dreaming, defining through to refining, building on each stage of the process from information collected in the previous phase and analysis of the findings to inform the next steps.

Diagnosis embraced initial insights gleaned on the first day of the workshop where an understanding of the importance of St. James’ Gardens was conveyed both by local residents and representatives of the Camden Council. The group spent a considerable portion of the next day observing users of the park, trying to gain a quantitative perspective for themselves.

Initial perceptions of the gardens were that it was somewhat dark and gloomy, but these soon changed as the group spent more time in the park. Throughout the day the group observed a variety of users. Use included: short term, such as joggers and commuters; medium term, including dog walkers from the local area and people having their breakfast/lunch, through to longer term use by a constantly changing group in one corner of the park and a number of people hanging out together for large portions of the day.

Some of the group walked from St. James’ Gardens to Regents Park and other key open spaces in the neighbourhood to understand connectivity and the types of spaces available within walking distance for the majority of residents. These included: local allotments and Cumberland Market; Muncaster Square and Clarence Gardens. Later in the day between 15h00 and 16h00 the same members of the team walked down Roberts’ Street, witnessing large numbers of school children walking home from the Netley School, talking, playing, walking alone, or accompanied by an adult. They all appeared to be local residents and were filtering back into housing in the Regents Park Estate. The road has an avenue of trees running down one side and forms a ‘green’ artery in the area, hosting local shops and cafés that cater for the community.

Two members of the team spent a short while in the forecourt of Euston Station observing usage, before spending a bit of time on the eastern edge of the station trying to understand open space and occupation.

The next stage of our diagnosis included rapid profiling and interviews. Members of the group asked people three questions:

Where are you going and where did you come from? What route did you take? Are you a resident or in the area for work?

If people had a bit more time then the questions moved onto finding out what people like and dislike about St. James’ Gardens, and what they would improve.

Throughout the remainder of the day different members of the group engaged in semi-structured interviews with various users of the park, to understand what value they hold to the space and how important the space was for them.

Through the interviews and rapid profiling exercises, we established that quite a small
percentage of local people seemed to use the park during the week, other than as a shortcut. We also noted that quite a few people mentioned that St. James’ Gardens was only one of the open spaces they use in the area to have their lunch. This lead to further investigation of the variety of spaces to the east of Euston Square, adding to the mapping done to the west of the park previously executed.

As part of the regeneration of the King’s Cross Station there has been substantial investment in a number of open spaces to meet a variety of users’ needs in the area. St. Pancras Gardens, a similar type of space to St James’ Gardens including many trees and grassy areas, is much larger in area and includes important landmarks: the Hardy Tree and the Tomb of Sir John Soane. Granary Square, recently completed, is more of a contemporary urban square and is similar in character to many of the regenerated squares across London. It includes hard landscaping, well-positioned trees, water fountains, benches, and a tiered seating area down to the canal. It hosts a street food collective which has a rotating set of traders who set up daily and a number of restaurants and tea rooms adjacent to the square. It caters to a very particular section of London’s citizens including students, people who work in the area during the week and local residents on the weekend.

In order to move from diagnosis to dreaming, the group managed to secure a spot at the local wellbeing festival, which was to be held in Cumberland Market on the Saturday all day. This community space is well used and has an adjacent community centre where multiple activities are organised. The intention for the day was to engage with as many children and parents as possible, aiming to understand the kinds of spaces they use and how they use them, where they live in relation to Cumberland Market and what their aspirations were for open space. To gather this information the stand included a few maps with key landmarks noted, stickers, post-it notes, sharpie marker pens, a dream ‘wall’ which had a number of questions and drawings included to encourage divergent thinking, and a variety of precedent images of aspirational open spaces attached to balloons for further inspiration.

The questions on the dream wall included:

- If you could have anything in an outdoor community space what would it be?
- How can we make the existing spaces better?
- How can we connect existing spaces and new spaces?
- What does a safe space mean for you?
- What is the best open space you’ve been to?

Children and their parents visited the stand all day giving their thoughts and responses to the questions. It was a successful day as the group managed to speak with a wide variety of children from within the neighbourhood and gained useful insights into the kinds of activities and uses of the various open spaces.

Moving into ‘defining’, the group assessed all of the information and findings from the first three days of the workshop. Through the ‘diagnosis’ and ‘dreaming’ stages of the research, it became clear that open spaces are critical to the wellbeing of a dense and diverse urban population. The group concluded that a variety of scales and types of space cater for...
multiple users’ needs and that removing St. James’ Gardens would create a considerable vacuum within this community. St. James’ Gardens allows for a certain intensity of use, which has specific qualities that are hard to replicate in larger spaces or smaller spaces for defined activities.

**FINDINGS: OPEN SPACE SCALES**

From the activities described and the research undertaken a number of scales were identified in relation to open space provision, all of which are critical to holistically addressing the multiple and diverse needs of people within a neighbourhood. These scales include:

The ‘domestic scale’: spaces such as Cumberland Market were identified as ‘domestic scale spaces’ where the space is a residential amenity space, used by mostly local residents on a daily basis for children playing, sport, hanging out with friends and weekend events.

The ‘community scale’: spaces such as St James’ Gardens, a public open space used by the wider community including local residents, commuters and people working in the local area. This kind of space also performs as a local ‘green lung’ for the neighbourhood and a vital viewing aspect for people in adjacent buildings like the hotel and the offices facing out onto the gardens.

The ‘metropolitan scale’: spaces such as Regents Park, which is used by the wider community of the city on a much larger scale, but also for local residents to use for special occasions like feeding the ducks with grandparents on the weekend, or visiting the rose gardens.

Through the personal stories collected by the Community group, it was obvious that each user attached different values to each scale of space. The value a parent held for the domestic scale type of open space was very different, but no less important, to that a young person held for the community scale type of open space.
The City scale focuses on citywide dynamics, and on the relations between individual sites or local areas, and their urban context – including infrastructural networks and ecosystems, as well as flows of people and goods. The scale aims to map the current state of these relations, and the values and aspirations that residents of specific localities attach to them. Based on this understanding, the City scale assesses how these relations can enable or limit various forms of local change, and how localised interventions can adapt to, challenge, or resist existing conditions and future projects for the city’s transformation.

One of the key objectives of this approach is to unpack existing interdependencies between large-scale urban pressures and dynamics, and socio-spatial inequalities manifested at the micro scale – while exploring the potential of discrete actions in specific areas to respond to questions that can be considered relevant for the city. Moreover, this scale aims to generate understanding of long-term spatial trends, broad urban visions, and projects-in-the pipeline. These support the discussion of a set of citywide principles, seeking to inform precedent-setting interventions that may strategically illustrate more socially just forms of urbanism.
For SALE

DRUMMOND STREET
// CITY

Breaking the unique typological diversity of shops
Loss of jobs
Loss of local business
Loss of income
Displacement of families
Unsafe routes during construction

// Social, Economic and Environmental Impacts to Local Communities

Pollution from construction site
Noise from construction site
Unfair compensation and market transactions
Loss of community ties
Loss of visibility
Loss of heritage

“I am worried about the construction phase. Small businesses will not be able to survive. The effects of HS2 are already being felt, with the press saying Drummond Street will be lost, people are not coming anymore of if they do they are surprised when they find us and our business still here.”
_shop owner

“I am worried about the cultural diversity in Drummond Street. How it will survive during the HS2 construction? We are a strong community!”
_employee

“The Drummond Street Ambala was the beginning of a business which now employs hundreds in shops and factories all over the UK. I am working here since 25 years ago. I live locally, my parent’s flat is under threat from HS2”
_manager

“We are team of 8 staff, all of Bengali origin, supporting 40+ people. If we lose our jobs we lose our livelihoods.”
_shop owner

“Drummond Street is famous to people for vegetarian Indian food because of Divana and for Curry, so my dream is for people to close their eyes and be sure that coming to DS they will find a taste of India.”
_manager

“I am worried about the cultural diversity in Drummond Street. How it will survive during the HS2 construction?”
_employee

“We are team of 8 staff, all of Bengali origin, supporting 40+ people. If we lose our jobs we lose our livelihoods.”
_shop owner

“We are team of 8 staff, all of Bengali origin, supporting 40+ people. If we lose our jobs we lose our livelihoods.”
_shop owner

“We are team of 8 staff, all of Bengali origin, supporting 40+ people. If we lose our jobs we lose our livelihoods.”
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“We are team of 8 staff, all of Bengali origin, supporting 40+ people. If we lose our jobs we lose our livelihoods.”
_shop owner

“We are team of 8 staff, all of Bengali origin, supporting 40+ people. If we lose our jobs we lose our livelihoods.”
_shop owner
“We worked so hard to build up a community over the years”

The activities run by the City group revealed that livelihood systems in Drummond Street operate on at least three different scales. The day-to-day exchanges between traders have nurtured a social support and mutual aid network that is particularly manifest among the owners and managers of the street’s oldest businesses. Over the past 30 years, these relations have gradually contributed to generating an interconnected system, which has been pivotal in supporting the long-term Bengali Muslim community living in the surrounding neighbourhoods, as well as in building the community’s relations with other groups in Euston. Finally, while performing a key role in promoting local development, this network of relationships has also articulated bonds at the wider urban, national, and international scales, generating flows of people and resources across London as well as the country and beyond.

**Street**

Interviews revealed strong examples of mutual aid taking place between the street’s traders. These included business-related exchanges as well as different forms of personal support. One of the street’s shop owners explained: “Among us traders we really work together – in the sense that we help each other, but through a kind of indirect help; for instance neighbours will recommend my shop”. Mutual aid dynamics are also at the origin of the Traders Association, which has now been active for over twenty years and has been playing an important part in mobilising traders around the Stop-HS2 campaign. Apart from defending the interests of local businesses vis-à-vis the ongoing challenges presented by the HS2 plans, the network also consolidates around collective initiatives and plans for the future. One trader commented: “We were thinking of doing a food festival this year, but we haven’t had the time to organize it. We are planning it for next summer now”.

**Neighbourhood**

Such links among traders have been pivotal in crafting the role that Drummond Street holds within the wider Euston area. One of the traders who owns the most established businesses in the street described these relations as grounded in their common bonds to the local area: “We have such a strong sense of belonging because we grew up in the neighbourhood”. As emerged in the interviews, and documented by many the Euston area has seen youth gangs fighting in the streets since the late 1980s, with conflicts exacerbating in the 1990s between Bengali and English groups living in Regents Park Estate and Somers Town, and later extending to other local minority groups. As one of the key informants underlined, residents of West Euston in particular could not be considered a ‘community’ until very recently, and the now peaceful relations among different ethnic and age groups have been built through the shared efforts of residents and public authorities.

Within this context, what is now formalised as the Drummond Street Traders Association played with others an important role. During a long interview at his restaurant, one of the business owners explained how Bengali...
traders came together for the first time to organise a local Football League. This was deliberately aimed at keeping children and youth off the streets, and later expanded into a wider sport network involving several groups north and south of Euston Road. Among the related episodes we were told during the workshop, was the organisation of the Regents Park Estate’s Bengali football team’s tour of Bangladesh, also financed and organised by Drummond Street traders as a means to expose British-Bangladeshi boys living in Euston to their families’ places and culture of origin. Similarly, Drummond Street traders played a part in re-employing local youth who worked at the Turkish Baths in Euston Road, when these closed and left a dozen people unemployed. Finally, several contributors to the Association also emphasised the financial support they provide to the local Mosque, and their active engagement with the Bengali Workers’ Association (BWA) as well as the Surma Community Centre where the BWA is based. Interviews thus revealed not only the importance of community networks in helping to secure the traders’ livelihoods, but also the direct and indirect impact of local businesses on community life, based on cultural heritage as well as existing bonds and relationships.

City and beyond
Such role of the Traders Association and Drummond Street economy in general has greatly benefited from the street’s location next to Euston Station, as well as to large-scale workplaces such as University College London’s facilities. All the interviewed traders identified passers-by to/from Euston among their main clients, together with students and staff from UCL and the neighbouring Regent’s Place offices. During the workshop, participants conducted a series of activities aimed at identifying key users of the area. Flash-interviews and mapping exercises with passers-by reinforced the understanding that the users of Drummond Street restaurants and shops come not only from the neighbourhood, but also from other areas of the city, country, and further afield. Among others, one of the ladies who was interviewed during the week highlighted that although she has relocated from London to Cambridge, she still buys her spices in Drummond Street and takes a chance to visit the neighbourhood’s shops every time she is in town. Another passer-by, living in Mumbai and doing business in the City, also highlighted that he regularly eats in Drummond Street whilst in London. Finally several users showed us their tourist guides, describing some of the street’s restaurants among the top choices for central London. As discussed by founder Jo Hurford in her introduction to the workshop, this strong identity of Drummond Street as a citywide, international destination was used by the Save Drummond Street group on Facebook as a means to draw attention to the overall area starting by raising awareness among the many clients of Drummond Street’s spice shops and curry restaurants. At the same time, however, interviews with non-Bengali shop owners in the street also revealed that the traders who do not share the same background or history run the risk of being under-represented in conversations with HS2 Ltd and the Council. Hence some of the business-owners highlighted the importance of keeping working on the existing as well as possible forms of representation in the processes of negotiation. Finally, although this was not the focus of the investigation, the City group found that several other organisations are taking part in debates around the future of Drummond Street. Among those, the most prominent is the Drummond Street Traders and Residents Association. Although these groups are familiar with each other’s existence, it is important to notice that the institutional relations among them are very weak.
Dreaming

*Using design methods to unlock collective aspirations*
What are aspirations?

Dreaming as a means to reveal aspirations
Values / Lifestyles / Priorities
Aspirations vs. Desires

Aspirations and decision-making

Making decisions collectively
Revealing non-negotiable aspirations
Time line: short, middle, long term
Los Pinos, Quito
Activity:
Dreaming through drawing and modeling

Home

Activity:
Consolidating through typologies

Home
Neighbourhood

Activity:
Dreams for my neighbourhood

City

Activity:
Imagining the water boundary/connection
City

Principles
Integrated Principles

**Promote inclusive social processes**
- Participation in environmental decision-making and protection of natural environments
- Design inclusive public spaces to build community
- Economic security
- Dignified access to public services

**Build relationships with external actors**
- Enhance community capacity through development initiatives
- Strong local community organization

**Strengthen the community organization**
- Strengthening community structure
- Responsible management of natural resources
- Basic qualities for decent housing
- Balance between rural and urban

**Direction to permanence**
- Disability and access
- Security of tenure
- Strengthening community organization

**Respond to generational changes**
- Secure local economies
- Provide for future generations
- Economic security
- Basic qualities for decent housing

**Live according to our possibilities**
- Complementing community initiatives
- Using existing resources to full potential

**Promote inclusiveness**
- Participate in environmental decision-making
- Design inclusive public spaces
- Economic security
- Dignified access to public services
Introduction

This report outlines the findings of a two-week participatory design workshop undertaken by Architecture Sans Frontières-UK (ASF-UK) in the municipalities of Quito and Mejía (Ecuador) from August 10th to 24th, 2013, exploring cross-scalar design options for the future regularisation and upgrading of the neighbourhood of Los Pinos. Based on the exploration of residents’ spatial practices and imaginations, the workshop investigated ways in which present and prospective residents of Los Pinos can be meaningfully involved in an integrated design/development process as active agents of change, rather than beneficiaries of top-down visions and spatial solutions.

Framed within ASF-UK’s participatory design and planning methodology: Change by Design, the workshop carried out a series of activities to facilitate the participative articulation of residents’ layered needs and aspirations, with the aim to contribute to the elaboration of an open-ended, neighbourhood-wide development strategy. Such practices of participatory design aimed at contributing to the ongoing debates about the democratisation of spatial production in the Quito region. As such, they have been planned as a means to support the operationalisation of the Buen Vivir agenda in an urban context, and in pursuit of the goals expressed at the Contrato Social por la Vivienda (2006).

PARTNERS

The workshop was a result of a collaborative effort between Architecture Sans Frontières-UK, Universidad Politecnica Salesiana, El Institute de Altos Estudios Nacionales (IAEN) and El Comite de Desarrollo de Los Pinos. Apart from the six months preparation and the two week workshop involving over 35 international participants, this initiative has been followed up by a five-month internship by two ASF-UK volunteers that are working closely with local partners to support the process of designing a development strategy for Los Pinos. Furthermore, this initiative has been supported by the research project Scarcity and Creativity in the Built Environment (SCIBE) and by The Bartlett Development Planning Unit of University College London.

METHODOLOGY

The Change by Design methodology for participatory design is structured around key stages. The first task was focused on the diagnosis of the context, when we examined local realities, urban trends and the policy & planning environment related to informal settlement upgrading.
Following this initial diagnosis, we engaged promptly in the process of dreaming, exploring new spatial imaginaries and procedures for urban governance. This stage was particularly concerned with the identification of relevant design and planning ‘principles’ based on the values and aspirations of citizens. The third stage of the Change by Design methodology is concerned with developing alternative solutions, translating design and policy principles into concrete options for informal settlement upgrading. This was followed by our final stage that engages in defining concrete outputs through the prioritisation of options, and the negotiation of differences.

While not self-contained, such stages were used to guide and coordinate four groups of participants: three related to different scales of design (Dwelling, Community and City scales), and one focusing on Policy and Planning aspects of informal settlement upgrading.

STRUCTURE OF THE REPORT
This report is structured around the specific activities that took place during the workshop, describing its methodological approach while also exploring the major findings generated. After this brief introduction to the workshop and Los Pinos, each of the following sections focuses on the activities and findings of each working group (Policy & Planning, Dwelling, Community, City). This report does not intend to be a strategic plan for Los Pinos, but rather contribute to the ongoing processes of designing a development plan for the neighbourhood. Furthermore, the findings are preliminary outcomes based on the responses acquired during the two-week workshop, and therefore further work is needed to generate a more comprehensive view of needs, aspirations and potential avenues for consolidation of the neighbourhood.

BACKGROUND ON LOS PINOS
Los Pinos is a 13-hectare site located in the peri-urban area extending at the southern periphery of Quito. The northern boundary of Los Pinos is defined by El Pugro creek, which jointly marks the boundary between the municipalities of Quito and Mejía, Pichincha Province. The neighbourhood thus falls under the administration of Cantón Mejía. Within this wide urbanising area, Los Pinos is part of a larger agglomeration of neighbourhoods called San Jose, in the parish of Cutuglagua.

Los Pinos emerged through the occupation of unused public land belonging to the Ecuadorian Ministry of Agriculture (MAGAP). Similar to the earlier occupations that took place in the Quito region back in the 1980s, this land was initially considered unsuitable for urban use. The ‘invasion’ of land happened 7 years ago, with over 300 households occupying the site at once. Yet instead of immediately building shacks in a disorderly fashion, residents collectively decided to plan the process of occupation. Firstly the area was divided into plots, and a small number of houses were built through collective self-help strategies (Mingas). An improvement committee was set up, with representatives being elected every 2 years. New houses were built progressively, with the slow upgrading of services.

Occupiers have a very strong position against densification, as they do not want to reproduce the extremely precarious conditions
which characterise many of the informal neighbourhoods which emerged in Quito in the 1980s. Currently, only 62 households are living on their plots – whereas all of them meet periodically on site, and most of them are currently taking care of their assigned plots though small-scale farming activities. In order for them to stay on the site and be able to apply for some kind of regularisation, occupiers need to generate a management plan to demonstrate to MAGAP and governmental authorities that the intended use of the area responds to MAGAP requirements, as well as the land use regulations of the local municipality.

**DESCRIPTION**

This exercise was aimed at capturing and interpreting the ‘dream house’ of residents through the use of drawing. A conversation was had with a household or individual and participants were encouraged to draw their ideas for their dream home. Facilitators observed the drawing process to understand the hierarchy of importance of spaces drawn. This was then followed by a series of questions investigating the motivation behind the spatial arrangement of the house. The conversation held while drawing attempted to understand further participant’s needs and aspirations, referring to external space, construction material, room sizes and use and other characteristics of dwelling. Most participants found it difficult to express their ideas through drawing ‘architectural plans’, therefore the conversations and note-taking were very important. Facilitators felt participants’ ‘dreams’ for their future dwellings were very limited by their current housing situation and physical constraints, this made it difficult to imagine a different set of materials, construction methods and internal layouts.

**FINDINGS**

The conversations about the drawings were the most informative part of the exercise. The first concern of most participants was the legalization of land tenure and ownership of their plot. Regarding the dwelling itself, the description was mainly a detached house with surrounding land for agricultural production. Most aspirations were for a conventional internal layout consisting of: social areas (living room, dining room), kitchen (in some cases, a wood fire kitchen separate from the house), a variable number of bedrooms, a bathroom, and a place for doing laundry (sometimes external).

The majority of participants wanted enough external space for productive urban agriculture and to keep a few animals (pigs, chickens, guinea pigs). Materials were also discussed. Zinc as a material for roofing has been criticised. The most favoured material for walls are cement blocks. The necessity for high quality construction was mentioned repeatedly.

From the top: a resident of Los Pinos undertaking the exercise, drawings of the residents; ‘Houses in Los Pinos’, sketches of Sonia Nicolson.
DESCRIPTION /  
Following on from ‘dreaming through drawing’, participants were asked to focus on the composition of internal and external layouts through three-dimensional modelling. As with the previous exercise, ‘dreaming through modelling’ was carried out with households and individuals. The participants were asked to build a model of their ‘dream house’ using basic models of rooms, made as individual pieces, based on the previous drawing exercise. Models were at a scale of 1:50. The kit of parts consisted of several types and sizes of various rooms and external features, which appeared in the ‘dreaming through drawing’ exercise, and participants could choose between these variations. For example, for social spaces participants could choose from a set of different combinations: the living room with an integrated dining room, kitchen with an integrated dining room, all three in one room or all three separate from each other.  
‘Dreaming through modelling’ proved to be a more accessible tool than drawing for the residents to imagine their dream house, mostly as tangible objects were used and were flexible to change and adapt as the conversation progressed. Again, the conversation had while carrying out the exercise was the most important and detailed notes recorded the process and answers given about the reasoning behind the arrangements of the rooms. A record of the layout was also taken using photography.

FINDINGS /  
Further to the key findings in the drawing exercise, participants’ designs had an internal bathroom and an outside shared space for laundry. Depending on cultural background, in some cases an outside kitchen for cooking with fire was added. In other cases there were demands for a garage and/or a space in the house for commercial activities, e.g. shops, carpentry workshop, work space for seamstresses, to name a few. The number of internal rooms varied in accordance with the size of a household. Almost every participant expressed a wish for external space for urban agricultural purposes in order to be self-sufficient.
DESCRIPTION / Again, this exercise was held as a public event at the same time as the social mapping exercise (Activity 3). For this exercise participants were encouraged to think about existing issues in their neighbourhood, how they could be solved and finally what their vision for the community was. The exercise consisted of interactive wall installations containing the photographs from the ‘images from my neighbourhood exercise’, where community members were asked to identify their most and least favourite spots in Los Pinos. A selection of nine pictures was shown to participants (residents and non-residents) and was located on a site map. Facilitators then asked participants to express what they would like to see happen in these places.

The next step of this exercise asked participants what their ‘wish’ was for their future neighbourhood. To do so, a box was set up, in which every one could put their wishes; a wall space was also provided if participants wanted to display their visions. The exercise is intentionally visionary and facilitators encouraged participants to think beyond existing constraints and dream as much as they wanted. At the end of day, the boxes and notes from the discussions were collected and the information was analysed and used to triangulate with information from previous stages.

FINDINGS / 43 people participated in this exercise of which only four actually lived in Los Pinos.

The first part of the exercise resulted in similar conversations shared during the previous ‘images from my neighbourhood’ exercise. Further discussions regarding the impact of farming animals on the community and improving the creek area and the streets helped triangulate information gathered previously.

In the second part of the exercise, a wide range of visions and wishes were shared. These included schools, nurseries, parks, health centres, community centres, community activities, improved relationships within the community, commercial areas and improved transport links. However, the dominant request for their future community was for the basic needs such as schools, parks, health centres, basic infrastructure and more sports fields. As with the dreaming exercises at the dwelling scale, participants struggled to ‘dream’ beyond the current physical constraints and prioritized basic services over other community facilities.
4 / Imagining the urban-rural balance

DESCRIPTION /
Based on findings from previous interviews and on the acknowledgement of ongoing differences in perspective among different segments of the Los Pinos community, the activity aimed at investigating the aspirations of present and prospective residents with regards to the natural and agricultural landscape included in and surrounding Los Pinos. This exercise was carried out on the occasion of the weekly assembly of the Development Committee at the end of week 1. The aim was to examine in greater depth the urban/rural expectations and aspirations of residents towards living in the peri-urban interface, and to start clarifying whether this reflects an inclination towards rural or urban lifestyles. Different groups of residents were presented a panel displaying specific types of activities, including cattle breeding, farming, gardening, nature conservation, leisure etc. Participants were asked to mark which lifestyle activities they would find most relevant for the future development of Los Pinos (if any): whether these should be included in the community’s Management Plan as an individual or collective activity; and if they should be carried out at a plot or community scale. The activity facilitated individual and group conversations regarding the future of both the neighborhood and the surrounding areas in the Cutuglagua sector.

FINDINGS /
Approximately 80 people participated in the exercise. A vast majority of participants suggested children’s playgrounds, trees and gardening as the most relevant types of landscape related spaces and activities that they envision for Los Pinos and the surrounding areas. The least preferred options included cattle grazing, followed by woodland/forest preservation (‘preservar el bosque’) and large-scale agricultural production (‘cultivos’). Importantly, with the exception of ‘children’s playgrounds’, all activities were marked as more likely to be managed at the individual rather than collective scale.

During the debates, there was a general consensus around the importance of living in a context of low to medium housing density and natural prestige, with reference to Los Pinos but also to San Jose, Cutuglagua and the wider Cantón Mejía. There was also strong agreement that these environmental characteristics should be preserved in the future, to the benefit of younger generations. At the same time, debates mirrored ongoing disagreements in the neighborhood regarding the specific mixes of urban-rural lifestyles envisioned by different groups of residents. Most participants portrayed their ‘dream’ Los Pinos as an urban neighborhood characterised by a large amount of green spaces for leisure, gardening and family agriculture. Yet a key topic of dispute concerned the presence of livestock, cattle, sheep, and particularly pigs, revealing a key cultural contrast within the neighborhood. The presence of the animals is perceived as a resource by some, and as a potential source of disease and aesthetic of rural poverty by others. As a consequence, residents who opposed the presence of livestock concluded that these particular activities should not be left to individual initiative, but rather regulated by the community as a whole.
DESCRIPTION /
Among the key issues that emerged during interviews were the different values that residents attach to El Pugro creek, which jointly marks the boundary between Quito and Mejía, and the northern boundary of Los Pinos with the informal community of El Porvenir. In earlier interviews, this creek, part of the Pichincha watershed, had been variously described as a connection; a space which lent environmental quality to the community and a resource for water provision; a space to water livestock and a gathering/social space for women and children. This activity aimed to further explore the values that residents attach to El Pugro creek and the surrounding green space, as well as their aspirations for its role in the community’s development. At the same time it aimed to start engaging residents in group-based discussions about the creek as a key space potentially linking their community to the larger regional social, environmental and institutional context.

Residents were shown a poster with pictures of different sections of the creek and its banks, and were asked to express their ideas and aspirations, either by writing and/or by drawing, for what their dream creek would look like, and how they would change the area in order to improve community life. Participants’ written opinions were collected confidentially in an envelope, while in parallel drawings were added on the poster (primarily by children and teenagers) providing a basis for further discussion. The design of the activity was intentionally open in an effort to explore residents’ ideas rather than collecting opinions on suggested options.

FINDINGS /
Approximately 80 residents participated in the exercise. There was general consensus that the creek’s use and maintenance should be based upon principles of nature conservation. Residents coupled images of the creek with the concepts of ‘cleanliness’, ‘park’ and ‘walking’, as opposed to activities such as ‘children’s playground’ or ‘fishing’. They expressed the opinion that the creek should no longer be used to provide water for domestic and agricultural purposes. There was also widespread concern by residents about the on-going habit of using the creek as a place to accumulate waste, and many highlighted the need to reverse this practice so that the creek can become a community asset of centrality and environmental quality, to be actively taken care of by residents.

There was also much support for the idea of a green/open space along the creek to be conceived in the future as a shared inter-neighbourhood resource and a connection to the city for communities in the area. Connections were mentioned both along the creek (East-West) and across it (North-South). Several residents specifically mentioned the present lack of and need for bridge crossings toward the neighbouring area of El Porvenir, and Quito.
Below: images of the exercise. 
To the left, in the upper corner: Section of Los Pinos, sketch by Kristen Komiersko. 
In the lower corner, visit to the quebrada.
DEVELOPING OPTIONS:
REFLECTIONS FORM THE NAIROBI WORKSHOP
ASF-UK CHANGE BY DESIGN | KENYA 2011

DEVELOPING

This stage is concerned with developing and assessing a number of potential planning & design options before deciding action.

Options may concern the physical design of space (e.g. housing typologies, layout of public space and collective facilities) as well as issues of land ownership, project management, construction, and home ownership.
DEVELOPING

Why Options?
Because there are many different routes to achieve aspirations and dreams

How do we prioritise, build consensus to move forward?
What role should different stakeholders play in the process of change?

DEVELOPING OPTIONS:
REFLECTIONS FORM THE NAIROBI WORKSHOP
ASF-UK CHANGE BY DESIGN | KENYA 2011
Mikopo wa kibinafsi wa shamba kwa muda fulani | Individual Lease:
Individually plots will be recognized by government.

Wakali mwangi na bel ghali
This method is time consuming and expensive, and the land would be at risk of gentrification. This may not be an option if the plot sizes are too small.

Shamba kupa wanevi jji kwa muda Fulani na serikali | Community Lease (Formal subdivision):
Unsplitable plots are recognized by the government which offers greater security from land grabbing.

Wakali mwangi na bel ghali.
This method is time consuming and expensive, and the land would be at risk of gentrification.

Shamba kipawa wanevi jji lakini slo na serikali | Community Lease (Informal subdivision):
Lotation rights on shamba into splitable plots are recognized.
This process is more simplified than the community lease with formal subdivisions. It is less at risk of gentrification and the individual plots can be recognized within community.

Shamba natambuluka na serikali
Individual plots not recognized by government.

Maskilizano I Memorandum of Understanding:
Mashariki kwa reja ya urahisi
This option would be the easiest to secure and would allow for upgrading before obtaining formal tenure security

Wakali wasalamu wa kuboshia.
An MOU offers less guaranteed security. The Horuma precedent is currently having difficulty with recognition.
1.1 Participatory design as community building

Like many developing countries, Kenya faces a considerable challenge of slums, a challenge that is growing by the day. In Nairobi, the capital, millions of people live in small, unhealthy, relatively expensive, tin and iron shacks with little or no tenure security. These precarious living conditions exacerbate their poverty and increase their socio-political marginality.

While slum upgrading programmes which aim to improve the social, economic, and environmental conditions are currently being undertaken in Kenya, they provide little to no opportunity for slum dweller participation.

Participation is commonly taken to mean the involvement of a wide range of stakeholders in development decisions: government officials, NGOs, international organisations, local neighbourhood organisations, and business and small-enterprise groups to name but a few—the list of stakeholders is long. Proponents of participation primarily argue that it produces superior results, that is, in terms of built environment upgrading, participation improves the responsiveness, the ‘fit’, between the resulting environment and the needs and wants of the people it is supposed to serve.

Proponents of participation also argue that participation improves project implementation. By involving stakeholders in upgrading proposals and plans they are less likely to oppose developments and more likely to help ensure a smooth execution of building works, which reduces risk and helps ensure timely project completion.

But participation is also socially advantageous. Whist both the ‘good fit’ argument and ‘trouble-free implementation’ argument are valid reasons for participation, another incentive which is potentially more transformational is the role of participation in building the capacity and empowering the vulnerable and marginalised who are typically excluded from city building processes. In the case of slum upgrading, participation gives a voice to slum dwellers and offers the opportunity for them to be involved in the decisions that will greatly affect their lives, livelihoods, and wellbeing.

Participation in slum upgrading

Participation is in fashion. Around the world, the majority of urban development and slum upgrading projects are touted as participatory. They are touted as involving local residents in development decisions—as ‘bottom-up’, as ‘community-led’ projects—which is advantageous because ‘participatory’
projects have a greater chance of attracting national and international funding, and they are politically profitable with mayors and ministers harnessing their positive marketing potential.

Yet ‘participation’ can mean many things and often participation is no more than consultation of professionally developed upgrading plans. Seldom are slum dwellers involved in defining and making the development decisions. Their involvement is limited to providing feedback or voicing their objections long after the project has been defined by officials, designed by architects, engineered by engineers, costed by surveyors, and put out to tender by building contractors.

It is easy to criticize the status quo yet what are superior participatory slum upgrading approaches? Do they exist? In practice how can people in power better involve slum dwellers in upgrading projects? Where is the balance between the needs and values of slum dwellers and those of other stakeholders?

1.2 Change by Design

It is within this context of searching for more responsive participatory approaches to slum upgrading that the ASF Kenya 2011 workshop was held in Nairobi. Through an action research methodology the workshop sought to explore the opportunities and limitations of participatory design for slum upgrading in Kenya.

The workshop questioned how slum dwellers can be meaningfully involved in slum upgrading as active agents of change, rather than beneficiaries of top-down ‘improvement’ projects. It investigated the potential for building urban environments that are not only more responsive to slum dwellers’ tangible built environment needs and aspirations but that can also reduce their socio-economic vulnerability and empower them to claim their right to the city.

ASF partnered with the Pamoja Trust, a local NGO that has been working for over 15 years in supporting slum dwellers in Kenya to resist forced evictions and fight for their right to adequate housing. In addition to the Pamoja Trust, UN-HABITAT was also a local partner, having their headquarters located in Nairobi and being a long-time advocate for participation in slum upgrading projects and programmes.

The workshop ‘case settlement’ was Mashimoni, one village in the Mathare Valley located to the north of the Nairobi central business district (CBD). Mashimoni occupies 9 acres of land and has 3,500 residents in 1,500 houses. 65
CITY VISIT: Kibera projects, KENSUP decanting site, Mabatini, and Huruma

Change by Design Symposium - UN-HABITAT

Cross-cutting issues - Livelihoods, affordability, and gender and diversity

DIAGNOSING the current context

- Identifying local networks
- Uncovering stakeholders
- Policy analysis
- Finding the room for manoeuvre

DREAMING of a better future

- Deconstructing realities
- New imaginaries for my neighbourhood
- Vulnerable group: children
- Key space: riverside
- Key issue: Garbage and sanitation

- ‘Walking and talking’
- Dreaming through drawing
- Dreaming through modelling

- Dreaming through typologies: prioritising values, searching for consensus, and making trade-offs

DEVELOPING alternatives and consensus

- Group collaboration and linking of findings
- Portfolio of Options game development
- Implementing exercise through focus group sessions in Mashimoni

DEFINING a way forward

- Analysis of Portfolio of Options exercise
- First stages of action planning for Mashimoni
- Reflection on the social production of space in this context
- Preparing an exhibition as a way to communicate workshop findings and outcomes locally

EXHIBITION - Presentation to local stakeholders, including the Mashimoni community

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Vulnerable group: children

Key space: riverside

Key issue: Garbage and sanitation

New imaginaries for my neighbourhood

Deconstructing realities

‘Walking and talking’

Dreaming through drawing

Dreaming through modelling

Diagnosing

Dreaming

Institutional

Community

Dwelling

Vulnerable group: children

Key space: riverside

Key issue: Garbage and sanitation

New imaginaries for my neighbourhood

Deconstructing realities

‘Walking and talking’

Dreaming through drawing

Dreaming through modelling

Dreaming through typologies: prioritising values, searching for consensus, and making trade-offs

Group collaboration and linking of findings

Portfolio of Options game development

Implementing exercise through focus group sessions in Mashimoni

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Preparing an exhibition as a way to communicate workshop findings and outcomes locally
The first stop on the city visit was Kibera, one of Nairobi’s—and indeed Africa’s—largest slums. Apart from being immersed in the streets of Kibera (thirteen), participants were shown four initiatives currently being implemented to improve sanitation and public spaces: ‘PeePoo’, a human waste disposal system; a football pitch (eleven); a community centre under construction (twelve); and urban agriculture where produce is grown in bags.

The Kibera ‘decanting site’ was developed as part of a government-led slum upgrading programme: The Kenya Slum Upgrading Programme (KENSUP). The units were built by the government over three years ago as Stage One of the Kibera upgrade, with no design or planning participation by residents. Decanting site residents are originally from Kibera, and the plan is for them to move back to their previous location in housing of a similar design as this at the decanting site.
There have been a multitude of approaches to slum upgrading in Nairobi — contemporary projects need to understand their origins, successes, and failures to build on the wealth of experience and to avoid repeating past mistakes.

Mabatini, the third stop on the city visit, is in the early stages of incremental upgrading with the support of the Pamoja Trust. The process involves clearing several houses, structures, at a time and building ‘core houses’ that can be added to later as families needs dictate and finances allow. Labour comes from the community, house finance from personal savings, and urban services and infrastructure from international and local donors/funding bodies.

Huruma, an incremental upgrading project, was started over a decade ago and is now largely complete. Residents have developed micro-enterprises that produce construction elements for the modular housing, namely reinforced concrete beams and floor slabs. Although the footprint of the houses is small, households can extend their house vertically. Huruma attracts considerable attention from community-based organisations wanting to learn the lessons of incremental upgrading.
5.1 Overview and aims

The two-week workshop culminated in a 'portfolio of options' exercise. This brought the three streams of work (institutional, community, dwelling) together and began to explore the kind of negotiation required between various interests.

Taking the form of a 'game,' the exercise engaged Mashimoni residents on site in planning their ideal upgraded settlement with a kit of parts on a scaled site model. One by one, individual elements from the kit of parts were introduced and discussed. Participants debated the benefits and disadvantages of each option for that 'part' and through this dialogue, having reached some degree of consensus, participants then placed chosen options down onto the site model.

The parts responded to the key elements of slum upgrading in Mashimoni, inferred from the previous group work. Figure one-hundred-and-sixty-two illustrates the kit of parts. In each kit there were 9 main areas each with various options. We produced three kits, each of which had identical pieces.

Eventually, after much negotiation, a model of an 'ideal' upgraded settlement was complete. As the institutional, community and dwelling streams had been working on issues somewhat in isolation until this point in the workshop, the exercise proved incredibly rich (and challenging) as interests collided and the complexity of slum upgrading revealed itself.

The main aim of the exercise was to test responses to specific issues within the much broader context of upgrading as a whole rather than in narrow areas, for instance only housing or only community toilets or only land tenure. For example, the dwelling stream might have established that the row house typology was good as it provided private outdoor space, but how many residents does that accommodate when laid out on the site model? How does the provision of community amenity provision work in with the institutional groups' findings on land tenure and community representation models? The exercise explored the interconnected nature of issues needing to be addressed in slum upgrading and highlighted the need to make trade-offs in reaching settlement upgrading plans.

5.2 Approach

The game was played simultaneously in three locations across Mashimoni, with five games being played in total. For each game, one facilitator was elected from the group of international participants, and a local student translated discussion in both
directions. Group sizes ranged from 20 to 50 residents, and some games took more than three hours to complete. The sessions took place under large tents on Mau Mau road – one at each end and one in the middle.

The sessions were open to all residents who wanted to participate. Resident demographics varied, however in the three morning sessions more than half of session participants were middle-aged men. These men were the dominant voices during the sessions, leaving it difficult for other voices, particularly those of elderly and young women to be included, even though facilitators made a conscious effort to solicit contributions from all participants. In response, the decision was made to hold a women only focus group in the afternoon, which proved extremely successful in facilitating a space where women felt they could contribute their opinions, needs and wants to a greater degree without the presence of men.

The sessions started with the facilitator giving a brief overview of the aims and approach of the game. It was emphasised that it was only a game, for the purposes of the workshop, and the resulting plan would not be directly implemented, by us or anyone else. Following this general introduction each separate element of the game was introduced. The four typologies were similar to those developed by the dwelling group although the detached house was replaced with a ‘courtyard’ type.

Following housing, streets were introduced and three options given: pedestrian, one-way vehicular and two-way vehicular. Having laid down houses and streets, land tenure was then introduced. The options were a MoU arrangement (NGO + council + community), community lease, community title, and individual lease. As the community would need to organise themselves to obtain land tenure, community representation options were presented and debated. Following this, procurement options were discussed, with a focus on how they were they going to design and construct their upgrade.

Community amenities were presented as tokens for participants to place on the model: market places, urban agriculture sites, waste points, water points, health clinics, community halls; and infrastructure elements also inserted as tokens: lighting (for public spaces), sewerage, water and toilets. Finance options and post-build management were introduced and discussed last.

5.3 Overviews of the five sessions

Brief overviews of the five sessions, along with photos of the end settlement plans are provided on the following pages.
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Session One: Facilitated by Matthew French

Residents felt that a range of housing typologies should be provided because not everyone had the same housing needs, nor could the pay the same. Gallery houses were placed along Juja Road, then tower blocks, row houses, more gallery houses and then courtyard houses down to the river. Everybody agreed to keep Mau Mau road as a central vehicular traffic axis.

Community facilities were consolidated around an open sports field. The idea was to have a library, school, and market all in one building. Residents preferred community title or lease, but not private individual title due to possible issues of gentrification. Financing was seen to best be provided by NGO grants and personal savings and self-build with a community contractor was widely agreed as the best procurement method.

Session Two: Facilitated by Alex Frediani

It was important that the labour for building any new housing should come from the community regardless of whether it was a private contractor. There should also be the option to self-build which was perceived as cheaper. Residents viewed land tenure in the short and long term with the former possibly being a community lease but when the community title became a viable option that would be best the long term option.

Who should represent the community produced varying views. Some thought Muungano was best placed but recognised that not everyone was a member and therefore task forces were a good option, as part of a larger committee. Government finance was considered an option but, due to potential gentrification, as had occurred in Kibera, combined NGO and personal savings was seen as a viable finance option.
Session Three: Facilitated by Imogen Humphris

Due to the need to accommodate all residents and to still have ample outdoor space the tower housing typology was widely agreed to be the best option for Mashimoni. This typology formed the majority of the housing stock. One-way vehicular roads were placed around the boundaries, with pedestrian paths forming a network. Green space and playing fields were located near the river, and the existing playing field near the cliff on the western boundary of Mashimoni was desired to remain. Grants from NGOs were very much the preference over loans or personal financing through daily savings and there was a general distrust of government involvement in upgrading, in particular concerns over gentrification, increased housing un-affordability, and slow government action (or inaction).

Session Four - Facilitated by Stephanie Butcher

There was a surprising amount of community consensus throughout the discussion. There was an overwhelming preference for both communal strategies for land tenure and housing options that could respond to the high density levels experienced in Mashimoni. Residents were highly attuned to the realities of space within the settlement, referring frequently to the need to make trade-offs in terms of community facilities such as schools, roads, and clinics to maximise the area. While government actors were unpopular, residents indicated that their support was necessary for any project to move forward. The session ended on a positive note with a vibrant discussion of short-term strategies that could be implemented, for example urban agriculture and strengthening the youth-led system rubbish collection.
Residents were very willing to have reasonably high density housing in Mashimoni in order to accommodate everyone and have space for community amenities. Juja Road was acknowledged as very important for businesses and also links to public transportation.

Residents wanted the health clinic in a geographically central point so it is equally accessible for all. Schools should not be directly adjacent to sports grounds and a community hall, to ensure children's learning is not impacted by excessive noise.

Community title was generally agreed as best way to secure land tenure. There was general support for Munganno, to operate in conjunction with a community committee to ensure non-Munganno members are represented too.

The exercise explored the interconnected nature of issues needing to be addressed in slum upgrading and highlighted the need to make trade-offs in reaching settlement upgrading plans.

5.4 Key outcomes - Exhibition: Pieces for Change

The findings from the portfolio of options games, as well as from week one group work, were analysed and presented as an exhibition in Mashimoni Pieces for Change. The exhibition sought to condense the wealth of data into key concepts, priorities, and dimensions regarding the opportunities, needs, wants, and aspirations of Mashimoni residents for upgrading their settlement.

The elements were presented conceptually as pieces of a puzzle that should fit together to produce a holistic slum upgrading plan for Mashimoni-Mathare. A puzzle needs all the pieces to be considered concurrently, and to fit together to produce the desired result. Just like a puzzle, if elements of upgrading are missing or not considered (for example, land tenure resolution, community representative systems, etc) it is unlikely the upgrading will produce a holistic, complete result.

Three overarching principles underpinned the exhibition and findings:

1) Slum upgrading is more than just building houses. Upgrading involves a wide range of dimensions that all need to be considered, for example land, community organisation and representation, and post-build management.

2) Residents should participate in the decisions regarding upgrading. Participation should be open to everyone. All voices should be listened to.

3) Upgrading should build on existing initiatives in a strategic way. Let’s not start from scratch. Let’s harness existing initiatives because they can improve the current environment and build stronger community networks and partnerships.

Key findings for each part are now presented.

Housing

The home is a very important part of the settlement of Mashimoni. As people spend a lot of time in their homes, and businesses are often attached, we think consideration of the home is very important in any upgrading process. We present four possible housing options for the upgrading of Mashimoni: tower, gallery, row-house and courtyard.

An upgrade of Mashimoni should include various types of houses to reflect diversity in the community. Housing does not need to be universally dense for all households in Mashimoni to remain. We have found that Mashimoni residents want more privacy than they currently have, but new housing must fit people’s wish to maintain some interaction with their neighbours and the community at large.
Preparing the exhibition under the tent on Mau Mau road, Mashimoni

Residents engaging with the exhibition material, the posters, which outlined the findings. There was also a presentation to community leaders and key stakeholders held in a local community facility.

While the detached house was widely considered the ‘dream’ house type, residents are conscious that this type is not possible for Mashimoni, given its physical land form, density requirements, and the high cost of such housing that would force almost all residents from Mashimoni if it were to be implemented.

**Streets**

Streets are an important part of Mashimoni as they connect both people and activities. Through community meetings we have defined three types of streets: main street, secondary street, pedestrian street. The different sizes of streets all have pros and cons, as articulated by residents during the game.

People did not choose main roads generally as they take up too much space. People wanted a secondary street to connect Juja Road with Mau Mau Street. There is a desire to retain Juja Road and Mau Mau Street as opportunities for shops and businesses. People wanted pedestrian streets to follow the riverside.

**Infrastructure**

In terms of sanitation, everyone wanted their own flush toilet, because this gave control although the downside was the cost and need to rely on the municipality for sewerage connection. Biogas was a desirable option, and is already used by some in the community. Pit latrines were perceived to have ongoing maintenance issues as well as sanitation problems. They were, however, seen to be beneficial for creating compost for agriculture.

Reed beds were promoted but residents were less aware of them and their operation, which could cause issues with ongoing maintenance and the technical expertise to implement and manage them. They would be beneficial for reducing the impact of floods on the river edge. Overall, it was clear that health and sanitation issues can be tackled by the community, building on individual motivation and existing initiatives to get them started.
Land

Residents were aware that individual title to a piece of land was somewhat unrealistic considering the time it would take to obtain such title. The cost to each household of obtaining and retaining title had increased, making it impossible for most residents to acquire title to land. However, in some areas, the government has not catered to the diverse needs of Mashimoni due to a lack of accountability, bureaucratic red tape, and limited citizen voice. A development committee was the best it could do, but it was currently in place and working. For infrastructure, water kiosks were seen as a suitable short-term option, but the downside was the need to rely on the government for supply. Rainwater harvesting for non-potable purposes was also promoted as a way to increase food security and promote agricultural skills. To combat waste, recycling and re-use was promoted. Likewise, compost was promoted as an excellent way to recycle kitchen and garden waste.

Urban agriculture is a desirable community amenity, although there are concerns regarding ownership and management of such areas. In particular, who benefits from the harvest? Agriculture was seen as a crucial part of Mashimoni to provide a quality education to children. In all the portfolio of options games schools were included.

Community spaces

A community hall was desired by residents as a neutral space for social activities available to everyone. Many residents thought it could offer resources like a library, computers, or workspaces to up-skill and share ideas, as well as create products to sell to boost livelihoods.

Schools were seen as a crucial part of Mashimoni to provide a quality education to children. In all the portfolio of options games schools were included. A health clinic was another community facility that residents desired, as was a satellite clinic that could offer a flexible service to residents at different locations and times.

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Overall, there was no clear consensus amongst residents regarding the best way to represent the community. There was a strong representational role for Muungano, although many residents feel that Muungano is only a small group and does not represent the community sufficiently. A committee could be formed that would allow for more accountability and the development of local experts in key areas (e.g. land, housing, etc.).
have the most organised presence in Mashimoni, though there have been conversations about engaging in a wider form or representation.

Finance

Significant financial resources are available, both within and outside Mashimoni. These include the KENSUP programme, NGO loans/grants, and community savings. Residents expressed during the portfolio of options game that, understandably, the preferable route is the NGO grant.

There is a general distrust of the government and their ability to devolve power, and implement a project on an appropriate time scale. NGOs were seen to be more flexible and offer more opportunity to cater the upgrading to local needs and wants.

Residents clearly disfavoured the KENSUP decanting site model. It was envisaged that a combination of financing would be best for Mashimoni - that is, a combination of personal savings and an NGO loan.

Post-build management

An upgrading plan for Mashimoni must include a post-build management strategy to guarantee long-term success. Although a private service may be more efficient, it may be expensive and not tailored to informal settlements. Residents generally felt that some type of community company/organisation should be in charge of post-build management. This could generate employment, although leave the community with a high degree of responsibility to manage buildings and infrastructure, which may be problematic considering the level of skill and resources required.

5.5 Reflections and ways forward

The portfolio of options exercise was very effective in raising awareness of the complexity of slum upgrading. It was a useful forum to ‘get everything on the table’ and begin the kind of negotiation that is required in a participatory upgrade process. International participants and residents alike gained a much more comprehensive understanding of not only the breadth of issues but also their interconnected nature.

Local residents who were participating seemed to warm to thinking creatively throughout the exercise, and many raised ideas that could be implemented in the short term to improve the current conditions. These kinds of ideas seemed to be sparked by a spirit of brainstorming that the exercise promoted, and show the potential of the smallest of ideas that may seem left-field but could be part of an immediate step towards change. The exercise only touched the surface of the amount of planning that could potentially be done prior to any physical upgrading taking place. A next step could be to identify a number of small scale ideas or contentious points that came out of the exercise and run further workshops with interested people and groups.

Out of this more focused work could be the goal of getting some small-scale projects (like the rubbish collection idea, mentioned above) off the ground. The portfolio of options exercise was understandably very broad-brush, but more pointed subsequent sessions could identify leaders on issues, agree on a plan of attack, the resources required, who will be accountable for what and so on. If the workshop were longer, this could have been a great extension of the exercise, although it is best if the community must take charge and lead the processes that this workshop has started. The important lesson is that residents should feel that they can act on small-scale, immediate projects, rather than wait for complete upgrading to take place.

Cultivating choice

As a whole, the workshop highlighted the importance of an approach to slum upgrading that cultivates choice. Just as people’s preferences for housing types differ, so too do their feelings on what groups should advocate for them, what sort of community facilities and spaces are needed, and how new housing should be financed and built, etc.

Although the portfolio of options exercise made exclusive choices of one, or sometimes two, options in response to an issue, any real upgrade would have to acknowledge more diversity within the community. Likewise, real upgrading will require much longer negotiations and more detailed research and deliberation on the specificities of each element.

That said, issues like addressing land tenure do require cohesion and unity of cause within the community, so the tone of the exercise was entirely appropriate for such issues which require community consensus in order to move forward. And for other issues, the workshop certainly did achieve the aim of testing responses to issues in a broader context; building residents’ capacity to consider the implications and opportunities of an upgraded built environment; and raising awareness of ways forward, both in the immediate and long term.
The portfolio of options exercise was effective in raising awareness of the complexity of slum upgrading. It was a useful forum to ‘get everything on the table’ and begin the kind of negotiation that is required in a participatory upgrade process.
Participatory Planning and Design Workshop

Defining
**Defining:**
- Consolidating findings across scales
- Identifying common themes
- Discussing priorities for action
- Revealing challenges and opportunities for implementing actions

**Defining Framework for Change**
- Principles and guidelines
- Scenarios
- Knowledge gaps
- Precedents
- Dialogue and Negotiation
- Time-frames and Scales
- Instruments for Collective Action
Defining Framework for Change

Towards a manifesto for Participatory Neighbourhood Planning

**Aim:** To outline a shared vision on how to do Participatory Neighbourhood Planning

Participatory Neighbourhood Planning should be done in a way that is:
- Inclusive
- etc.
Home Group Photos
Home Scale

Aims
- **Diagnosis**: Provide an understanding of how housing conditions are affecting residents of Cockle Bay, identifying opportunities and threats to meeting needs and aspirations of local residents;
- **Dreaming**: Reflect on housing aspirations for an urban development process that can better respond to the needs and aspirations of residents of Cockle Bay;
- **Developing**: Articulate principles and potential housing actions that can inform the development of an action area plan for Cockle Bay in ways that can have a positive impact not only in reference to the needs and aspirations of residents of Cockle Bay, but also setting a precedent to secure citizens’ rights in Freetown more generally;
- **Define**: recommend the conditions within which action area plans can address residents’ housing aspirations and play a role in producing more ‘inclusive city-making’.

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Plan for Activities
Participatory tools and methods will be tested in the mornings with the participant group, and refined/adapted as necessary to work with the realities of Cockle Bay.

Fieldwork activities will be conducted through a series of focus group discussions with residents from Cockle Bay. Focus groups will be facilitated through a series of tools and exercises to explore the present experiences of home and dwelling in Cockle Bay and their relationship to city-wide processes.

**Testing Session 1: TUESDAY ~11:00-12:30**

Review the personas in our group to pick out 4 which capture 4 different typologies.

**Mapping Tool**
- Test the mapping tool with dwelling group participants using the personas or with their own home conditions.
- Decide how we want to represent the icons and spaces.
- Decide if there are any other questions or other info we want to collect.
- Decide what photos we want people to take - be specific so people are not taking lots of photos

Decide how we are going to explain what we are doing to the community focus group.

**Fieldwork Session 1: TUESDAY ~14:00-17:00**

*This session will be focusing on an exploration and analysis of current dwelling conditions and challenges, including tenure, resilience...*

**Focus group introductions**
Names of participants. Home group presenting why we are doing this workshop and what are the outcomes / manage expectations.
Activity 1: Where is your home?
Ask participants to mark on the map where they live in the settlement.

Activity 2: ‘What is home for you?’
Participants will be asked to consider the question: ‘what does home mean for you?’, brainstorming key words or phrases. These might relate to the spaces, social relations, cultures, power, feelings, activities etc. The residents’ personas can be used as a starting point for the discussion, enabling participants to start by thinking about the question in relation to the different profiles and triggering the opportunity for more personal reflections. Write (or draw) each word or idea on a post-it note.

Also consider:
- What is inclusive / sustainable dwelling?

Resources needed
- Pens
- Post-its
- Flipchart paper to collate responses

Distributing personas
Introduce personas and ask people to group around the persona they most identify with or who they know someone like this. Then we can ask in each group if anyone knows someone who would be willing to have a small group visit their home and speak to them to gain a deeper understanding of this particular housing typology.

Activity 3: ‘Mapping dwelling experiences’
Each group visits a home and does the mapping exercise with the residents.

Drawing on the idea of dwelling as a ‘system of settings’ that can extend beyond the boundaries of the physical house, the mapping will capture different dwelling activities and key information (including spatial layout and use, daily routine, support networks, thresholds, tenure arrangement, and service provision).

Use the maps as a springboard for a discussion about problems/issues affecting the dwelling experiences of the residents (eg. health, sanitation, waste, tenure insecurity, safety etc), as well as resources and opportunities of the household.

Mapping Tool
- Base sheet - A4 or A3 card
- Room squares cut out
- Icons for dwelling functions:
  - Sleeping
  - Cooking
  - Eating
  - Toilet
  - Other as necessary (blank icons)
- ‘Street’ or path cut out
- Spaces to record other information:
  - Who lives in household and their relationship to one another
- How long have they lived there? Where did they move from - elsewhere in Cockle Bay, Freetown, or elsewhere in the country?
- Livelihoods of household members
- Construction materials
- How is house maintained? How is it paid for?
- Tenure arrangement
- Is it resilient? What happens when it rains?

As key issues emerge, ask if we can take a few photos - one per issue to capture key things. Give the camera to the community members so they can take the photos.

**Key Questions**
- What is the current process of housing delivery in Cockle Bay?
- What is a safe (resilient) house?
- What are the current types of tenure available in Cockle Bay? What are the challenges and opportunities associated with each?

**OUTCOME** - by the end of the activity to be able to identify a few ‘typologies of settings’ (different types of tenants, house construction types, maintenance, social resources within the household, household income sources etc)

**Resources needed**
- A3 map of Cockle Bay
- Mapping tool
- Pens
- Post-its
- Stickers

**16:30 Return to the hall**
Each sub-group can feedback to the whole group about their visit and present the map that was created.

Start to think about information to add to the persona on which the map was based to create an expanded typology.
Home Scale

Aims

- Diagnosis: Provide an understanding of how housing conditions are affecting residents of Cockle Bay, identifying opportunities and threats to meeting needs and aspirations of local residents;
- Dreaming: Reflect on housing aspirations for an urban development process that can better respond to the needs and aspirations of residents of Cockle Bay;
- Developing: Articulate principles and potential housing actions that can inform the development of an action area plan for Cockle Bay in ways that can have a positive impact not only in reference to the needs and aspirations of residents of Cockle Bay, but also setting a precedent to secure citizens’ rights in Freetown more generally;
- Define: recommend the conditions within which action area plans can address residents’ housing aspirations and play a role in producing more ‘inclusive city-making’.

--------

Plan for Activities
Participatory tools and methods will be tested in the mornings with the participant group, and refined/adapted as necessary to work with the realities of Cockle Bay.

Fieldwork activities will be conducted through a series of focus group discussions with residents from Cockle Bay. Focus groups will be facilitated through a series of tools and exercises to explore the present experiences of home and dwelling in Cockle Bay and their relationship to city-wide processes.

**Testing Session 2: WEDNESDAY ~11:00-12:30**

1. What did we learn from the fieldwork yesterday about people’s experiences of home?
   - From the personal stories
   - From the mapping exercise
   - Can we identify a few typologies of home?

2. What did we learn about using the participatory methodology? What went well, and what were challenges?
   - Initial discussion exercise
   - Using the personas
   - Mapping exercise

3. How can we take the typologies that we have developed to inform the next fieldwork session?
   - Introducing idea of inclusive homes or housing
   - Can we use the mapping tool again for dreaming?
Fieldwork Session 2: WEDNESDAY 14:30-17:00

This session will be focusing on exploring residents’ dreams and aspirations for their dwelling conditions.

Activity 1: 'What is your dream home?'
(Think how to phrase this question)

Maybe divide focus group up into 3 or 4 groups to facilitate more small group discussions and ask people to imagine how they would like their home to change/improve in the future. Read out the aspirations of the personas to spark the discussion. Facilitators to ask questions to understand.

Some things to think about:
- What is it made of?
- How big is it? Number and size of rooms.
- Where is it located (stay in Cockle Bay or move elsewhere and what are the implications of these options?)
- Who would build it?
- What kind of tenure would you like? What could secure tenure look like for you?
- External spaces?
- Toilet facilities?

Activity 2: Inclusive homes

In the smaller groups, talk a bit about the idea of inclusive housing – what does this mean to you?
When we are thinking about our dream home, how can we make sure:
- Density? How would your house relate to houses around it?
- Social implications of the dream home
- Potential for future growth?

Activity 3: 'Dreaming through mapping'

Repeat the mapping exercise with the people we visited yesterday, but this time asking people to represent their dream home.

Key Questions
- How should the process of housing delivery change? Who should be involved in providing housing? How can the community be supported to provide housing that meets their aspirations?
- What is a safe (resilient) house? How can houses be made more resilient?
- What are residents’ aspirations for tenure? What are the challenges/risks and opportunities associated with formalising this.

Activity 4: Collective aspirations

Is there common ground between the dream and aspirations of resident’s housing?
Discuss barriers/obstacles to the realisation of the dream houses, also thinking about the houses of different residents in relation to each other and exploring compromises and trade-offs that might have to be made to create a neighbourhood.
Home Scale

Aims
- **Diagnosis:** Provide an understanding of how housing conditions are affecting residents of Cockle Bay, identifying opportunities and threats to meeting needs and aspirations of local residents;
- **Dreaming:** Reflect on housing aspirations for an urban development process that can better respond to the needs and aspirations of residents of Cockle Bay;
- **Developing:** Articulate principles and potential housing actions that can inform the development of an action area plan for Cockle Bay in ways that can have a positive impact not only in reference to the needs and aspirations of residents of Cockle Bay, but also setting a precedent to secure citizens’ rights in Freetown more generally;
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Plan for Activities
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Fieldwork activities will be conducted through a series of focus group discussions with residents from Cockle Bay. Focus groups will be facilitated through a series of tools and exercises to explore the present experiences of home and dwelling in Cockle Bay and their relationship to city-wide processes.

**Testing Session 2: THURSDAY ~11:00-12:30**

Reflect on methods – drawing dream houses, was this useful, was everyone involved, what were the group dynamics?

Consolidate information gathered from the dream house exercise – what have we learnt about peoples’ aspirations? How can we look beyond the physical house plan to the values and aspirations behind it?

Can we identify 3 or 4 principles that have come out of the dreaming?

Develop options for:
1. **Typology**
   - Single storey house on single plot
   - Double storey house on single plot (footprint could be smaller)
   - Double storey apartment block – low rise, medium density
2. **Green space**
   - Private garden
   - Communal garden
   - Public park / trees
3. **Sanitation**
- Internal self-contained toilet
- External toilet
- Piped water to each house
- Communal water tap or pump shared between a few houses

4. **Access**
   - Smaller streets (no car access direct to house)
   - Roads
   - Private car parking
   - Communal parking

5. **Tenure**
   - Private land ownership
   - Community (organisation) land ownership, leasing to individual families
   - Renting from private landlord

6. **Modes of delivery** (who is it built by and paid for):
   - Government provided
   - Community/NGO partnership – community savings
   - Completely self-build

**Fieldwork Session 3: THURSDAY ~14:30-17:00**

*This session will be focusing on developing a portfolio of options / principles for actions at the home scale*

**Activity 1: Principles for the kind of homes we want**
As a whole group, ask participants to complete the sentence: 'I want to live in a house that.....'
Write answers on a flipchart paper. We will repeat this exercise at the end of the session to see if the principles have changed or developed.

**Put people in groups of 4 or 5** – 2 facilitators per group.
Introduce the themes that we have drawn out of the dreaming exercise – things that people are thinking about for their dream homes.

**Activity 2: Considering Options for Planning Homes in the Neighbourhood**
Now think about how we would work together to realise aspirations for housing in the community. What are the different options for each of the elements of home?

Facilitators: using the toolkit, take the group through each element and ask them to consider which options they would choose for house type, green space etc to create a 'map' of a small part of the neighbourhood. Ask them to consider **WHAT** would be the benefits and limitations / challenges of each option, **HOW LONG** would it take to realise, and **WHO** would need to be involved in providing each option.

Each group to present back their options map to the whole group.

**Activity 3: Considering how we can achieve our dreams?**
Bring map back in at the end to talk about space in Cockle Bay where this would be possible – is there enough space, would we need to compromise on anything?
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### MODE OF DELIVERY

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Neighbourhood Group Photos
Community/Neighbourhood scale

The Neighbourhood scale, focuses on community dynamics in relation to neighbourhood spaces (streets, community spaces and surrounding areas), social systems and physical infrastructure (transport, water, sanitation, energy, information).

- Explore new imaginaries for neighbourhood spaces that reflect community/residents collective values and aspirations.
- Analyses the challenges and opportunities of these spaces and systems

• Understand the current conditions of shared spaces and physical infrastructure and who has access to them.
• Explore ideas for inclusive neighbourhood spaces that reflect community/residents collective values and aspirations.
• Discuss the challenges and opportunities to bring about change in the neighbourhood

The group aims to:

- Diagnosis: Provide an understanding of how neighbourhood conditions affect residents of Cockle Bay, identifying opportunities and threats to meeting needs and aspirations of the local community;
- Dreaming: Reflect on neighbourhood aspirations for an urban development process that can better respond to the needs and aspiration of residents of Cockle Bay;
- Developing: Articulate options that can inform the development of guidelines and principles for Cockle Bay.
- In ways that can have a positive impact not only in reference to the needs and aspirations of residents of Cockle Bay, but also setting a precedent to secure citizens’ rights in Freetown more generally;
- Define: recommend the conditions within which action area plans can address neighbourhood challenges and play a role in producing a more ‘inclusive city-making’.

Activities
Fieldwork activities will be conducting a series of focus group discussions with key stake holders from Cockle Bay including. Focus groups will be facilitated through a series of tools to explore the neighbourhood structures and community dynamics in Cockle Bay.
Field work 1 Diagnosis

This session will be focusing on exploring current neighbourhood conditions identifying key spaces and infrastructures. The group will consider the boundaries of the settlement, social structures and reflect on the challenges and opportunities using one allocated space;

Defining Question: What are the current conditions of shared spaces and physical infrastructure and who has access to them?

30 mins Inclusive neighbourhood – terms of reference,
Social/cultural/environmental/physical/economic
Neighbourhood spaces
Neighbourhood infrastructure and services
Neighbourhood social structures and networks – community dynamics
Neighbourhood hazards and assets

Participants will be asked to brainstorm collectively what would be key words they would use to describe inclusive Neighbourhood - These word/values will be reviewed throughout the process, and finally informing the production of neighbourhood development principles drawing from Cockle Bay’s experience.

Using the profiles identify key neighbourhood features (refer to the list above)

30 mins Clarify activities – test participatory tools, 'mapping the neighbourhood'

Identify Cockle bay of the larger map – discuss the use of maps like this, how useful – what information can we understand from this map – what is missing.

How can we add different levels of information on the map – refer back to the list of neighbourhood spaces. What information to we want to uncover?

Together create a key for information using stickers and icons

Allocate groups and roles – who is recording? Taking pictures (where appropriate), writing, mapping.

Fieldwork;

Introductions
Short presentation explaining the workshop
Everyone introduce themselves – where they are from, why they are participating

Discuss inclusive neighbourhood – what is this? – participants to lead

Personas – participants will be allocated a persona that they will use for mapping activities, they will introduce the persona to the community participants and discuss how they relate to their experience.
In the 3 groups look at the map with community members and plan a route that relates to the experience of the persona – and include any other spaces that community member might want to show the team.

Take one hour to take the walk – led by community members mapping using the stickers and key (drawing on issues around livelihoods, mobility, health, family relations, religion, housing markets etc..)

Through this activity it will also be important to capture what additional aspects might affect the persona from the input of actual residents.

Key Questions:
What types of public/communal space exist in Cockle Bay? What types of activities?
Main Problems
Main resources and opportunities
What are the community structures - agency

Return to hall each group to present their findings

Over lay the different maps

End of the day – identify 1 or 2 key community spaces to focus on the next stage of activities – could be transport hub/market area/sports field/mangroves/river
Field work 2 – Dreaming

This session will be focusing on the two spaces identified in yesterday’s mapping activity. Explore ideas for inclusive neighbourhood spaces that reflect community/residents collective values and aspirations using these two spaces.

Review notion of inclusive neighbourhood drawing on discussion from previous day and from the perspective of the resident profiles and the community members.

Reflect on methods – mapping as a tool – were the categories’ helpful? Was everyone involved?

Consolidate information gathered from mapping activity – what did we learn? Why we identify the two locations – bridges connecting different areas. Each group identified these as important spaces.

Social/cultural/environmental/physical/economic

What are the characteristics of these two spaces? How are they different? What are the common issues? What are the challenges and opportunities? What to keep and what to change.

Split into two groups one for each space to prepare the afternoon activities;

Fieldwork;

30 mins Discuss the term inclusive neighbourhood drawing on discussion from previous day and from the perspective of the resident profiles and the community members. Everyone to contribute a word or a sentence.

Within the 2 groups split into 3 smaller groups

45 mins Dreaming wall – what do you think should happen in this space?

Start by discussing as a group the space in more detail – what are the different neighbourhood spaces and structures in this location, why is this space important to the community? recap on the key issues.

What improvements could be made to these spaces – using the maps and post it notes also drawing on the paper create a poster with ideas.

Mapping stakeholders and power analysis - Who should be involved in inclusive neighbourhood planning? Who should be involved in making these changes? Who owns or has access to these spaces?

30 mins Present back to the whole group

Closing remarks – common priorities and issues
Field work 3 – Developing

This session will be focusing on the dreaming exercise from yesterday, thinking about how some of these dreams could be implemented. **Discuss** the challenges and opportunities to bring about change in the neighbourhood. The aim will be focusing in developing a portfolio of options at the neighbourhood scale;

Finalise and further define the principles of an inclusive neighbourhood ‘our definition’.

**Reflect on methods** – dreaming as a tool – was this activity helpful? Was everyone involved? What were the group dynamics?

**Consolidate information** gathered from dreaming activity – what did we learn? What were the key aspirations and themes from each group. Identify 3 key themes from each group, create an icon which describes this theme.

**Stakeholder analysis** – using the stakeholders identified by the community create icons that represent the stakeholders. Use these to a diagram that recognises the power difference, lines of conflict and alliances.

**Developing Options - Priority Toolkit** - What - who - how - how long?
Use the table and the icons created with the themes and different stakeholders to create a portfolio of options.

**Fieldwork Activities**

- First in smaller groups from yesterday identify the key themes with community members.

- Repeat the stakeholder analysis with community members

- Fill in the table based on the options discussed for the different themes.

- In the two site groups discuss the different options that the teams developed through the dreaming exercise.

- Create one big table that includes all the options.

- Final discussion on what options the group collectively think should be prioritised and discuss who decides.
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<th>Theme; Security/Safety</th>
<th>Who is it for? Stakeholders</th>
<th>Who needs to be involved?</th>
<th>How would this be implemented? Methods of delivery</th>
<th>How much would it cost? Low/medium/high</th>
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City scale

The group aims to:

- **Diagnosis**: Provide an understanding of how city-wide trends are affecting residents of Cockle Bay, identifying opportunities and threats to meeting needs and aspirations of local residents;
- **Dreaming**: Reflect on city-wide aspirations for an urban development process that can better respond to the needs and aspirations of residents of Cockle Bay;
- **Developing**: Articulate principles and potential city-wide actions that can inform the development of an action area plan for Cockle Bay in ways that can have a positive impact not only in reference to the needs and aspirations of residents of Cockle Bay, but also setting a precedent to secure citizens’ rights in Freetown more generally;
- **Define**: recommend the conditions within which action area plans can address city-wide trends and play a role in producing a more ‘inclusive city-making’.

Activities

Fieldwork activities will be conducting a series of focus group discussions with key stake holders from Cockle Bay and representatives from other informal settlement communities from Freetown. Focus groups will be facilitated through a series of mapping methodologies to explore the relationship between experiences in Cockle Bay and city-wide processes.

**Field work 1 – This session will be focusing on a spatial analysis of urban pressures.**

**Step 1: ‘Inclusive City’**
Participants will be asked to brainstorm collectively what would be key words they would use to describe inclusive city-making. These values will be reviewed throughout the process, and finally informing the development of city-wide principles drawing from Cockle Bay’s experience.

**Step 2: ‘Mapping Urban Pressures’**
Looking at the map of Freetown, identify some key land marks; Drawing on different profile of residents (develop in advance to focus group) of Cockle Bay, explore the ways that they interact with the city, and the city interact with them (drawing on issues around livelihoods, mobility, health, family relations, religion, housing markets etc.…); Then discuss about ‘main problems’ in Freetown affecting these residents of Cockle Bay (interactions with the city identified), by using the map; Finalise the activities identifying main resources/opportunities these profiles have access to enable the city interactions;

**Field work 2 – This session will be focusing on the institutional analysis of urban pressures;**

**Step 3: ‘Inclusive City-Making’**
Review words of inclusive city-making drawing on discussion from previous day and from the perspective of the resident profiles;

**Step 4: ‘Mapping Urban Actors’**
Drawing on the discussions from previous day, identify common and priority issues emerging from the experiences of the different resident profiles (i.e. flooding, migration, housing rental market). Divide the group according to issues, having representatives from each profile resident in each group. The different resident profile representative will be approaching the issue under discussion from their own experience. This might bring to light different relevant actors or the diverse role they might play. Within the issue groups, identify key actors involved in the issue under discussion (playing a role in producing the issue, or that should be playing a role), reflecting on the level of interaction with the issue (local, regional, city or national); Finalise activities by placing the actors in the common map, according to the spatial relevance of the level of interaction they play with the issue.

**Field work 3 – This session will be focusing in developing a portfolio of options for actions at the city scale;**

**Step 5: ‘Inclusive City-Making’**
Finalise and further define the principles of ‘inclusive city-making’;

**Step 6: Developing catalyst actions**
Going back to the profile resident group, prioritise 2-3 principles of inclusive city-making, and develop a 3-5 catalyst actions that can address issues represented in the map and advance prioritised principles; Actions should include details on temporality (short/medium/long term); level of intervention (local/regional/city/national); actors (who are primary and secondary actors involved); and kit-start idea (details on how to get it started); Locate actions in the map, share them back with the group, and discuss collectively on what would be most/least valuable; and most/least doable;
Mapping Urban Pressures

1. Identify key landmarks in the city:
   a. Hospital
   b. Market
   c. Roads
   d. Etc...

2. Introduce your 2 Personas: Do you know anybody with these characteristics?
   a. How do these persons interact with the city? Using different colour pens for each persona, draw in the map these interactions;
   b. How does the city affect the everyday life of these persons? Using different colour pens for each persona, draw in the map these interactions.

3. Challenges/Opportunities
   a. Using the map, identify in the map the main city challenges affecting this persona; Use red stickers and post-it notes to explain them.
   b. Using the map, identify in the map the main city opportunities for this persona; Use green stickers and post-it notes to explain them.

4. Based on these discussions, identify 2 places in the city that are meaningful for these two personas. ‘Meaningful’ means where there are many things going on (interactions, opportunities as well as challenges)
Mapping Urban Actors

1. What would your personas like to see happening in these places? How could these places contribute to make the city more inclusive?
   a. Write each idea in a different post-it note of two different colours (each related to the different persona);
   b. Link ideas to specific places identified in the map.
   c. Link ideas to your place to overall vision for inclusive city

Notes:

2. List the different relevant stakeholders that would need to be involved to bring about changes to these places? What could be their roles? What is the level of engagement of these different actors?
   a. Community
   b. City
   c. National

Places stakeholders on the map and outline their area of influence.

Notes:

3. Based on the diagram represented in the map, discuss in the group where is the power?
   a. What are the type of relationship between different actors? (draw arrows between actors to illustrate the types of relationships)
      i. Cooperation
      ii. Complementarity
      iii. Conflictive
      iv. Competitive
   b. Who are the most important and powerful actors? (Mark in the map the more important and powerful actors using different colour stickers)

Notes:

4. Challenges/Opportunities
   a. Identify some of the challenges that stakeholders will face to bring about change in these areas; Use red stickers to identify in the map the challenges and post-it notes to explain them.
   b. Identify what stake holder could do within this scenario to bring about changes in these areas;

Notes:
Overall goal:
To ease the burden (improve well-being) of residents of Cockle bay by securing access to **affordable rental housing**

Persona:

1. Land tenure (Examples individual titles, collective title)

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2. Procurement (Examples: who builds? Self-help, small service providers, cooperative, large private sector, state)

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3. Ownership (Examples: individual, private, communal, state)

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4. Management (Examples: Who should be responsible to fix structural housing issues when there is a problem? household, housing association, state)

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5. Location (Examples: in situ, relocation)

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6. Regulations (Examples: building regulations, price)

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#  #  #  #
# Overall goal:
Improve provision and access to good quality education

**Persona:**

1. School systems (Examples: 1 shift system, 2 shift)

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2. Types (Examples: community schools, private schools, public schools, government assisted? Where?)

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3. Forms of education (Examples: nursery, primary, secondary, vocational centre)

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4. Teachers training (Examples: How? Formation, remote learning, etc…)

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5. Welfare (Examples: housing, salary, benefits).

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6. Regulations (Examples: number of pupils per class; curriculum development and planning)

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Overall goal:
To improve accessibility, affordability and distribution in the city by improving transport connections in the city.

Persona:

1. Roads types: (examples: small roads, big roads);

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2. Road construction and maintenance: Who builds and maintain? Community, private sector, FCC, national government?

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3. Transport vehicles: Who is running them? public, small-scale private, group, cooperative, large-scale private;

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4. Coverage: What is the coverage of transport vehicles?

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5. Transport infrastructure: interchanges, bus stops (main or small), traffic lights, etc…

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6. Regulations: how to enforce traffic rules (in different set of groups)? Safety? Price?

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INCLUSIVE NEIGHBOURHOOD / CITY

→ HOLD GOVERNMENT TO ACCOUNT
→ RECOGNISE LOCAL KNOWLEDGE
→ RECOGNISE NEIGHBOURHOODS ARE DIVERSE
→ COLLABORATION + COORDINATION
→ MOBILISATION
→ NOT ONE WAY TO SOLVE A PROBLEM
→ CHANGE MINDSETS
→ IMPLEMENTATION!

“How can this become reality?”