

Overlooking the hills of Kigali - photo by: Bouke Bruins

# Towards Participatory Urban Design and Strategic Spatial Planning in Rwanda

The start of SLUMFIGHTERS international

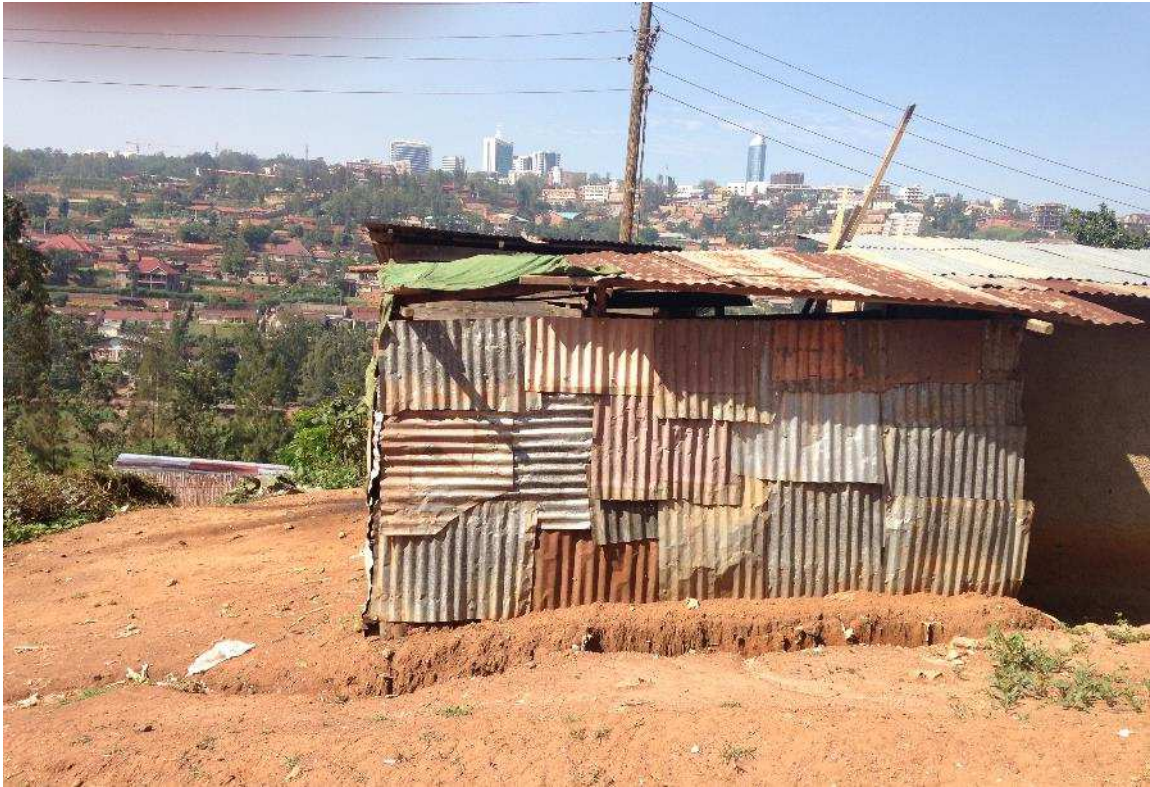
Workshop Kigali, Rwanda, May 2016 - with support by Stimuleringsfonds Creatieve Industrie



# 1 GETTING STARTED

## 1.1 Where did we go?

Kigali, Rwanda, in the sectors Kimisagara, Gitega and Rwezamenyo. These are a chain of neighborhoods in the valley along a branch of the Nyabugogo river, next to the Central Business District of Kigali.



Typical shed and typical soil erosion - photo by Bouke Bruins

## 1.2 Why did we go there?

The City of Kigali on the one hand has a considerable amount of informal settlements that are in need of improvement. On the other hand the country of Rwanda and the City of Kigali has shown great commitment and potential to actually improve the situation. Rwanda is the most densely populated country in Africa, and its capital Kigali is growing at a rate of about 6% per annum. Until recently, there was no national law or policy relevant to construction, housing, or urbanization, apart from a national program to cluster rural housing in Imidugudu. A new land policy draft was finished in January 2004, and the land law for its application was published in September 2005. The land law acknowledged individual rights to existing plots and all plot transfers, but it still lacked proper detail and the missing decrees - in the context of the abolished past laws - caused a legal vacuum.

Until 2007 there was no building code, nor Master Plan in Rwanda. This has seriously caused a development of informal houses which worsened the problem of informality in Kigali. Urban upgrading and low-cost housing were themes that did not have much attention though national policy statements and Kigali Master did admit the need. This caused a serious slum clearance in the late 2008.

The Rwanda government acknowledges the benefits of all-in collaboration and shows commitment to facilitate participative upgrading. They state that "The involvement of the public and of the community is a precondition for successful urban upgrading. Involvement shall begin with any

project initiation, and shall be upheld throughout an entire process. Moreover, an upgrading process shall ideally be initiated or co-initiated by a concerned community and the respective individual land holders.”

The sectors Kimisagara, Gitega and Rwezamenyo are characterized by high density of population, shortage of affordable housing, lack of public spaces, security problems, seasonal flood related problems, inaccessibility to road infrastructure, waste management system, lack of public services and very few organized site systems such as pedestrian and drainage management. These housing, landscape and infrastructural challenges are the main reasons why the area was identified as one of the priority cases for urban upgrading in Kigali City.

We believe that the optimal way of making Slum Upgrading and Affordable Housing Development possible is the involvement of city inhabitants from conceptualization and development to implementation. Community Development Models shall be unified with Community Entrepreneurship Models. We deem Rwanda as a proper environment to research the implementation of a participative upgrading approach. That is why together with local partner Urban Sustainability Rwanda, headed by Rwandan native Antoine Muhirwa, to set up and conduct field research in order to do participatory urban design and spatial strategic planning.

### **1.3 What was our plan (in theory)?**

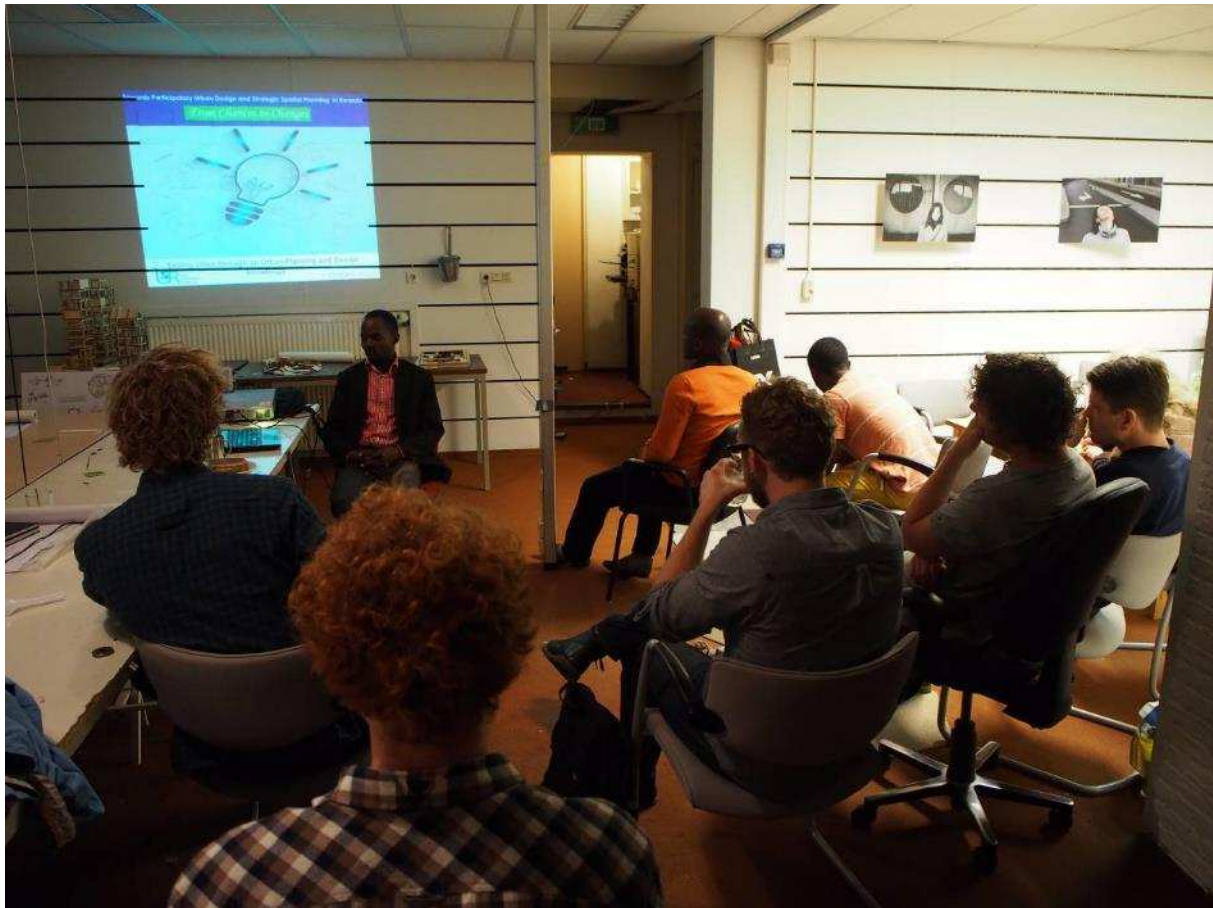
Our focus and goal for the workshop week, was to go out into the field and experiment with the best way to engage informal inhabitants and communities in developing plans for improvement of their living conditions. And then to assist them follow up to implement the plans. We came with a group of Dutch professionals and Rwandan students, to man the stations. This way we brought the various disciplines we expected we needed to address the most common issues; housing, employment, financing, infrastructure, water management.

We prepared a series of hands-on tools, that we were going to test at a selection of different locations in our study area. In the streets we tried to get the residents and stakeholders of these areas to get information for us and visualize it. By using tools that respond to the forces of the expertise involved, we try to facilitate social contact, we try to make the standards and values between the Rwandan and Dutch alike. Through the consistent use of these tools, there should emerge a large amount of visualizations that can be analyzed in the end. We had a scale of 1: 2000 of the study area where the streets and familiar places were visibly displayed on. This we tried to fill location with houses and distinctive, important places with the interviewee / participants. We had a memory game with a great variety of pictures. The images related to subjects on which we wanted to speak. On the basis of this game could be a conversation and ask both sides to be prepared. The architects would draw views of houses to the idea of a resident. The architects were going to talk about the use of rooms, this by drawing plans of the house where the participant is residing in. We assess what he has now and what he would most want in the future.

### **1.4 Why did we choose this approach?**

We are here to connect in many ways: connect across cultures, across language barriers across, social limits, across formal-informal boundaries. All in order to find common ground from which to embark on a participatory and inclusive process of urban (re)development, based on equality.

We were to use the local input from inhabitants and experts to determine the scope of quick wins and organize new projects around them, together with our new found partners.



Antoine Muhirwa presenting at the expert meeting @ Studio ROSA - photo by: Kria Djoyoadhiningrat

## 2 PREPARATION AND GETTING FAMILIAR

### 2.1 Expert meeting in Netherlands

Thanks to Antoine Muhirwa's visit to the Netherlands for the ISOCARP conference, we were able to host an expert meeting with Dutch visiting critics and interested people. Antoine sketched a wide perspective of the Rwandan context and we engaged in open discussions about possibilities for solutions beyond limitations of a single discipline.

### 2.2 Dutch-Rwandan student project

Students from the Saxion University in Deventer, the Netherlands, and the Kigali Institute of Science and Technology are linked together in groups, to conduct preliminary research from a distance. Learning about and from each other, while getting experience in the challenges of working from long distance. Their main task would be to support the two urban explorers, Bouke and Marijn, and facilitate the workshop week in Kigali.

Collaboration over long distance proved to be challenging, even more so because the Dutch students had difficulties getting organized. Communication even inside the Netherlands proved challenging with the Saxion students, so the progress was slow.

Because of this and also because the lack of clarity from the assignment, the results of the students were all over the place.





Meeting the inhabitants, sharing drinks @ Gitega - photo by: Bouke Bruins

### 2.3 Preparatory research by Bouke Bruins

In March 2016 we sent a Dutch researcher Bouke Bruins to Kigali, who rented a shack in one of the centrally located slums of the Rwandan capital for 3 weeks. There he experimented with ways to cross cultural borders and equalize hierarchical differences. His main objective was to figure out ways to cross cultural and hierarchical borders. Before you can ask the intimate information you need to make a proper design, you need to build trust.

Once in Kigali were many situations on the streets and in the slums were different from expected. This demanded a lot of improvisation within the short period that Bouke was there. Because many preparations had been made, this made it easy to switch quickly. Bouke could test different quality and quantity methods, with makeshift ways and in combination with digital technology could be recorded properly.

Going around in the first week Bouke felt like a tourist and also being treated that way, but that decreased because of the constant presence in the neighborhood. Bouke took a lot of photos, video's and talked with several people. Transect walks and 1 on 1 interviews were conducted in people's homes. The main problems he observed were concerning: soil erosion, constructional problems with buildings, poverty & unemployment, poor infrastructure.





During the second week Bouke decided to turn things around and initiate 'reversed interviewing'. Applying his graphic design skills, Bouke opened up an informal graphic design shop, basically a table with a chair on a busy street corner. He made 100+ graffiti style drawings for passersby and could ease into an informal conversation.



## 2.4 Preparatory research by Marijn van Rossum

In April 2016 we sent the next Dutch researcher Marijn van Rossum to Kigali, who also went to live in one of the centrally located slums of Kigali. The overall objective of this research is to gather information from the community in Gitega in Kigali-Rwanda about what the inhabitants think about the living conditions in their neighborhood and if they are willing to ameliorate the neighborhood. This is important because one needs to establish first whether the inhabitants are indeed unhappy and unsatisfied with their living conditions. If this is the case, one arrives at the following step: where do inhabitants see opportunities for improvement in their living conditions. Once these opportunities are collected, one can start prioritizing them.



The main objective of this research was to provide an overview of the community initiatives of the residents of Gitega that aim to ameliorating the living conditions of their neighborhood or informal settlement.

- Vision residents on living conditions
- The need of residents to improve the living conditions
- Priorities for improvements (housing and accessibility to social and public facilities)
- Needs for realization of priorities
- Vision residents on governmental actions
- Community initiatives of the residents of Gitega

Marijn held 100 traditional in-depth interviews at people's homes, together with the students from KIST. In general the problems raised varied per person and per area, but covered the issues prevalent in many slums: insecurity, unemployment, overcrowding, lack of public and private space, lack of infrastructure, quality of public services. The solutions most asked for were in each of the three neighborhoods: health center, road infrastructure improvement, better water management, improving housing conditions.

Although there is praise for the Rwandan government for providing security, health insurance, paying school fees and financial support for the poorest. The results of the sampling illustrate especially in Gacyamo that they are skeptical about the urban planning of the Government. At least they do not see any visible improvements or measurements. Those residents declared that there is a lack of information. For instance, some residents are wondering if there is any progress within the Master plan.

On the other hand there is a large majority willing to participate in amelioration of the neighborhood. Actually the communities are quite active and many initiatives are developed. Notable examples are: volunteer neighborhood watch, education about responsible rain water management, vocational training and job coaching, cooperative financing. Still the goals of both government and inhabitants seem to be aligned. Overall the atmosphere is optimistic, although there is evidence of frustration with both government and inhabitants about the status quo and speed of implementation of improvements.



Getting Dutch professionals to participate @ Studio ROSA - photo by: Kria Djoyoadhiningrat

## 2.5 Meetings with potential Dutch participants

The recruitment of Dutch participants was met with enthusiasm, but due to individual personal practicalities not every anticipated expertise could be brought in.

Our time schedule was very much on the late side, as it took more time to get people finally on board. Also because our project plan was not ready yet it was challenging to convince people less adventurous. When the team was finally there, we had little time to prepare and get things done before the visit to Kigali. On the last moment two local Dutch experts were added to the team.



## 3 RESULTS

### 3.1 How did the workshop work out?

We managed to gather a mixed team of professionals and students in different fields: architecture, urbanism, water management, sociology, finance from the Netherlands and quant survey, architecture, urbanism, civil engineering, water management from Rwanda.

Upon our arrival, the local authorities didn't fully clear our approval to conduct research. By not obtaining an official permission timely from the city council we could not directly take to the streets to test. We had to call a meeting on the second day at the town hall to explain ourselves further. This led to postponement of permission which was a reason for some parties not to participate in the street workshop and moving behind the scenes. Others were therefore more wary and could not participate at the gatherings of the workshop.

Our anticipated schedule with meetings with government officials and local leaders was completely out of the door. Another difficulty was the chosen period, which coincided with both an important event where most government officials were attending the whole week. Next to that it was examination week for the Rwandan students which caused many of them to skip parts of the program. We decided to set up shop anyway, but were forced to change plans again along the way.



Visiting the governmental social housing project @ Batsinda - photo by: Kria Djoyoadhiningrat

### 3.2 EXCURSION

To get a better sense of the context, Antoine Muhirwa took us to a cleared former neighborhood Kiyovu. The land has been empty for almost 10 years, while former inhabitants live in newly built social housing in other suburban neighborhoods like Batsinda.

We went to visit Batsinda and entered the house of a family, which was living there since the clearing of Kiyovu. They shared with us their story about their daily life now, compared with their former 'informal settlement' life. Most staggering was the constant struggle they were in, to provide for their family. They used to have two houses, which provided a stable income enabling them to buy food and clothes and send the children to school. Since in Batsinda children have been pulled out one by one.

The excursion, explanations and meeting have given us a good idea about the frame we're working in.



After the meeting in front of Kigali City Hall - photo by: Larissa Uwase

### **3.3 MEET-UP WITH MUNICIPALITY**

To find a way to make things work, we managed to secure a meeting with the responsible government official at the city hall. Apparently there were things unclear about our intentions, and they requested us to re-submit our proposal. Antoine and Kria used the afternoon to improve our proposal, while the rest of the group went around the city centre and visited the genocide memorial.

### **3.4 REFLECTION ON FIRST TWO DAYS**

The forced rescheduling and pending approval for our research had a huge impact on the workshop proceedings. One of the causes may have been a late submittal of our proposal on too short notice before the visit. The internal communication within the government was also not helping, but could have been expected. Getting ourselves more time by preparing better and earlier would have saved everybody a lot of energy.



We missed the planned opportunities of knowledge exchange with local stakeholders, and lost time correcting our proposal. But next to that we did not prioritize the actual preparation of the fieldwork sessions, so we would go into the field with little practical preparation with the team members.



First test session, close to Rafiki Club @ Rwezamenyo - photo by: Bouke Bruins

### **3.5 SESSION 1 (Wednesday morning, 3rd day)**

Located behind the Rafiki sports club is a wide intersection of dirt roads. Covered by a couple of overhanging trees, we set up our stuff in the shadow. While doing so, we soon started attracting attention, drawing a crowd that kept refreshing the whole time. We had a string of tables, with the high table featuring the 1:2000 model and the memory game. The lower tables were dedicated to drawing and discussing.

A certain mix of adults came to visit our ONE-STOP-EXPLORATION. Many mototaxi's, a shop owner, several inhabitants, people passing through. The atmosphere was pleasant and most of us were able to have a good conversation with a couple of visitors. We got a good taste of the area and what was going on. There were a couple of instances where roles were switched between disciplines, when the conversation moved outside the expertise of one of the teammembers.

Although we had a nice mix of disciplines, our individual roles in the setting of the ONE-STOP-EXPLORATION were not defined. As such we believe we lost opportunities to follow up and the documentation of the process was too varied or even missing completely.



Second session @ Gacyamo - photo by: Kria Djoyoadhiningrat

### 3.6 SESSION 2 (Wednesday afternoon)

Again we set up our tables, this time in front of a closed shop. We had less space and were a bit tucked into a corner. We again had a high table with the large scale model and a lower table for drawing. There was no separate table for discussion.

After lunch we relocated to another location, more central, surrounded by shops and bars. As schools were now out, we attracted more people of which many children. This impacted the attractiveness to adults in a negative way. The combination of seeing our alternative tools along with children making drawings this caused people to see us as “less serious” and “playful”.

We did get into many conversations and gathered stories and drawings, but the overall sentiment was chaotic and crowded.

### 3.7 REFLECTION ON DAY 3

In a meeting with the team back at our HQ at the Kimisagara Sisters, we shared our thoughts and experiences. We realized we assigned people to give advice in the field of their expertise, but the we lacked a system and a direction in the process of attraction, creating interest and discussing. Because of this we were sometimes overwhelmed by the people coming as we had too little idea about where they should go.

The sentiment among the group members was disappointment and confusion about the way of working and the direction to go. Although we did manage to gather interesting stories on video, written down and in drawings, the results were a bit random because of the unclarity. The freedom



that was given was experienced as uncomfortable. Inability to explain our direct goals led to distrust with participating passers-by.

For day 4 we agreed to differentiate the roles of Dutch and Rwandan participants, next to everybody's background as a professional. In this way the passerby experience became more structured, by defining an intro, low threshold information exchange, cherry-picking interesting individuals, discussing more in depth and evaluating the process with the passersby. Each step in this 'funnel' was someone else's responsibility, and we were all aware of the other members now becoming a team.



Back behind Rafiki Club @ Rwezamenyo - photo by: Kria Djoyoadhiningrat

### 3.8 SESSION 3 (Thursday morning)

We decided to return to the first location, as we had a relaxed atmosphere and leave before schools would be out. We defined roles in the 'funnel', with the team catching newcomers early, giving them an introduction. Then leading them to the high table with the 1:2000 and 1:50 models. Interesting people would be cherry-picked for further discussion, video-interview and filling in of an 'urban passport'. As a conclusion people would pass Antoine, who would give the experience closure, while getting feedback from the participants.

While the atmosphere was very similar to the first session as we hoped, we did gather more useable info and were able to register the process better. Contact information was collected and follow-up meetings scheduled. The models themselves worked mostly to attract people than to actually enhance the conversations.

The session ended a bit abrupt as we suspected being watched, because we were still not officially approved. A passing cell leader responded not very enthusiastic and we decided to wrap things up as soon as possible.

During lunch we concluded we better not set up for the afternoon, although we were improving our research process noticeably. We decided to dedicate the afternoon on reflecting and writing reports.

### **3.9 FOLLOW UP SESSION**

In the evening two Dutch team members gave an extra workshop on LinkedIn to the students. Directly after the people of the morning session were invited to the headquarters. Only one inhabitant/landowner showed up, but he seemed to be the most enthusiastic one during the day. He explained more about his situation and his willingness to mobilize his neighbors. We exchanged thoughts about possibilities and Antoine is keeping this contact warm until this day.



Informal field research @ Gitega - photo by: Bouke Bruins

### **3.10 LAST DAY**

Because the whole plan was changed again, the experts decided to go after their own interests. The banker scheduled a meeting in town (which was later cancelled), some of the Dutch experts went for more individual field research. Kria went to the KIST campus with one Dutch expert and two Rwandan architecture students, so there was no central coordination as also Antoine was caught up in university work that day.

The Rwandan students were left fend for themselves and were left alone. Some of them just went home. In the evening we held an official moment, handing out certificates for all participants.





Putting our heads together in one on the reflection sessions @ HQ - photo by: Kria Djoyoadhiningrat

### 3.11 REFLECTION ON LAST DAYS

We managed to work on improving our process, thanks to the open and honest feedback moments with the team after each day. The result was an improved team- and user experience in the third workshop.

Concerning how we can gain the best information, it is partially successful. Through fast switching, we have learned a lot from within the group and improved many flaws. Through proper evaluation and an open atmosphere within the group we were able to adjust and tweak our method. At the street workshop we researched for example the correct classification of people and which tools may or may not be used properly. We used a model of the study area to make clear to the residents what we were doing. We wanted more participatory here. By not fully mapping the neighborhoods on this scale model, there were too few landmarks for local residents to recognize the locations well. Because of this the model mainly served as billboard or advertising board than as an information winning tool. The setting for this more intimate process should be improved.

Comparing the results from the traditional interviewing method to setting up the street workshop, basically gave the same view on the prevalent problems and potentials. A key difference is that the street workshop found more interesting and key players amongst the informal inhabitants, especially with the 'sales funneling' on day 4. We were able to control the effort and energy more freely towards them, by adjusting the response and application of our own team members.

Unfortunately our missing approval kept following us around and basically shattered our starting-to-be-successful approach. The missing central coordination caused by the absence of Antoine and Kria on the last day, led to missed opportunities for knowledge and result sharing.

## 4 DISCUSSION

Missed opportunities during preparation affected our credibility and blurred our goal. Doubts were constantly raised and made us doubt ourselves too much. The general morale lowered and behaviour became more passive. Individuals tried to correct things themselves, but without coordination only added to the chaotic proceedings.

We were unaware we were actually re-inventing the wheel, because our approach is already an established field of research in anthropology, resembling specifically the ethnographic approach. More knowledge about this, could have set the right expectation with ourselves and others. Not being on time set in motion a sliding of standards in this area as well, making way for people to arrive later and later.

In general the feeling of disappointment was prevalent amongst participants and organizers, which could have improved in both preparation and during the process. It was much like a snowball effect, where we were unable to adjust in time.

A persistent challenge in Rwandan governance is to get information and requests moving up the hierarchical ladder. The Dutch were not aware of this, but the Rwandan partner should have and estimated we were better connected than we were in reality.

After our return to the Netherlands, our Rwandan partner Antoine Muhirwa from Urban Sustainability Rwanda suspended our collaboration. The reasons were not entirely clear from the beginning. But after intense discussions the probable cause surfaced: We did not agree on the definition of 'participatory' in our project title. Essential was when Antoine pointed out that participation has degrees. He was convinced participation can also be done in a one way fashion, which is in our definition covered by another term: tokenism. In any case our tendency to set up a two way connection with stakeholders was in Antoine's view frustrating and slow in progress. Due to this internal disagreement we were forced to sidestep and proceeded our leads for projects in Kenya, Senegal and Mexico.

The budget was not entirely expended according to plans as we decided to postpone the production of presentation until concrete steps in Rwanda are made. The unclarity also postponed our possibilities of anticipated support by third parties. This difference was absorbed by the partners.

Between the lines and activities we noticed a persistend challenge for the Rwandan students to attend the sessions. They were all struggling with housing issues, basically being extorted by their respective landlords or suffering from severe overcrowding. Combining this fact with the low density of the slums in Kigali and the wish to comply with the actual masterplan, we came up with a concept for a student housing corporation, that would assimilate the existing community into compliance with government plans.

Not willing to waste the experience and leads in Kigali, we decided to exchange thoughts about this with the Rwandan ambassador to the Netherlands, Jean Pierre Karabaranga. He could understand the personal view of Antoine about participation, but made clear that this is not necessarily the view of the government. They are very much open and enthousiastic about he possibilities of true, two-way participation. They phrased clearly "So you manage to implement government policy without antagonizing the community. And you manage to proceed the needs of the community without antagonizing the government."



## 5 RECOMMENDATIONS

Give people the chance to be involved early: team members, participants and government. This helps setting the right expectations. Team members need time to get familiar with each other and the methodology.

Be aware of expectations: Although ways of working are similar, they are not the same. The Rwandan approach has a preference of quantitative research with a clear and linear process plan. The Dutch approach (especially Delft is known for this) is leaning towards qualitative research with an iterative process.

Conduct due diligence on partners & participants: Having conducted a background check would have better gauged our own expectations towards our partners & participants. Getting a double check through referrals or other sources increase reliability of input and information.

Create clarity on direction and goals: it is important to have a compelling and short explanation of what we're trying to do. So plans need to be clear and transparent. To convince newcomers but also to remind ourselves why we're here.

Find and use a good time frame: We chose the wrong week, that caused the absence of government officials and a challenge for students to combine activities with exams.

Use a systemic approach: When we identify the patterns based on principles we can prepare accordingly. At first we were reluctant to close off options, but now we realize that following principles will leave all room open for local input.

Diversify roles, timing and location: We tried frustratingly to do everything at once. It is better to be more precise in the abilities and inabilities of our people, tools and capacity.

Follow up on intentions: Be it the timing, defining roles or making plans. There has to be somebody dedicated to monitoring and keeping track, and if needed stepping in to adjust. With freedom comes responsibility.

Keep evaluating & improving: Being one of the things that were positive even while making mistakes, this should be kept in place even when doing things perfect.

## 6 FOLLOW UP

Thanks to our invitation to the semifinal pitch in Nairobi, we were able to showcase our initiative in front of a large crowd of mainly legal professionals at the iHub in Nairobi. Although we stranded in the semifinal, yielding to more singular initiatives, we harvested a lot of positive attention.

<https://innovatingjustice.com/en/news/2016-semi-final-list-announced>

With the increasing attention we were able to channel positive energy from the HiIL competition we managed to push our impact further. The Nairobi Design Week (NDW) was willing to feature our newest project in Mathare with the Undugu School. Then we set out to quickly set up a plan as the NDW was already in a month. We made a short video about the cause and added personal testimonies from current and potential future partners. The amount of money we raised was almost doubled by the HiIL foundation, to enable our 5.000 euro project to proceed.

<https://innovatingjustice.com/en/projects/slumfighters-international>

The results, findings and insights from the Rwanda Feasibility study were put together in a paper that was accepted to the International Forum on Urbanism 2016 in Buenos Aires. Amongst a wide range of entries from 21 universities spread over the globe, the paper was put forward in thematic axis of "Integration". The publication can be downloaded using the following link:

<http://ifou2016.net/en/>

Our sidestep to focus on Kenya (Mathare, Nairobi) has been quite successful, thanks to the exposure caused by the HiIL Foundation Justice Accelerator 2016 semi-finals. Next to the crowdfunding campaign we are receiving offers for expertise and financial support for the Undugu project. We are currently working with the community, made plans, raised money and will now start implementing the first half of 2017.

Senegal is following suit, with our first explorations preparations in the field (Pikine, Dakar) will commence the first half of 2017 as well.

We will convert our input from Rwanda into a multi pronged strategy "Silver Roof", which entails defragmenting the spatial morphology during socio-economically sustainable real estate development. The Rwandan embassy will assist in finding the proper partners for this. Planmaking will commence in the first half of 2017 too.



## **7 ABOUT SLUMFIGHTERS international**

### **Vision: What is our goal?**

To help the current 1 billion people living in slums and informal settlements to participate in the development of the city, in order to have a bright future. We start small, up close and personal. We engage with the problem owners in the street, in their homes and on their jobs. We also believe they are the solution holders and we intend to empower them to improve their own living situations.

### **Mission: How do we intend to reach that goal?**

We believe we need everybody's support and help to reach this goal, within one generation. We need both to collaborate with the local government and the other formal institutions. At the same time it is essential to integrally include the informal inhabitants, businesses and other organizations. We are not bottom-up or top-down, we are all-in.

That is why we respect and work with the existing environment and people present, with the highest precision and customization that the latest technology enables us to do. That includes the existing geography, built environment, current communities, power- and governance structures. Based on the overview we get by listening and inquiring, we open the discussion with all the relevant stakeholders. We are open to good suggestions and ideas, wherever they are from.

We position ourselves, freely translated, like a relation therapist. We seek to understand first and then to explore and negotiate towards a multilaterally beneficial outcome; by imagining, inquiring, confronting and giving and receiving feedback. Our job is done, when we reach a commonly supported and custom fit plan that is implemented in reality. And only when the result addresses the spatial, legal, social and financial issues and is sustainable to it's beneficiaries in the years to come.

### **Why?**

We all want to live a good life. And everyday living and working conditions are the basis of that good life, both individually as commonly. Problems that are important, but not urgent, are too often overlooked or postponed. Proactively identifying, discussing, and implementing solutions, however is technically and financially. Socially. Paramount is that the result is more satisfying and avoids drama, whenever problems do get urgent or become an emergency.

We must admit we cannot avoid all disasters, but we can at least solve the disasters that are we know are waiting to happen.

We are all together. Once we all realize that, we will understand that actually working together and collaborating unified, will benefit us all as a whole. To empower everybody to fulfill their potential, will channel the energy we require to be proactive.

### **Web**

[www.slumfighters.org](http://www.slumfighters.org)