

THE GENIUS LOCI ENCOUNTERS

Building a Design Oriented Scenario to foster social
conversations for the Colombian Post-conflict

Politecnico Di Milano
Scuola del Design
MSc. Product Service System Design

Lina María Arias 803837
Academic Year 2014/2015
Supervisor: Daniela Selloni



Building a Design Oriented Scenario to foster social conversations for the Colombian Post-conflict

Politecnico Di Milano
Scuola del Design
MSc. Product Service System Design

Lina María Arias 803837
Academic Year 2014/2015
Supervisor: Daniela Selloni

Be the change you wish to see in the world
-M.Gandhi

*Para la distancia, un paso
para la rabia, una flor
para la impotencia, un grito
para la oscuridad, un color.*

*Para la indolencia, una caricia
para la tristeza, un verso
para el viento, una cometa
para el silencio, una palabra
para el cielo, un arco iris
para el llanto, una canción
para el insomnio, una luna,
para la muerte, un cuento,
para la guerra nada!*

T. Vila

Abstract

This thesis work was born from the curiosity of how design can contribute to the Colombian society, now that this one is living a historical transformation towards reaching peace within its territory.

This transformation will require a collective effort from diverse sectors of the society to provide the better of each one in order to reach this objective. But in the rush to propose, offer and delivering solutions to the most pressing needs the war has left, the approach taken by many projects seems to be ‘jumping’ one essential step: The trust building between the involved actors and consequently the society in general, that has been left in a second plane hoping it to happen as an implicit side effect of the proposed solutions. This work starts from this consideration and constitutes a proposal to go ‘one step back’, and start over from this very ‘obvious’ but somehow neglected basic point, presenting design as an agent of change capable of providing an innovative vision and option for the Colombian post conflict within the diverse social transition programs and public policies that must be developed to face the challenges coming ahead.

It starts by outlining the field of work of design within social innovation and the public sector. Nowadays we are witnessing an increasing discussion about the relationship between designers (specially service and strategic ones), governmental employees and agencies, working on diverse initiatives for social and public innovation, in which new meanings, ways of interaction and relationships between the government and the population are being developed; proving design, its strategies, tools and skills, as a relevant and important partner to improve the design and delivery of government services and policies.

Then the situation of Colombia towards the post conflict is presented and analyzed as the context to work on. This situation the country will be facing soon causes that the political will and economic capacity of the government will be moving to set up and develop new strategies and programs that must be able to respond effectively to the necessities and requirements of the population within the dynamics of a rapidly changing society; constituting like this a proper opportunity of intervention for design and design experts as established before.

Besides, diverse international experiences on social innovation and participatory design, are gather together as case studies in order to comprehend the role design experts can play in such initiatives, with the tools and methodologies used. Plus some national ongoing ‘alternative’¹ initiatives aimed at the post conflict, are reviewed to understand better the context, its participants, alliances, and political frameworks.

These case studies are analyzed, and then it is propose the design of a scenario for the Colombian post conflict, where social conversations can take place and the natural creativity of the population can be integrated with the capabilities of expert design, to imagine, discuss and create a common set of mind to facilitate the future development of social initiatives .

1. Refers to innovative initiatives coming from grounds not usually related with policymaking and offering a more participative approach instead the common paternalistic one. Opening up new type of interactions and relationships between the participants

The scenario correspond to the proposal named “*The Genius Loci Encounters*”² that has as main objective to provide an option of an ‘alternative’ public policy for the post conflict. By creating a design-oriented scenario in which to re-generate the social tissue, create a favorable environment for a ‘trusting community’ to be born and to build up narratives of prosperity, allowing social conversations to happen aimed at the co-imagination and co-creation of new visions for the territory and its inhabitants; letting people that once was segregated and whose lives have been defined in terms of war, to (re) discover the power of collaboration, thus letting them be those who decided what and who they want to be in this new future. It also pretends to fill up a blank apparently found in the offer of alternative policies for the post conflict, by focusing the work on the rural areas, where, although being highly affected by the war, do not count with innovative enough offers to overcome the challenges to come.

By taking communities as potential agents of positive change and social transformation this proposal constitute a new vision and approach for the post conflict, not in terms of the short or medium terms, but as a possibility of transformation on the long term and the final destruction of paradigms and the conception of a new collaborative way of social construction for the future .

2. Genius Loci, is a Latin expression commonly used to refer to the spirit or essence of a place, what represents and makes its identity

Sommario

Questo lavoro di tesi nasce dalla curiosità su come il design può contribuire alla società colombiana, ora che questa sta vivendo una trasformazione storica verso il raggiungimento della pace nel suo territorio.

Questa trasformazione richiede uno sforzo collettivo di molti settori della società e ciascuno di essi deve provvedere a fare del suo meglio al fine di raggiungere questo obiettivo. Ma nella fretta di proporre, offrire e fornire soluzioni ai bisogni più urgenti che la guerra ha lasciato, l'approccio adottato da molti progetti sembra 'saltare' un passo essenziale: la costruzione della fiducia tra gli attori coinvolti e di conseguenza la società in generale; infatti questa è stata lasciata in secondo piano, nella speranza che accada come effetto collaterale implicito delle soluzioni proposte.

Il lavoro di tesi comincia da questa considerazione e propone di fare 'un passo indietro' e ripartire da tale 'ovvietà', che in qualche modo è stata trascurata come punto fondamentale; tutto ciò si concretizza presentando il design come un agente di cambiamento in grado di fornire una visione innovativa, e fornendo molteplici opzioni per il post conflitto colombiano nell'ambito dei diversi programmi di transizione sociale e politiche pubbliche che devono essere sviluppate per affrontare le sfide a venire.

Si inizia con il delineare il campo di lavoro del design all'interno dell'innovazione sociale e il settore pubblico.

Oggi giorno infatti stiamo assistendo ad un accrescimento dei rapporti tra designer (in particolar modo quelli dei servizi e quelli strategici), dipendenti governativi e le agenzie che lavorano a diverse iniziative per l'innovazione sociale e pubblica. In questo contesto le modalità di interazione e le relazioni tra il governo e la popolazione, ancora in fase di sviluppo, dimostrano come il design con le sue strategie, i suoi strumenti e le sue competenze è un partner fondamentale per migliorare la progettazione e la fornitura di politiche e servizi pubblici.

Quindi, la situazione della Colombia del post conflitto viene presentata e analizzata come contesto di lavoro. Infatti la situazione post-bellica che il paese dovrà affrontare farà sì che la volontà politica e le capacità economiche del governo si muovano per creare e sviluppare nuove strategie oltre che a programmi in grado di rispondere efficacemente alle necessità della popolazione all'interno delle dinamiche di una società in rapido cambiamento. In questo modo si verrà a costituire una vera e propria opportunità per un esperto di design di intervenire con la progettazione, come stabilito in precedenza.

Inoltre, diverse esperienze internazionali in materia di innovazione sociale e progettazione partecipativa, propongono casi di studio allo scopo di comprendere il ruolo che gli esperti di design giocano in tali iniziative; in più, vengono analizzate alcune iniziative nazionali alternative¹, specializzate nel post-conflitto, al fine di assimilare meglio il contesto, i suoi partecipanti, le alleanze e il quadro politico. Successivamente viene poi proposta la progettazione di uno scenario per il post-conflitto colombiano, in cui la creatività naturale della popolazione si fonde con le competenze di progettazione degli esperti per immaginare, discutere e creare una visione comune che potrà facilitare il futuro dello sviluppo di iniziative sociali.

1. Si riferisce a iniziative innovative provenienti da aree di competenza diverse da quella politica e che utilizzano un approccio maggiormente partecipativo che paternalistico. Esse favoriscono un nuovo tipo di interazioni e relazioni tra i partecipanti.

Lo scenario corrisponde alla proposta denominata “The Genius Loci Encounters”² che ha come obiettivo principale quello di fornire la possibilità di una politica pubblica ‘alternativa’ per il post-conflitto attraverso la creazione di uno scenario design-oriented in cui ri-generare il tessuto sociale, creare un ambiente favorevole per una ‘comunità di fiducia’, di nascere e di costruire narrazioni di prosperità, permettendo conversazioni sociali accadere volti un co-immaginazione e co-creazione di nuove visioni per il territorio ed i suoi abitanti; permettere alla gente che una volta era segregato e le cui vite sono state definite in termini di guerra, per (ri) scoprire il potere della collaborazione, lasciando quindi loro di essere quelli che decidono cosa e chi vogliono essere in questo nuovo futuro. Pretende anche di riempire un vuoto apparentemente trovato nell’offerta di politiche alternative per il conflitto posto, puntando il lavoro sulle aree rurali, dove, pur essendo fortemente colpita dalla guerra, non contano con offerte abbastanza innovativi per superare la le sfide a venire.

Lo scenario proposto corrisponde al nome di “The Genius Loci Encounters”² ed ha come obiettivo principale quello di fornire una politica pubblica ‘alternativa’ per il post-conflitto attraverso la creazione di uno scenario design-oriented. Tale scenario propone di rigenerare il tessuto sociale, di creare un ambiente favorevole per una ‘comunità di fiducia’, di costruire i primi concetti di prosperità permettendo, tramite dialoghi sociali, di co-immaginare e co-creare nuove visioni per il territorio e per i suoi abitanti. Inoltre permette alla gente, le cui vite sono state separate e condizionate dalla guerra, di riscoprire il potere della collaborazione, lasciandoli liberi di essere quello che vogliono in questo nuovo futuro. Infine pretende anche di riempire il vuoto apparentemente colmato dalle offerte politiche, puntando sul lavoro nelle aree rurali che, pur essendo colpite dalla guerra, non possono contare su offerte innovative per superare le difficoltà e affrontare le sfide a venire.

Prendendo la comunità come potenziale agente di cambiamento positivo e di trasformazione sociale, tale proposta costituisce una nuova visione per il post-conflitto, non da attuare in brevi tempistiche, ma da considerare come una possibilità di trasformazione a lungo termine con la distruzione finale di molti paradigmi e la costituzione di un nuovo modo di collaborare per definire una nuova società del futuro.

2. Genius Loci, è un'espressione latina comunemente usata per indicare lo spirito o l'essenza di un luogo, ciò che rappresenta la sua identità

Table of contents

INTRODUCTION	13
PART I BACKGROUND KNOWLEDGE	14
1. THEORETICAL BACKGROUND	15
1.1 DESIGN FOR SOCIAL INNOVATION	15
1.2 DESIGN FOR DEMOCRACY	20
1.3 PARTICIPATORY DESIGN	24
1.4 SCENARIO BUILDING	28
1.5 DESIGN-ORIENTED SCENARIOS	29
2. CASE STUDIES: DESIGN INITIATIVES	31
2.1 COLLABORATIVE DIALOGS: WE THE PEOPLE, PARTECIPAMI, MYSIDEWALK	32
2.2 COLLABORATIVE ENCOUNTERS: GOV.JAM, MILLENIAL TRAINS PROJECT , OASIS GAME	36
2.3 COLLABORATIVE INFRASTRUCTURES: CITTADINI CREATIVI, PUBLIC POLICY LAB, MINDLAB	40
2.4 LESSONS LEARNED	44
2.5 DESIGNER ROLE	45
3. CONTEXT ANALYSIS: THE COLOMBIAN POST CONFLICT	48
3.1 COLOMBIA	48
3.2 THE COLOMBIAN PEACE TREATY.	50
3.3 THE FUTURE POST CONFLICT SITUATION	51
3.4 SOCIAL COHESION DURING POST CONFLICT	53
4. CASE STUDIES: POST CONFLICT INITIATIVES	55
4.1 ANALYSIS OF THE CASES	63
4.2 LESSONS LEARNED	66
PART II: RESEARCH QUESTIONS AND METHODOLOGY	68
1. RESEARCH QUESTIONS AND HYPOTHESIS	69
2. METHODOLOGY	70
2.1 SCENARIO BUILDING	72
PART III: SCENARIO	74
1. SCENARIO ARCHITECTURE	76
1.1 VISION	76
1.2. MOTIVATION	77
1.3 STRATEGY: THE GENIUS LOCI ENCOUNTERS	79
2. GENERAL FEATURES	81
2.1 OVERVIEW	81
2.2 ACTORS MAP	82
2.3 STAKEHOLDERS MOTIVATION MATRIX	84
2.4 SYSTEM MAP	85
2.5 STORYBOARD	85
2.6 TOOLS TAXONOMY	85
3. PARTICULAR APPLICATION	86
3.1 PERSONAS	86
3.2 COSTUMER JOURNEY	86
PART IV. CONCLUSIONS	87
BIBLIOGRAPHY	91

APPENDIX	95
APPENDIX A: VISIONING WORKSHOP PHASES	96
APPENDIX B: SYSTEM MAP	102
APPENDIX C: STORYBOARD	103
APPENDIX D: PERSONAS	119
APPENDIX E: COSTUMER JOURNEY MAP	123

List of figures

<i>Fig.1 Social Conversations model</i>	18
<i>Fig. 2 Overview of Design Process in Public Sector.</i>	20
<i>Fig. 3 Government Innovation Labs Constellation.</i>	21
<i>Fig. 4 Public Sector Design Ladder</i>	23
<i>Fig. 5 Current landscape of human-centered design research</i>	25
<i>Fig. 6 Making, telling, and enacting as complementary, connected activities in co-designing.</i>	26
<i>Fig. 7 'Generate future scenarios' practice within the Design for Services map</i>	28
<i>Fig. 8 Case studies Clusters</i>	31
<i>Fig. 9 Enabling Ecosystem model</i>	44
<i>Fig. 10 Overview of design expert's role.</i>	46
<i>Fig. 11 Matrix Areas of action.</i>	64
<i>Fig. 12 Areas of action comparison</i>	65
<i>Fig. 13 Overall Values</i>	65
<i>Fig 14 Qualitative Panorama</i>	66
<i>Fig. 15 Initial considerations for the proposal development</i>	70
<i>Fig. 16 Polarities for the scenario matrix</i>	72
<i>Fig. 17 Scenario matrix</i>	73
<i>Fig. 18 Scenario Vision</i>	76
<i>Fig. 19 Scenario Motivation</i>	77
<i>Fig. 20 Chain of implications for the Scenario</i>	78
<i>Fig. 21 Genius Loci Encounters Concept</i>	79
<i>Fig. 22 Genius Loci Encounters Development</i>	81
<i>Fig. 23 Actors Map</i>	92
<i>Fig. 24 Genius Loci Team</i>	83
<i>Fig.25 Stakeholders motivation Matrix</i>	84
<i>Fig. 26 Tools Taxonomy</i>	85

List of Tables

<i>Table 1: Case Study 1.1: We the people</i>	33
<i>Table 2: Case Study 1.2: ParticipaMi</i>	34
<i>Table 3: Case Study 1.3: My Sidewalk</i>	35
<i>Table 4: Case Study 1.4: Global Gov. Jam</i>	37
<i>Table 5: Case Study 1.5: Millennial trains project</i>	38
<i>Table 6: Case Study 1.6: OASIS Game</i>	39
<i>Table 7: Case Study 1.7: Cittadini Creativi</i>	41
<i>Table 8: Case Study 1.8: Public Policy Lab</i>	42
<i>Table 9: Case Study 1.9: MindLab</i>	43
<i>Table 10: Case Study 2.1: Comunidad-es</i>	57
<i>Table 11: Case Study 2.2: La casa de la lluvia (de ideas)</i>	58
<i>Table 12: Case Study 2.3: Minimarket 2x3</i>	59
<i>Table 13: Case Study 2.4: Sembrando vida con Terpel</i>	60
<i>Table 14: Case Study 2.5: La Macarena, remanso de colores</i>	61
<i>Table 15: Case Study 2.6: Proyecto de reconciliación Chengue- Macayepo</i>	62

Introduction

The role of design has changed immensely during the last years; in such times of economic and social changes we are living today, the field of action of design practitioners, researchers and academics and the definition of design itself has change categorically from what could be said in the last century, although this change still remain hidden to a large part of the society, as Botero states:

“The image of design as a one-shot activity based largely on the insight of peculiar individuals who produce ready-made solutions continues to be a common reference in popular culture and is actively maintained by many producers, designers, curators, and the media, as well as by customers and users of products and services. To counterbalance some of these misplaced assumptions and build a more transformative practice, some sectors of design research and practice have begun to elaborate more encompassing perspective on design over the course of the last decades. The most generative of the strategies taken has been to place design activities and design knowledge on more explicit collaborative grounds” (Botero, 2013).

Plenty of discussions about this new role in society are being developed within the design community, and recently one about a new ground for design has awakened an increasing interest: its political side and participation inside the governmental and public spheres: That nowadays is proving to be a crucial partner to generate significant changes, and ultimately is becoming a political act:

“Design becomes a political act precisely because it is a set of practices and procedures, which directly challenge the established order. It represents a moment of contestation, not only through the promotion of new ideas and policies, but by the very processes in which such ideas are produced.” (DESIS Network, 2013)

Hence, design is being considered as an important agent of change, an important partner whose methodologies, skills and practice are capable to generate transformations in moments when society needed the most. A similar vision is given by Ariel Sanchez, a Colombian academic when discussing the role of artists inside a society that will face an immense transformation such as the end of war, as the case of the Colombian one:

“It is precisely the duty of the artist, as Nakamori would say, to destroy the singular and monolithic way of thinking the history. To transform the dynamics of a society in war, artists are needed to imagine and design a political transition towards post conflict: To create, represent and destroy that way of seeing our history” (Sánchez Meertensll , 2015)

This claim could be not only be applied to arts but also widening up to also cover the design practice, considering also as a duty of the designer to be part of the political transformation, because after all, the construction of peace is a responsibility of everybody not just of the government and its institutions

PART I BACKGROUND KNOWLEDGE

1. Theoretical Background

1.1 Design for social innovation

To comprehend better why and how design can work on such delicate and wide subject as the post conflict, a pathway is presented along the diverse fields of action in which design and design experts move when facing social issues like this one, and the tools and methodologies used to generate design opportunities and propose solutions.

Overview

Social innovation is a term that day by day is being used more and more among academics, governments and researchers all around the world. The most famous definition, and perhaps one of the most used, is given by the Young foundation, which explains Social Innovation as “New ideas (products, services and models) that simultaneously meet social needs and create new social relationships or collaborations. In other words, they are innovations that are both good for society and enhance society’s capacity to act.” (Murray, Caulier-Grice, & Mulgan, 2010).

The Social Innovation concept is nowadays being highly discussed, therefore several authors are exploring a wider definition, and among these are Jègou and Manzini that in the book ‘Collaborative Services’ refer to it as:

“Changes in the way individuals or communities act to solve a problem or to generate new opportunities. These innovations are driven more by changes in behavior than by changes in technology or the market and they typically emerge from bottom up rather than top down processes.” (Jègou & Manzini, 2008).

Having this approach in mind now is it possible to understand the crescent interest and discussion happening in many of the spheres of the societies and specially in the public one, as Manzini states: “In the last few years, social innovation has moved from the fringe to the center of the political agenda of several governments and, more generally, of public discussions”. (Manzini E. , 2015)

The fact that Social Innovation is being subject of public discussions, within governments, policymakers and citizens, has changed highly the dynamics of those involved on it, and the interest is awakening in other sectors. “Social innovation has emerged as a possible response to tackle the most pressing social, demographic and environmental issues and not by chance, in recent years, the notion of social innovation has attracted interest from political and economic leaders, both in EU and US”. (Selloni, 2014)

To comprehend better why this movement is happening, is important to understand why most of the “classical approaches” facing public issues are failing to respond adequately:

“The classic tools of government policy on the one hand, and market solutions on the other, have proved grossly inadequate. The market, by itself, lacks the incentives and appropriate models to solve many of these issues. Where there are market failures (due to non-competitive markets, externalities or public goods), these tasks have fallen either to the

state or civil society. However, current policies and structures of government have tended to reinforce old rather than new models. The silos of government departments are poorly suited to tackling complex problems, which cut across sectors and nation states. Civil society lacks the capital, skills and resources to take promising ideas to scale”. (Murray, Caulier-Grice, & Mulgan, 2010)

As can be seen the action range available for Social Innovation could be quite wide, involving a vast amount of activities, field of actions and practitioners. “This diversity of practice makes the ‘field of social innovation’ quite difficult to describe, analyze and measure. Indeed, it might be more appropriate to talk of fields and practices rather than one single field of action or practice. (Caulier-Grice, Davies, Patrick, & Norman, 2012)

Therefore, in which field of action design and social innovation meet? The answer is in Manzini’s words:

“In the twenty-first century, social innovation will be interwoven with design as both stimulus and objective. That is, it will stimulate design as much as technical innovation did in the twentieth century, and at the same time social innovation will be what a growing proportion of design activities will be seeking to achieve. As a matter of fact, design has all the potentialities to play a major role in triggering and supporting social change and therefore becoming Design for Social Innovation” (Manzini E. , 2015)

More over Manzini continues exploring a definition for ‘Design for social innovation’ closely related with the role and point of view of a design expert and offers the following definition: “Design for social innovation is everything that expert design can do to activate, sustain and orient process of social change toward sustainability” (ibidem, p.62)

This approach allows to open the discussion for the specific role of the design expert in order to achieve sustainability on the innovation process and the skills necessary to foster the work on this area, and once again Manzini provide us with a useful concept of what could be the specific role of a design expert:

“Design for social innovation is the expert design contribution to a co-design process aiming at social change, in practical terms, it is a blend of different components: original ideas and visions (from design culture), practical design tools (from different design disciplines) and creativity (which is a personal gift) within the framework of a design approach” (ibidem, p.63)

Design for social innovation vs. Social design

Along the conversation about this subject, the term ‘Social Design’ can also been found in many of the literature as a synonym of Social Innovation. Following the debate open by Papanek about the role of the designer within the society (Papanek, 1971), it could be said that the term social design is more related with the ‘social responsibility of design’. Since the terms are still developing as a new field of action, several discussions about the difference (or not) between these two concepts are made along by the academics; for what concerns to this thesis work, the difference provided by Manzini will be taken as reference:

“The problem begins with the double meaning commonly attributed to the adjective ‘social’. The first sense, which is the one in use in the expression *design for social innovation*, refers to social forms as such: that is, to the way a society is build. In the second sense it indicates the existence of particularly problematic situations (such as extreme poverty, illness or social exclusion, and circumstances after catastrophic events) to which both the market and the state fail to find solutions, and which therefore pose (or should pose) the need for urgent intervention from some other quarter.” (Manzini E. , 2015).

According to this definition, it could be considered that the work of Social Innovation has a broader scope of action, and the initiatives of Social design can find a place inside it, but no vice versa. For what concerns the work of this thesis it finds a closer position inside the Manzini’s definition of ‘Design for Social Innovation’.

Social conversations

‘Social Conversation’ is a term commonly used by Manzini when talking about Design for Social Innovation, referring to the interactions happening between the different actors of a society; these conversations are closely correlated with the Winograd’s notion of a ‘Conversation for action’:

“An important example is the simple conversation for action, in which one party (A) makes a request to another (B). The request is interpreted by each party as having certain conditions of satisfaction, which characterize a future course of actions by B. After the initial utterance (the request), B can accept (and thereby commit to satisfy the conditions); decline (and thereby end the conversation); or counter-offer with alternative conditions” (Winograd, 1988)

Widening the concept and providing point of view from the design practitioner, Manzini states:

“These conversations occur between various social actors who are all interested in achieving the same result (i.e., in resolving a problem or opening a new possibility) and who follow and innovative path to achieve it breaking with established ways of thinking and doing things. This social conversation is, to all intents and purposes, a co-designing activity: a dynamic process in which participants intervene bringing their own particular knowledge and design capacity. Among these there are obviously also design experts who express their skills and abilities on social innovation design. (Manzini E. , 2015)

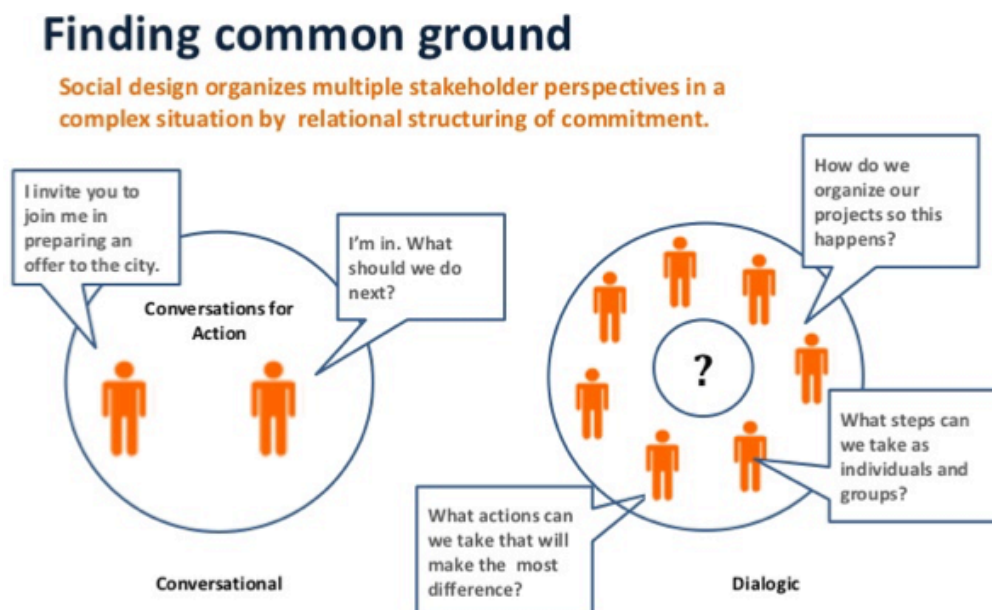


Fig.1 Social Conversations model
Taken from (Jones, 2011)

Here appears then the question about what can do designers to help and support the process of Social innovation? What is it necessary to do in order to create the favorable conditions to spread the initiatives conceived?

“Operating in this new context, designers have to collaborate with a variety of interlocutors, stepping forward as experts, i.e. as design specialists interacting with diverse actors who design without being designers, i.e. design amateurs”. (Jègou & Manzini, 2008)

Moreover, when discussing about a specific role the designer (see 2.5) could play inside these conversations, an answer could be found in Meroni’s book ‘Design for services’:

“The designer is certainly an actor in the design process whose task is to listen and facilitate discussion between actors, however it is also to bring proposals to the discussion table that are capable of going beyond what the user community could have imagined; proposals that are provocative (that is, are able to provoke discussion) and that motivate in such a way as to be open to discussion. In this way designers can be both facilitator and provoker: the tools they use do not serve only to make ideas co-created by the group more visible and assessable (visualization) but also stimulate the group by feeding the discussion with original visions and proposals (visioning).” (Meroni & Sangorgi, 2011)

Creative communities, Collaborative Organizations and Enabling Ecosystems

“Behind each of promising cases of social innovation there are groups of people who have been able to imagine, develop and manage them. A first glance shows that they have some fundamental traits in common: they are all groups of people who cooperatively invent, enhance and manage innovative solutions. And they do so recombining what already exists, without waiting for a general change in the system” (Manzini E. , 2013)

It could be said that in a certain way these groups of people are those who power Social Innovation. Meroni defines them as creative communities: “People who cooperatively invent, enhance and manage innovative solutions for new ways of living” (Meroni, 2007). They are the ones producing

the innovations to answer the everyday problems, commonly in ways that defy the status quo of the societies they belong to.

“Creative communities apply their creativity to break with given mainstream models of thinking and doing and in doing so, consciously or unconsciously, they are very concrete steps towards sustainability.” (Manzini E. , 2013)

Creative communities, their encounters and actions evolve with time until becoming ‘Collaborative Organizations’, amplifying their range of action and aims, and being able to even be providers of different services and business for their own community.

“Creative communities are living entities that evolve over time. A closer observation shows that the promising cases they generate can be seen as service and business ideas at different stages of their specific innovation processes [...] Even though these organizations have different goals and actors, they present fundamental common traits: they are all built up by groups of people who collaborate in the co-creation of commonly recognized values. For this reason, we will call them collaborative organizations: production and services based on peer-to-peer, collaborative relationships and consequently on a high degree of mutual trust (Jègou & Manzini, 2008).

Creative communities and Collaborative organizations are the spaces where ideas about new models of consumptions and sustainability take place, they are then ‘living probes and prototypes of the issues concerning the Design for social innovation, and therefore are those that can afterwards export the new conceived models an ideas to other sectors of society.

Continuing with the discussion of “Creative communities” as living, evolving entities it is logical to think that these need a proper environment to develop, that is an enabling ecosystem in where to grow, so the keep an ecosystem point of view is highly important for the proper development of a sustainable proposal for this work

“Interest in social innovation is growing rapidly worldwide. While this is resulting in unprecedented creativity and capacity, it is also increasing complexity. There is a pressing need to organize the field in order to nurture budding innovations and to scale and replicate mature ones. As put by Social Innovation Generation, Canada, who have been exploring this concept in recent years: “This is why ecosystems –as a descriptor, an analogy and a concept- is a powerful paradigm. Ecological thinking has long informed systems change work as one of the most robust ways of thinking about complex systems and system dynamics. The body of thinking around ecosystems embraces adaptation, complexity and emergence.”

An ecosystem framework invites more thoughtful, systemic ways to connect the different actors at different scales simultaneously trying to influence a problem. It shifts our focus to nurturing the enabling conditions that support a thriving ecosystem for continuous social innovation to our greatest challenges.” (SIE. European Commission , 2015)

1.2 Design For Democracy

“The nature of democracy is not a customary topic of conversation among designers, the question is not whether designers believe in it, but whether designers think that talking about it has anything to do with their chosen occupation” (Margolin, 2012)

Previously has been discussed how design can be an agent of social change, equally it could move to a more specific area such as the public administration and become an agent of political change, so a second topic of importance for this work appears and is the notion of ‘Design for democracy’.

One of the first challenges to be found around it, is that one of the apparent disconnection between the world of politics and the world of design.

“The professionals that are usually associated to politics and democracy are not designers and for many people the link between design and democracy or politics is quite mysterious. Politics is in fact considered much too intangible to be matter of a designer” (Casati, 2012).

Following this discussion the work of Victor Margolin is highly helpful to revoke this assumption, being precisely the field of work of Design for Democracy as he said, “to engage population to governance procedures and institutions, acting directly on democracy with tools inside the political system that can be used by the citizens to participate” (Margolin, 2012). Thus, design working within democracy is indeed capable to improve the quality of systems of governance and its procedures (Fig. 2) When working ‘for’ democracy it makes it essentially over in two main pillars as Margulin states: “Transparency and participation”, the second pillar is of main importance for this thesis work as the possibility to involve citizens in the governance processes, giving voice to all the different points of view influencing the political decision making.

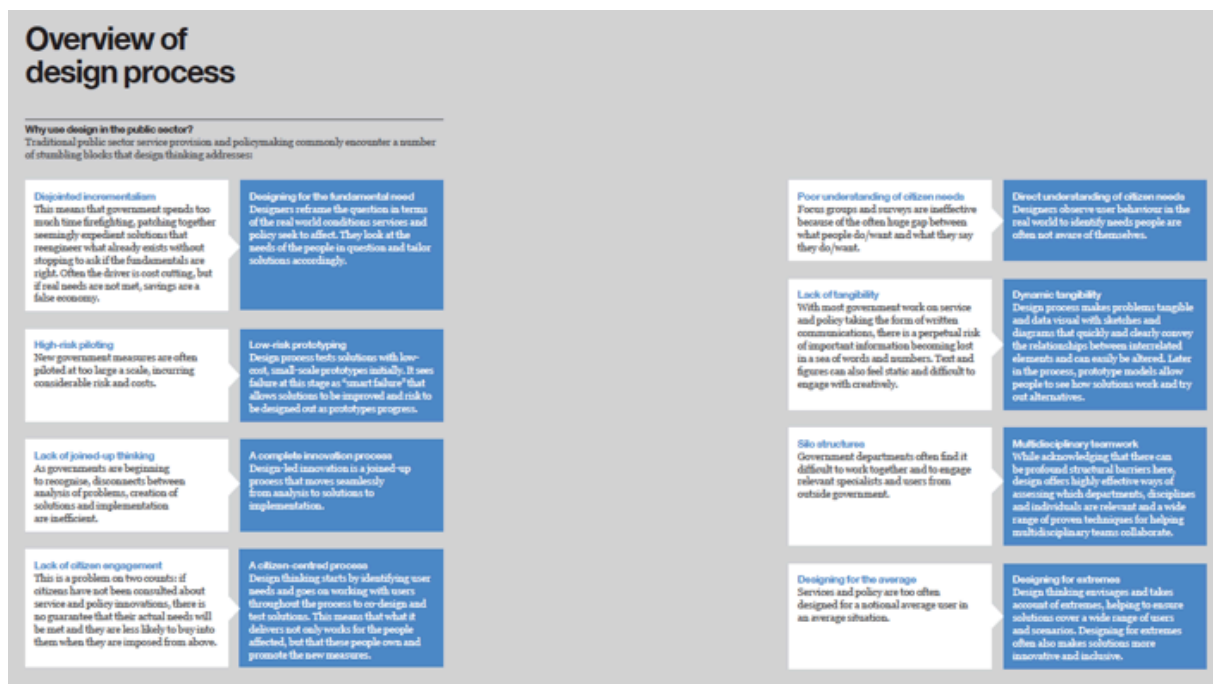


Fig. 2 Overview of Design Process in Public Sector. Taken from: (Design Council, 2013)

In fact, the spreading of this model of participation generates a political change, migrating from a welfare state to a partner state, giving origin to a new model of governance, one where the state acts more as a supporter and organizer of networks than as a patron. Regarding the definition taken as a reference for Social Innovation (see 1.1), it could be considered that the initiatives and works placed under the subject of 'Design for Democracy' constituted by themselves, a way of Social Innovation.

Public Innovation Places

“In recent years there has been a greater recognition of the complex character of public problems. The practices of public policy similarly evolved with our understanding and recognition of these complex problems. What actually happens to the legitimacy of our democratic decision-making processes if public policies fail to deal productively with societal problems and don't actually realize political intentions in practice? These questions raise a discussion about how to increase the effectiveness and legitimacy of public sector interventions, both by creating the actual outcomes that are politically intended, and by enabling a more open approach to governance by involving and building on the resources of citizens, communities and other users that could aid in addressing societal issues”. (Christiansen & Sabroe, 2015)

For this change about a new model of state to take place, it is necessary the creation of spaces where to create the possibility for people to participate and new partnerships to be made; the answer is being given in the worldwide uprising of the PIPs. (Public Innovation Places) inside many governments committed to make this change (fig.3) “Such partnerships are characterized by horizontal practices such as co-governance, co-design, or co-production where citizens, experts, and governments work closely, together, to provide better public services”. (Parsons DESIS Lab)

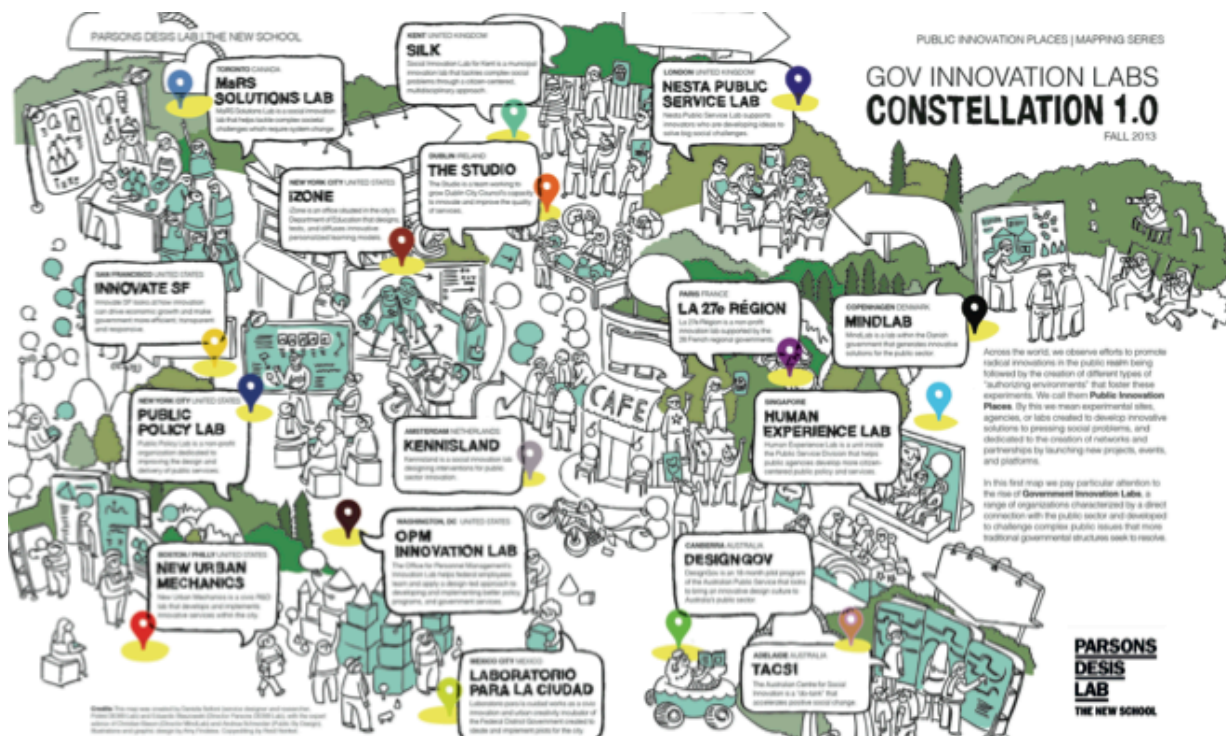


Fig. 3 Government Innovation Labs Constellation.
Taken from (Parsons DESIS Lab)

These PIPs are in-between spaces a merge of private and public, allowing people to participate in the co-creation of solutions. They are defined by Parsons DESIS Lab as:

“Experimental sites, agencies or labs created to tackle innovative solutions to public problems (i.e. affordable housing, education, healthcare, etc.) and dedicated to the creation of networks and partnerships; launching projects, events, and platforms. PIPs can bring together a variety of actors, both public and private, with a diverse array of skill sets and expertise around a set of issues” (ibidem)

About the configuration of participants inside the PIPs:

“Within PIPs there are professionals from different backgrounds (design, economics, policy and social knowledge) who can operate in a more horizontal, non-hierarchical ways and provide a degree of freedom from many of the innovative constraints of agency-specific mandates, policy issues, and procedural restrictions. While free to explore and produce new knowledge and practicable forms in a semi-autonomous fashion, these spaces can be supported by the larger institutional bodies whose services, interests, and practices stand to gain from such collaborative work. How the results of collaboration are taken up might ultimately be up to the specific agency, organization, or community, which houses the space, however the idea would be to proliferate such spaces so that they may:

1. Work experimentally and freely using design as a tool for advancing innovation in the public sector/realm, and
2. Be collaboratively integrated with all interested parties at every step of the process in order to maximize the potential for innovation and new ideas to emerge” (ibidem).

Currently the Colombian Government has its own PIP, being among the pioneers of this type of initiative on Latin America, although following precisely the concept of Social Innovation taken as a reference for this thesis work (see 1.1) its work could be framed and connected more to ‘Social Design’, since its attention is focused in subjects related to overcoming Extreme poverty

Box 1.

ANSPE: The Colombian Social Innovation Agency to overcome Extreme poverty

Governmental entity, responsible for the social promotion strategy for the poorest and most vulnerable population within the Colombian Territory. To achieve this goal, the Agency articulates family and community support, the service offer of public institutions, private social investment and social innovation initiatives, regarding the quality of life for families and communities at extreme poverty.

The Social Innovation Center contributes to the alternative offer of *ANSPE* by developing and co-financing of social innovation projects; the creation of a favorable environment for the public, the development of research oriented to enhance decision-making in the *ANSPE* and management of knowledge about social innovation. The center nowadays has 39 allies divided in: International allies, public entities, private partners and academics.

“*Cazando ideas*” is the name of the toolbox specially developed for the program; it contains different tools adapted by the agency coming from design thinking and positive deviance, also tools for community characterizations and those generated from the academy to solve problems of vulnerable populations.

Taken from: (ANSPE, 2015)

Public Sector Design Ladder

Getting deeper in the discussion about the role of design within the public sector, the work of Design Council in U.K is pertinent for the development of this thesis work, since they have been performing a long and deep research about who design acting inside the public sector or performing ‘design-led innovations’.

“Design thinking fits solutions to problems with precision. It is a way of being agile, economical and intelligent in meeting both the challenges that are pressing in the present and the new ones that will continually appear in the future.” (Design Council, 2013)

In an effort to understand why such associations, so far, have produced good results and how they could be enhance and improve they state:

“Government design projects consistently deliver lower costs, greater efficiency, fulfilled public sector staff and, most importantly, citizens who are both more secure in the present and more empowered and self-reliant long-term. In other words, design has shown its ability to square the circle between two first-order objectives often seen as mutually exclusive: cutting state spending and improving the experience of citizens. It does this by tailoring its solutions to the needs of the end user, the citizen, and trimming off whatever is extraneous. (ibidem)

‘The Public Sector design ladder’ has been developed by the council as a tool in order to use it as a ‘diagnostic tool and road-map for progression’. About its use they state:

“Design-led innovation can be used for everything from relatively small interventions to complex policy decisions. We can visualize the different levels of application using a ladder, as follows:



Fig. 4 Public Sector Design Ladder
Taken from: (Design Council, 2013)

Each step on the ladder is a good place to be, but the higher up a public sector body goes, the more value it can create. Crucially, however, the barriers to use of design also increase. One can see why this is by thinking about how things work at Step 1: organizations here can run discrete design projects without changing their fundamental working practices. One of the reasons for presenting these design applications as a ladder is to suggest that, by going through the steps in order, organizations may be able to decrease the barriers to design thinking's adoption at higher and higher levels incrementally. It is, then, a road-map for progression. It can also be used as a diagnostic tool to think about where one is at and where one would like to get to – whether as an agency, department, local authority or nation.” (ibidem)

This tool could be considered also as a matter of specific relevance for this thesis work, in order to understand which types of innovation are being made by the public sector and what it is needed in order to move along the ladder, in a context like the one this thesis would work on.

1.3 Participatory Design

Continuing with the discussion about specific role of design inside the public sphere, and the approaches and tools design can contribute with, it is important to highlight that Jègou and Manzini (2008) recognized that the interaction of a design expert with other social actors can happen a the combination of two modalities: Design ‘in’ Creative Communities and Design ‘for’ creative communities.

Participatory design appears as one of the most adequate approach to interact when designing ‘in’ the community

“Designing in creative communities: This means participating peer-to peer with other actors involved in creative community building and in collaborative organization co-design. In this modality designers facilitate the convergence of different partners towards shared ideas and potential solutions. This kind of activity requires a series of new design skills: promoting collaboration among diverse social actors (local communities and companies, institutions and research centers); participating in the construction of shared visions and scenarios; combining existing products and services to support the creative community they are collaborating with” (Jègou & Manzini, 2008)

Participatory Design constitutes a recognized, effective and widely use approach when working on the public sector. “Participatory Design (PD) today is an emerging design practice that involves different non-designers in various co-design activities throughout the design process” (Sanders e. a., 2010)

Besides, it has been already present over the last decades within the design practice:

“The user-centered design approach (i.e., ‘user as subject’) has been primarily a US driven phenomenon. Increasingly, since the 70s, people have been given more influence and room for initiative in roles where they provide expertise, and participate in the informing, ideating, and conceptualizing activities in the early design phases. The participatory approach (i.e., ‘user as partner’) has been led by Northern Europeans. The two approaches are now beginning to influence one another.” (Sanders & Stappers , 2008)

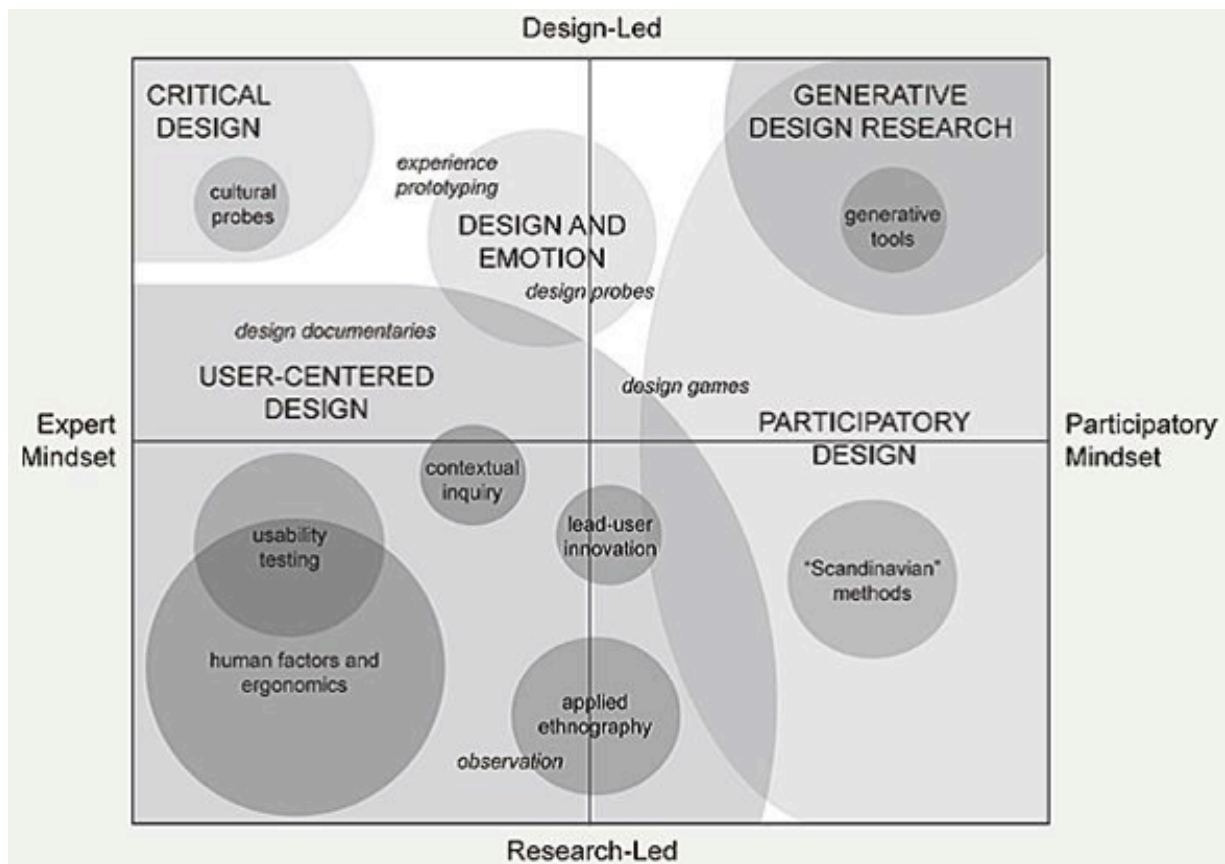


Fig. 5 Current landscape of human-centered design research
Taken from: (Sanders L. , 2008)

A second discussion has taken place regarding the role of participatory design on democracy. As Selloni states: “Participatory design is currently facing the challenge to stimulate other perspectives on participation and on democratization” (Selloni, 2014), observation also made by Ehn (2008) who talks about the shift from a participatory design working with companies and organizations to a participatory design dedicated to foster empowerment and change within communities and public space.

Expanding the discussion, Manzini and Rizzi describe participatory design as “a way to ‘integrate’, ‘enhance’ and ‘diffuse’ social resources” (Manzini & Rizzo, 2011) which constitutes a perspective more linked with SI as claimed by them: “Participatory Design is a constellation of design initiatives aiming at the construction of socio-material assemblies where social innovation can take place” (ibidem).

Reflecting over this Selloni as well comments: “

“To integrate and enhance social resources’ means essentially to consider participants not as users with problems but as actors able to offer specific competences and local knowledge. In this view, participatory design can be seen as social-material assemblies that allow the emergence and the promotion of such resources” (Selloni, 2014)

These bottom-up initiatives allow several actors work together to imagine and generate social change. Consequently, this has positioned Participatory Design as an important partner along the innovation process, able to challenge the “traditional models” inside the public and political spheres.

“Participatory Design, has been instrumental in re-structuring design processes more broadly by articulating the social and political implications of this re-structuring. The PD movement outlined an agenda for initiating collaborative design projects that recognize the role of tacit knowledge and work practice as legitimate and inescapable resources for design”. (Botero, 2013).

Methods and tools

“As tends to be the case with participatory activities, participants are usually active citizens, the most vocal members of a community. Reaching out to other members of a community requires special effort and advertising” (Salgado & Saad-Sulonen , 2015). Therefore, the tools and techniques currently used by participatory design deserve special attention; they are quite varied and wide, easily found in the everyday practice of the design expert.

“More recently and with inspiration from neighboring traditions, mainly within interaction design of providing potential future users with inspirational probing kits that may produce inspirational material for the professional designer, we have seen a proliferation of approaches that suggest extensive crossovers between previously separate participatory design “tool boxes”. Mattelmakki (2006) shows how probing techniques become particularly rich and productive when situated in co-design contexts”. (Sanders e. a., 2010)

Sanders, Brandt and Binder, propose a framework for the tools and techniques used by Participatory design. “The framework provides an overview of participatory design tools and techniques for engaging non-designers in specific participatory design activities.”(Ibidem p, 2) This framework consists into 3 main clusters related to the ‘Form’, or the action that is taking place between the participants, Making, Telling or Enacting

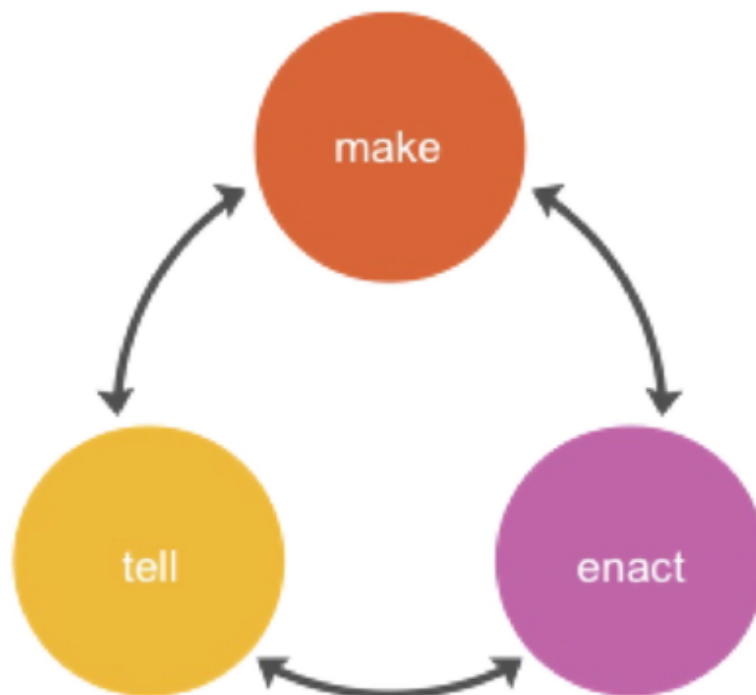


Fig. 6. Making, telling, and enacting as complementary, connected activities in codesigning. Taken from: (Brandt, 2012)

-Making refers to those tools and techniques that make things real and tangible, such as Collages, Maps, Rapid prototypes, Mock ups

-Telling, refers to the those used to support process of verbalization like explaining and talking; diaries, cards, storyboards and time lines could be found inside this group.

-Enacting refers to acting and playing activities, such as role-play, improvisation, props commonly used to enact future situations.

Additionally, Manzini, also proposes a framework of tools in order to support the initiatives promoted within the social innovation:

“Whatever the initiatives promoted by design experts, they are supported by their own set of tools, the shared purpose of which is to make what is being proposed and discussed visible and tangible. In fact, design tools are artifacts specifically designed to trigger, support and summarize social conversations. We can group them in three main categories: Conversation subjects conversations prompts and experiences enablers” (Manzini E. , 2015)

Specific relevance for the development of the thesis work is found in the two first ones:

“Conversation Subjects, conceived to stimulate reactions and interactions between different potentially interested actors.

Conversation Prompts, communication artifacts aimed to facilitate social conversation in the different phases of the co-design process. For instance, they may be intended to illustrate the state of things and viable alternatives in a more accessible way, or to consolidate output and offer the possibility of replicating it.”(Ibidem, p.133)

Among other available techniques, two are of crucial relevance to this thesis work: Those related with ‘Scenario Building’ and ‘Envisioning Workshops’.

“As the format in which participatory activities are staged and the site where different tools and techniques are deployed, workshops are central to participatory design. Specific types of workshops have been developed for use in design. ‘Future Workshops’ introduced by Jungk and Müllert in the 70s are a useful technique for engaging citizens in creating new ideas and solutions for social problems [...] other types of workshops used by designers include contextual and envisioning workshops” (Salgado & Saad-Sulonen , 2015)

Box 2.

Future Workshops

In the 1970’s, the future workshops have been developed as a tool in the political fight of civil action groups for a better enforcement of their interests to create a future worth to live for. The founder Robert Jungk wanted to enable the development of social fantasy that should lead to conflict resolutions that – free of any inherent necessities – can be turned against the unimagitiveness and the profit-seeking of the present circumstances.

A classic“ future workshop consists of five phases:

1. Preparation Phase: the method, its rules and the scheduled course of the workshop (in accordance with the participants) is introduced.
2. Critique Phase: The problem is investigated critically and thoroughly. First of all, a visualized brainstorming is performed and a general and critical question concerning the problem is framed.
3. Fantasy or visionary Phase: All participants try to work out an utopia, to draw an exaggerated picture of future possibilities.
4. Implementation Phase: The ideas found are checked and evaluated in regard to their practicability.

Taken from: (Apel, 2004)

1.4 Scenario Building

Going back to the modalities of interaction for the expert designer (Jègou & Manzini, 2008), the second one correspond to Design ‘for’ creative communities

“Designing for creative communities: This means looking at specific typologies of collaborative organizations and, after observing their strengths and weaknesses, intervening on their contexts to make them more favorable, and to develop solutions to increase their accessibility and effectiveness and therefore their replicability. In this mode designers have to conceive and develop advanced solutions for specific collaborative organizations and/or other enabling initiatives such as dedicated platforms, orienting scenarios and catalyzing events such as exhibitions, festivals and other cultural events” (Jègou & Manzini, 2008)

When designing ‘for’ a creative community the ‘Scenario building’, appears as a proper tool the designer has to conceive and develop solutions in a methodological way.

“A scenario is not a specific forecast of the future, but a plausible description of what might happen. Scenarios are like stories built around carefully constructed plots based on trends and events”. (Mejia, 2009)

Inside the specific field of work of the ‘Design for services’ the generation of future scenarios is one of its areas of application, as showed in the diagram presented by Meroni & Sangorgi, (2011). This area has the aim of building share common visions



Fig. 7 ‘Generate future scenarios’ practice within the Design for Services map
Taken from: (Meroni & Sangorgi, 2011)

These future scenarios are produced with a methodology known as ‘Scenario building’: “Scenario building is, first of all, a creative exercise: beyond exploring what seems to be possible or defining what may be desirable, most of what future will be is not written somewhere and has to be invented” (SDS, 2013).

The notion of ‘Scenario Building’ as a creative exercise has a radical importance for the ideation and development of the concept of this work, and it would be taken as a central pillar:

“Envisioning exercises as scenario building are not only intended as predictive activities but also as ways to stimulate dialogs about the future: anticipating how things might evolve, simulating possible changes in the strategic position of players and triggering public discussions about desirable futures”(ibidem).

1.5 Design-Oriented Scenarios

Nonetheless the notion of ‘scenario’ has several meaning depending on the context; for this case we are referring particularly to Design-Oriented Scenarios

“A set of motivated, structured that aim to catalyze the energy of the various actor involved in the design process, generate a common vision, and hopefully cause their actions to converge in the same direction specially built to contribute with the design process of a further particular solution.” (Manzini E. , 2015)

Design-Oriented Scenarios are considered for what concerns this proposal as the work of thesis itself; having in mind the context to work on, they seem as an adequate answer for developing it. “Innovation involving many actors requires mutual understanding of a problem and the identification of common interests and possible synergies.” (Manzini, Jègou, & Meroni, 2009)

Adding to the discussion a concept more connected with Social innovation is quite relevant in order to justify the importance of such an approach for this work, in here Manzini provides the following affirmation: “The existence of visions that groups of actors can share (visions of the future in general and of how to deal with specific problems) is one of the elements necessary to ensure a favorable environment for social innovation” (Manzini E. , 2015).

Continuing with Manzini’s notion, a Design Oriented Scenario entails 3 main components, know as the ‘Scenario Architecture’:

- “-Vision: The most specific component of the scenario. It answers the basic question: What would the world be like if...?”
- Motivation: Is the component of the scenario that justifies its existence and confers its meaning. Answers the question: Why is this scenario meaningful?
- Strategy: This is the component that adds consistency and viability to the vision. It answers the fundamental question: How can we make it happen?” (Ibidem, p.130)

The Colombian government has done some similar scenario exercises previously, showing that this is by no means an unknown practice for the governors, meaning that it is possible to find interest and a proper understanding from them, when presenting a project of similar characteristics.

Box 3.**Scenario tracing to transform conflict// Transformative Scenario Planning**

In 1995 Juan Manuel Santos (Actual Colombian president) and Manuel José Carvajal met and achieved a meeting between key actors in Colombia to consider a scenario planning for the armed conflict that the country lived for decades. After ups and downs, the project was consolidated in 1997 and became known as “Destiny Colombia” a scenario exercise facilitated by Adam Kahane with participation from the private sector, political leaders, paramilitary, guerrilla (by phone from a secret location) members of the armed forces, academia, the church and others. Amid the unease and suspicion that hindered the progress a meet that lasted just a few days, four scenarios for Colombia were made:

1. “*With the dawn we will see*” - a warning of the chaos that would result if nothing is done to address the challenges of conflict.
2. “*A bird in the hand is worth two in the bush*”- was a history of negotiations between the government and guerrillas.
3. “*All Marching*” - was the story of a supported by a frustrated people to end the guerrillas military government.
4. “*United we stand*” - the story of a transformation from the basis of the ability of society to mutual respect and cooperation.

Surprisingly, Colombia has experienced one by one these scenarios after formulated, and nowadays is attempting to materialize the 4th.

Taken from: (Revista Innovación Social , 2014)

2. Case studies: Design Initiatives

Overview

The exploration of the case studies aims at gathering together various cases of innovations that can be considered under the big topic of ‘Design for democracy’, the cases hereby presented are focused therefore in two of the main pillars exposed by Margolin (see 1,2) transparency and participation.

Three different clusters were selected in order to classified the initiatives:

Collaborative Dialogs, Collaborative Encounters and Collaborative Infrastructure. Each cluster can be seen as a step in the progression of a ‘Enabling system’ aimed at public participation, each one having an ascending systematic approach starting from triggering and supporting basic discussions, to the establishment of plans, spaces and networks, to co-design and co-develop solutions.

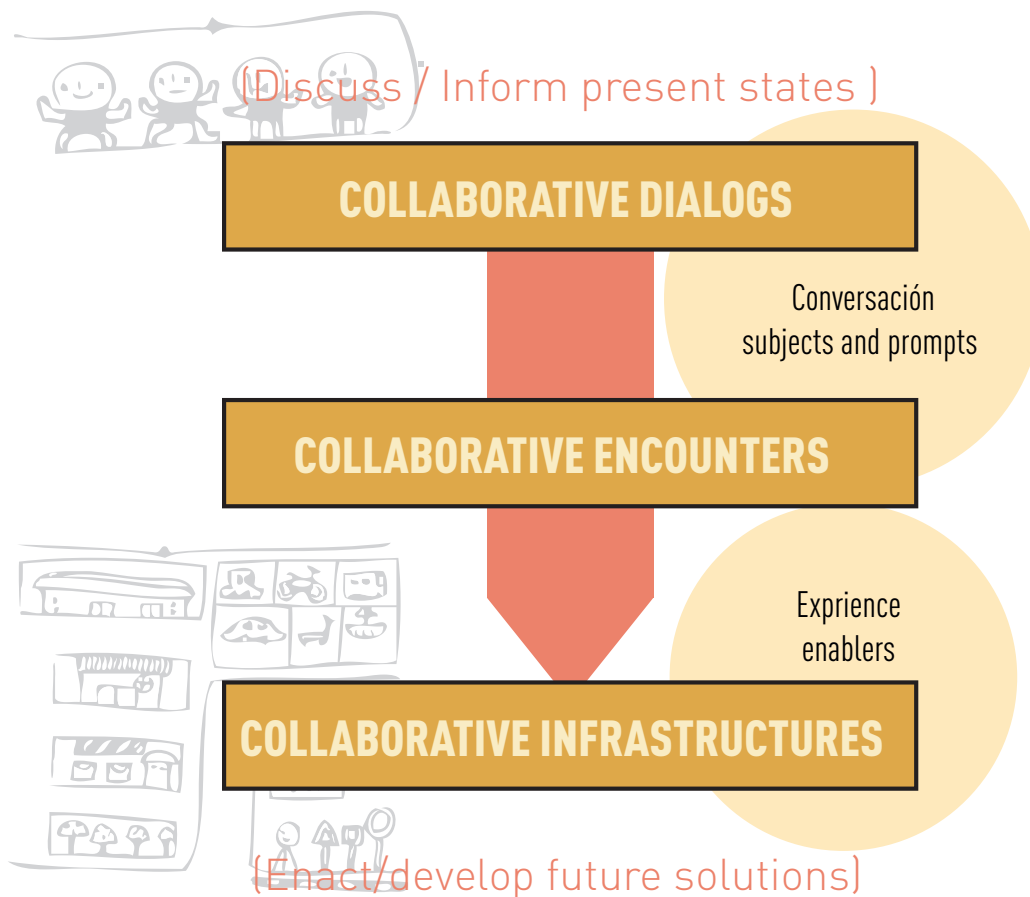


Fig. 8 Case Studies Clusters

Each case is presented with an ‘ID table’ in which can be found:

- Title
- Promoter
- Keywords
- Place
- Concept
- Point of interest (what could be considered as relevant for this thesis work about the initiative)

2.1 Collaborative Dialogs

They can be seen as the first step for public participation enablers. They mainly provide relevant info about local needs and conditions, so later can be the source for public services that are more effective and efficient. The main objective is to activate conversations to discuss present states. Due to its nature, these types of initiatives have found great space in the social networks models and crowdsourcing platforms, meaning people don't have to actually get together in a physical space to interact between each other, although the platforms can serve as triggers for physical encounters and events.

Following the concepts given by Manzini (see 1.3) they can be considered as generators of 'Conversation prompts'

Nonetheless, these models can be subjected to discussions and polemics, about the level of commitment of its participants, questioning its real impact:

“Social media and crowdsourcing have opened up exciting new avenues for public engagement and participation, yet cities are often hesitant to embrace these new mechanisms as a legitimate form of public participation. Some, perhaps, see the public's engagement with these social platforms as a fad; others might be worried that social networks might bring to the floor controversial viewpoints or weaken institutional control. Despite these perceived risks, examples from around the world show that now more than ever is the time for city leaders to recognize the potential impact of crowdsourcing and social networks, which have the ability to radically change how cities collect data, implement projects, and create innovative solutions for improving quality of life for urban residents” (Mitta, 2014)



	
<p>Title:</p>	<p>We the people</p>
<p>Promoter</p>	<p>U.S. Government.</p>
<p>Key words</p>	<p>Platform, Public Participation, Open Government, Crowd power.</p>
<p>Place</p>	<p>USA</p>
<p>Concept:</p>	<p>An on-line platform, in which anyone 13 or older can create or sign an petition seeking a federal government action on a range of issues. When a petition is first created, only the petition creator have the URL of the petition. It's up to the creator to share it (and URL) with others who care about the issue to build support and gather more signatures. Once a petition gathers the minimum number of signatures, it will be searchable on the We the People platform. There are two critical thresholds for We the People.</p> <ul style="list-style-type: none"> -First, a minimum number of signatures is necessary for the petition to be publicly listed on We the People and searchable (nowadays, 150 signatures within 30 days). Second, a minimum number of signatures are necessary in a given amount of time (nowadays, 100,000 signatures within 30 days) in order for the petition to be reviewed by the White House, distributed to the appropriate policy officials within the Administration and receive an official response. <p>The response will be posted and linked to the petition on WhiteHouse.gov, as well as emailed to all of the petition signers. Petitions that do not cross this threshold in the given time frame will be removed from the site.</p>
<p>Results</p>	<p>As of January 2013, total users of the site were over 5 million, with more than 140,000 petitions posted and a total of 9,178,278 signatures gathered for various petitions. Basing on these facts, it can be seen that there is a candid growth in the number of people participating and letting their voices heard through petitions.</p>
<p>Point of interest</p>	<p>The notions of transparency and open Government are well exemplified in this case. The platform allows citizens to communicate what they consider the more important issues to the government, and follow the process of the petition along the political pathway. Also creates new interactions between the citizens and the government that may not have been possible in other way. Population have a tool that allow them to be heard, creating a renew sense of hope into the system.</p>

Table 1: Case Study 1.1: We the people
Taken from: (The White House, 2011)

	
<p>Title:</p>	<p>PartecipaMi</p>
<p>Promoter</p>	<p>RCM Foundation</p>
<p>Key words</p>	<p>Platform, Public participation, Social Network, discussion</p>
<p>Place</p>	<p>Milan Italy</p>
<p>Concept:</p>	<p>A platform dedicated to the citizens of Milan and their representatives in the local institutions. Provide them with a space and tools of participation in the life/management of the city. A space of participation and sharing of ideas, where citizens, local officials, members of municipal councils and local political forces can contribute to the debate on the construction of the Metropolitan City. The main topics found on the page are: "Transport and Mobility", "Urban Planning and Territory", "Environment", "Economic Development".</p> <p>Started in 2006 as a tool for the municipal elections, in order to provide the residents a way to discuss with the candidates their political plans. As the citizens continue using it to discuss, the platform PartecipaMi was created in order to facilitate conversations between citizens and the representatives, with the conversations now clustered by zones. The platform also allows posting and joining diverse invitations to projects initiatives and events happening around the city such as Guided tours, testing new services, urban gardens, etc.</p>
<p>Results</p>	<p>So far, the page counts with more than 11.000 fans on Facebook and a strong presence in other social networks, and an average of 150 discussions are published by zone</p>
<p>Point of interest</p>	<p>PartecipaMi offers an interesting mix between a participation platform and social network features. So, being able to engage not just the most active citizens but also those interested into just sharing information.</p>

Table 2: Case Study 1.2: PartecipaMi
 Taken from: (PartecipaMI, 2006)


	
<p>Title:</p>	<p>MySidewalk</p>
<p>Promoter</p>	<p>Private Initiative</p>
<p>Key words</p>	<p>Design-led, platform, public participation, civic engagement</p>
<p>Place</p>	<p>Kansas, City U.S.A</p>
<p>Concept:</p>	<p>A platform created to be a bridge between private citizens and civic places; personal interests and public initiatives. The platform enhances local conversations, allowing participants to share their ideas on the city policies and development-related topics; give feedback; and comment or “second” other’s ideas. MySidewalk strings all of the conversations related to a selected area (like a city, county or state) together into one continuous feed</p> <p>Developed by urban planners and designers for the purpose of improving the public participation experience around long-range and relatively large-scale planning efforts, such as comprehensive plans, transportation systems, etc.</p> <p>Born originally with the name ‘Mindmixer’ in 2010, as a way to facilitate people to be involved in the conversations shaping their communities. The huge gain success make the developers think about a new platform with a new engagement experience, one that connects each of those conversations in a single network. It Has different user interfaces and experiences for citizens, civic leaders and organizations.</p>
<p>Results</p>	<p>Within five years, had helped more than 1,200 communities and engage 2.5 million people.</p>
<p>Point of interest</p>	<p>Civic leaders can connect with civic-minded people with shared local interest and organizations can make more informed decisions through access to real time community data</p>

Table 3: Case Study 1.3: My Sidewalk
 Taken from: (MySidewalk, 2010)

2.2 Collaborative encounters

The initiatives in this cluster could be consider as ‘visioning activities’. Contrary from the former cluster, they are aiming at gathering together groups of people in a physical space to discuss and co-develop common visions and imagining possible futures. The performed activities go beyond just the discussion of an idea or an actual state; since is not just necessary to have an idea but also to share it with others and be able to build a common vision, allowing the creation of potential spaces of collaboration’.

In Manzini’s words: ‘The moment and the place at which people meet for the act of collaboration’ (Manzini E. , 2015)

In here the individuals are more active and engaged participants in the discussion and creation of possible futures, the interaction between participants is more integrated and the fact of being in a common physical space develop a much more strong sense of belonging and engagement.

Due to its nature these are mainly open-ended initiatives, meaning that the process by which the common vision is created is as important, if not more, than the result it self.


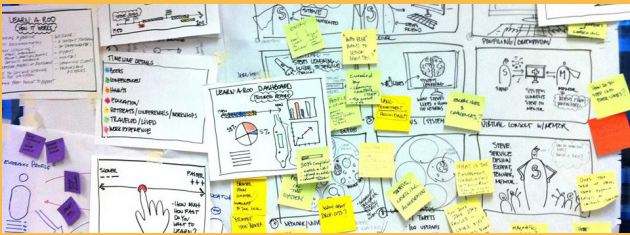
	
<p>Title:</p>	<p>Global Gov Jam: 48 hours to save the world</p>
<p>Promoter</p>	<p>Private initiative</p>
<p>Key words</p>	<p>Encounter, Challenge, Open-ended, Ideas exchange</p>
<p>Place</p>	<p>Global</p>
<p>Concept:</p>	<p>Working around a common theme, small teams meet at multiple locations, and work for 48 hours on building innovative approaches and solutions towards challenges faced by the public sector. The main aim is to bring people together who would not normally meet: Citizens, public servants, business people and all kinds of experts to work together and share their views, experience and approaches openly.</p> <p>The jam happen simultaneously in diverse locations hosting the event worldwide, at the end the upcoming ideas are published in the website and shared with all the other participant.</p> <p>The pilot GovJam in 2012 was initiated by The Australian Government’s Department of Industry, Innovation, Science, Research and Tertiary Education; by Prototpartners; and by WorkPlayExperience. As an spin-off of the Global service Jam.</p>
<p>Results</p>	<p>A Concrete output might be in the form of policy documents in an actionable or decidable form; change suggestions supported by research and plans of action: service designs: initiatives or platforms; and things not thought of yet.</p> <p>Equally valuable intangible outcomes will be experiencing diverse ideas and new working methods, building real connections to people in the same team or on the other side of the world, and in seeing how a structured innovation process can produce robust, concrete and human-centered results even in just 48 hours. Also have a great time while getting a lot of work done.</p>
<p>“Point of interest “</p>	<p>Gov Jams are especially relevant to government and public sector professionals, and give them the opportunity to grow collaborations exchanging techniques, insights and ideas with colleagues near and far away, while working on concrete projects addressing key issues</p>

Table 4: Case Study 1.4: Global Gov. Jam
Taken from: (GovJam, 2010)



	
Title:	Millennial Trains Project
Promoter	Private initiative
Key words	Encounter, Ideas Exchange, Civic Engagement, Design-led
Place	U.S.A
Concept:	<p>A non-profit organization that leads crowd-funded trains journeys for diverse groups of young innovators to explore America’s new frontiers. The journeys provide opportunities for personal development and shared discovery through on-train seminars led by distinguished mentors, workshops with local leaders, and participant-led projects in MTP communities.</p> <p>Participants get on board by pitching a project they want to advance across the communities where the train stops, and then racing to crowdfund the cost of their ticket to ride. A limited number of fellowships are offered for social innovators courtesy of NBCUniversal, and for foreign Fulbright Scholars courtesy of the U.S. State Department. The main objective is to enable participants and virtual audiences to identify, evaluate, and explore emerging opportunities and challenges in communities where the trains stop while advancing a project that benefits, serves, and inspire others.</p> <p>The train offers the millennial innovators on board 10 days of fellowship, mentoring, and project development as it trundles toward the final destination In each city, the participants have arranged meetings, meetups, interviews, pop-ups, and other engagements to help out test their various ideas for transforming society.</p> <p>Throughout the journey, mentors and guests from IDEO, Stanford, City Year, the U.S. Border Patrol, Craigslist, and advertising agency GMMB will help MTP participants shape their core ideas, their design thinking, and their strategic narratives.</p>
Results	Nowadays, the Project is supported by the U.S. Department of State, Fulbright, NBC Universal, McKinsey, Ideo, and Tyson Foods. So far 3 journeys have been maid crossing the country from west to east.
“Point of interest “	The possibility to create a space for sharing visions not just with the exchange with other innovators but also enabling direct discussions with the potential participants even while the idea and project is developed

Table 5: Case Study 1.5: Millennial trains project
 Taken from: (Milennial Trains Project , 2013)



	
Title:	OASIS Game
Promoter	Private initiative
Key words	Gamification, Place making, open-ended.
Place	Born in Brazil-Spread around the world
Concept:	<p>A time to strengthen community relations around a purpose that unites them. A game for fun. An experience to innovate a solution. The Oasis is a cooperative game for citizen mobilization that invites a group of people to build with a community a collective dream. The Oasis Game is a playful method developed in the slums of São Paulo, by Instituto Elos from Brazil. The participative method for community development is used by community members and change-makers working in local communities taking on the challenge of social cohesion, urban planning and welfare. The Game is entirely about getting people together, getting people to understand each other, to dream together and to realize that dream. The point of departure is the idea that communities possess abundant knowledge and resources, and the desire to address some of their most pressing needs. The method focuses on unlocking their latent energy and confidence</p> <p>The purpose of the Oasis Game is to realize the most common dream of local residents in an interactive, accessible and playful way. During an Oasis Game, a team of residents and professionals continuously visit the neighborhood, to mobilize and involve even more residents. It is important to include space for residents to actively participate in making dreams come true, and make decisions together and thus contribute to a shared result. The Oasis Game is complete when the dream has transformed into a spectacular material from in the area.</p>
Results	<p>Participants feel empowered by what they can achieve together. Playing the Oasis Game has enabled, informed and facilitated the residents to become more active citizens</p> <p>More and more people are also becoming involved. Through cultural exchanges, the Oasis game has been exported to Spain and Netherlands and to more than 50 countries in total, developing new games inspired in the Oasis participative method.</p>
“Point of interest “	The discovery and co-develop of a common dream, to give identity to a former divided community.

Table 6: Case Study 1.6: OASIS Game
Taken from: (Emotive , 2015)

2.3. Collaborative infrastructures

The final cluster is the most comprehensive approach to public participation thus the more systematic answer.

Using the words of Selloni: “

“A situated system of material and immaterial elements conceived to enable citizens to create value not only according to their individual needs, but also to serve the public interest, and thus, enhances public imagination and shared visions about future, building the ground for long-lasting changes” (Selloni, 2014).

They differ from the former clusters because of its range of action; these infrastructures are thought not just to be enabling systems but also places of action, where the full process from discussion to creation could take place. Therefore the participation, engagement and interaction between the participants are higher than in the Dialogs and the Encounters. Another important difference could be that one of the caducity of the projects while, the discussion and dialogs can be more susceptible to perish if the initial interest of the participants fade away, the infrastructures seem as more perdurable initiatives not depending so much in just a momentary hype. They can be thought as Manzini’s ‘Experience Enablers’



	
Title:	Cittadini Creativi (Creative citizens)
Promoter	Academic Initiative
Key words	Public –interest services, Co-design, Co-production.
Place	Milan, Italy
Concept:	<p>A meeting space between citizens and designers, to collect ideas and experiment them in a series of sessions dedicated to different application fields: food systems, the objects we use in the daily life, the skills we need to solve bureaucratic problems, the domestic tasks that we have to carry out and many other activities. The main objective is to create a meeting space among citizens, designers, institutions and local stakeholders, a container to co-design and co-produce services for daily life in the neighborhood. The project is hosted by Cascina Cuccagna and has a specific application field: Zone 4 in the city of Milan.</p> <p>In each session there is a temporary set design to simulate service situations to test, implement or modify, using methods and tools coming from service design research.</p> <p>-Sessions schedule and topics to discuss: Ideas, Listening and Meeting Tables. The project aims to develop a new format of intervention and collaboration in our cities, a dedicated entity to support co-design activities, which can be defined as a “fab-lab of services”. In this place, citizens are veritable service-thinkers and service-makers, because they literally produce the services they need themselves, that are in a hybrid area in between public and private, market and society, amateur and professional, profit and no-profit.</p>
Results	The services originated within Creative Citizens project are indeed potential forms of second welfare or possible new social enterprises
“Point of interest “	This project is an enabler space of interactions and participation for diverse stakeholders of an specific zone, not just allow the people to get together an discuss but also to start a guided co-design and co-production of the ideas that may come on the way.

Table 7: Case Study 1.7: Cittadini Creativi
Taken from: (Selloni, 2014)



	
<p>Title:</p>	<p>Public Policy Lab</p>
<p>Promoter</p>	<p>Private Initiative</p>
<p>Key words</p>	<p>User centered design, design approach.</p>
<p>Place</p>	<p>New York, USA</p>
<p>Concept:</p>	<p>The Public Policy Lab is a non-profit organization committed to the more effective delivery of public services to the American people. Works in research at the intersection of policy and user-centered design, examines how policy goals and public services can be assessed through the experience of their users, identifying the best practices from the design professions that can bring value to the public sector. And then directly engages with government leaders and designers in projects to improve service delivery. Some of the current areas of focus include Communications and Service Delivery by Public Agencies, Service Design in the Public Sector, and Metrics for Citizen Experience. The work of Public Policy Lab is developed in coordination with local governments, civic associations, private partners and design schools such as Parsons. Rockefeller Foundation 2012 New York City Cultural Innovation Fund Award for Parsons The New School for Design and the Public Policy Lab to partner with the NYC Department of Housing Preservation & Development to empower New York City residents as co-designers and co-producers of housing services.</p>
<p>Results</p>	<p>Currently the Public Policy Lab offers its services to the city mainly in the area of service design and research in several other areas. Its programs include and research and technical assistance projects with public partners and events and publications intended to generate relationships and encourage information sharing between policymakers and designers.</p>
<p>“Point of interest “</p>	<p>In this PIP, born from a ‘private initiative’, the government acts as a partner and a client as well. Showing a could example of coordination and integration between private and public partners</p>

Table 8: Case Study 1.8: Public Policy Lab
 Taken from: (NY Public Policy Lab, 2015)


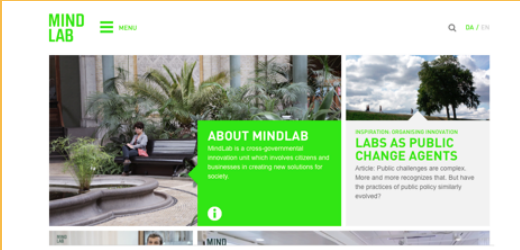
	
<p>Title:</p>	<p>MindLab</p>
<p>Promoter</p>	<p>Cross Gov. Initiative,</p>
<p>Key words</p>	<p>User centered design, Gov-led, public policy. Gov.lab</p>
<p>Place</p>	<p>Copenhagen,Denmark</p>
<p>Concept:</p>	<p>MindLab is a cross-governmental innovation unit, which involves citizens and businesses in creating new solutions for society. Also a physical space – a neutral zone for inspiring creativity, innovation and collaboration. It functions as a platform for cross-governmental collaboration both horizontally across key ministries and vertically between the state and local level. MindLab is part of three ministries and one municipality: the Ministry of Business and Growth, the Ministry of Education, the Ministry of Employment and Odense Municipality and form a collaboration with the Ministry for Economic Affairs and the Interior. Cover broad policy areas that affect the daily lives of the Danish population. Entrepreneurship, digital self-service, education and employment are some of the areas they address. MindLab helps key decision-makers and employees to view their efforts from the outside in, to see them from a citizen’s perspective. Addresses public challenges through a range of qualitative, ethnographic and anthropological methods, combined with design methods such as rapid prototyping, experimentation and testing. The perspectives, experiences and behaviors of end-users are always the main focal point of its efforts.</p>
<p>Results</p>	<p>Mind lab is considered as one of the most promising cases of public innovation gov-led, its employees range from designers to management and anthropologists</p>
<p>“Point of interest “</p>	<p>MindLab simultaneously represents a unique example of cooperation across the public sector and a strategic focus for innovative thinking.</p>

Table 9: Case Study 1.9: MindLab
 Taken from: Taken from: (MindLab, 2015)

2.4 Lessons Learned

The analysis of the cases, allow the comparison of the different approaches, the required level of engagement of the participants, the final aim and the diverse ways to reach it. In a general perspective it could be said that the initiatives correspond to diverse models of enabling solutions for public participation.

Each solution must work inside an enabling ecosystem (Fig.9), which is mainly composed by a political framework that provides, the context and boundaries to work on, and a specific ‘Solution System’ that is the structure integrating actors, spaces objects and interactions.

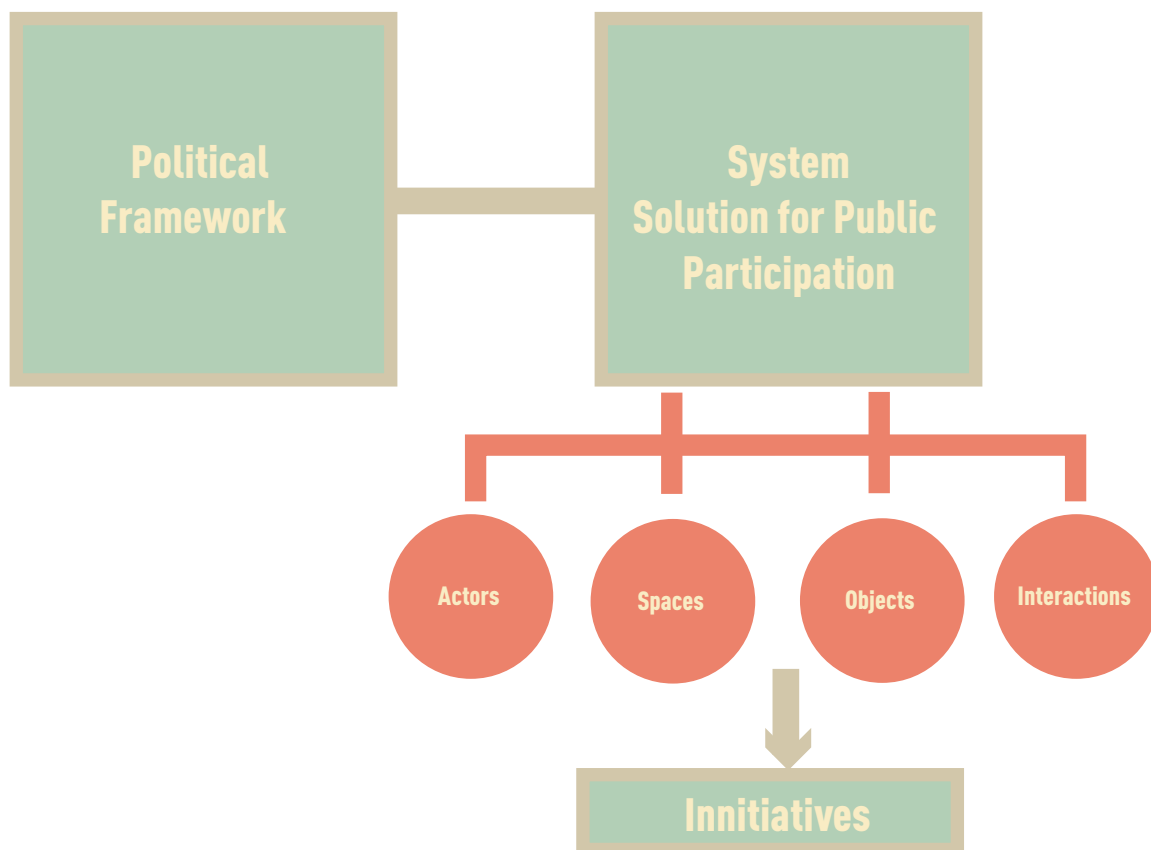


Fig. 9 Enabling Ecosystem model

In a more specific and particular point of view, from each the selected case it could be said that a lesson was taken, in order to have it as a reference and as an inspiration for the further development of the proposal for this thesis work, hereby some of them.

One of the first lessons is the systematic implication that an initiative may have. Such as in the case of ‘We the people’: In which, through its API the platform has allowed the development of so many other projects using its open data, so increasing its initial impact and contributing to a more ‘transparent’ use of the government resources.

‘MySidewalk’ case constitutes a much more comprehensive integrated approach (design-led) inside the ‘Dialogs’ cluster. By providing a series of different user experiences here it be seen how a design-led initiative, compared to others, is more able to evolve and change according to the needs of its users and it contexts. It does provide users with a better experience not just through graphic web and interaction design, but also from a systemic and service point of view, a more user centered

one by putting the experience of the users first, rather than prioritizing the needs and point of view of the governmental agencies involved. This could be an example to be given, where the contribution of the design is evident into going beyond aesthetics causing a better service delivery and a more strategic planning.

On the other hand, in the ‘Encounters’ the Gov. Jam exemplified the reflection made about open-ended initiatives and how the process could be as important as the final outcome. The Jam is about the connections that are made, as they said ‘People did not just meet and exchange cards, but worked, disagreed, failed and then succeeded together. They made impressions on each other and forged collaborations which perhaps will continue’ (GovJam, 2010)

The OASIS game awoken an special interest since its narrative, philosophy, methodology and tools to approach to the community could be highly useful as a reference when thinking about a proposal for the Colombian Post conflict; one of its most interesting aspects is having as a starting main point the hope and possibility of a better future that is present in the communities and working with it from an absolute user-centered design approach and participatory tools.

On the third cluster, Mind lab has a special interest for being a case that is born inside and led by the government, showing that it is actually possible to reach the third step of the public design scale (view 1.2) and effectively changing the way government relates and work with others. As in the reflection made by the founders of Mind Lab

“Embedding a human-centred design approach in the central administration of government, Public labs have the potential to address this question by contributing to a shift in the culture of decision-making and by rethinking the practice of public policy. This allows Public labs to create better outcomes and enable a more effective realization of political intentions and ideas.

“In this sense, Public labs can be valuable assets in pursuing better public outcomes. Not only in creating user-centered solutions and service systems facilitating a new relationship between system challenges and citizen interface. Nor only by opening up government to ideas and experiences outside the system and working with citizens, communities, NGO’s and businesses to co-design and co-produce new solutions. But also by creating a new culture of decision making that transforms the way government works by institutionalizing a new organizational capacity to explore, learn, shape and adapt over time”. (Christiansen & Sabroe, 2015)

2.5 Designer Role

The initiatives on the case studies are product of a process in which projects are born within a group of people that constructed and shared an initial vision of a possible answer to a pressing social issue, and then translate it to reality into a working model. This process could be seen as a design process it self, by setting up the appropriate process to make it real and delivering the expected results. As Manzini states

“[...] All the social innovation processes are design processes. And all the involved actors, adopting a design approach, are (consciously or not) designers. Given that, the question is: if all the social innovation actors—“ordinary people” included—are de-facto designers,

what is the role of the design experts and of their design community? To make a long story short, we could say that the design experts' role is to use their expertise (that is, their specific design knowledge and skills) to empower the other social actors' design capabilities". (Manzini E. , 2013)

Analyze and discuss the role of design and designers, let to gain knowledge and inspiration in order to discuss the different ways the design expert would relate with other stakeholders, which is crucial for the develop of a proposal for this thesis work.

At first it could be said that from a general perspective the design become a mean through which integrate the top down and bottom up approaches, it serves as a bridge to facilitate its merging and also as a 'tool of action' to make things happen.

Going deeper about the exact role a design expert can play within the diverse initiatives, it is actually possible to play diverse, depending on the type of the initiative and the structure of the ecosystem that surround it. As Selloni states in her doctoral dissertation, even several roles can be play along the development of an initiative (fig. 10)

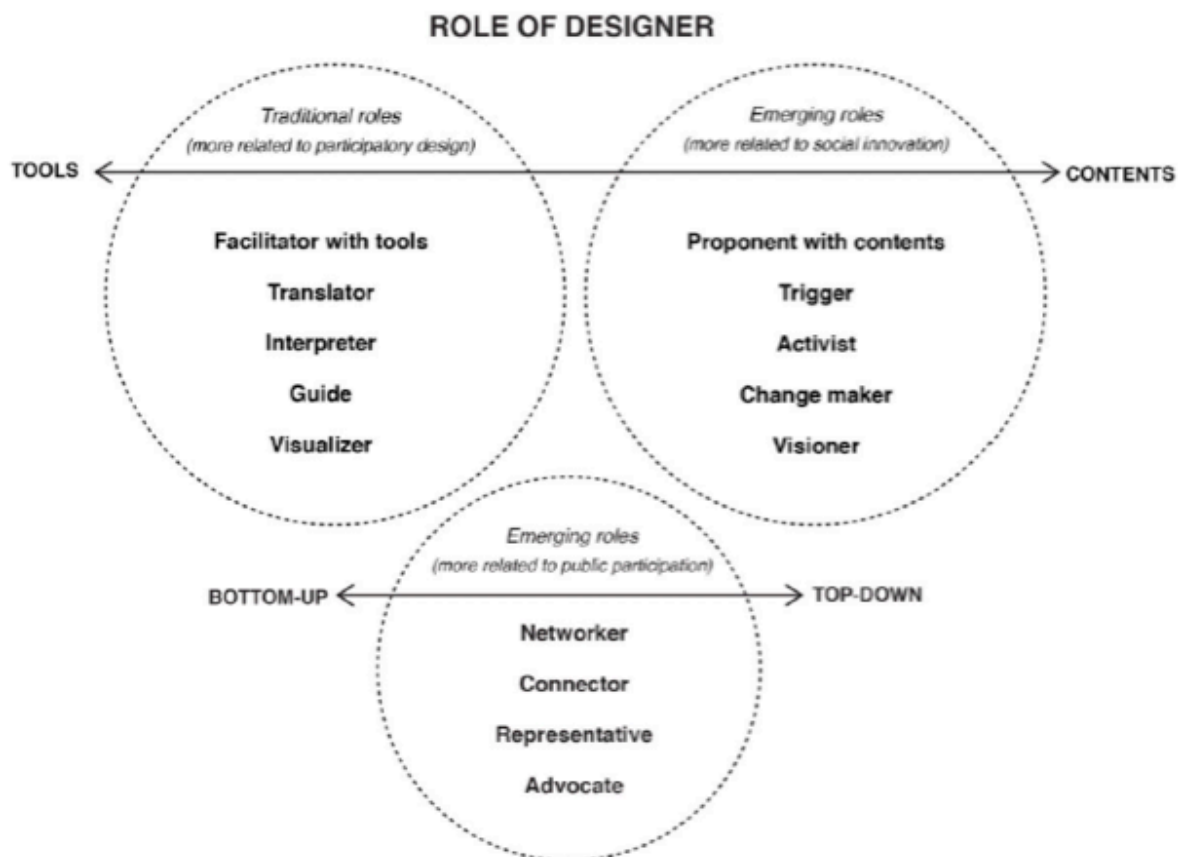


Fig 10. Overview of design expert's role.
Taken from : (Selloni, 2014)

“This diverse range of roles may be described by a polarity in between ‘tools’ and ‘contents’. [...]They are not in conflict, nor are they alternatives but they are in fact complementary. Moreover, they are not two separate and disconnect areas and their borders are blurred.” (Selloni, 2014)

Commonly in the participatory design tradition the designer is more related with the role of a 'Facilitator', 'Guide' or 'Interpreter'. Manzini and Rizzi (2011) looking for a wider application of the role on design for social innovation talk about going from supporting initiatives to making the things happen, a role closer to that of a 'Trigger' While Meroni and Sangiorgi (2011) talk about the designer as a 'Proponent with contents', a bringer of visions and proposals, and Selloni (2014) contributes to this discussion when talks about the designer as the one with the capacity to activate imagination through visualization and then looking to move the role towards vision, notions that served well to describe the role of designers mainly during social innovation initiatives As well other roles more connected with the public participation, can be those of 'Connector' 'Networker' and 'Citizens' advocate' as discussed by Selloni(2014).

How this multiple roles can be possible, is exemplified by a reflection given by Selloni about the changing role she played as designer during her work.

“Hence, 'bringing visions' and 'making together' are two actions that have qualified my role of a designer within a community. In the first action I played a leading role, while in the second I was one of the participants, and power was redistributed among the citizens, who, in some cases, have become the real change-makers.”(Ibidem. p.327)

Clearly some of these roles can be seen, more explicit in some cases than in others, anyhow what it is important to keep in mind is to know all the possibilities that are open for a design expert to act, and to design a proposal that could allow to fulfill these 'roles' in the best possible way, in order to carry to a successful development in the chosen context.

3. Context Analysis: The Colombian post conflict

3.1 Colombia

According to data from the World Bank, (World Bank , 2015) the total area of its territory is 1.141,784 km² being on the 26th position of the largest country rank in the world, and its population on 2014 was 48.93 million inhabitants, from which 24% were considered as rural. Is classified as an upper middle-income economy, and the Latin America's fourth largest economy with a GDP of \$377.7 billions on 2014, also poverty decreased to 28,5%. Anyhow the poverty rate in rural areas stood at 44.7%, according to the 2014 National Agricultural Census revealed by the State National Statistics Department (DANE). This rate is given by the 'multidimensional poverty index', which evaluates issues such as illiteracy, low educational achievement, health insurance, access to sources of water supply, among others.

Internal Conflict Situation

“This is a difficult war to explain not only for its prolonged nature and the various motives and reasons that surrounded it, but by the changing participation of multiple legal and illegal actors, by its geographical coverage and the special features that takes place in each region of the countryside and in the cities” (Centro de Memoria Histórica, 2013)

Since the 60's the country have been victim of an internal civil war,

“In 1958, the governmental power was distributed between the two traditional parties, leaving other groups not able to participate into the political processes. Consequently, in the mid-sixties, the two major guerrilla, left until today were formed: The Revolutionary Armed Forces of Colombia (FARC) and National Liberation Army (ELN)” (Colombia Info, 2013)

These guerrilla groups settled mainly in remote rural areas of the country where the state did not have a strong presence, either because of negligence or difficulty of access due to geographical reasons.

Anyhow, there are several discussions about the moment in which the conflict began, many authors agree that unsolved conflicts related with the distribution of the land is one of the main reasons, as mentioned in the discussion open by a political magazine in Colombia

“Everyone agrees that agrarian conflicts that remain unresolved are the soul of the conflict. The positions range from the renowned researcher Dario Fajardo, who says that the structure of vast-landed property has been the backdrop for more than half a century of war, to the French writer Daniel Pécaut who believes that land conflicts have transformed in recent years, and they differ by region. (Revista Semana, 2015)

Among others are political origins and criminal interests related with the drugs trade, being this last one in great part responsible of the prolongation of the conflict

“Most coca plantations are in areas that are under the control of guerrilla groups which makes drugs flourish in lawless territories. Almost half of the coca crops are in the department of Putumayo, in the south, which are controlled in part by the FARC and partly by paramilitaries. (Colombia Info, 2013)

Whatever the consequences, the war end up been executed mainly in the rural territory of the country, making it sometimes “not completely visible” for the urban population.

“To observe the violence from the perspective of land and territories reveals another distinctive feature of its history: the war has been waged mostly in the Colombian countryside, in the hamlets, villages and towns, remote from the central sections of the country or the big cities” (Centro de Memoria Histórica, 2013)

Impact and damages left by the conflict

As already said, the civil society specially the rural one, has been so far the more affected with the prolongation of this conflict according to the results given by the biggest exploration made yet by the government about the number of casualties produced by the conflict. “Between 1958 and 2012 the conflict killed at least 177.307 civilians in contrast of 40.787 militants from both bands, which means that 1 out of 3 violent deaths in the country over the past half century has been caused by it ” (Wallace, 2013).

This war has caused deep and strong scars over the population, especially over its social structures, causing it lose its identity and making it almost impossible to imagine that a different and better future is possible.

“The conditions and practices of violence suffered by thousands in Colombia cause damage and impacts that affect the integrity of the victims. The psychological impact of interpersonal relationships deteriorate and physical health; economic losses generated instability emotional; the collective impacts and damage to social networks and Community affect individual abilities and possibilities.” (Centro de Memoria Histórica, 2013)

One of the main consequences of the war is that one of fear, which became a jeopardy to the social structures of the population; it restrains people to continue with their life in a ‘normal way’ and to gather with others, establishing mistrust and individualism as a common trait so, diminishing any collaborative and cooperative moods.

“Fear also limited family and community initiatives to restart their projects. This is shown by the story of a victim on the Caribbean coast:

[...] Back in my community before the massacre happened, we had committees, a youth group and community center, but after ‘that happened’ we stop doing anything more ...[...] Then as a refugee others said to me -Hey, let’s get together-, and I answer -¡Noooo, Let me alone please! Something already happened to me, and I do not want to get into that again- Now, I do not want to get into anything, because it was left with that fear.

The climate of fear that armed actors installed in many regions of the country with actions such as massacres, torture, forced disappearances, assassinations, sexual violence or illicit

recruitment; caused people to experience permanent sensations of threat and vulnerability. The world became unsafe, and people were forced to deploy protection mechanisms like silence, distrust and isolation. (ibidem, p.264)

3.2 The Colombian peace treaty.

Nonetheless, in the last decade, the government has implemented an increasing military persecution, along with a strong anti-drugs law enforcement, and the civil society have been asking continuously for the end of such a long conflict. This has made the involved groups look for peace treaty (one has been already made with paramilitaries); and currently a peace agreement is being negotiated with the biggest armed group 'FARC' being this considered, if successful, as the beginning of the end for the long conflict within the Colombian territory.

On august 26th 2012 in Havana, Cuba a document named *'Acuerdo general para la terminación del conflicto y la construcción de una Paz estable y duradera'*, was signed by representatives of the Colombian Government and the FARC, with the support of the Cuban and Norwegian Governments as guarantors of the process.

The document comprises 6 main points to be discussed in order to end the conflict:

1. Comprehensive agricultural development policy
2. Political Participation
3. End of conflict
4. Solution to the problem of illegal drugs
5. Victims
6. Implementation, verification and countersignature

Negotiations started on October 2012 and so far after 3 years of debate, 3 points have been already discussed and the one about the end of the conflict is currently ongoing.

“Agreement has been reached on three broad points, but under the terms of the negotiations, they will not be acted upon until a final peace deal has been signed.

In May 2013, after six months of talks, the two sides announced they had agreed on land reform, one of the most contentious issues on the agenda. In their joint statement, they said, “this agreement will be the start of a radical transformation of rural Colombia”. The deal calls for the economic and social development of rural areas and the provision of land to poor farmers. Another six months later, in November 2013, both sides agreed on the rebels' political participation should a peace deal be reached. In May 2014, they forged a treaty on the illegal drugs trade, one of the main sources of funding for the FARC. They said they would eliminate all illicit drug production in Colombia” (BBC News , 2015)

3.3 The future post conflict situation

“We have to start working to build a sustainable peace without awaiting the results of the talks in Havana. In fact, when reviewing the data for Colombia in the last five years, anyone can conclude that economically we are undergoing already a process of post-conflict. What happens is that these same macroeconomic data do not show the inequality in the country and the impoverishment of rural population and, in general, the rural sector. In addition, for years we have lived a quiet peace process with over 1,000 voluntary demobilizations that occur each year among men and women, many of them minors, which are delivered to the authorities. Even without agreements with the FARC and the ELN, the state is already attending thousands of former guerrillas’ militants.

[...] Of course, every peace process and post-conflict is different and unique within its own relationship in each nation and historical situations, but the interesting thing is that the Colombian peace process incorporates besides new elements, all or most of which occurred in other countries: truth, reparation, recognition of victims, transitional justice, constitutional and political reforms, projects and economic and social reforms, abandonment of weapons, reintegration into civilian life of former combatants, ceasefire, referendum, among others. Seen in this group, the Colombian is the most complete one, covering all relevant issues to move from conflict to reconciliation. If the agreement is signed to end a conflict of more than 50 years, as we all hope it will happen, it will be recognized as the most universal and advanced recent peace processes in the world.” (Santamaria, 2015)

As soon as the peace treaty is fully and finally signed by the representatives, Colombia will officially enter in the phase of post conflict. As seen, Colombia historically has been victim of violence episodes causing by diverse social tensions in its territory, developing in armed conflicts where the individualism rules; but with the hope of the end of the war soon, the Colombian society have started to make a huge effort in order to prepare for the post conflict and to be ready to face the challenges coming ahead.

“An important element is that the Colombian civil society, the main victims of the armed conflict, are actively involved in the peace process by encouraging proposals to end violence and create dynamics that could make social integration triumph over the forces of confrontation and violence.” (Colombia Info, 2013)

Box 4.

Territories of post conflict

It is considered that the post conflict will have specific relevance on 125 municipalities:

“These are the locations where, according to various agencies of the United Nations System, will focus on post-conflict Colombia. The departments where these municipalities are concentrated are Cauca (20 municipalities); Antioquia (15 municipalities); Caquetá (14 municipalities); Chocó and Nariño (with 12 municipalities each); Norte de Santander, Putumayo and Meta (8 municipalities each); Valle (6 municipalities); Tolima (5 boroughs); Arauca and Huila (4 municipalities each); Bolívar, Casanare, Córdoba and Guaviare (with two municipalities each territory), and La Guajira (one municipality).

Fabrizio Hochschild, coordinator of the UN System in Colombia, explained the criteria the prioritization follows: “We did an analysis of municipalities with the highest priority according to the presence of the FARC, the armed actions involving this group, level of development and poverty, humanitarian needs and local capacities”

Taken from (Reconciliación Colombia, 2015)

Victims

Moreover, several efforts are taking place to understand the causes and consequences of the conflict. The government has been doing big efforts regarding political will, economic and human resources; in order to have a real number of the victims affected by the conflict, as the creation of the “*Unidad de Atención y Reparación Integral a las Víctimas del Conflicto Armado*” (Unity for the attention and integral compensation for the victims of the arm conflict) so, to have a proper register and recognize all the direct victims of the conflict; this constitute an effort never made before.

“So far the register has more than 6,8 millions of victims, 86% are refugees, 14% victims of threats, homicide, enforced disappearance; and to a lesser extent, kidnapping, sexual violence, looting and abandonment of property, injury, torture, forced recruitment of children, and attacks”. (Amat, 2014)

In order to offer an integral way to attend the victims of the conflict the Government has created ‘*Ley de víctimas*’ (Victim’s Law), “Law 1448 of 2011, signed by President Juan Manuel Santos on June 10, 2011, includes a series of measures of care, assistance and reparation to the victims of the internal armed conflict”. (Prada & Poveda , 2013)

Inside this set of this measures is included the topic of “Returns and relocations”, understood as the ‘re population’ of places previously abandoned by the war.

“The Law establishes a set of principles that should govern the process of return (defined as the return of persons or households to the site from which they were displaced) and relocation (i.e. The establishment of a person’s home in a different place than it was originally). These principles are: safety, voluntariness and dignity” (Decree 4800 of 2011, Art 71-78.)

This particular subject is of great interest for what regards this thesis work, since the proposal could be seen as an alternative support process for the ‘Returns and Relocation’ processes and policies, helping in this way to maintain people on the rural areas and avoiding a possible phenomenon of super migration to the cities.

Former militants

It is also important to have in mind the situation of the former militants, According to the *Colombian Agency for Reintegration* (ACR) 26.712 people are undergoing a reintegration process from April 2014 until March 2015

“Reintegration is a six and a half year offer made by the Colombian State through the ACR to the demobilized people of illegal armed groups who are willing to reintegrate into the social and economic life. Reintegration seeks the development of citizen skills and competencies to be used by the demobilized people in their contexts. At the same time, the fostering of spaces for coexistence and reconciliation actions and the encouragement of shared responsibility of external actors are proposed. Each person undergoing a Reintegration Process commits to develop at least 80 hours of Social Service actions that are fundamental to generate spaces for reconciliation”. (Agencia Colombiana para la reintegración , 2015)

Although, the political and economic will is present the process of reintegration have been not as successful as expected, presenting a big challenge to the actual policies, and jeopardizing the efforts and the trust in the process.

“Despite the efforts of the national government to provide support and fund initiatives for economic sustainability that those who decided to exchange weapons for peace; of all demobilized found in the legality and successfully pursuing a path for Reintegration, only 7,564 (28.4%) have a formal employment; 12,705 (47.8%) have one and 6,304 in the informal sector (23.7%) are unemployed” (Emprender paz, 2013)

Although polemic and debatable, we could say that the former militants could be seen as perpetrator and victims at the same time, (or at least for what refers to social innovation initiatives) There is no way to deny their actions against the population therefore the categorization as perpetrator, but, in the other hand they are also victims of a inefficient state trough the poor delivery of policies and services planned to help them. This vision represents an important and significant change in the way the projects aimed at this group are approach and develop, and can ultimately constitute a real innovation in the public policy.

3.4 Social cohesion during post conflict

As seen, the very nature of the conflict has caused a polarization and mistrust within the Colombian society, having as main social challenges to accomplish a full forgiveness and a proper reintegration to civil life to enhance the social cohesion of its inhabitants. (See 3.1)

The logic of war imposed distrust, silence and isolation, and weakening fundamental social values such as solidarity, participation and reciprocity. These values ensure safety and personal development which are essential for coexistence and social cohesion”. (Centro de Memoria Histórica, 2013)

Previous reintegration processes made with other former armed actors, finished in not a successful ways have deepening the suspicion in the different process of social reconstruction.

“The social and political democratization remains an unfinished reality. Reintegration processes that have taken place have not been all successful. In many sectors of society stigma persists on those who have laid down their arms. In these cases, the violent past is exploited by many to replicate and inflame the conflict, jeopardizing a real reintegration for the political community and the very possibility of transformation of the armed contender into a political oppose, that is the substance a peace process (ibidem, p.17)

Having this in mind, society has started to recognize the need of a process which involves all the spheres and sectors of the country, so it could stop being a problem ‘of the others’ to start being a project of ‘everybody’

“Usually the peace agreements generate in the population huge expectations of change and transformation. Citizens think that soon their problems will be solved. Therefore, the most important thing is to create the awareness that peace is everyone’s responsibility and not only the government and institutions. Only in this perspective of cooperation between

state and all sectors of society without distinction -entrepreneurs, workers, universities, foundations, NGOs, etc.- much of those expectations of change and transformation can be filled, but above all, under that perspective of working together for peace, we all feel part of the construction of the new country and assume our rightful responsibility. Without the contribution of all and the majority feeling that this is a collective task, peace quickly becomes a frustration. “ (Santamaria, 2015)

It is then necessary to start by building confidence among each other. And, moreover if Colombian society is pretending to pursue more cooperative and collaborative approaches to solve its main social issues, it is then necessary to start building confidence with the institutions and procedures as a first step to reach a significant change.

“According to the Model of Ethical Management for the Entities of the State, public confidence in the institutions depends on the different judgments citizens made regarding the entity ; those are judgment of competence and judgment of inclusion.

[...] The judgment of inclusion is made when I feel that the other cares about my wellbeing, including me as the beneficiary of its performances, not abandoning me to my own luck, so I am part of its planning for the future. In other words, I make the judgment of inclusion when I think that the other, that can be a person or an organization, is identified with my concerns and needs. In the field of politics and state administration, the judgment of inclusion is absolutely key to the generation of institutional trust.

The confidence of the population in the State, institutions and the organizations is born from inclusion judgments made about the disposition and attitude of the rulers and administrators towards the public to include the population into the benefits of the actions they take.

While in the competence judgment, trust focuses on the recognition of the own capabilities, as well as those of others, to suitability fulfill a particular work; it is an acceptance that other has the knowledge and skills necessary to meet successfully a task assigned. It is an indispensable judgment to the delegation of tasks, teamwork and exchanges”. (Programa Eficiencia y Rendición de Cuentas en Colombia., 2006)

Initiatives and actions must be made in order to support the building and reinforcements of these judgments, and all the sectors of the Colombian society must be engaged into achieving this, from their everyday practice and experience.

4. Case Studies: Post conflict initiatives

Overview

“The invasive nature of the violence and its long duration paradoxically acted on detriment for the recognition of the peculiarities of its actors and their specific logic, and their victims. Its compelling presence has even led to underestimate the political and social problems underlying their origin. So, often the solutions are think in simplistic terms of ‘all or nothing’, resulting in the totalitarian claim to exterminate the enemy, or in the illusion of ending the violence without changing anything in society. “ (Centro de Memoria Histórica, 2013)

Whereas the country has not ‘officially’ yet entered in the post-conflict period, many of the social reconstruction projects designed for it have begun to take shape and started developing. With the lessons from previous experiences and with a so much larger agreement for peace, and a full national commitment, to achieve it, several sectors of the society are now working to create options in order to face the transitional state of post conflict.

Many ‘alternative’² options for enhancing the social cohesion and repair of the social tissue are appearing as new options for a direct repair to the victim and moreover the whole Colombian society, helping on the construction of new projects for the post conflict.

For the perpetrators, these projects can be part of the alternative penalties, since it is not just necessary to tell the true, but also to help in the reconstruction of what would be their places of residency now. While, for the victims, they can offer a new vision of its condition, as it has been made with several projects to preserve the memory of the conflict:

“From this exercise emerges another connotation of the word victim, the victim as protagonist and a social agent, that challenges the power, that demands and claims, and from that place not only survives and rescued itself, but transforms and builds a new society”. (ibidem, p.28)

This ‘alternative’ visions allow the development new projects with a different approach, from the usual ones taken by the institutions, providing new spaces of action and valuable insights, the government and the society have recognized the added value in this initiatives by supporting many of them or creating alliances to foster its creation.

Some of the ongoing supported projects were collected and used as an inspiration, and taken as reference point in order to understand the type of answers that are being given by the Colombian society, so establishing a panorama of action to find a possible intervention opportunity for the development of the thesis work. The initiatives were not analyzed from a ‘Design perspective’ since the interest was on the framework of political and social context, the type of alliances and potential partners and participants.

2. Refers to innovative initiatives coming from grounds not usually related with policymaking and offering a more participative approach instead the common paternalistic one. Opening up new type of interactions and relationships between the participants.

Each case is presented in a table including data such as :

-Title.

-Territorial range of action. (If the initiative is developed in a urban or rural level and if it has national or local coverage)

-Partners (The type of alliance that supports the initiative: Public, private or mixed and involved entities)

-Post conflict supporting policy. (Under which policy is framed and offering an alternative to)

-Concept.

-Aim.

-Layout. (The format in which the initiative is being developed, workshop, encounters, franchise, etc.

-Development.

-Result. (Achieved social and economic changes)

-Point of interest. (Why the case is considered as relevant to be a case study for this work)



<p>Comunidad - es</p>  <p>Arte, biblioteca y cultura Escenarios para la paz</p>	
Title:	Comunidad.-es: Arte biblioteca y cultura, escenarios para la paz (Community is: Arts, library and culture, scenarios for peace)
Territorial range of action	Urban Centers at national level (Urban settlements for refugees, houses 100% gov- subsidized) currently acting in 18 departments
Partners	Cross-governmental alliance: Ministry of Culture, the Unit for Attention and Reparation for Victims, and the National Agency for Overcoming Extreme Poverty
Post conflict supporting Policy	Relocation
Concept:	This project proposes an alternative public policy that advances in creating urban scenarios aimed at building peace, culture, coexistence seeking to help refugees families to overcome pain derived from war.
Aim:	Communities will see the adverse situations that they have gone through, as acts that might have new meanings. This project has focused on culture as an integrator, provides a reflection act for communities, but mostly it is a powerful tool that generates cohesion and rebuild the social fabric.
Layout:	Weekly Workshops based on 3 components: 1. Arts and culture, 2. Reading and writing fostering, 3 Access to public libraries, along with a psychosocial approach. These three transverse axes allow encounters, tolerance, vision and collective construction of common horizons.
Development:	<p>-First: Institutional linkages with mayors, governors, local culture authorities, social co-managers from ANSPE and 'return and location' delegates of the Unit for Victims; among other entities that are part of the offer that reaches the areas. This, in order to strengthen inter-agency partnerships to ensure community participation into the activities proposed in this project</p> <p>-Second: Communities together with the departmental teams for the sociocultural project, begin work on the development of the cultural proposal.</p> <p>-Third: Thanks to meetings with the communities, problem between neighbors are identified, as well the various proposals and cultural interests will be converted in urban scenarios for peace.</p> <p>Team: One Departmental Coordinator Arts and Culture Facilitator Lecture Promoter Psychosocial Facilitator.</p>
Results	Currently, 60 participant communities comprising 30.000 families distributed along the Colombian territory.
Point of interest	This initiative has point out an important and crescent space of action for diverse projects. So far according to the Colombian government 92.000 subsidized houses have been given to vulnerable populations and in the next 3 years other 98.000 are expected in 463 municipalities.

Table 10: Case Study 2.1: Comunidad-es
From: (Comunidad-es, 2014)



	
Title:	La Casa de la lluvia (de ideas) [The house of brainstorming]
Territorial range of action	Urban, Bogotá
Partners	Private alliance initiative: Arquitectura Expandida (AXP), Homecenter Colombia, Cemex Colombia y Maderas Masisa
Post conflict supporting Policy	Social Empowerment.
Concept:	A community and cultural center, self managed and built by the community itself, located in a neighborhood of unofficial settling in Bogotá.
Aim:	The ability of self-management in the city can transcend housing and basic services to the public and community space, with citizens taking charge of cultural management, political, social and infrastructure of their city in first person, improving their quality of life.
Layout:	Weekly encounters and workshops for self-generated and self-sustainable building Each Sunday since August 2012, people gathered to support how they could in the work. Masons, architects, engineers, children, grandparents all wanted to help, they set out to raise the building, collecting donations, distribute soft drinks, etc. Everyone had something to contribute.
Development:	The AXP team took advantage of the capabilities of the community and developed collaboratively, a project that could be run by them. The vision was to build and, at the same time promote the identification of the population with the work, so they will "own" and take care of it The design of the space was designed to be as versatile as possible. Two free plants, protected by a pitched roof, allowing not only the development of neighborhood meetings, but also classes, parties and exhibitions. For the main structure was decided to have a base material "Guadua", a type of bamboo common in the area, known for its high strength and flexibility, and which was also used as the basis for concrete slabs, helping to reduce weight. For walls polycarbonate sheets that give maximum brightness during the day and announce the development of activities overnight.
Results	The process of participatory design, construction and design -developed cultural activities during most Sundays on 8 consecutively months - has been building an initiative on civic culture management that transcends the physical and spatial boundaries of architecture. A strong cultural programming has been constant and various actions have been consolidating the space: construction of a dry bath, furniture for library, etc. finally incorporating principles of the cultural construction of the Latin-American city, such as progressive housing, public and community space
Point of interest	The participatory approach taken to develop this project, the self-managing and creation of public spaces born from and for the community, allow participants to consider that they all could be part of it, sharing and offering a wide range of skills.

Table 11: Case Study 2.2: La casa de la lluvia (de ideas)
From: (Arquitectura Expandida, 2014)


	
Title:	Mini-Market 2x3 para la paz y la reconciliación (Mini-Market 2x3 for the peace and the reconciliation)
Territorial range of action	National, municipal and rural
Partners	International private-public mixed alliance: Colombian Agency for Reintegration (ACR), USAAID, IOM, Fenalco
Post conflict supporting Policy	Reintegration
Concept:	A supermarket run and staffed by demobilized persons in the process of reintegration
Aim:	Two populations were addressed, firstly demobilized persons in process of reintegration that are in the advanced stage of their route, with successful business process and technical profile in areas of customer service, marketing and sales, who wanted to be entrepreneurs and willing to work in partnership. And on the other, the host communities, who through constant interaction with participants are immersed in processes of reconciliation. Its purpose is to provide employment and income generation for people who belonged to illegal armed groups and is now working for peace and national reconciliation opportunities. Offer a process of successful reintegration having the facilities necessary to stay within the law, through the creation of their own micro-enterprises.
Layout:	Installation and commissioning of micro franchise supermarkets
Development:	3 Former militants gather the seed capital given by the ACR to form the franchise. Fenalco accompanying for two years to ensure sustainability, and constantly training on issues related to business management, customer service, marketing and accounting. Meanwhile, ACR, IOM and USAID guarantee economic stability of entrepreneurs, through the contribution of more than \$COP 1,100 million and ongoing technical assistance in generating sales strategies and group dynamics allowing for a real workout reconciliation with the community where the store is located.
Results	15 franchises open. Located in: Cartagena, Barranquilla, Sincelejo, Corozal and el Carmen de Bolívar
Point of interest	This project was able to change the perception communities may have of the reintegration process. The beneficiaries of the project are now "useful" to the community and an integral part of the economic and social dynamics of the place.

Table 12: Case Study 2.3: Minimarket 2x3
From: (Emprender paz, 2013)

	
Title:	Sembrando vida con Terpel (Sowing life with Terpel)
Territorial range of action	Urban, Neiva
Partners	Private initiative (Social Responsibility): Terpel
Post conflict supporting Policy	Relocation and economic empowerment
Concept:	Agro-ecological gardens to promote food security in the community, surpluses of the harvest are processed and canned, allowing the beneficiaries families to sell the products and improve their living conditions, generating direct income, and also encouraging and strengthened community participation in building the social fabric of "Falla Bernal", "Brisas del Rio" and "Nueva Esperanza", neighborhoods located in the city of Neiva (receiving areas of communities forcibly displaced by the conflict)
Aim:	To improve the quality of life of the community in the neighborhood of Bernal Falla Neiva through corporate volunteer project in order to contribute to economic, social and environmental development of 60 family in a vulnerable situation.
Layout:	Collaborative Urban Garden
Development:	Training and empowerment through more than 200 hours of theory and practice to 60 families as Promoters of Ecological Urban Agriculture. Training through 80 hours of theory and practice in canning of fruits and vegetables and community entrepreneurship. Consolidation of the community garden as a space for gathering, as a public good, and stage for the exchange of knowledge and community training.
Results	Courtyards and gardens of the 60 beneficiary families became the best source of vegetables for families. Community garden with an area of 98m ² , which supplies food to the community, organic fertilizers, tools, seeds and seedlings of vegetables and fruit. A group of 30 mothers founded the canning micro enterprise "La Huerta Fanuesbri" which to date has produced more than 500 different canned products that are marketed directly by them.
Point of Interest	The integration occurred between a private initiatives and the capacity of the government to scale it up. Nowadays the National government has decided to replicate the gardens idea in other municipalities, lead by ANSPE in the subsidized houses.

Table 13: Case Study 2.4: Sembrando vida con Terpel
From: (Emprender paz, 2013)


	
Title:	La Macarena, remanso de colores (La Macarena, a haven of colors)
Territorial range of action	Municipal, La Macarena, Meta
Partners	Mixed-alliance initiative: Pintuco, Fundación Orbis, Tierra S.O.S, Gobernación Meta, Colombian Army
Post conflict supporting Policy	Social Empowerment.
Concept:	Invite the community to paint the facades of the 1,200 homes in the municipality as well as official institutions, churches, hospital and others. Painting is an excuse to initiate a community integration processes and generate values and changes in the people of La Macarena; so providing an implicit contribution to reconciliation and peace.
Aim:	Due to the end of the conflict on is territory, prepare La Macarena for tourism as attractive complement to 'Caño Cristales', which is included as one of the 25 unique tourism experiences that Colombia is currently promoting in major tourism fairs in the world.
Layout:	Everyday painting crowds taking over the village. Senior students are in charge of helping older members of the community.
Development:	For the selection of the colors to paint the facades, a democratic exercise was made in the sports center, where more than 1,000 people vote to finally decide the five colors that characterize the 'Caño Cristales' The work of painting began with the training from experienced staff to the community and 74 senior students from the high school, who have been become the 'motor' of the working days.
Results	About 1,250 facades of buildings (including homes and institutional headquarters) will be painted in La Macarena, for which 5,400 gallons of paint are available. The project started to be replicated in some other village and towns around the country
Point of interest	To take a municipality located in what used to be one of the most violent contexts in the country to be pioneer on a collaborative work and social fabric recovery.

Table 14: Case Study 2.5: La Macarena, remanso de colores
From: (El Tiempo, 2015)


		
Title:	Proyecto de reconciliación Chengue-Macayepo (Reconciliation Project Chngue-Macayepo)	
Territorial range of action	Rural. Carmen de Bolivar.	
Partners	Bottom up initiative: Macayepo Community supported by Fundación sembrando paz	
Post conflict supporting Policy	Return and Relocation	
Concept:	Bottom up actions to foster and enhance trust between nearby rural communities. Started by rebuilding the road that connect the two villages.	
Aim:	To change the image people has of people from Macayepo as paramilitaries allies, by performing small actions that can be a bridge of trust among the inhabitants of the villages in Carmen de Bolivar.	
Layout:	Integration encounters and activities for the community	
Development:	<p>In several districts of Carmen de Bolivar, in the Montes de Maria, occurred massacres perpetuated by the paramilitaries. The paramilitary leader was from Macayepo, and some of his men too. For this reason, the 'macayeperos' were seen as the paramilitary allies throughout the region. When the inhabitants of Macayepo (who had also undergone a massacre) decided to return to their land, the people in Chengue, a nearby community, as well as people from other villages were afraid, resentment and distrust with them This affected the Macayepo people economically, because they had no business with anyone.</p> <p>A group of people led by Ciro Canoles decided to take action on the matter and create integration days, to rebuild confidence. They began in Chengue. At first people rejected them and did not even speak to them, but after a lot of persistence, they begin to generate a new relationship with Chengue people by fix the road linking the two villages. Like this they were able to perform dynamics so both communities began to trust again.</p>	
Results	They start to include other communities, and did a football match, so the idea of a tournament, with the participation of El Salado, Chengue, Macayepo, etc. was born. Beside activities have continued for the integration with different communities. However there is still distrust in remote communities so the efforts still continue.	
Point of interest	The fact that the community was able to organize it self to answer to a pressing situation using their own creativity and capabilities, they were able to identify a problem, co-imagine a future and take action to solve it.	

Table 15: Case Study 2.6: Proyecto de reconciliación Chengue- Macayepo
From: (Reconciliación Colombia , 2014)

4.1 Analysis of the cases

In order to analyze each case, a matrix was designed to comprehend visually the areas of interest covered by each case (fig. 11). Thus, allowing to compare them easily and discover opportunities to act upon.

The matrix consists in a radial graphics diagram with four axes, each one referring to a potential area of interest to be analyzed:

- Addressed Public: Victims vs. Perpetrators
- Territorial Reach: Urban vs. Rural
- Political Framework: Reintegration vs. Relocation
- Type of Partnership: Public vs. Private

In each axis is assigned an absolute number from 1 to 4, representing the level of action the project have on that particular area (being 1: no action, 2: mid action, 3: mid-high action and 4: full action). The value is given accordingly to what the project is doing nowadays, although many of them have the potential to expand beyond; consequently a particular pattern is generated by each project.

An overlapping of the diverse patterns is made (fig. 12), and the values given to each area are summed up in order to have another comparison of the projects regarding the total action on each area.(fig. 13)

By observing the comparisons is possible to identify 3 areas of interest since they are showing an apparent lack of offers, those related to: perpetrators, rural areas and reintegration.

As previously discussed in the theoretical background, the lack of offers focusing on the perpetrator and its reintegration could be highly risking for the post-conflict process (see 3.3). Also the lack of action over the rural areas could generate again the social tensions that once give origin to the conflict; causing a vicious circle (see. 3.1).

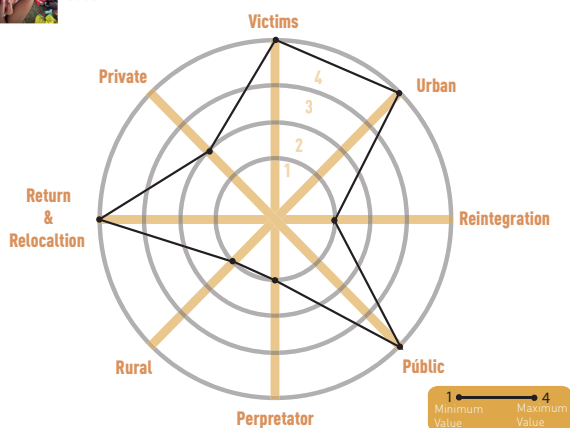
Therefore an opportunity for action is opened up for this proposal, regarding to offer an option for these neglected areas, offering an alternative option for the post conflict away from the classical political approaches and with the contemporary vision of the “Design for democracy”.

Finally to each case a series of concepts are given and represented visually to produce a ‘qualitative panorama’ (Fig. 14) of the initiative in order to understand which qualities are related to these type of initiatives.



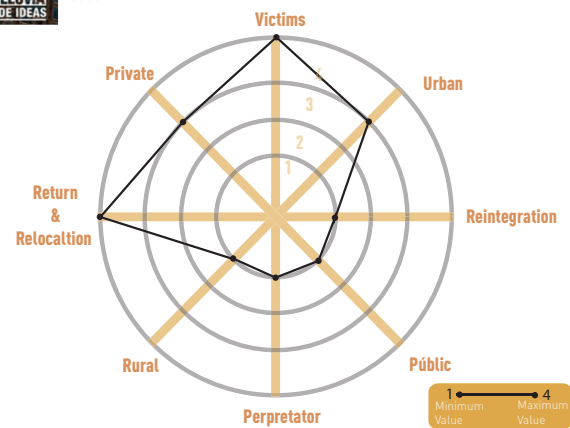
COMUNIDAD-ES

Case 2.1



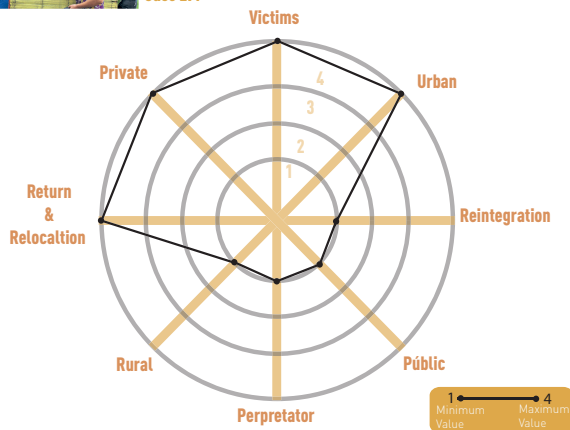
LA CASA DE LA LLUVIA (DE IDEAS)

Case 2.2



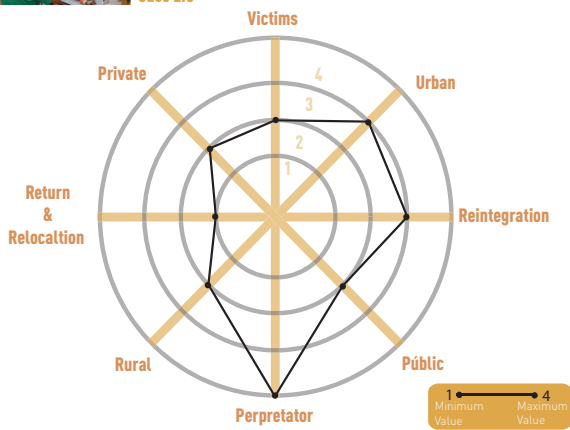
SEMBRANDO VIDA

Case 2.4



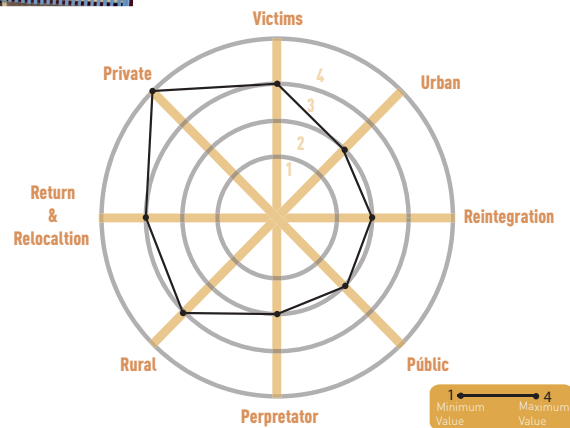
MINIMARKET 2X3

Case 2.3



LA MACARENA

Case 2.5



MACAYEPO

Case 2.6

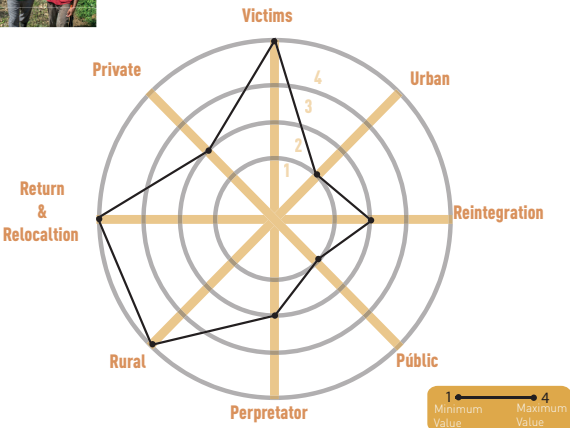


Fig. 11 Matrix Areas of action.

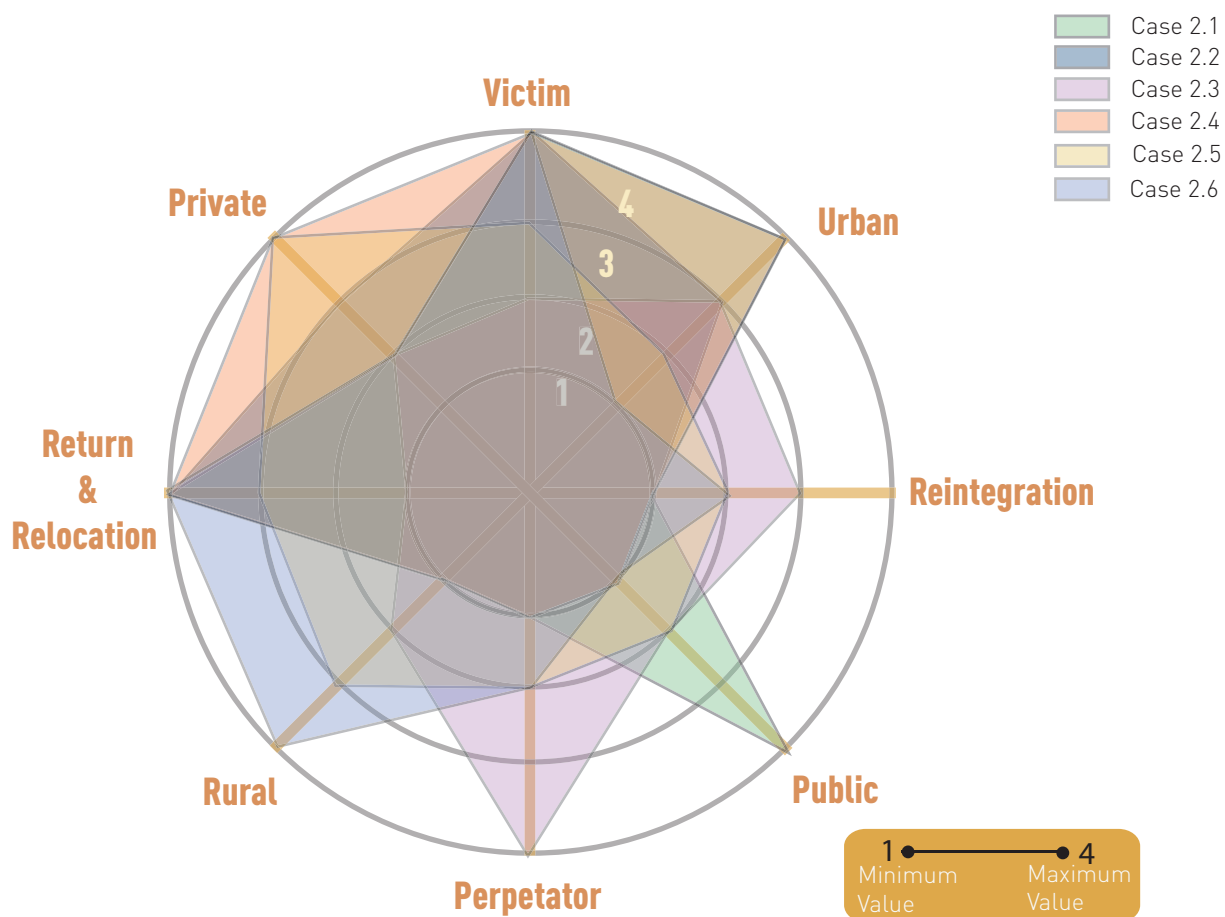


Fig. 12 Areas of action comparison

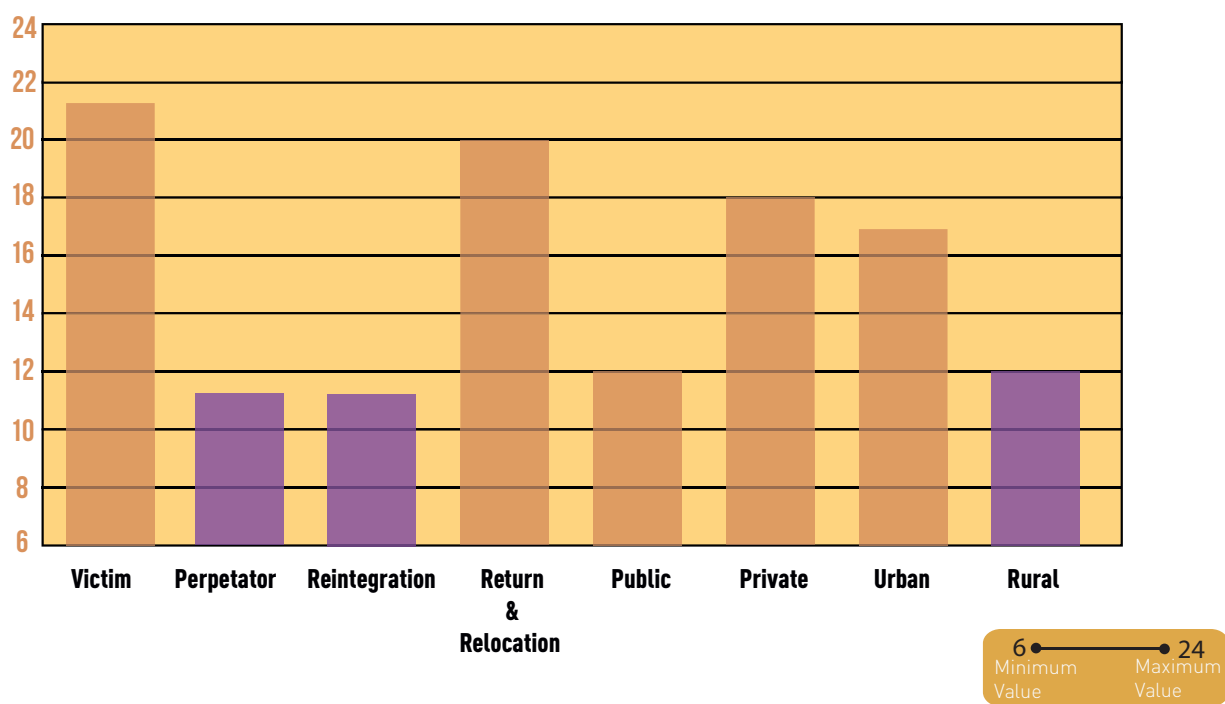


Fig. 13. Overall Values



Fig 14. Qualitative Panorama

4.2 Lessons learned

Each case leaves a particular lesson to be seen during the further development of a proposal for this thesis work. Hereby, some of the most relevant ones are presented.

The ‘Escenarios para la Paz’ project is a good example on how is it possible to open up spaces of participation for the community and how this one is willing to participate on them as a process of social recovery. It can also be seen as an action of cultural activism into the region what could activate more actions of its type.

The 2x3 Minimarket case deserves special attention since it was able to generate a process of resignification by using an emblematic character of the community. In the low-income neighborhoods, the character of the *‘tendero’* (the one who runs/own the local mini market) is an essential part of the identity of the community; it is one of the most important characters for its social dynamics. The fact of taking this role and letting people that one was considered as an ‘outcast’ to become into this essential character is without doubts not a good idea into reaching a real reconciliation.

The urban Farm and house-painting projects work starting by recognizing the own capabilities and

traditions of the community and using them to generate a common space for participation and therefore a common identity.

The main lesson of the Reconciliation project is that one of the self-empowerment, this is a good example of a creative community, able to provide innovative bottom up answers to its more pressing challenges. It leaves also a lesson about destruction of paradigms, and how a symbolic destruction of them is necessary to start over again.

The reflection over these cases also opens the door for thinking about the main challenge to be faced within the communities, when doing projects of this 'alternative type'. This is, How to generate, maintain and communicate a sense of trust and transparency between the actors of an initiative?

As seen historically these vulnerable, low-income communities have been victims of the public, and private, negligence and so many times they have felt abandon and deceived by promises made that never arrived or never deliver its benefits in a proper manner, causing inside them a high level of mistrust and disbelief. This situation is shown in the reflection made by one of the directors of the project "La Macarena, Remanso de Paz".

"Alejandra Gallego, coordinator of 'Tierra S.O.S' one of the partners working in La Macarena, explained that the most complex part when socializing with the community was on how to convince the people of the transparency of the project and that how the initiative had no connection with either oil companies or political campaigns: 'People told us that they were tired, so many promises were made and then no one meet them' she said, adding that it was necessary to go to every house in the eight districts of the municipality, explaining the details of the project. They are constantly making efforts to build trust and credibility. (El Tiempo, 2015)

PART II: RESEARCH QUESTIONS AND METHODOLOGY

Design experts can feed the social conversations with their specific culture, moving from criticizing the state of things toward presenting new ideas and values, in order to make the whole co-design process more meaningful.[...] They need to develop actions that are also fertile ground for new reflections, thus generating a positive circle between action and reflection.(Manizá, 2015)

1. Research Questions and Hypothesis

In the previous chapters has been outlined the theoretical background, of this work, starting from considering design as an agent of change; social with the practice of design for social innovation; and politic through its work in the public sector. As well, the different contributions the design expert can provide when working 'for and in creative communities'; focusing the interest on disciplinary contributions coming from service design, especially the field of action related with future scenarios design and analysis, and the contributions from participatory design, regarding its different tools and methods.

Afterwards followed by the analysis of a specific transitional and problematic context: The Colombian Post-conflict, and its most pressing social needs; in which the application of a particular practices of the design can be highly useful and appreciated, as an innovative, sustainable and contemporary answer.

After having outlined the background knowledge and clarified a pertinent context of use, it is possible to frame the research questions of this thesis work.

-How to foster environments of trust between different actors once divided for the war?

-How this trust can be used to trigger collaborative actions, setting common objectives for the population?

-What types of initiatives are necessary to support this collaborative environment?

And more specifically:

-How design can contribute in creating scenarios for developing environments of collaboration and participation during the Colombian Post-conflict?

Hence, the hypothesis of this work is:

The building of design oriented scenarios could create an environment of trust, and fosters social conversations between former segregate actors along the Colombian post-conflict. Helping them to (re) discovery of 'the power of collaboration' while working together in the co-imagination of possible futures and shared visions.

2. Methodology

Introduction

It is important to highlight that the decision of approaching this thesis work through the building of a scenario, instead of proposing a particular solution project, corresponds to a strategic decision related to 3 milestones defined along the analysis of the Colombian Context.

These 3 milestones are related to 3 specific aspects of the context: Social, Development and Political

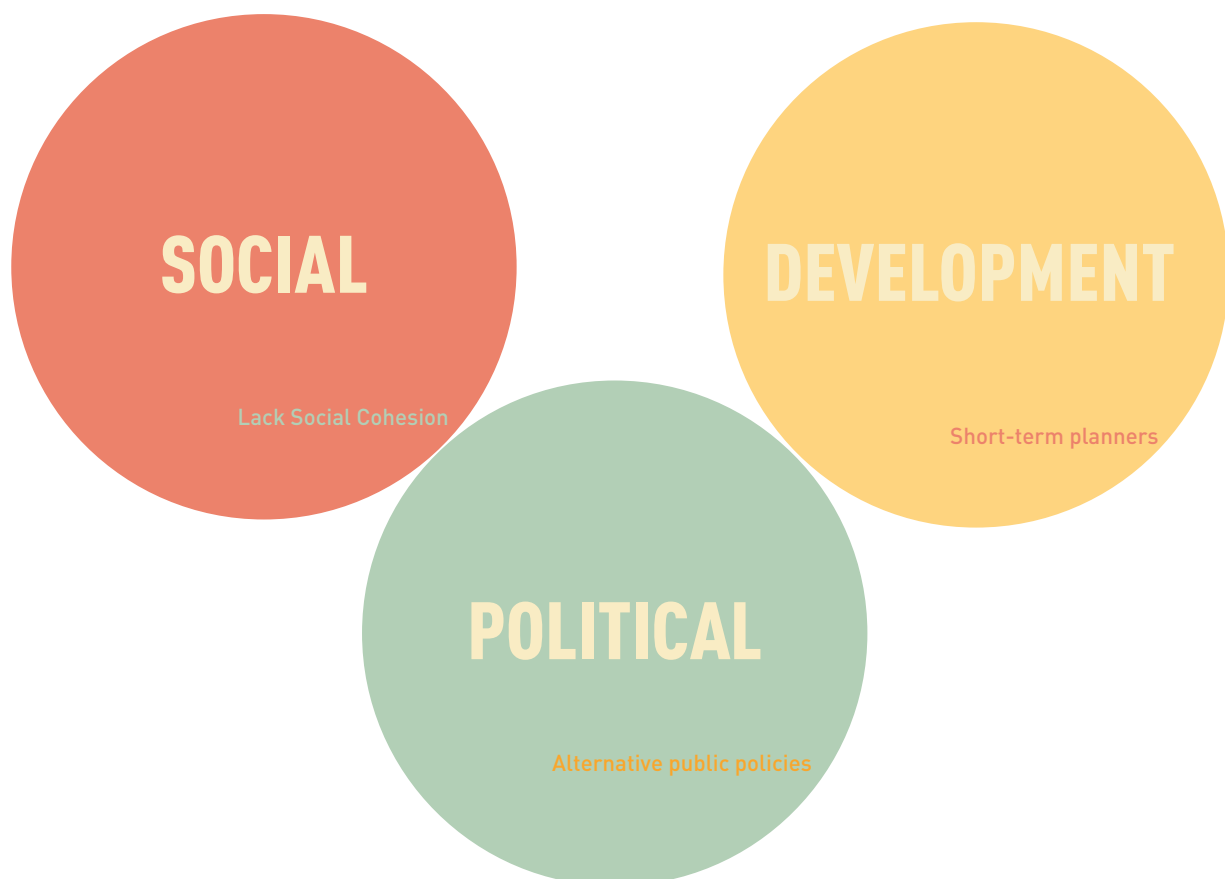


Fig. 15 Initial considerations for the proposal development

Social: The concept of Creative communities (see 1.1) must be kept in mind as a proper incubator for many of social initiatives to take place. Anyhow the analysis of the context has shown that the reconstruction of social fabric and social cohesion is one of the main challenges to be addressed during the post-conflict (see 3.4). Without an adequate social fabric is difficult for any particular project to find a fertile ground for a sustainable development. If well a specific solution could be design and implemented without a tight community environment it would be difficult for it to evolve and its sustainability could be jeopardize.

Therefore, a starting point of this thesis work, over this aspect, is focusing on first on the creation of a favorable environment for social conversations to happen; so, the proper elements for the birth of creative communities can be developed, expecting like this, that these future communities can share visions and create their own futures, within an enabling ecosystem where to develop solutions for overcoming its issues in a more methodological and sustainable way.

Development: The sociocultural and economical situation of many of the population directly affected by the war causes them to be ‘Short -Term planners’, this means, their long time expectations are reduced due to the war, with its mainly concern placed in fulfilling the basic needs in the shortest amount of time. This includes as well the approach under which many of the policies for these communities are planed: With a maximum urgency for fulfilling basic necessities and ultimately offering in many times solutions on short and medium term.

Although these urgent measures are still needed along the post-conflict time, this is also a proper moment for the communities (and its governments) to start developing as well a ‘Long-term’ or ‘Future Thinking’ in order to construct a better and self empower way of living.

Therefore, another starting point is to use this thesis work as a way to pull and foster ‘long-term thinking’ in communities not used to do it. So, to change the dynamics and permit post conflict aimed initiatives to offer not only immediate answers but also to constitute a way of creating fertile grounds for sustainable development.

Political: And finally, working closely with policymakers and other governmental employees, along the development of the proposal and locating the work under the scope of ‘Design for democracy’ could create a better coordination and support from the governmental side, so generating a more comprehensive action and placing the proposal in an adequate political framework for it.

A starting point for this aspect case could be the possibility to offer an alternative option for a public policy regarding the analysis made about the lack of offer for the reintegration of the perpetrators (see 4.1) and a new vision of the victims as an asset (see 4)

Under this perspective, an approach such as this can in the long term, carry the Colombian government into scaling up in the public design ladder (see 1.2).

2.1 Scenario Building

The overall development of the scenario happen in two levels: The first one, ‘the Methodological Level’, regarding the mode of the design expert working ‘for’ a creative community (see 1.4) and the operational model, regarding the mode of the expert design working ‘in’ a creative community (see 1.3).

“To give people long-lasting well-being we must make it possible for them to deal with their own problems themselves. And, to do so, they may need access to appropriate knowledge and tools”. (Manzini E. , 2013)

Interpreting Manzini’s words, the design and design experts main contribution into this process lies in the fact that they can apply a methodological approach by using the ‘design oriented scenarios’ to provide a sustainable development plan for an enabling ecosystem to happen; and a operational approach, using the tools and methods from the participatory design practice, to facilitate the convergence of visions and participation between the different actors.

The methodology proposed by Manzini, Jègou & Meroni (2009) is follow to build the scenario (see 4.1). Initiating with a scenario matrix, constructed by the intersection of two different polarities (Fig. 16) In this case the polarities are related to different approaches that could be taken for the creation of the environment; the first one is related with the level of desired involvement of design and the other one related to the consequences expected in time.

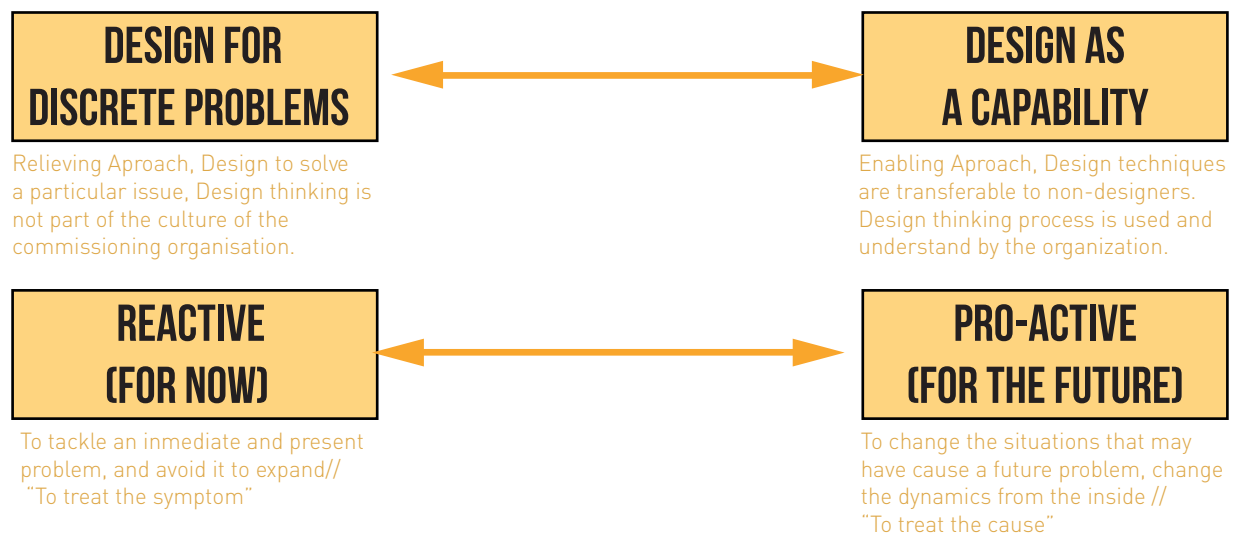


Fig. 16 Polarities for the scenario matrix

Therefore, when crossing the polarities a matrix with 4 different options of an scenario takes place (Fig. 17)

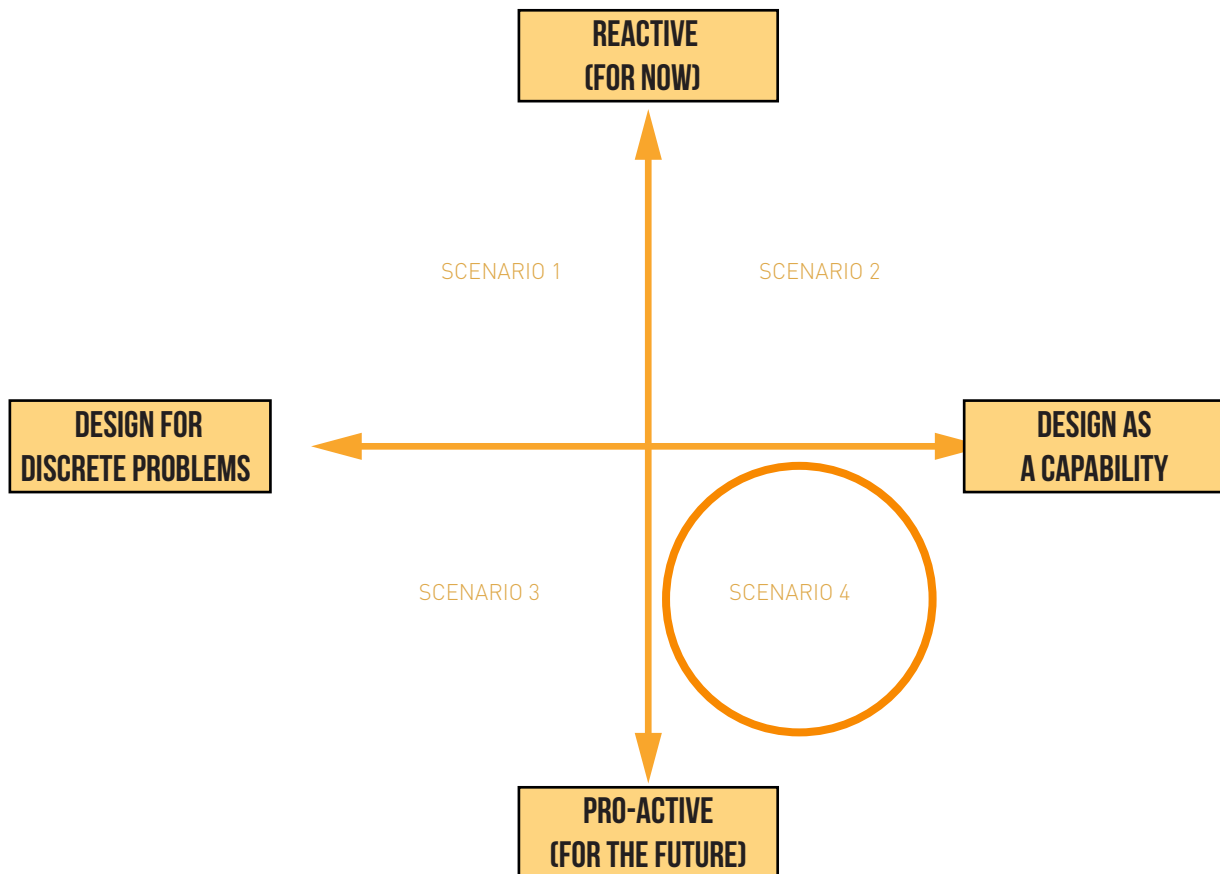


Fig. 17 Scenario matrix

Each scenario constitutes a different set of qualities from which an answer could be given. Here is a brief description of each of the possible scenarios:

-Scenario 1, Design for discrete problem- Reactive:

A.S.A.P: Design is use as an outsourced resource to solve particular solutions happening now; it is an answer to relieve immediate problems.

-Scenario 2, Design for discrete problem- Proactive:

Countermeasures: Design is use as an outsourced resource to control a potential harming situation; it is a measure of prevention.

-Scenario 3, Design as a Capability - Reactive:

We can do it: Design is an embedded capacity of the leading organization; it is use to solve an urgent necessity.

Scenario 4, Design as a Capability - Proactive:

The day after tomorrow: Design is an embedded capacity of the leading organization and participants, it is use to foster a future-thinking approach.

Having in mind the analysis of the context and the initial considerations, the scenario number 4 is chosen as the more promising case to develop a proper environment for the proposal of this thesis work

PART III: SCENARIO

“There are no shortcuts to healing the wounds and divisions of a society in the aftermath of sustained violence. Build trust between old enemies is a very difficult challenge, but essential to address the process of getting lasting peace. To exam the painful past, know it , understand it and, above all, transcending it all together is the best way to ensure that this will not happen again” Desmond Tutu.

Starting with the selected scenario, the particular proposal of this thesis work is develop in the following chapters.

The developing of this scenario constitutes a proposal of going ‘one step back’ when designing solutions for the Colombian post-conflict. By identifying the necessity to create first a proper environment of trust within the actors, where they can start building a common identity and enhancing their social cohesion. So, the proposal could be used as a framework in which future particular projects can be develop in a more sustainable way.

To follow and construct a ‘preparatory’ approach, is a practice not common for the Colombian context, neither for its inhabitants or governors. This new approach, could be seen as the result of the merging of two important facts: the first one, is that the particularities of the context’s situation permit, and need, this type of alternative answers; and the second is that the design as an actor of change is capable of providing wider and innovative point of view to a situation that apparently does not correspond to its field of action.

1. Scenario Architecture

1.1 Vision

Tomorrow the final signature of the Colombian peace treat will be done, ending like this with a war that has last for over 60 years

What would happen the day after tomorrow when victims and former militants will be returning to their villages to start a new life? In the day after tomorrow they will need ways to build trust between each other and to start over their own life projects.

What if Participatory design is used in rural areas, to let people work together, discussing and creating new visions of the place and future scenarios where to re-define themselves?

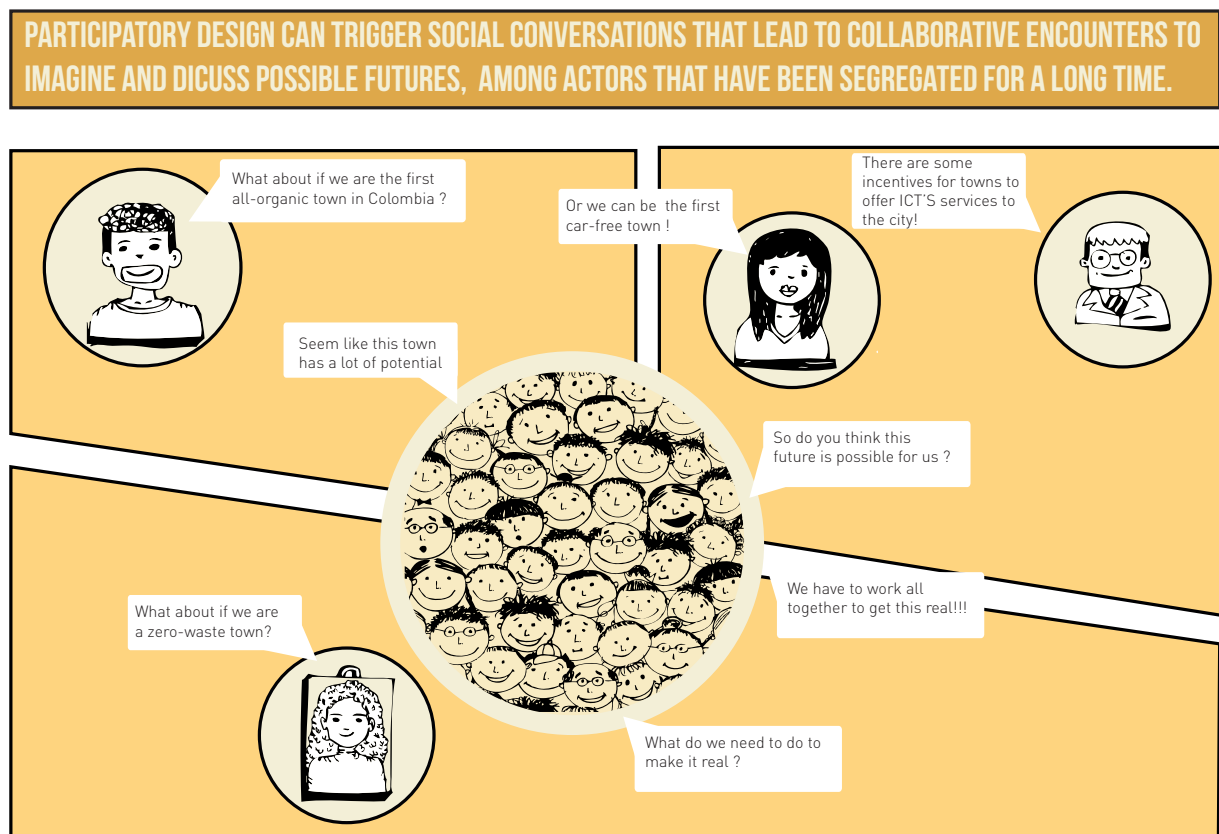


Fig. 18 Scenario Vision

1.2. Motivation

The prolonged conflict has affected many Colombian generations and, in many cases, the identity of the people and the places have been closely connected and defined in terms of war. Consequently, many of them don't know each other in different terms, but when the conflict is over these definitions must change, and people will need to rediscover and redefine themselves.

This reconstruction of identity must be part of a common and collaborative exercise. Even though, one of the main consequences war has left over the population is living under a continuous sense of fear, affecting the social interactions and dynamics of the community (see 3.1); the fear has established an environment of mistrust, pushing people to have more and more thoughts and actions of individualism. Somehow people have 'forget' how to collaborate between them and how to trust in the other.

This scenario could be a stepping-stone for different actors to meet again and start building trust so, they can work together and rediscover the 'power of collaboration'.



Fig . 19 Scenario Motivation

Chain of implications

Besides a chain of implications has been done in order to understand the possible situations the scenario can unchain into the future.

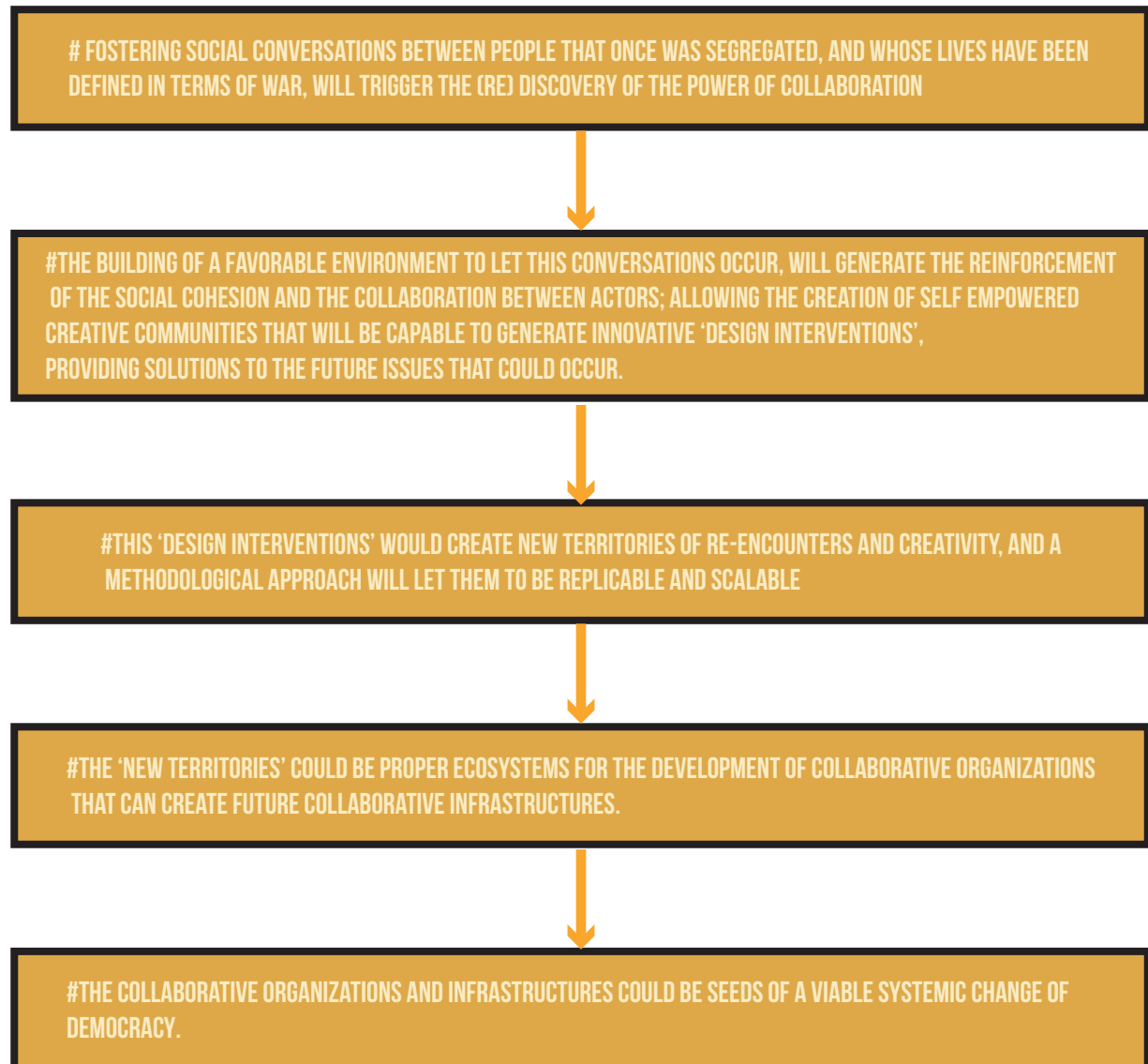
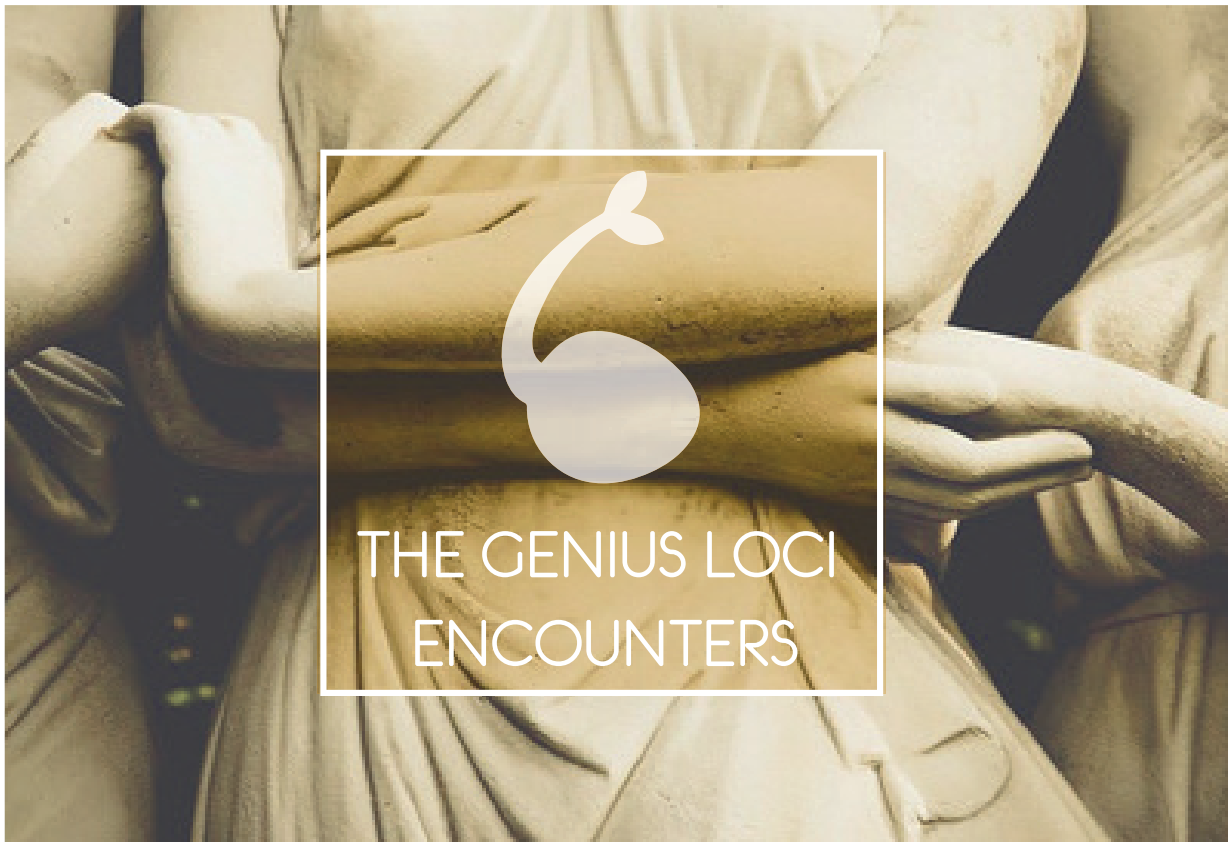


Fig. 20 Chain of implications for the Scenario

1.3 Strategy: The Genius loci Encounters



An answer from Design for social innovation for the Colombian Post-conflict.

Born to regenerate the social tissue, within a favorable environment of trust between diverse social actors.

Creating design oriented scenarios that foster the co-imagination and co-creation of new visions for the territory and its inhabitants.

Fig. 21 Genius Loci Encounters Concept

The word 'Genius Loci' is a Latin expression commonly used to refer to the spirit or essence of a place, what represent and make its identity. It has been selected to named the concept, because represents precisely the aim of the process of imagination of creation of a vision to construct a new place.

The 'Genius Loci Encounters' is the initiative through which the scenario becomes tangible. Consist in a series of 'Collaborative encounters' (as describe in 2.2) using participatory design to let diverse social actors to imagine and create a common vision for their communities, opening up possibilities for the sustainable development of diverse initiatives on the territory.

2. General Features

2.1 Overview

An encounter consist in 3 consecutive steps :



Fig. 22 Genius Loci Encounters Development

Pre-agreements

To begin with an encounter it is necessary to align the expectations of the potential participants. This, to be sure that every part has understand properly the message and the aim of the encounter and also to ensure that their particular needs and concerns are heard; this could be achieved with some 'pre-agreement' meetings in which representatives of the participants groups (e.g. Community Leader, Local Government representative, Private Partner) are able to discuss the expectations and the main interests they have to participate in the encounter.

These 'pre-agreements' also serve to arrange the workshop in logistic terms, to coordinate and agree on the space where the workshop would be hosted; the human, physical and economical resources needed; the time frameworks; and any other requirement.

Visioning Workshop

Once the 'pre-agreements' and the organization of the encounters have been set up the Visioning Workshop is launched, inviting the public to participate on it. The visioning workshop is considered as the most important moment of the encounter, since it will be in this one where, the trust building and the collaboration between participants will take place.

The visioning workshop is also divided into 6 different phases (see Appendix A), in order to provide a proper participatory approach. In this Workshop the common vision is created and it is presented as a Design Oriented Scenario along with some other materials such as diagnosis reports, action plans, and opportunities reports, each one created for an specific participant group.

Vision Sharing

As closure of the Encounter an exhibition is hosted in the territory in order to share the created vision with the community with the objective of trigger new reflexions and discussions over the proposed vision letting it act as a 'Conversation subject and prompt' (see 1.3). Besides is the moment of celebration for the common achievement of the participants and the moment to foster the interest of the community opening up possibilities for developing the vision.

2.2 Actors Map

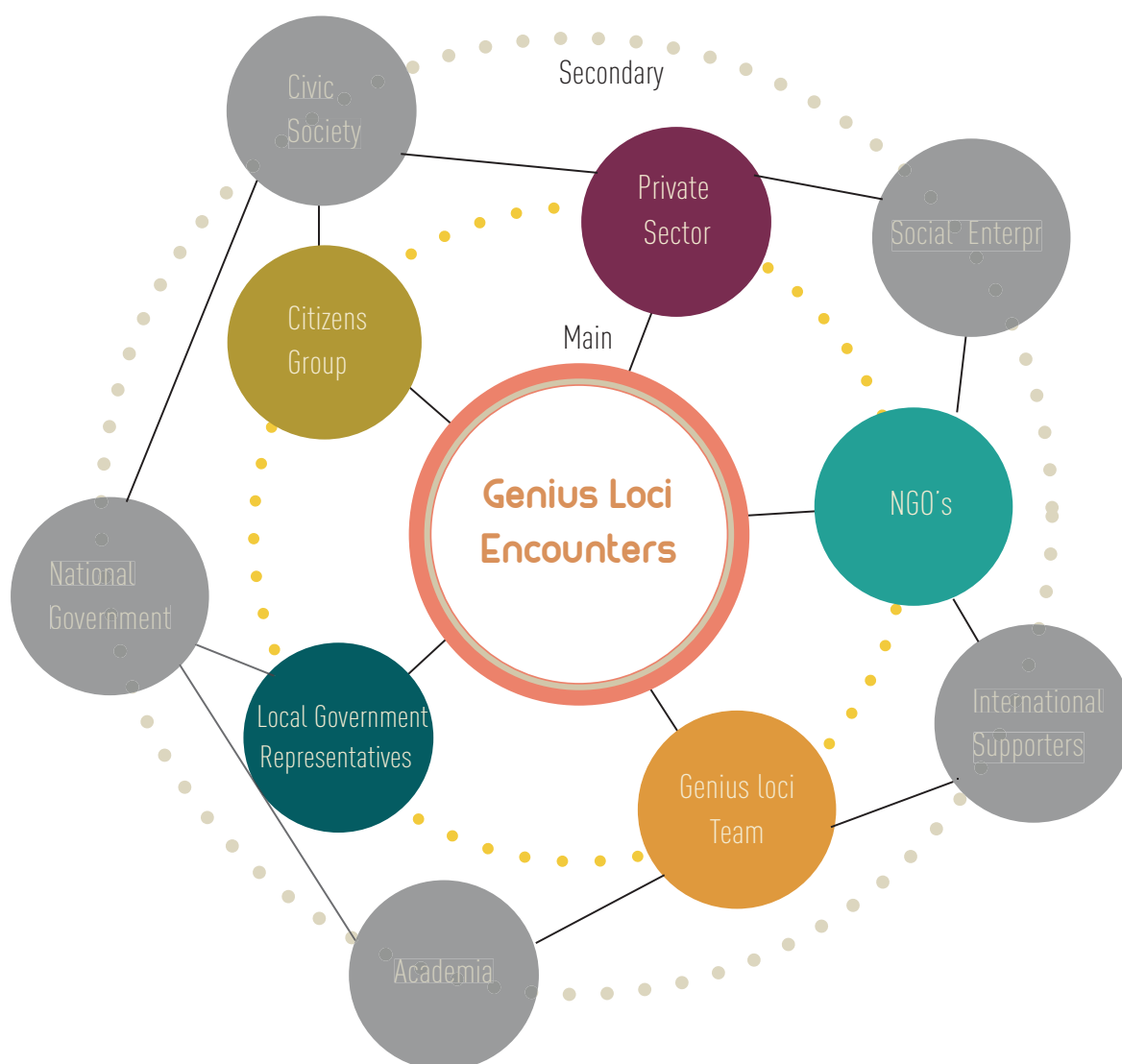


Fig. 23 Actors Map

This proposal considers as crucial the participation of 5 main actors along the encounters, with the general objective of provide a participatory project where different sectors of the society are represented , but also with a particular objectives related with the inclusion of these actors seeking to get integral and comprehensive outcomes from the encounters.

The participation of each group is justified by :

- Citizens :To ensure that the vision represents the needs, point of view and ideas of the community, providing a bottom up approach enhancing its desirability.
- Local Government Representatives: To ensure that the created vision is in line with the political frameworks, so its viability in the territory
- Private Sector: To ensure future possibilities of development are open and so the feasibility of the vision from a economical point of view.
- NGO: To provide a guarantor within the community, due to the high level of mistrust of the community in the institutions, entities and privates, it is necessary to establish a partner to facilitate the entrance and communication with the population.
- Genius Loci Team: As the coordinator, integrator and maker of the encounter.

The Genius Loci Team

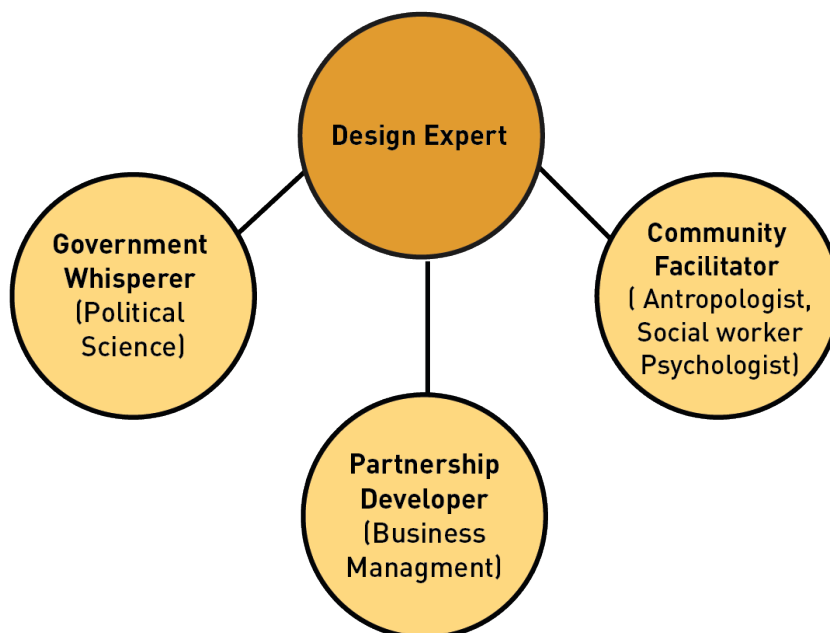


Fig. 24 Genius Loci Team

In order to get the encounters happen a multidisciplinary core team set is proposed in order to manage, plan, facilitate and make the encounters. This core team consists in professionals previously training in Design thinking. Organized in 3 main areas regarding the relationship with the government (Government Whisperer), the relationship with the private partners (Partnership Developer) and the relationship with the community (Community facilitator), and with the design expert as the integrator actor and leader of the team.

2.3 Stakeholders motivation matrix

Likewise, the tool stakeholders motivations matrix is done in order to understand the connections between the different potential stakeholders of the proposal.

This tools shows the motivation each one could present while participating, evidencing what is needed of expected from the proposal. This tool is considered useful since allows to assume the point of view of each stakeholder and understand what should be delivered by the proposal





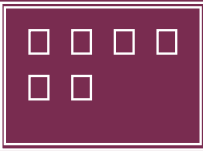



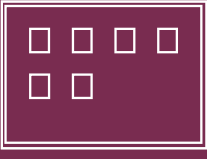
 Gives to	 INHABITANTS/ CIVIL SOCIETY	 PUBLIC ENTITY/ GOV. REPRESENT	 NGO/ SOCIAL	 PRIVATE PARTNER
 INHABITANTS/ CIVIL SOCIETY	To be part of a participatory process to create a new vision of future for the town. Enhance its social cohesion by building common visions and a common identity	A direct feedback on realtime about the accuracy of its projects in terms of the particular needs fo the population	A direct feedback on the community concerns, needs and initiatives and how they can be supported	Open up possibilities for new markets, business models
 PUBLIC ENTITY/ GOV. REPRESENT	A better understanding of its needs, acting like a partner in the co-creation of solutions for its issues A political framework for the bottom up innitiatives	To have a more effective and more accurate way for design public policies, and a better delivery of its services during the postconflict.	A better way to synchronize an integrate their work within the political frameworks.	New opportunities for alliances and collaborations for the development of future projects .
 NGO/ SOCIAL	Facilitate and mediate relationship with other actors.	Facilitate the access to the community in terms of trust, communication and approach	To open up a opprtunities for new partnerships and interventions models within the community	Community guarantor, eases the process of entry into the community.
 PRIVATE PARTNER	Possibility of enabling and developing tangible solutions	Enable developing tangible solutions and particular aimed solutions and projects	The opportunity to create alliances and partnerships to develop the ideas and projects developed	To capitalize the common vision and to opprtunities to develop sustainable solutions related to it Expand Business and Market

Fig. 25 Stakeholders Motivation Matrix

2.4 System map

This tool allows to have a visual description of the organization of the proposal in technical terms, regarding actors, and the diverse relations (between them (see Appendix B)

2.5 Storyboard

The storyboard allows to exemplify and visualize the overall experience of the proposal from a general point of view. (see Appendix C)

2.6 Tools taxonomy

Based on the framework establish by Brandt, Binder and Sanders (2012) (see 1.3 a taxonomy of tools, is presented order to serve as a guide along the developing of the encounters, especially during the workshop within the community.

The suggested tools included in the taxonomy are used commonly in the practice of the design thinking processes. Anyhow it is important to highlight that this taxonomy pretends to serve just a general guideline; because the particular use of any specific tool will depend in a great way on the development of the encounter, this is, the overall mood of the participants, the specific interests, the constitution of the participant groups, etc.

PHASE TYPE	Discover	Connect	Imagine	Asess	Develop	Share
TELL to help the process of ideas verbalization	P2P INTERVIEW CHARACTER PROFILE ID CARS	CARD SORT TIMELINES <i>Use them to generate empathy</i>	TOMORROW HEADLINE NARRATION	5 WHY'S MOTIVATION MATRIX	ROLE SCRIPTS "HOW TO" GUIDES	"HOW TO" GUIDES INFOGRAPHICS
MAKE to help visualizing the ideas	COLLAGE DIARIES CAMERA JOURNAL	AFFINITY MAPS MIND MAPS	STORYBOARDS GROUP SKETCHING	PROCESS DIAGRAM ACTORS MAP <i>Use them to inspire imagination</i>	SYSTEM MAP RELATIONAL MAP	VIDEO SCENARIOS ON SITE INTERVENTION MOCK-UPS
ENACT to help prove the ideas			LEGO PLAYING			PROPS ROLE PLAY LO-FI PROTOTYPES <i>Use them to learn quickly people's response</i>

Fig. 26 Tools Taxonomy

3. Particular Application

3.1 Personas

Also as a part of the Scenario, the tool 'Personas' is used in order to create a fictional profile of the potential actors that will move and exist inside the scenario(see Apendix D). As establish by Stickdron & Schneider (2010) the main objective of this tool is to provide a range of different perspectives.

For each persona a sort of 'ID card' has been designed, it contains information regarding:

- Background, referring to the situations and facts related to the character.
- Post conflict situation, referring to the possible situation this character will face during the post conflict state
- Motivation, referring to the possible reasons why this character could be potentially interested for participating in the construction of this scenario.
- Restrictions, referring to the potential difficulties that can come ahead when facing the scenario and other actors.

3.2 Costumer Journey

Starting from 'Personas', several costumer journeys have been made describing their journey along the development of the encounters. In this tool are described the most important moments of the interaction with its correspondent touchpoints and the emotions the character could experiment in each moment (see Apendix E)

PART IV. CONCLUSIONS

1. The work of design as an actor of change

War breaks all ties, affects the deeper social structures and the very relationship of humans with their environment as well the possibility of attachment to a place, to have a story, a family, a community where to grew up; it segregates everyone and everything. And once the armed confrontation is over the challenge is even bigger, since what is left it is people who don't know each other, don't recognize the possibility to create a future together because all places feel extraneous to them. But actually what the segregation is not letting them see is that the power they have as a community is stronger than the differences that once tear them apart. And, in fact, what they have is a huge opportunity in their hands because a post conflict situation is as a unique historic moment for the re-evaluation of the values, approaches and priorities a society has and to reinvent itself in any possible way they want.

But, in order to help societies after a war, it is necessary to build up processes and structures able to root deep in the collective imaginaries and identity, just possible if first the rebuilding of trust between actors is achieved and considering the community as an asset capable creating positive change and social transformation; so the participation of citizens and communities as agents of their own development and the very culture of the society an imperative in order to help breaking the vicious cycles that lead to tensions and unchain conflicts. Under this perspective, new models of relations between different social actors and the development of innovative solutions to complex problems must be develop through processes that generate higher levels of social and institutional capital, as a necessary requirement for the sustainability of these solutions in the long run.

And it is precise in this point where the main contribution design can make to this transformation process takes place: Along the practice of the 'Design thinking', the design experts have developed the ability to work under a constant change of lenses, going from the particular to the general and vice-versa as many times as necessary, with a surprising easiness when compared with many other disciplines. And this very ability to have a deeper empathetic understanding of its 'user', and at the same time being able to see it in terms of a wider system, its relation and location in a bigger picture is what allows design to be such a great agent of effective social and political change.

Inside this conception when working on the political sphere design is an agent capable of have an empathetic approach providing deep understanding of the 'citizens' and as well provide a systematic approach and to act as an integrator element within the 'big picture'. Trough this change of lenses the design expert is capable of provide a 'empathetic outsider' point of view which causes it to be the spark of radical changes that defies the status quo and unchain processes of transformation.

In the Colombian case, although the economic growth has open opportunities and increased the efforts in order to 'let' design enter in the world of politics, is this the opportunity to keep pulling the work of design experts, not just as a partners to provide solutions and help in particular issues such as extreme poverty; but to let the government understand the big potential design may have as a as an agent of change of the very fundamental social structures.

2. Towards a political policy for the post conflict

In order to offer this proposal as a viable option for an alternative public policy to the Colombian government during the post conflict a series of suggestions have been made (with the help and feedback of policy makers and governmental employees).

- The scenario could work as an alternative penal option for the perpetrators (in order to help the reconstruction of the villages in social, economical and material terms)
- The scenario could promote a new vision of the victims as agents of change (Recognize them as active actors of the transition and transformation processes)
- The scenario could foster the collaboration between victims, perpetrators, private actors and government to enhance social cohesion within the community.
- The scenario could established its main action point on the rural areas, as a first approach to offer a public participation option, and placing design as a capability more than as a solution for discrete problems.
- The scenario could ultimately constitute a viable, feasible and desirable 'alternative' public policy for the Colombian Government, as an innovative answer for the post conflict.
- The ultimate achievement of the scenario would be the symbolic destruction of war paradigms, and the re-signification of the territories and its inhabitants

Efforts have been started order to develop and extend the proposal, involving the participation of other actors looking for an actual opportunity to move from the scenario to the practice in the local level

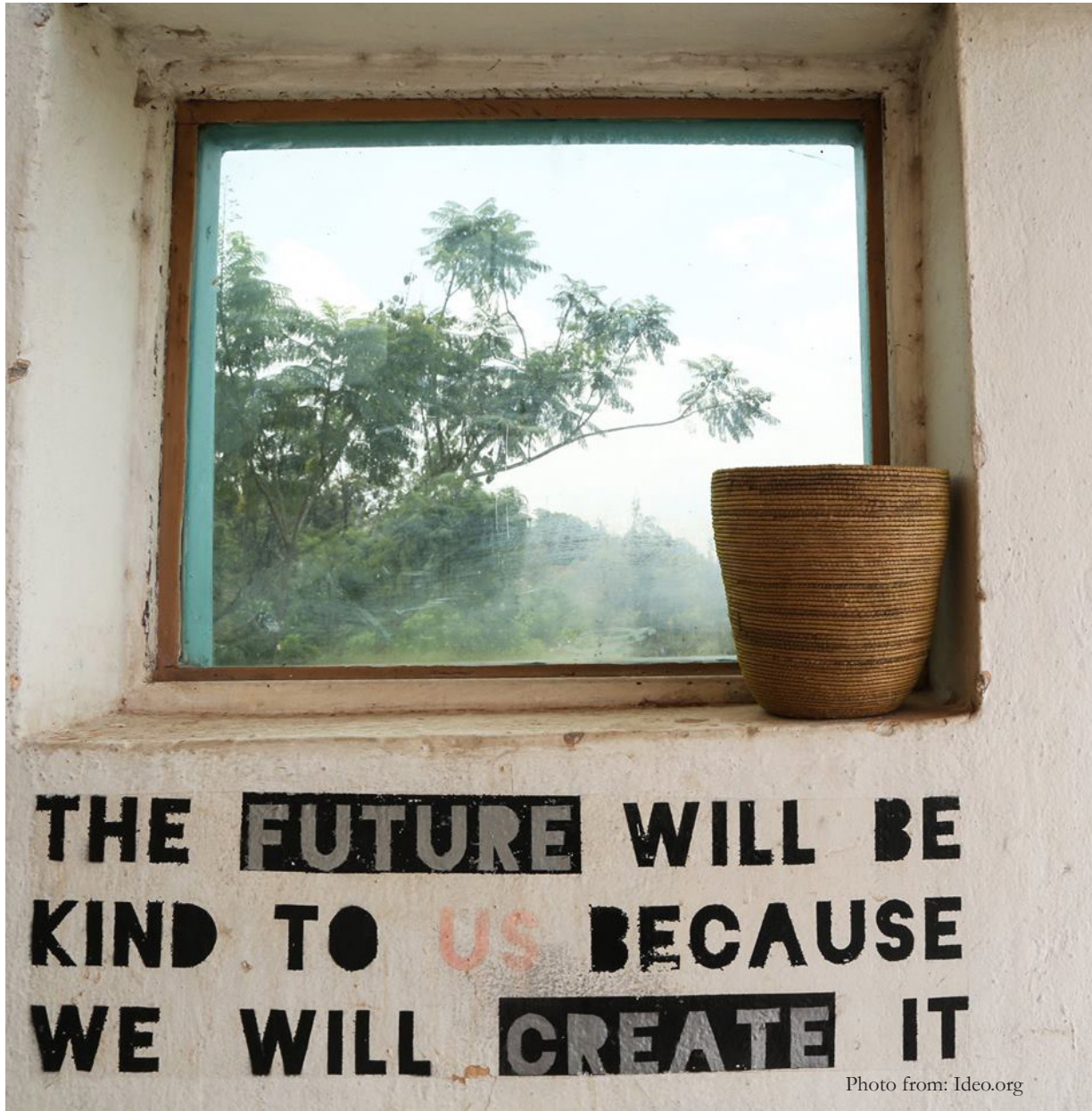


Photo from: Ideo.org

BIBLIOGRAPHY

- Agencia Colombiana para la reintegración . (2015). Historical Overview . Retrieved August 11, 2015, from reintegracion.gov.co: <http://www.reintegracion.gov.co/en/agency/Pages/historical.aspx>
- Amat, Y. (2014, December). Víctimas del conflicto en el país son más de 6,8 millones. Retrieved August 11, 2015 , from eltiempo.com: <http://www.eltiempo.com/politica/justicia/victimas-del-conflicto-armado-en-colombia/15026796>
- ANSPE. (2015). Innovacion Social. Retrieved January 25, 2015, from Anspe.gov.co: <http://www.anspe.gov.co/es/programa/innovacion-social>
- Apel, H. (2004). The Future Workshop. Retrieved August 8th, 2015, from Die-Bom.de: http://www.die-bonn.de/esprid/dokumente/doc-2004/apel04_02.pdf
- Arquitectura Expandida. (2014, Decemeber 3rd). La casa de la lluvia [de ideas]. Retrieved August 15, 2015, from Arquitecturaexpandida.org: <http://www.arquitecturaexpandida.org>
- BBC News . (2015, January). What is at stake in the Colombian peace process? Retrieved August 6, 2015, from bbc.com: <http://www.bbc.com/news/world-latin-america-19875363>
- Botero, A. (2013). Expanding design space(s): Design in communal endeavours. Helsinki, Finland: Aalto University School of Arts, Design and Architecture Department of Media.
- Brandt, E. T.-N. (2012). Tools and Techniques: Ways to Engage Telling, Making and Enacting. (T. R. Jesper Simonsen, Ed.) Routledge International Handbook of Participatory Design. , pp.145-181.
- Casati, A. (2012). Designing for democracy: Definition of a fruitful participatory system in Monza. Master Thesis . Milan, Italy : Politecnico Di Milano, Scuola del Design.
- Caulier-Grice, J., Davies, A., Patrick, R., & Norman, W. (2012). Social Innovation Overview: A deliverable of the project: The theoretical, empirical and policy foundations for building social innovation in Europe”(TEPSIE). (E. C.-7. Programme, Ed.) Brussels: The Young Foundation.
- Centro de Memoria Histórica. (2013). ¡BASTA YA! Colombia: Memorias de guerra y dignidad. Informe General. Bogota, Colombia: Imprenta Nacional.
- Christiansen, J., & Sabroe, R. (2015). Innovation labs as public agent change agents. MindLab.
- Collusi, M. (2010). Designers through borders: Design of a collaborative system innovation platform for the sustainable development of emerging and low-income contexts. Milan.
- Colombia Info. (2013). Conflicto Armado. Retrieved August 10, 2015, from Colombia.com: <http://www.colombia.com/colombiainfo/nuestrahistoria/conflicto.asp>
- Comunidad-es. (2014). ¿Qué es ? Retrieved August 8th, 2015, from Comunidadescultura.com: <http://www.comunidadescultura.com/blog/>
- DANE. (2015). dane.gov.co. Retrieved August 12, 2015, from Codificación de la división político-administrativa de Colombia (Divipola): <http://geoportal.dane.gov.co:8084/Divipola/>
- Design Council. (2013). Design for public good. London, U.K: Design Council.

- DESIS Network. (2013). *Public & Collaborative: Exploring the Intersection of Design, Social Innovation and Public Policy*. (E. Manzini, & E. Staszowski, Eds.) USA.
- Ehn, P. (2008). *Participation in design things*.
- El Tiempo. (2015, August 18). *La Macarena se pinta y da ejemplo de trabajo comunitario*. Retrieved August 22, 2015, from <http://www.eltiempo.com/colombia/otras-ciudades/trabajo-comunitario-en-la-macarena/16252815>
- Emotive . (2015). *OASIS Game* . Retrieved July 25, 2015, from emotiveprogram.org/projects/oasis-game/
- Emprender paz. (2013). *Banco de buenas prácticas: Sector privado y construcción de paz*. Retrieved August 15, 2015, from [emprenderpaz.org: http://www.emprenderpaz.org/recursos/banco-de-buenas-practicas.html](http://www.emprenderpaz.org/recursos/banco-de-buenas-practicas.html)
- GovJam. (2010). *About us* . Retrieved July 23, 2015, from [govjam.org: http://www.govjam.org/content/about](http://www.govjam.org/content/about)
- Jègou, F., & Manzini, E. (2008). *Collaborative Services: Social Innovation and design for sustainability* . Milan, Italy : Edizioni Polidesign .
- Jones, P. (2011). *Design with Dialogue: Conversation & Dialogue*. Retrieved July 23rd, 2015, from [Slideshare.net: http://www.slideshare.net/peterjones/design-with-dialogue-conversation-dialogue](http://www.slideshare.net/peterjones/design-with-dialogue-conversation-dialogue)
- Manzini, E. (2015). *Design, When everybody designs: An introduction to design for social innovation* (1st ed.). (K. Friedman, Ed., & R. Coad, Trans.) Cambridge, Massachusetts, USA: MIT press.
- Manzini, E. (2013). *Social innovation and design Enabling replicating and synergizing*. Politecnico di Milano DESIS Network.
- Manzini, E., & Rizzo, F. (2011). *Small projects/large changes: Participatory design as an open participated process*. *CoDesign: International Journal of Co-Creation in Design and the Arts* , 7 (3-4), 199-215.
- Manzini, E., Jegou, F., & Meroni, A. (2009). *Design Oriented Scenarios: Generating new shared visions of sustainable product service systems*. In *Design For sustainability* (pp. 15-32). United Nations Environment Programme, Delft University Technology.
- Margolin, V. (2012, April 11). *Design and Democracy in a Troubled World*. Lecture at school of Design Carnegie Mellon University . Pittsburgh, USA.
- Mejia, J. R. (2009). *Ricardo Mejia /design & innovation against poverty/*. Retrieved August 25, 2015, from [Future Scenario \(part 1\): Barist, an imaginary country.: http://jrms.pktweb.com/?p=926](http://jrms.pktweb.com/?p=926)
- Meroni, A. (2007). *Creative Communities* . Milan: Edizioni POLI.design.
- Meroni, A., & Sangorgi, D. (2011). *Design for Services* . Farnham, England : Gower Publishing Limited.
- Milenial Trains Proyect . (2013). *About us* . Retrieved April 15, 2015, from [milenialtrain.co: http://milenialtrain.co/about/](http://millennialtrain.co/about/)
- MindLab. (2015). *About MindLab*. Retrieved August 13, 2015, from [mind-lab.dk: http://mind-lab.dk/en/om-mindlab/](http://mind-lab.dk/en/om-mindlab/)

- Mitta, P. (2014, March 20). Public participation platforms change the dynamic between city and citizen. Retrieved August 22, 2015, from The City Fix : <http://thecityfix.com/blog/public-participation-platforms-change-dynamic-between-city-citizen-prateek-mittal/>
- Murray, R., Caulier-Grice, J., & Mulgan, G. (2010). *The open book of social innovation*. The young Foundation, Nesta.
- MySidewalk. (2010). About us . Retrieved July 15, 2015 , from mysidewalk.com: <https://mysidewalk.com>
- NY Public Policy Lab. (2015). About us. Retrieved August 15, 2015, from publicpolicilab.org: <http://publicpolicylab.org/about/>
- Papanek, V. (1971). *Design for the Real World: Human Ecology and Social Change*. New York , USA: Pantheon Books .
- Parsons DESIS Lab . (n.d.). Mapping Public Innovation Places. Retrieved April 20, 2015, from Public & Collaborative: New York City : <http://nyc.pubcollab.org/public-innovation-places/>
- PartecipaMI. (2006). PartecipaMi si presenta. Retrieved August 4, 2015, from partecipami.it: <http://www.partecipami.it>
- Prada, N., & Poveda , N. (2013). *32 preguntas y respuestas sobre la Ley de víctimas*. Bogota: Corporación Humanas.
- Programa Eficiencia y Rendición de Cuentas en Colombia. (2006). *Modelo Gestión Etica para entidades del estado: Fundamento Conceptuales y Manual Metodológico*. Bogotá, Colombia: Casals & Associates Inc.
- Reconciliación Colombia . (2014). Iniciativas- Proyecto de reconciliación Chengue-Macayepo. Retrieved August 21, 2015, from Reconciliacioncolombia.com: <http://www.reconciliacioncolombia.com/iniciativas/detalle/proyecto-de-reconciliacion-chengue-macayepo>
- Reconciliación Colombia. (2015, January 21). Estos son los 125 municipios del posconflicto, según la ONU. Retrieved August 12, 2015, from reconciliacioncolombia.com: <http://www.reconciliacioncolombia.com/historias/detalle/644/estos-son-los-125-municipios-del-posconflicto-segun-la-onu>
- Revista Innovación Social . (2014). Trazando Escenarios para Transformar el Conflicto. Retrieved August 15, 2015, from RevistainnovacionSocial.com: <http://revistainnovacionsocial.com/articulos/trazando-escenarios-para-transformar-el-conflicto?context=tag-post-conflicto>
- Revista Semana. (2015, February 14). ¿Cuándo empezó esta guerra? Retrieved August 10, 2015, from Semana.com: <http://www.semana.com/nacion/articulo/cuando-empezo-esta-guerra/417890-3>
- Sánchez Meertensll , A. (2015, May 27th). Marquetalia, destrucción simbólica y posconflicto. Retrieved May 28th, 2015, from El Espectador.com: <http://www.elespectador.com/noticias/nacional/marquetalia-destruccion-simbolica-y-posconflicto-articulo-563091>
- Salgado, M., & Saad-Sulonen , J. (2015). Who needs us? Inquiring into the participatory practices of others and what they mean for participatory designers. *The Value of Design Research*. 11th European Academy of Design conference,. Paris.
- Sanders, e. a. (2010). *A Framework for Organizing the Tools and Techniques of Participatory Design*. Sidney.

- Sanders, E. B.-N., & Stappers, P. J. (2008). Co-creation and the new landscapes of design.
- Sanders, L. (2008). ON MODELING: An evolving map of design practice and design research. *Magazine interactions - Designing games: why and how*, Volume 15 (6).
- Santamaria, R. (2015, April 29th). Once lecciones para el posconflicto. Retrieved August 12, 2015, from *eltiempo.com*: <http://www.eltiempo.com/politica/proceso-de-paz/posconflicto-en-colombia/15659117>
- SDS. (2013). What we provide. Retrieved August 10, 2015, from *Strategic Design Scenarios .net*: <http://www.strategicdesignscenarios.net/what-we-provide/>
- Selloni, D. (2014). *Designing for public-interest services: Citizen participation and collaborative infrastructures in times of societal transformation*. Milan, Italy: Politecnico di Milano.
- SIE. European Commission . (2015). *Exploring Ecosystems for Social Innovation* .
- Stickdorn, M., & Schneider, J. (2010). *This is service design thinking* . Amsterdam , The Netherlands: BIS Publishers.
- The White House. (2011). *We the People*. Retrieved June 30th, 2015, from *whitehouse.gov*: <https://petitions.whitehouse.gov>
- Wallace, A. (2013). Colombia le pone números a su conflicto armado. Retrieved August 2, 2015, from *BBC.com*: http://www.bbc.com/mundo/noticias/2013/07/130724_colombia_conflicto_armado_cifras_aw
- Winograd, T. (1988). *A Language/Action Perspective on the Design of Cooperative Work*. Retrieved June 15th, 2015, from *Stanford.edu* : <https://hci.stanford.edu/winograd/papers/language-action.html>
- World Bank . (2015). *Colombia* . Retrieved August 8, 2015, from *worldbank.org*: <http://data.worldbank.org/country/colombia>

APPENDIX

Appendix A. Visioning workshop phases

1 DISCOVER

Who are we ?

Objective:

- This phase aims at identifying the potential abilities and capabilities of the participants and the overall resources the community (material and immaterial).
- Establish within the community a mood of 'looking the virtue on the other' and 'seek for opportunities instead of problems.
- Recognize 'the other' as a subject with dreams, hopes and potentialities.

Main Outcome:

- A visual representation in which participants will be able to share thoughts, stories and to start knowing each other, they also will be able to realize what communal resources they have
- Participants' stories
- Observations of constituents' reality

Suggested tools:

"Telling tools" such as:
 Diaries
 Storytelling
 A day in the life
 Cards

Design team main roles

Facilitator with tools
 Visualizer
 Guide

2

CONNECT

What do we have in common ?

Objective:

- This phase aims at establish relationships between participants, to enhance trust and mutual care.
- Open up possibilities of collaboration between participants.
- Understand and recognize "the other" as an important character inside the own story.
- Cluster the different resources and map them.

Main Outcome:

- Visual representations about how the participants are connected to each other.
- A panorama of the networks within the community and its potential capacities and abilities
- Identified patterns and networks

Suggested tools:

"Telling tools" such as:
Maps
Affinity Diagrams

Designer team main roles

Facilitator with tools
Visualizer
Interpreter

3

IMAGINE

What do we want to be ?

Objective:

- This phase aims a create an image of the vision of future the community has.
- Discuss about the different hopes and dreams and under which vision are most viable and feasible
- Start within the community a sense of "common identity".
- Establishing and fostering in the community a capability of 'Future thinking'

Main Outcome:

- An image of the desired future, a story of how the territory could be if the vision became true (Scenario vision)
- A common agreement on what and how the vision is.
- Desirability assement

Suggested tools:

"Making tools" such as:
Maps
Collages

Design team main roles

Facilitator with tools
Visualizer
Guide

4

ASSESS

Why should we make it real ?

Objective:

- This phase aims at establishing the importance and relevance of the vision for the community and the territory
- Establish a meaningful sense of the vision for the community
- Enrich the narrative related to the vision

Main Outcome:

- Scenario Motivation
- An evaluation of the surrounding conditions related to the vision
- A series of premises and imperatives for the proper construction of the vision
- Viability assesment

Suggested tools:

“Telling tools” such as:
 Cards
 Diagrams
 Infographics

Design team main roles

Proponent with contents
 Change Maker
 Visioner

5

MAKE A PLAN

What actions should be taken ?

Objective:

- This phase aims at planning the strategies and projects that would fully attempt the expectations of the common vision.
- Answer questions like how to work together and take care of the other participants and the common future.
- Establish a model of collaboration within the community.

Main Outcome:

- Scenario Strategy
- A map of resources, networks, activities.
- A strategic plan of possible partnerships, actions and networks necessary for the development of the vision.
(How to manual)
- Feasibility assesment

Suggested tools:

“Telling tools” such as:
Diagrams
Cards

Design team main roles

Proponent with contents
Change Maker
Visioner

6

SHARE

This is our vision!

Objective:

- This phase aims at sharing the built common vision with the other member of the community.
- Have a detailed viable and feasible vision for the territory
- Value and celebrate the contribution of each and everyone in this collective achievement.

Main Outcome:

- Creation of a Design-oriented scenario as a fertile ground for future initiatives to be shown in a exhibition for the community.
- A collaborative, trust and integrated community capable of work together for a better futur
- Implementation plan

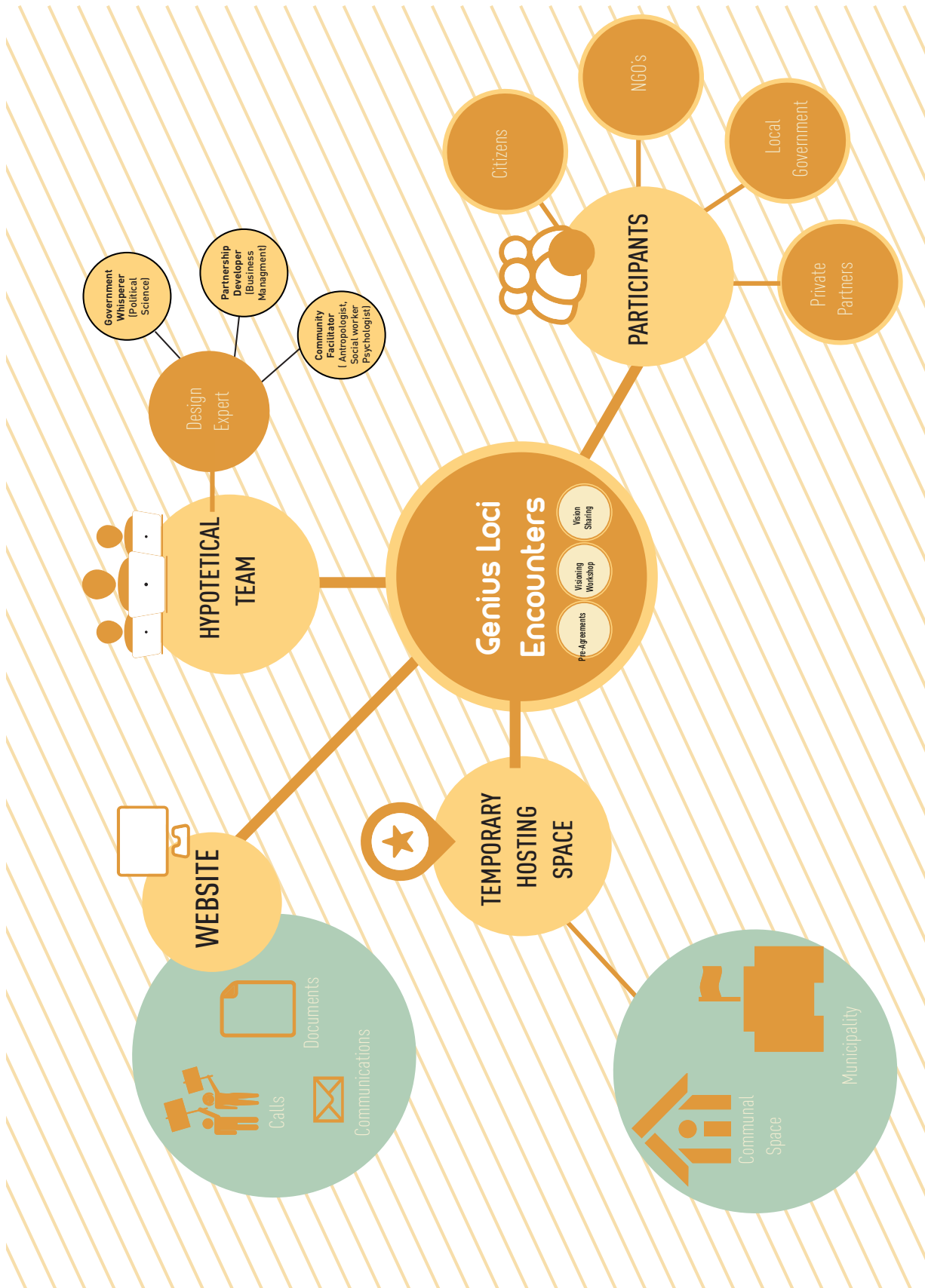
Suggested tools:

"Making tools" such as:
Maps
Mockups
Stories

Design team main roles


Networker
Connector

Appendix B. System map



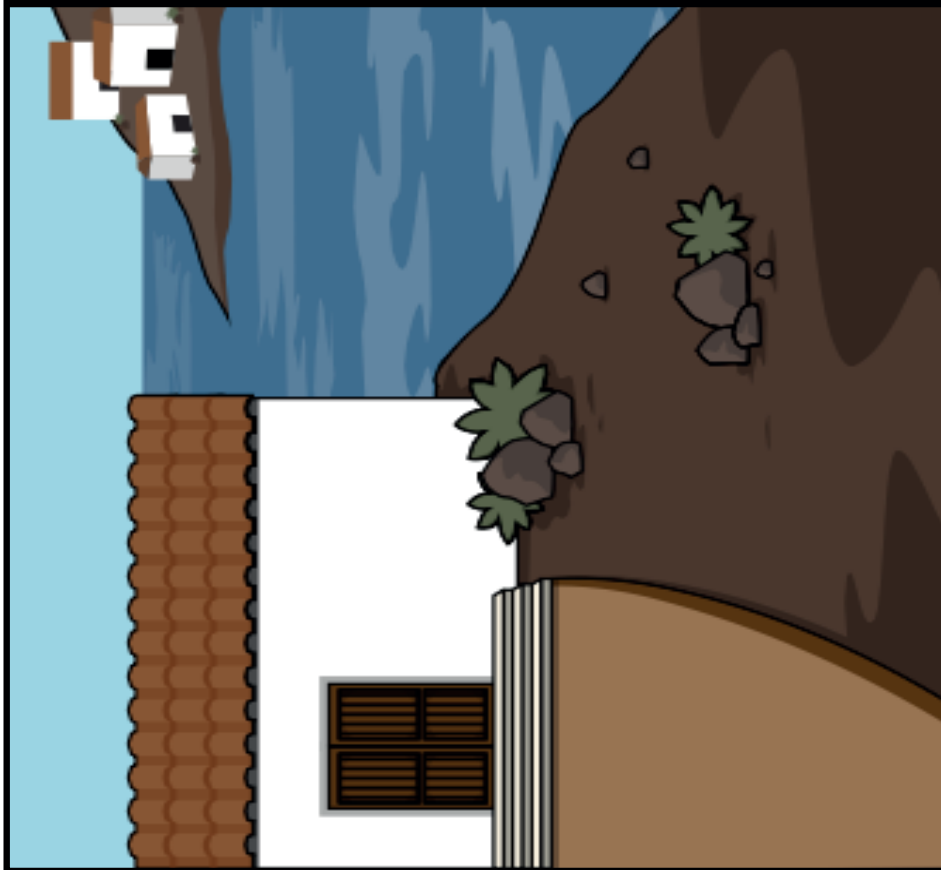
Appendix C. Storyboard

VISION SHARING

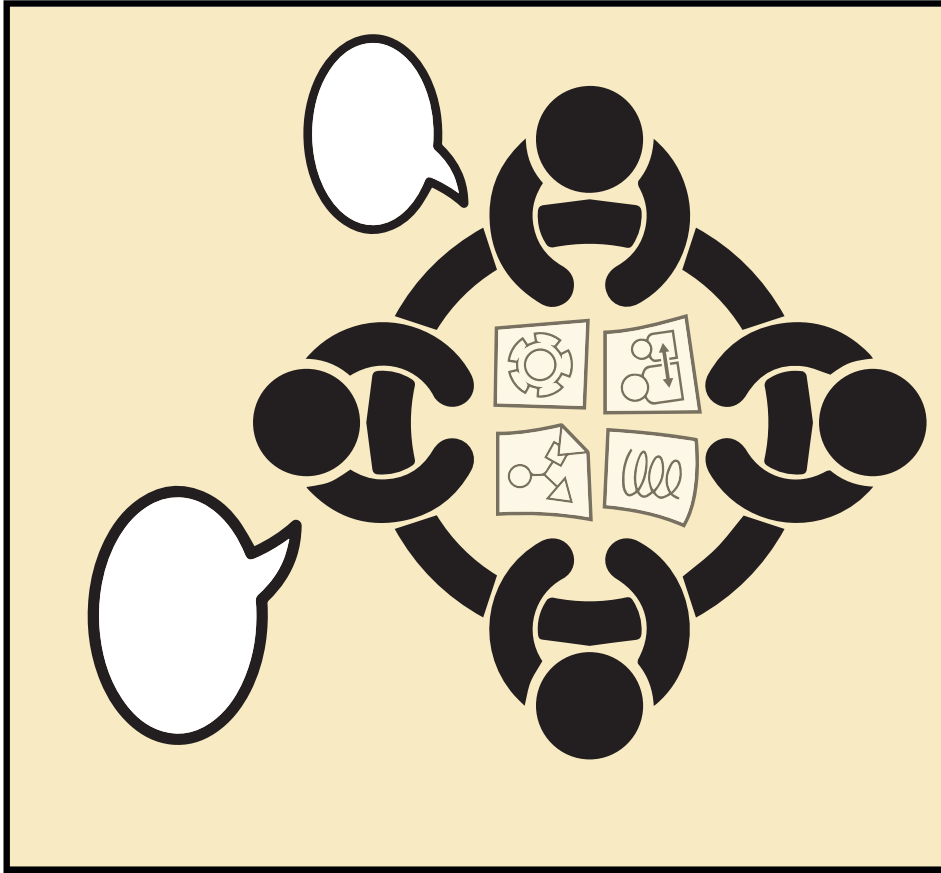


This village has been struggling to develop common projects for the post conflict , there is a high level of mistrust between the community. In this little place people that once where "enemies" must started a new life.

THE PRE AGREEMENTS

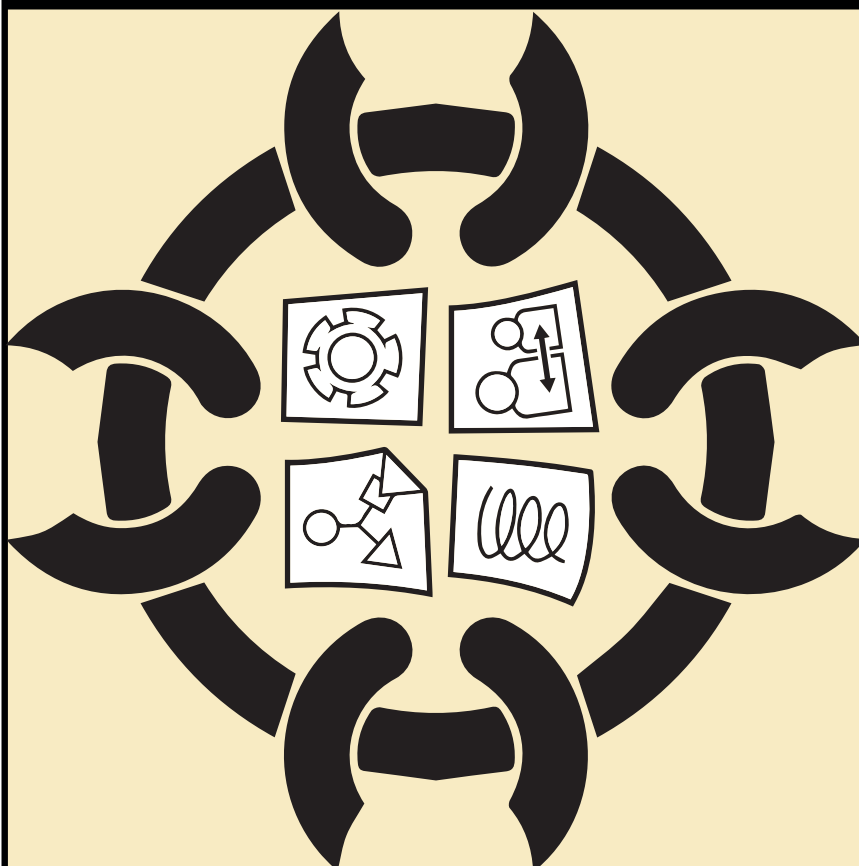


Hey Everyone Good news!! the village has been selected as a location for a Genius Loci Encounter!

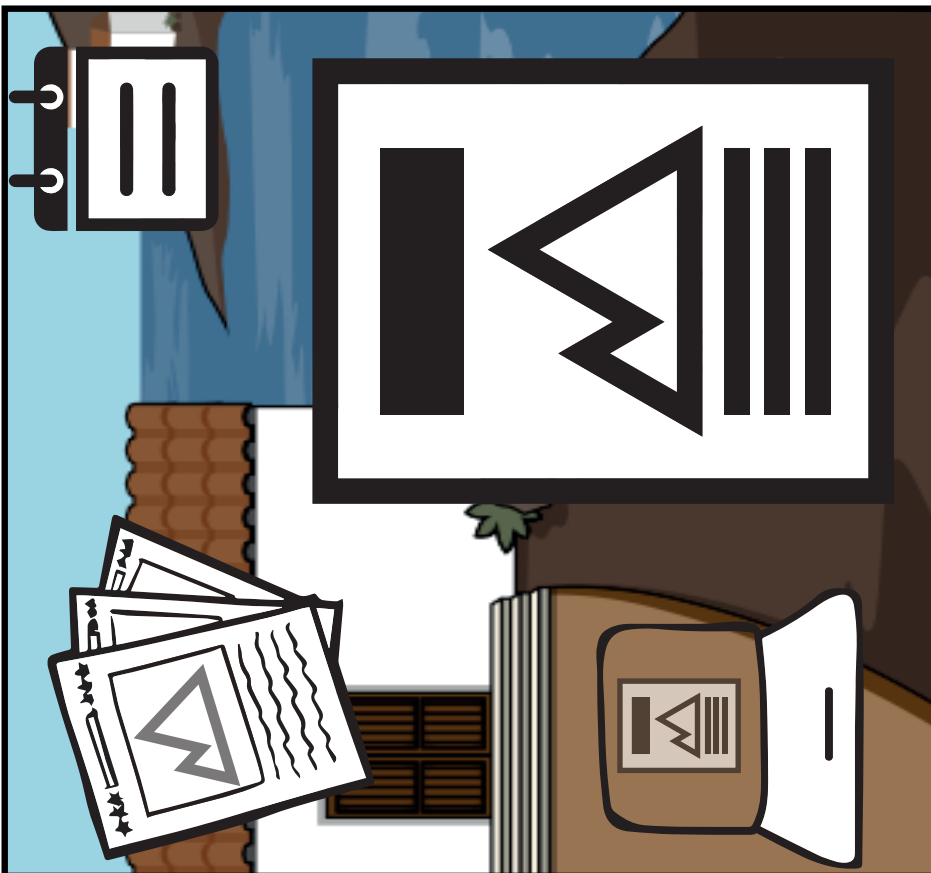


Let the representatives from the participant groups get together to discuss their particular interests

THE PRE AGREEMENTS

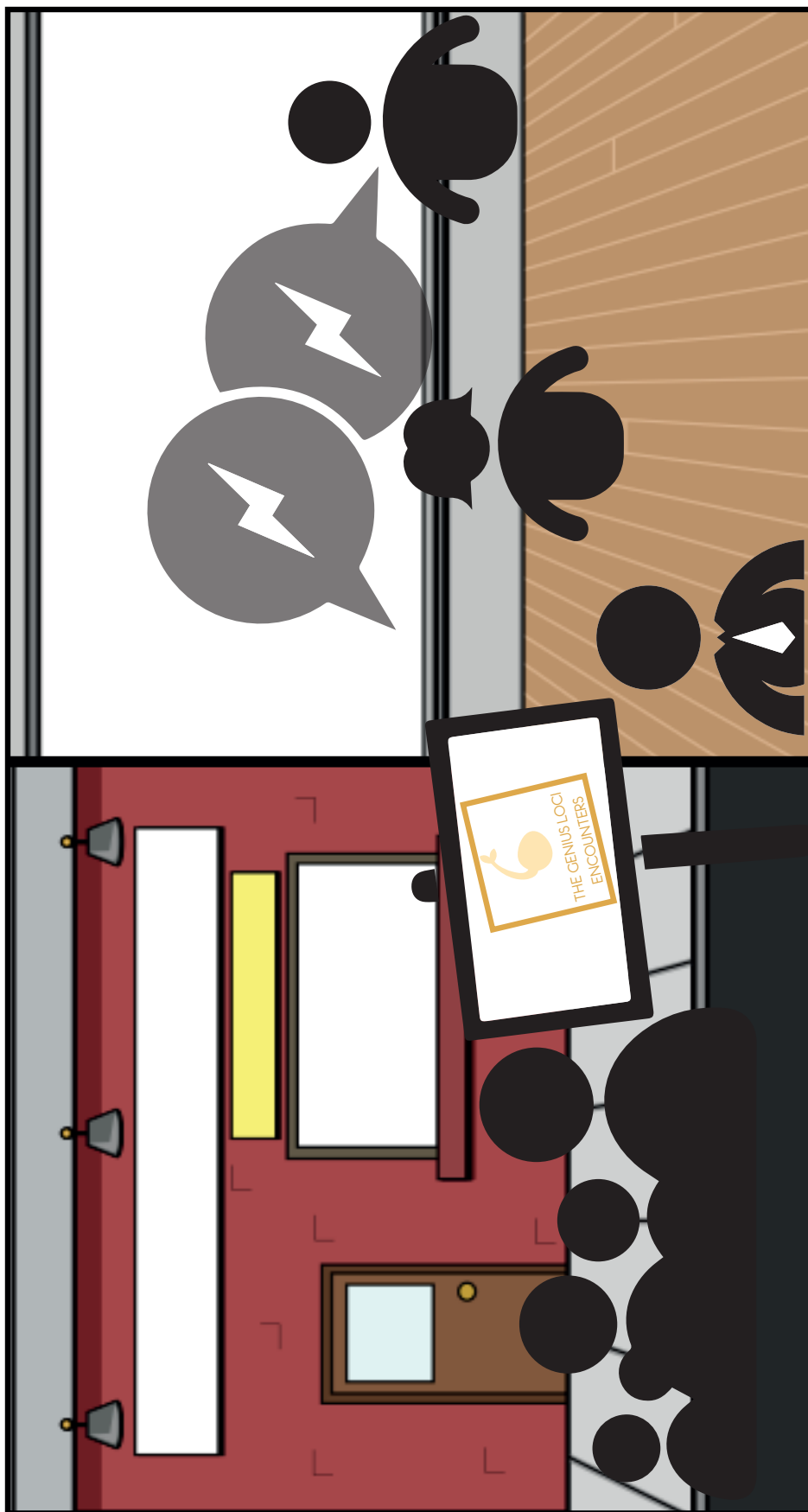


They also can agree on the resources needed, the timeframes and the general objectives of the encounter



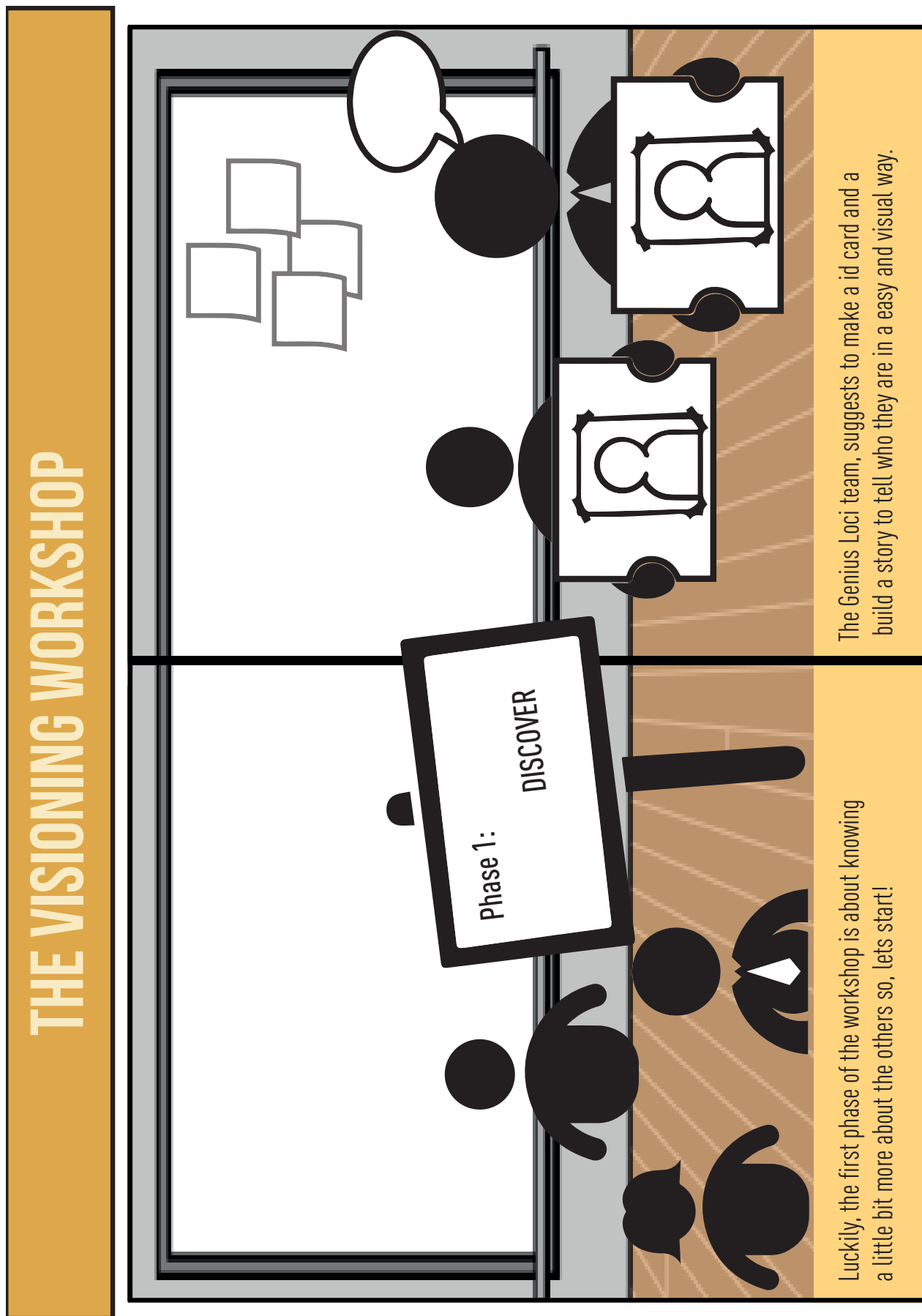
Now it is time to invite everyone to participate in the visioning workshop!

THE VISIONING WORKSHOP



Participants are arriving to the workshop: Look there are citizens, policymakers, social innovators. What a group!

But... seems like they are feeling a little bit uneasy about working with people they don't know and don't trust.

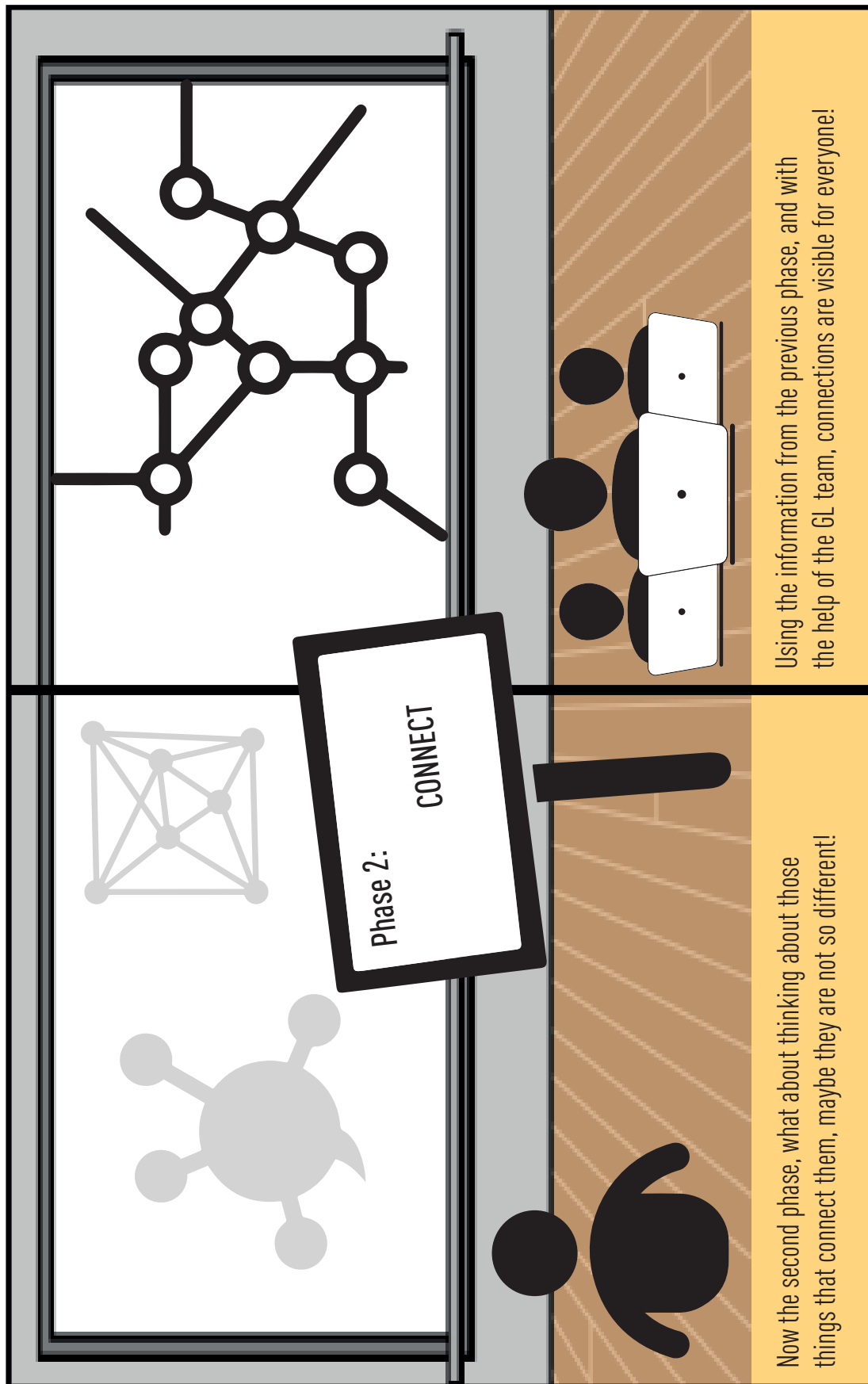


THE VISIONING WORKSHOP

The group has produced so much valuable information, and the Genius Loci Team visualize it in different maps

Now everyone can know who is working with! They have shared their stories, backgrounds, abilities, etc...

THE VISIONING WORKSHOP



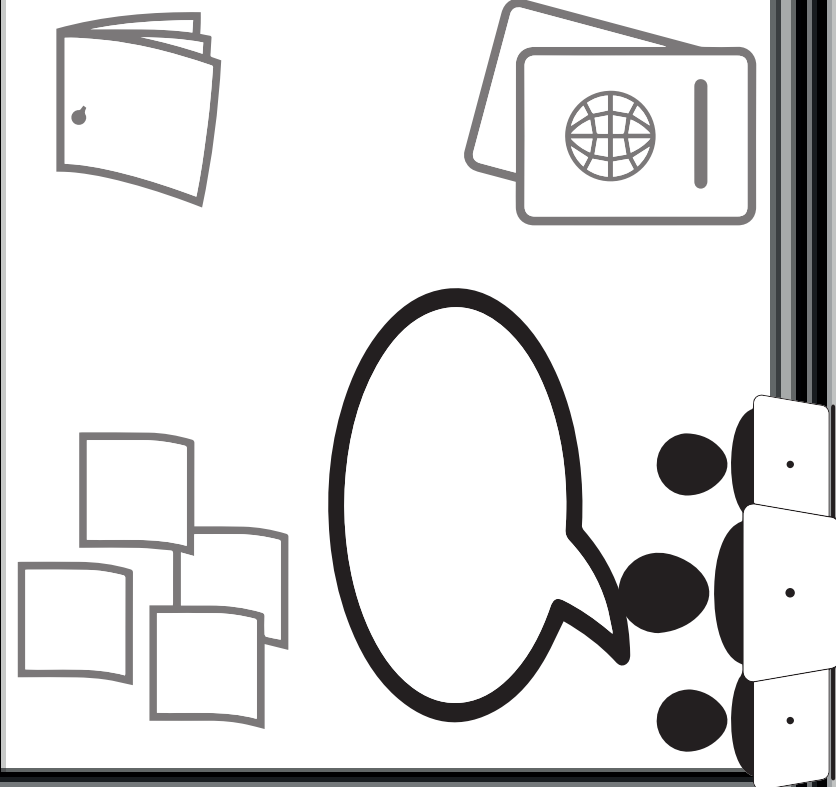

THE VISIONING WORKSHOP

Phase 3:
IMAGINE

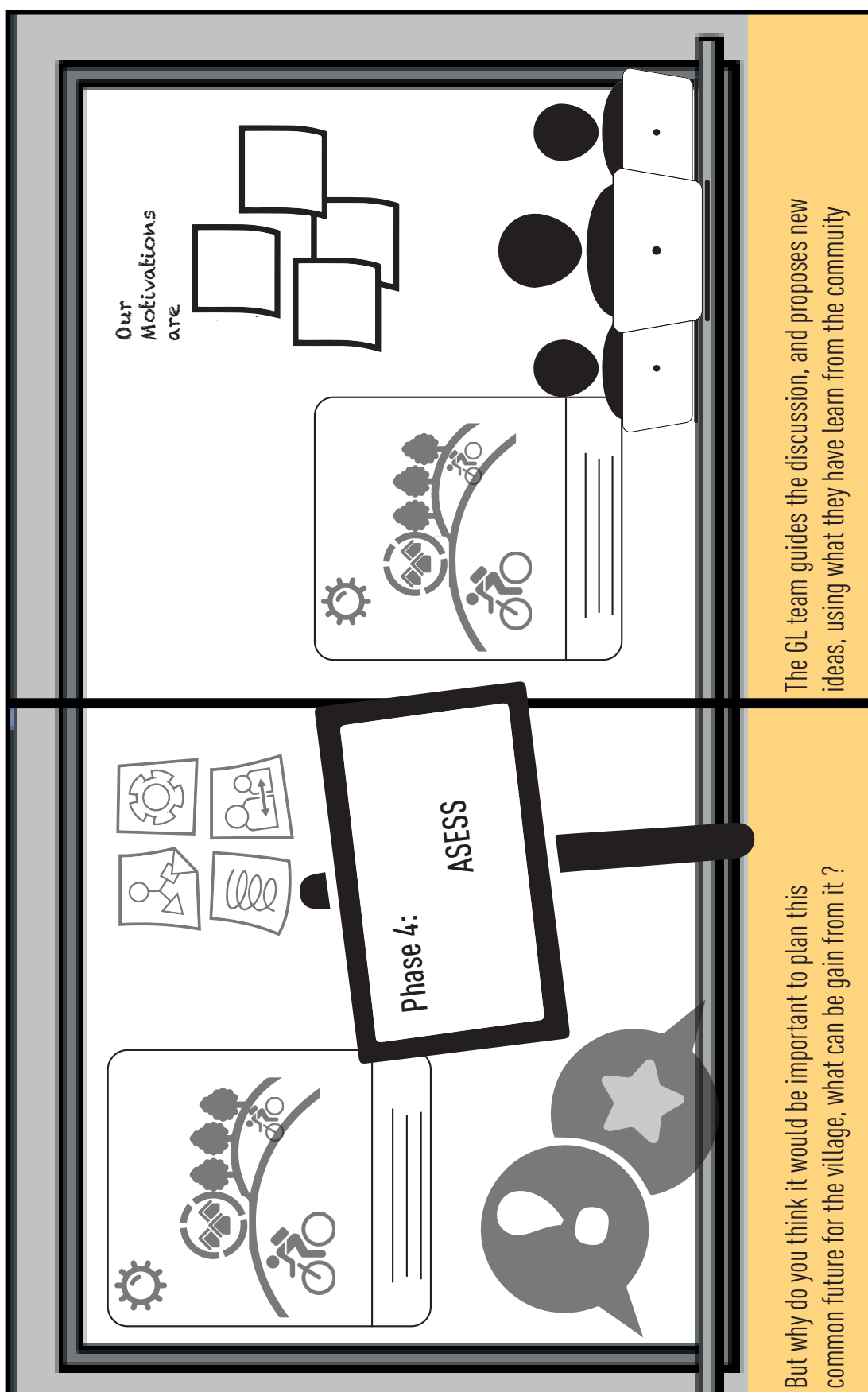
So, how would you imagine the village could be? How do you see yourself on it? Each one has a different idea

By knowing what they have in common instead of focusing on the differences, a common dream could be build!

THE VISIONING WORKSHOP

	 <p>OUR COMMON VISION WHAT IF THE VILLAGE</p>
<p>GL team moderates the discussions and enhances sharing the ideas in diagrams so is easier to reach an agreement.</p>	<p>After several discussions, a common vision is created and represented, GL team suggest collages, boards even legos!</p>

THE VISIONING WORKSHOP



The GL team guides the discussion, and proposes new ideas, using what they have learned from the community

But why do you think it would be important to plan this common future for the village, what can be gained from it?

THE VISIONING WORKSHOP

Our Strategy is

Phase 5: Develop

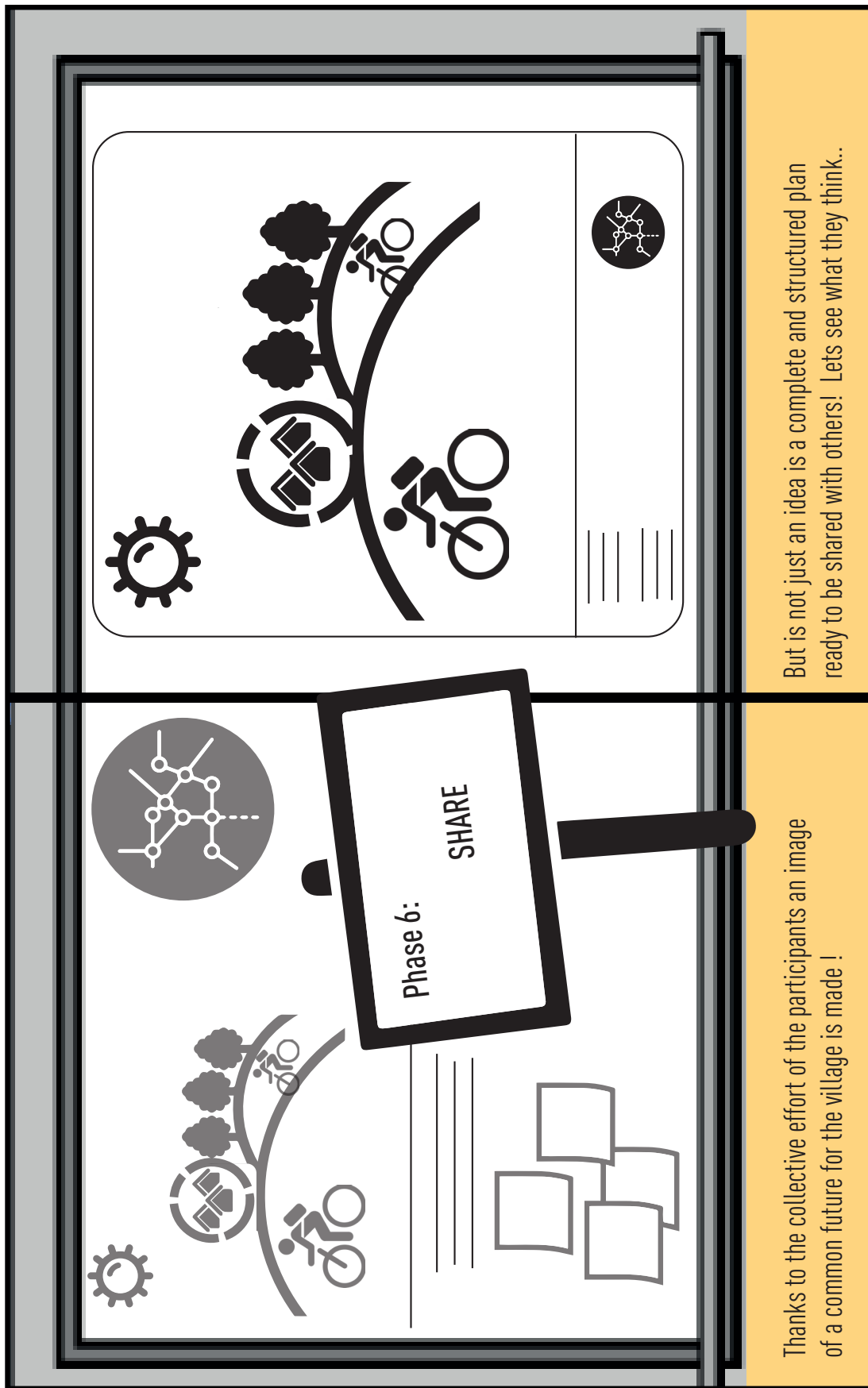
OK, but what should it be done for each part to get this vision into a reality? They need a plan !

The GL team helps to discover and plan new interactions and relations, there is even space for new actors and opportunities!

THE VISIONING WORKSHOP

	<p>To ensure the planned strategy works every group is given a sort of "guide", so they can remember their role in this plan.</p>
	<p>Now the integration and cooperation between the participants will be so much easier! They have started to trust in the other</p>

THE VISIONING WORKSHOP

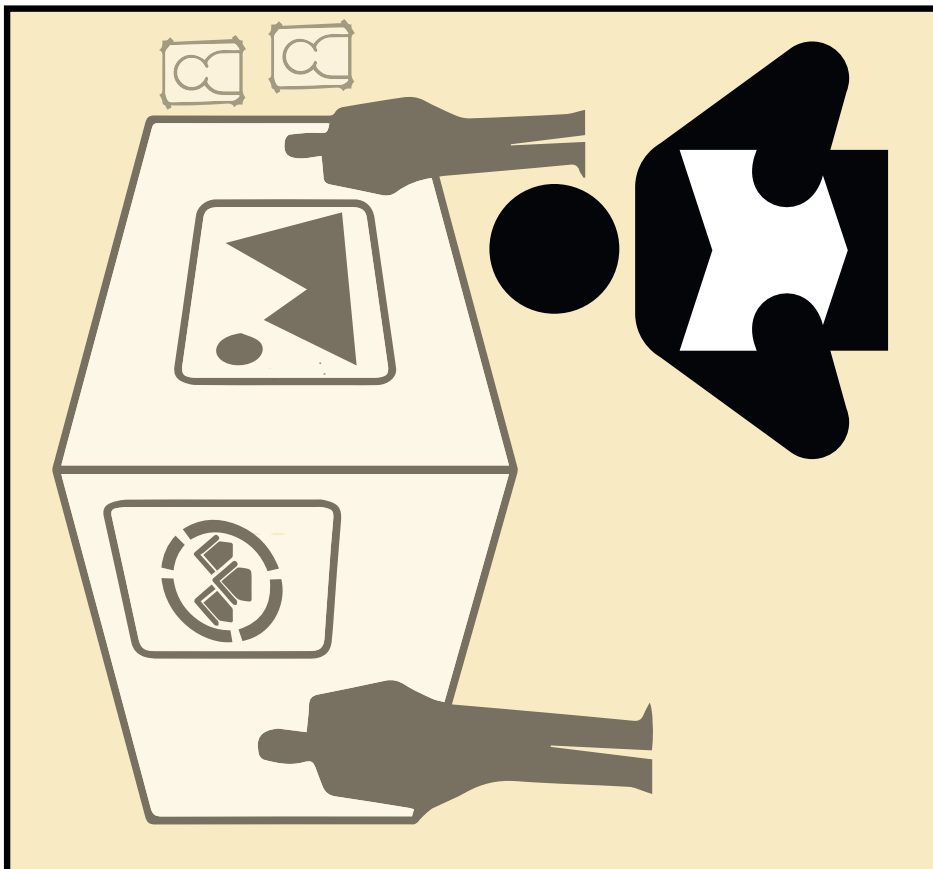


But is not just an idea is a complete and structured plan ready to be shared with others! Lets see what they think..

VISION SHARING

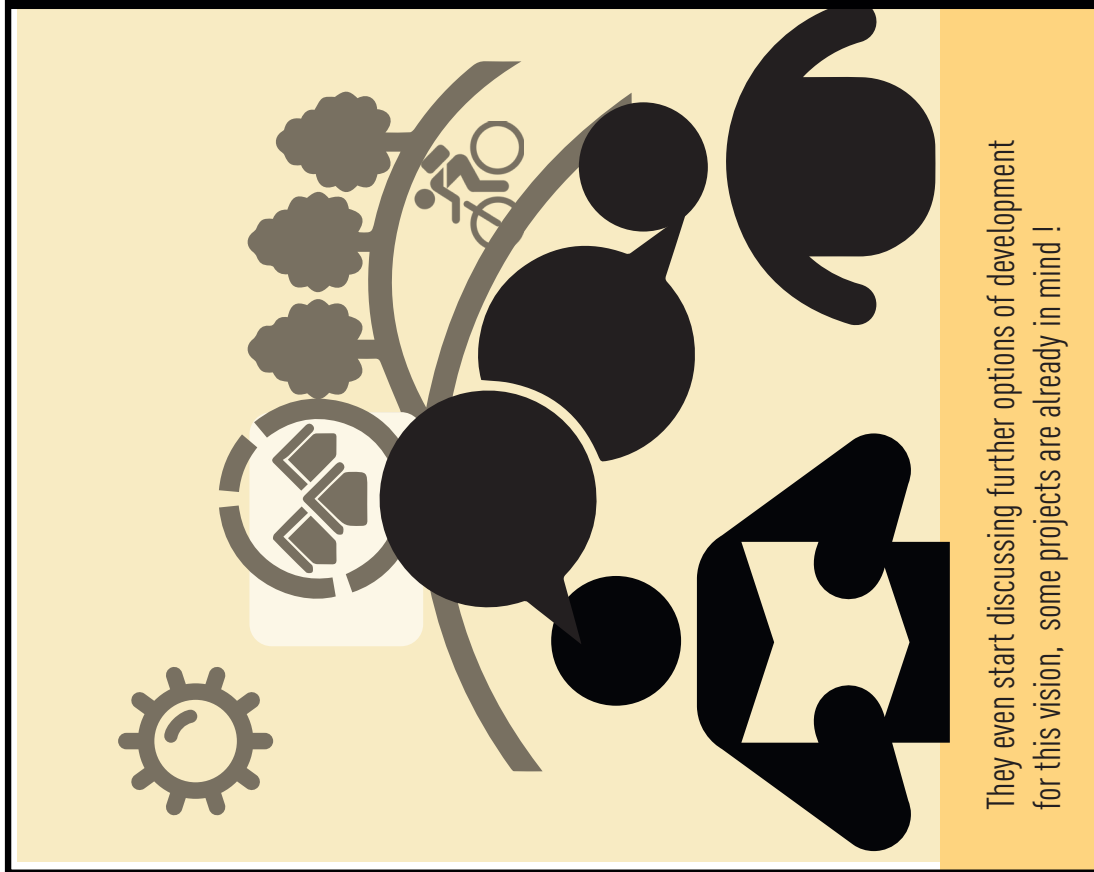


An exhibition is made to celebrate, share and discuss with other members and possible partners the created vision

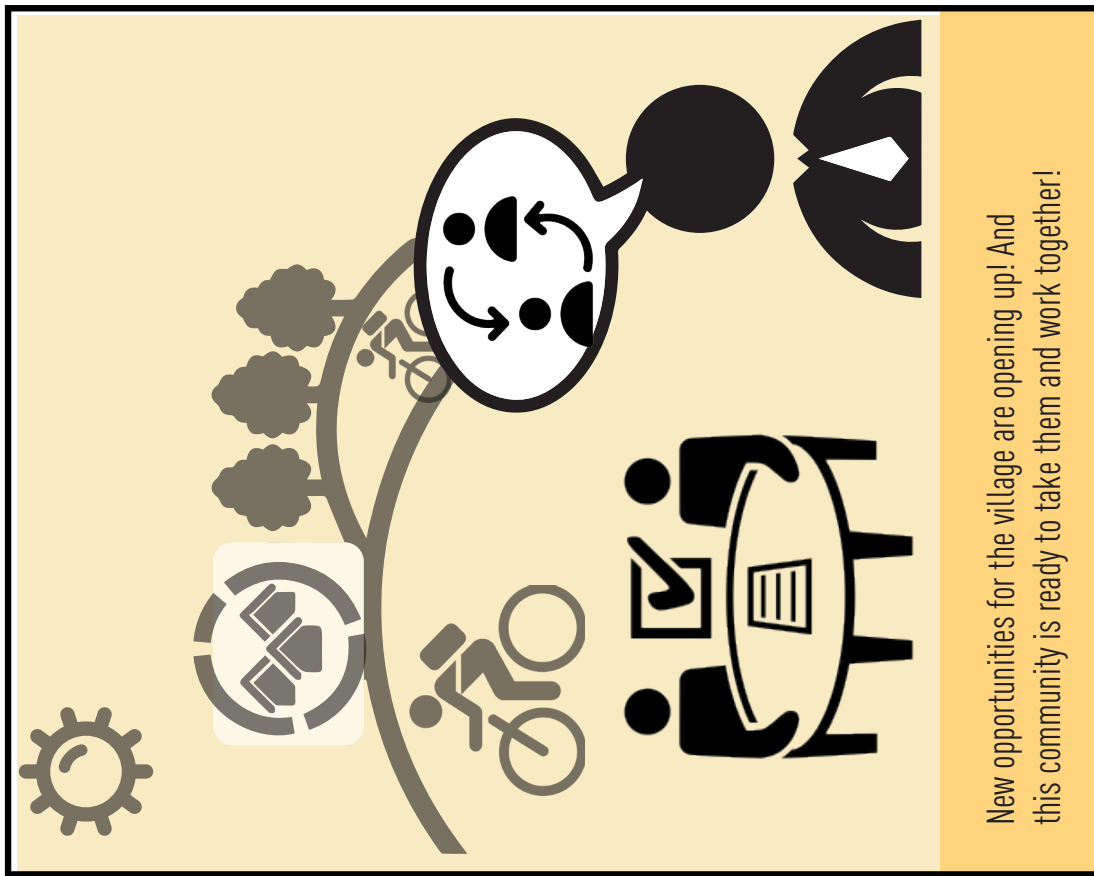


Wow! A lot of people is here, seems like they are enjoying to imagine a future for the village .

VISION SHARING

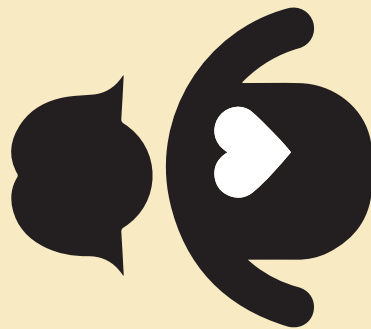
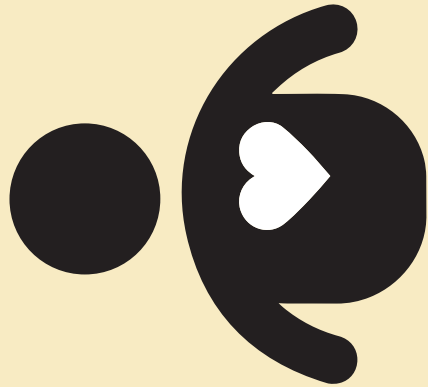
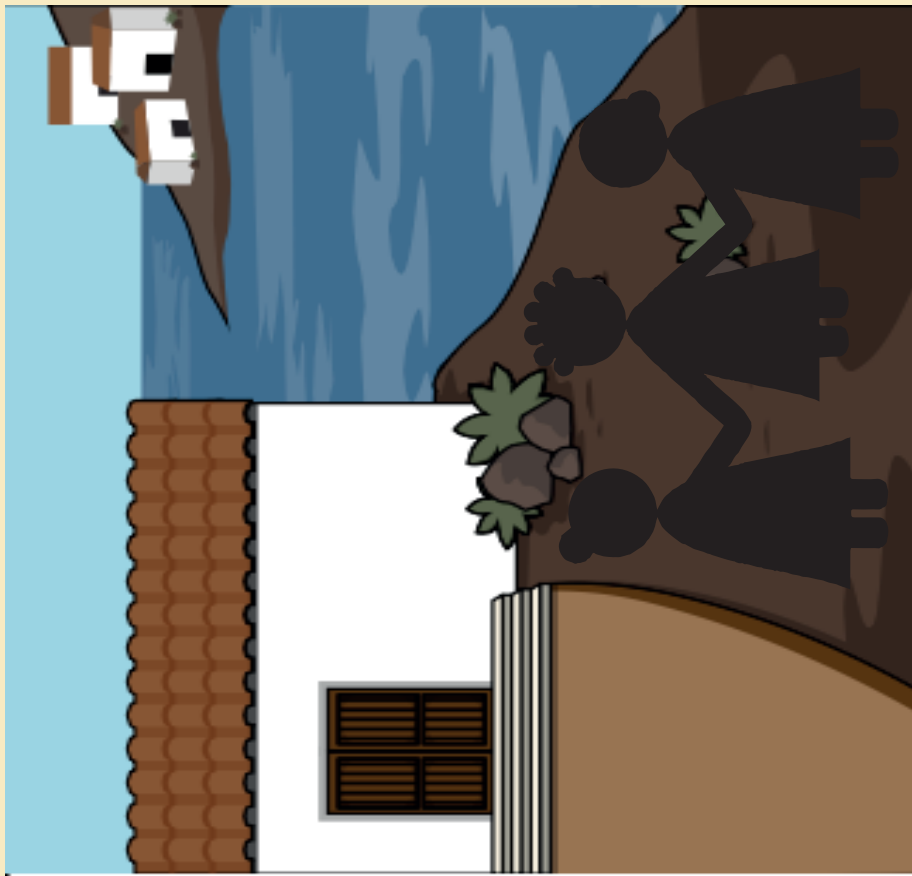


They even start discussing further options of development for this vision, some projects are already in mind!



New opportunities for the village are opening up! And this community is ready to take them and work together!

VISION SHARING



Now there is a better environment of community, by working together the people has started trusting and re discovering the power of collaboration, planning a common future is such a place is easier! Seems like after all, the village can be a place to start a new life!!

Appendix D. Personas



CARLOS (23)

Former Militant

"WE NEED A SECOND CHANCE, SOMEWHERE TO START ALL OVER AGAIN "

BACKGROUND

- He has been part of an illegal armed group, since was 14 years old.
- He was taken by force to be a militant.
- Used to live in a farm with his family, but lost contact with them since.
- Low educational level.
- He has great knowledge of the territory and the land due to his constant movements as a militant

POST CONFLICT SITUATION

- Although he would like the war ended, he is afraid about what to do next, somehow he feels highly unprepared to face the civil life.
- He has heard stories from some demobilized partners, about how hard is to face the society's prejudices, when coming back to the civil life, this makes him feel uneasy about demobilization.

MOTIVATIONS

- He would like to learn some new skills to work on the countryside, and start a new life, but thinks there are not enough opportunities there, so probably he will have to move to the city looking for better economic opportunities
- He would like to prove to himself and to the society that he could have a second chance to start over, being a useful member of the community.

RESTRICTIONS

- Mistrust in reintegration processes.
- Fear of rejection



PEDRO (56)

Policymaker

"A NEW APPROACH FOR A NEW COUNTRY"

BACKGROUND

- He has been a public employee from over 20 years.
- Experienced policy maker.
- He has been working on several projects in social and economic welfare.

POST CONFLICT SITUATION

- His projects and policies must deliver in an effective way in order to build trust with the community.
- His work should start generating social trust in the public, leading to positive veracity, inclusion and competence judgments.

MOTIVATIONS

- He realized that an alternative approach could be more comprehensive in order to fulfill the particular needs of the society during post conflict
- He has seen some design-led innovations on the public sector and is quite interested into learning more about approach.
- He would like to generate a more effective way when working with the communities in order to design more adequate policies and deliver better services.

RESTRICTIONS

- Leaving the old model of "doing things".
- Lack of integration with other participants and entities .
- Lack of coherence between national and regional politics.



JESSICA(37)

NGO /Social Innovator

"WE SHOULD WORK ALL TOGETHER"

BACKGROUND

- She has been working with vulnerable communities for 7 years .
- She has a lot of knowledge about how to work in collaboration with the communities
- Communities recognized her work as useful for them.

POST CONFLICT SITUATION

- She would have to start working under a new post conflict political framework, integrating her work with other partners.
- More opportunities to work in new territories will be open, especially in rural areas.

MOTIVATIONS

- She would like to replicate and scale her work to other communities.
- She would like to learn a new way to work with the community

RESTRICTIONS

- Integration with government procedures.
- Lack of integration with other participants
- Short term planner



MARIA (28)

Refugee

"THERE IS NO PLACE LIKE HOME"

BACKGROUND

- She has been living 8 years as a refugee; currently she is living in the city
- Used to live in the countryside, with her family. (2 kids and her husband)
- Low educational level
- Used to be an active member of the community she used to participate in different activities of the town, but now as a refugee her participation reduced due to fear war left her with.

POST CONFLICT SITUATION

- She has been offered an opportunity to go back to the countryside, but is not sure that her family could find good opportunities there.
- She has a high level of mistrust in the government, many times she felt 'trick' by promises and governmental programs that didn't deliver what she was expecting.

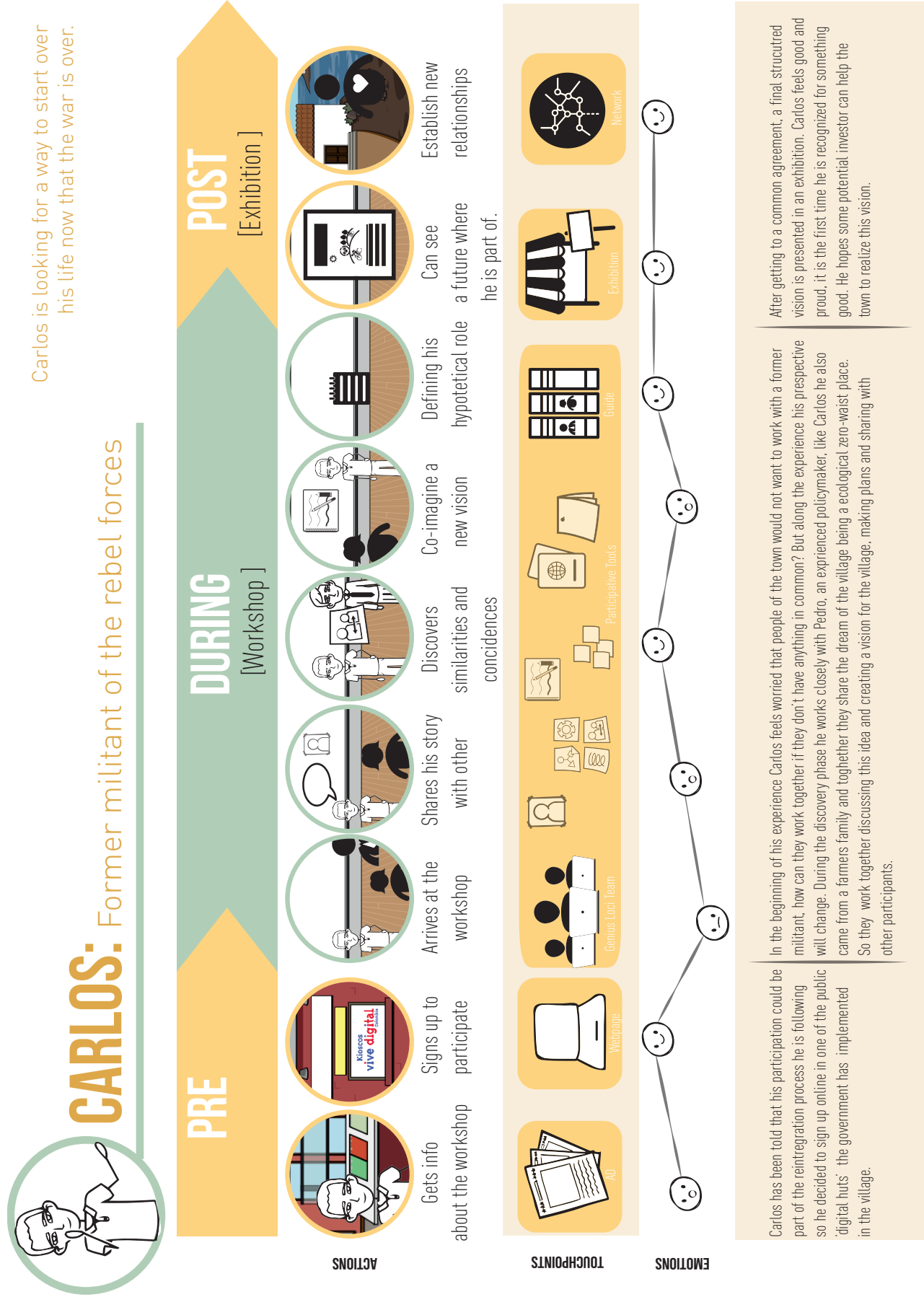
MOTIVATIONS

- She would like to retake her role as an active part of the community, working in several activities with other members.
- She would like to go back to the countryside as a healing process to overcome the pain and fear she once felt. and as a way to give to her family a new life.

RESTRICTIONS

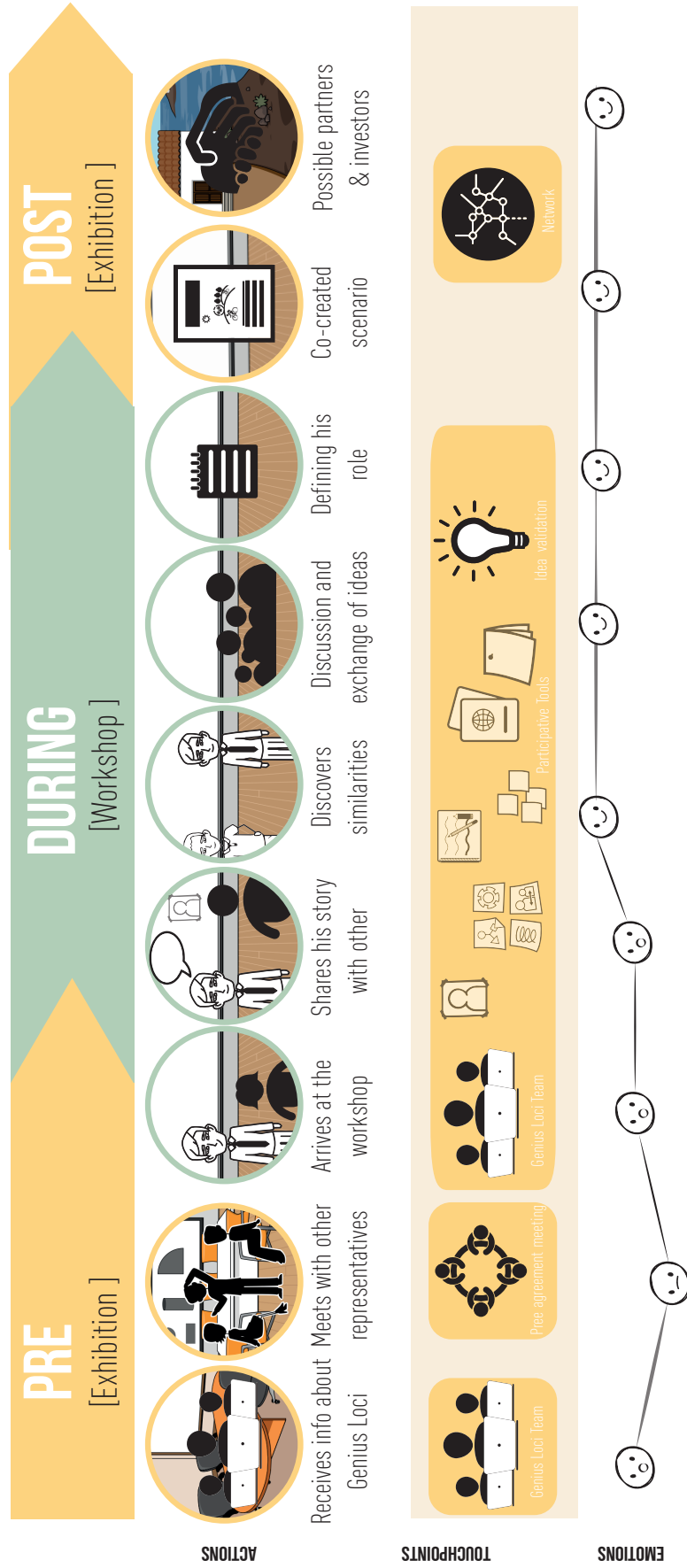
- Fear
- Anger
- Mistrust in the procedures and entities

Appendix E. Costumer Journey Map



PEDRO: A representative of the Colombian government

Pedro and his team are developing several projects on social development for the post conflict areas.



Pedro has been in contact with one of the members of the Genius Loci team already, since he works for the government. In his job he has been working on social development projects before and he was very curious about Genius Loci when he heard about it from the "government whisperer". Pedro decided to join the pre-agreement of Genius Loci to learn more about it.

In the beginning he is not convinced about their project but he is curious what design could do for politics. So far he has only heard about fashion design. During the discovery phase he works together with Carlos, who is a farmer, who shares the same values. Together they exchange ideas, discuss and come up with the idea of a zero waste village. With the help of the other members and the Genius Loci team they develop an scenario for this vision

Pedro is happy to know his possibilities of helping others which also makes him feel proud. He is now able to look for possible partners and investors in order to support his new friend Carlos and other team members of Genius Loci.

