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MODELS

**ENERGY COMMUNITIES
& COLLABORATIVE LANDSCAPES**

Designing Community-Driven Energy Solutions

Reflecting on Design for Future Social Systems and the Ability to Shape Change

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Keywords

Energy Communities, Product Service Systems, Social Transition, Design Education.

Abstract

Electrification is a promising strategy to reduce CO2 emissions by 2050 as solar, wind, and other renewable sources substitute fossil fuels. It is also a significant way to reduce energy poverty in disconnected areas. Electricity can be produced from different sources and by individuals or communities. Community energy solutions allow citizens to participate in the energy transition by pooling resources with their neighbours and community for larger-scale installations, bringing cheaper and cleaner energy and economic and social benefits to households and businesses. Community energy projects enhance the sense of belonging, build social capital, and improve well-being by involving renewable energy technologies that feed existing grids and networks or are autonomous local grids and networks with different distribution infrastructure ownership models. A master class of international students tasked with designing product-service systems for energy communities has developed concepts aimed at communities with limited resources undergoing pressure due to heat waves or massive tourism or providing support to vulnerable populations. Challenges and complexities in finding innovative solutions for radical infrastructural changes have emerged in addressing community solutions and the transition toward local empowerment.

1. Introduction

One of the most challenging demands to engage design students is to ask them to imagine systemic transformations that affect the current or future social systems. Due to the major social and environmental challenges we are facing, there is a growing need to build a design culture through the education of future designers for radical transitions (be it social, digital, technological, ecological, energetic, etc.) and to significantly contribute to the design of social systems as a future-creating, collective human activity (Banathy, 1996). This requires embracing new methods and approaches and deeper reflections on how it is possible to rethink design education when addressing global challenges that deal with complex sociotechnical systems (Banathy, 1996; Pizzocaro, 2000; Friedman, 2012; Norman & Stappers, 2015; Mayer & Norman, 2020).

The project challenge given to design students of the master course Innovation Studio¹ in the first semester of 2023 was to develop a service system and one physical touchpoint for an energy community. Students could focus on developing countries or areas with limited energy resources, but there was a preference for existing or future communities in Europe. The question was to envision product-service systems that could benefit from the possibilities of locally produced energy potentially managed by the community of users.

The students of the Master's course come from all over the world and from different bachelors. Hence, each group defines

¹ The course Innovation Studio is a design studio of the Master in Product Service System Design of the School of Design of the Politecnico di Milano where 87 designers coming from 14 different countries have developed 15 ideas for an efficient energy consumption future.

a methodology based on the different project cultures and contexts they will address. Exercises are given to support research, such as Bodystorming, a specific method designed for the course (Broadbent et al., 2023), and *Scaling*, taking inspiration from the work done by Hunt (2020). The main aim of the course is to test ideas rather than develop perfect solutions, and it is structured in cycles of iteration with moments of confrontation and proof of concept through peer-to-peer feedback. Students also learn how to prototype services and touchpoints, developing *Desktop Walkthroughs* (Auricchio et al., 2022). Students had also gone through a phase of desk research in which they examined existing cases and a phase of primary research in which they interviewed members of energy communities in Italy, individual households that had installed solar panels for their consumption, or simply communities that were considering new forms of collaboration, especially considering the cost of energy crisis in the past years. The results of the master course were exhibited in the museum of the main energy provider of the city of Milan – AEMuseum,² where a final narrative of the class results was designed by a group of selected students.³ According to this narrative, projects were divided into the following macro-categories:

- *Power For Optimising*: projects that face the current challenges and adapt to a transforming reality. The projects proposed efficient energy use by fostering a sense of unity and innova-

2 <https://fondazioneaem.it/aemuseum/>

3 Curators of the exhibition were: Alessandra Coppola, Alissa Sara Zaouali, Büşra Yeliz Karaoğlu Balcı, Camilla Cristante, Elena Buccelli, Federica Francesca Pancari, Sara Faustini, Zhenqi Xu. For more details see <https://www.uncertaintimes.polimi.it/powerfor-2024/>

tion within communities, reflecting on the power of collaboration and how community-led and community-driven initiatives can lead to sustainable and practical energy solutions.

- *Power For Inventing*: projects to explore new technologies by imagining the future. Solutions that look at tomorrow introduce opportunities and innovative approaches to redefine the concept of energy, as well as visionary and transformative approaches, showing how today's creativity can be directed towards shaping uncertain but potentially revolutionary futures.

In the following paragraphs, projects describe some issues encountered in this coral experimentation in designing for autonomous and self-organised communities. This paper aims to create a bridge between education activity and research through three main reflections on challenges related to: 1) imagining radical social transformations, defining a community and delimiting its boundaries; 2) designing the infrastructure and the social systems as materials (Blomkvist et al., 2016), bringing into the design process both the whole and the single elements of the service to be designed and deeply understanding what needs to be designed, from tangible touchpoints to intangible community interactions; 3) understanding design methods needed to address community engagement and to achieve social impact. The economic and legal implications that socio-technical systems are bound by were not a constraint given to the class. However, they were considered in project discussions and debates related to the feasibility and critical assessment of concepts.

Overall, the main hurdle was to imagine how a community could create a system of governance for the common good. While many projects intended to serve a community, the issue is to define a service that can be self-managed and regulated. It is, in a sense, much easier to think of services “for” a community – solutions that benefit a community but are managed by a third party (a traditional centralised model or the old approach to development projects) –, than to rethink systems made by services “growing within” and “led by” a community.

2. Imagining Radical Social Transformations

When addressing electrification and energy communities, we enter not only a technical realm but, more significantly, a re-definition of institutional and economic structures that define the organisational models of energy production and distribution. From a centralised model in which energy utilities produce energy through carbon, hydro, nuclear or wind power, and energy distributors convey the energy to households and businesses, the new distributed electrification models envisage individual or local production. Energy communities, household solar panels, or local alternative energy networks all reduce the role of the utilities and push onto communities and the individual the efforts and benefits of energy production. This is a very major transformation of resource management from the social perspective. How radical this change could be is well illustrated by the analysis of some feminist researchers, who point out the profound political implications of the current fossil fuel and energy systems. Sheena Wilson, who leads the *Feminist Energy Futures* project, suggests that decarbonizing our energy supply

[...] could provide opportunities to develop more socially just ways of living that put the concerns of those most exploited - women, people of colour, and the global 99 percent - at the core of energy transition politics. (Wilson, 2018)

A feminist perspective on energy offers an important framework to understand why moving away from unsustainable energy cultures seems so difficult. In their introduction to *Petrocultures*, Wilson, Carlson, and Szeman (2022) point out, as other researchers before them (Smil, 2017), the profound cultural transformations and identities that have accompanied the recent decades of fossil fuel consumption and the cheap and plentiful availability of high-density energy. The centralisation of production, distribution, and governance, which characterises the energy industry, has significantly reduced participation in the decision-making processes, the distribution of benefits and costs, and representation of the people and entities concerned and made people dependent on utilities. Warren (2000) suggests rethinking energy production with four objectives: a) a political objective, ensuring democratic, decentralised, and pluralistic systems; b) an economic objective, which prioritizes human well-being and biodiversity over profit and unlimited growth; c) a socio-ecological objective which engenders relationality over individualism; d) a technological objective, which requires an approach that privileges distributed and decentralised fuel power and people power. These principles do not suggest a unique model of energy production and distribution but invite a pluralistic approach:

A commitment to democracy goes hand-in-hand with a commitment to pluralism. In terms of energy, this means that instead of advancing a single, universal energy solution for everyone, feminist energy analysts would support the blossoming of multiple ways of designing and living with energy. While there are many benefits to decentralised and distributed fuel production and consumption, feminist energy approaches do not rule out in advance that larger, democratically coordinated systems may be appropriate for certain regions, or that longer-distance energy sharing and gifting (as opposed to buying and selling) may also play a role. (Bell et al., 2020, p. 5)

In light of such analyses, we can see why energy communities are emerging as loci of considerable social transformation and how they are being used to subvert structural inequalities in some regions of the world. Some interesting examples of radical systemic approaches are, for instance, programs that focus on women as the main actors of energy projects. They start from the realisation that in many societies, women are bearing the consequences of the climate crisis more than men, and this will continue to increase existing gender inequality and challenge women's livelihoods, health, and safety. In many rural areas, women have also traditionally been the purveyors of fuel and water for their families, tasks that are becoming more challenging when environmental conditions are modified. Energy community projects that target women offer, therefore, multiple benefits by providing an essential resource such as energy, by providing training and an income to women, by building a system of governance that allows women to control the production and distribution of energy and the decision on

how to use it, by designing a system that will enable women of the community to appropriate for themselves the technology and infrastructure. A significant project in this domain is *The Barefoot College*, started in Rajasthan and now present in 95 countries, an organisation that trains women in rural communities to assemble, install, and maintain solar equipment. These women, who have little-to-no formal education or literacy, receive hands-on education in installing and managing solar panels and on the economic value they can produce (Minini, 2022). As Solar Mamas, they not only gain a sustainable income and financial independence but go on to distribute clean, sustainable energy for their communities.

The project combines design solutions that address sustainable energy, governance, knowledge transfer, and economic gain. What seems particularly significant is the combination of strategies, knowledge training, income, distributed systems, and access to an essential resource. While this combination can be seen as the hallmark of modern development programs, Barefoot College offers a systemic approach to the energy transition that can inspire projects in many other contexts. A similar philosophy has been followed by *Solshare* in Bangladesh (Dumitrescu et al., 2023), which helps set up peer-to-peer microgrids for households and small businesses. While not uniquely centered on women, they are particularly attentive to enabling women to create sources of income through the resale of energy.

3. Defining a Community and Delimiting Its Boundaries

The first task students gave themselves was identifying the communities that would transform.

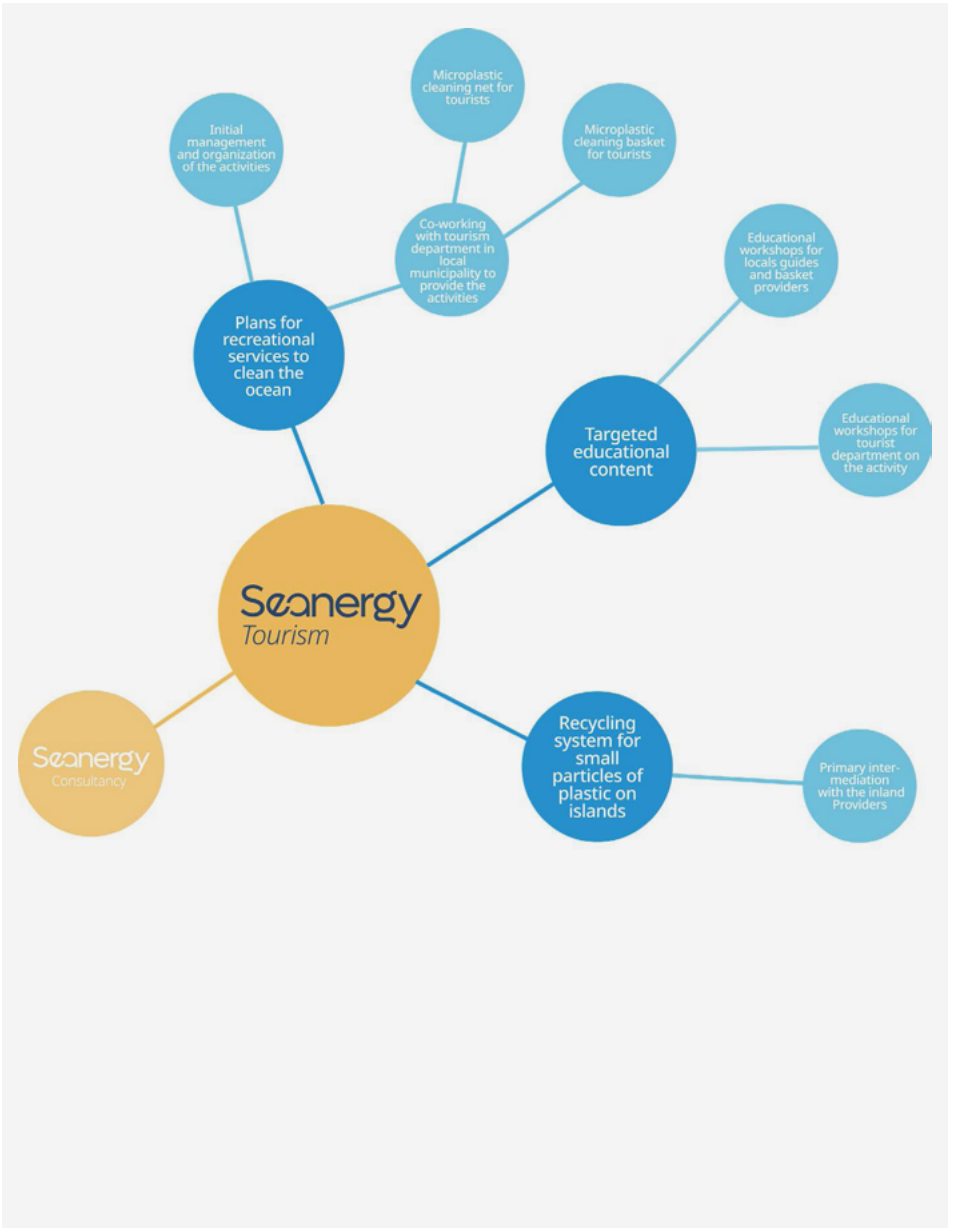


Figure 1. *SeaEnergy*. Project developed by Daniela Achury, Kimia Chavoshi, Alessandra Coppola, Chiara Corti, Yexin Jin. *SeaEnergy* collects plastic fragments from the sea and provides sustainable tourism services on the island, introducing cooperation and respect into the travel experience.

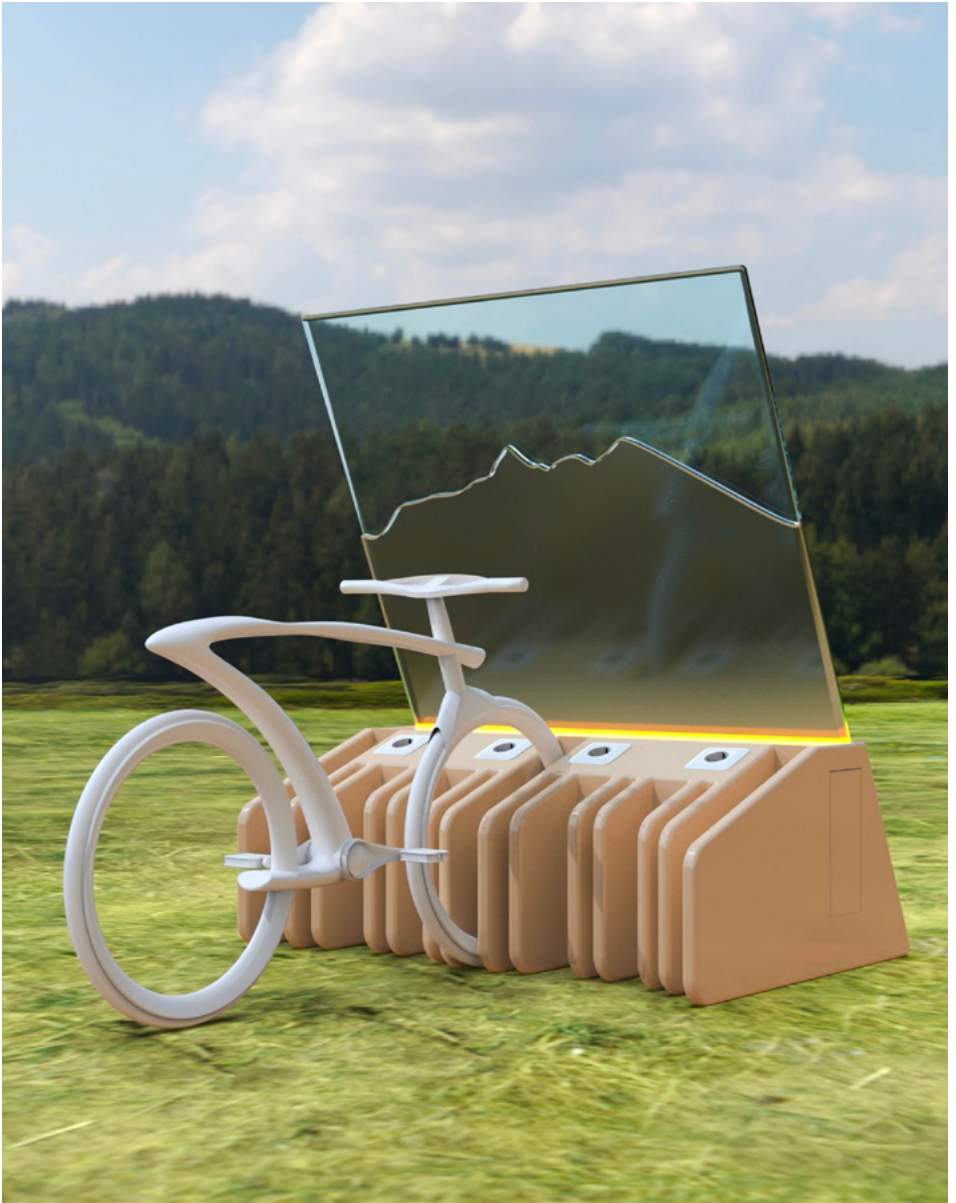


Figure 2. *Sunday*. Project developed by Ingrid Berre, Eleonora Gasparino, Chiara Mazzeo, Federica Pancari, Yaxin Ran, Zhelin Yan. Sunday transforms the energy produced by idle, second-hand real estate in small tourist villages into public economic resources for the community, contributing to local sustainable tourism.

Transitory and temporary communities. A first cluster of product-service systems explored the fluidity of community boundaries, envisioning their potential expansion or contraction over time, acknowledging, for example, temporary inhabitants as tourists, remote workers, and city users as likely new members of such a community. This transient nature led to a deeper investigation of the potential motivations and visions that could trigger the contribution of both permanent residents and temporary users to the community in terms of engagement, shared governance, and user experience. For example, the project *SeaEnergy* (Fig. 1) engages responsible tourists in island communities' energy production by involving them in collecting microplastics from the sea. While considering the impact of traveling in small and fragile ecosystems, this solution makes explicit the trade-off between tourism, sustainability, and energy production. It reveals the challenge of going beyond mutual exploitation.

Conversely, the project *Sunday* (Fig. 2) envisions an energy community fostering trust and collaboration between residents of remote areas and second-home owners. Operating on principles of mutual and shared responsibility, this service promotes a cooperative model and a series of touchpoints and landmarks for a solar energy co-production and management system. This approach cultivates a symbiotic relationship between diverse groups, emphasising accessibility, collaboration, and sustainability for all involved.

Potential and prospective communities. A second group of projects worked on building solutions that reveal potential or build prospective communities through infrastructure by sup-

porting users in using eco-efficient services and sites. Here, the community comes into being by sharing the convenience and efficiency of energy systems and products that retrofit shared spaces, renew abandoned or underutilized areas, and recover undervalued competencies and professions. *Revita* (Fig. 3) repurposes neglected spaces and second-hand clothes by involving local artisans in creating eco-efficient furniture. These products optimise the heating and cooling systems of co-working spaces and handicraft production areas. At the same time, a service focuses on strengthening relationships fostered by working in and utilising such locations.



Figure 3. *Revita*. Project developed by Luisa Valentina Arosa Cely, Junyan Lu, Elisa Pinizzotto, Kezia Jane Rivian, Erika Vuthoj. *Revita* tackles the problem of discarded second-hand clothes by transforming them into various materials needed for energy-saving facilities.



Figure 4. *Netnook*. Project developed by Giulia Badocchi, Jin Deng, Gorkem Er, Sara Faustini, Ada Hatipoğlu, Xilian Liu, Caterina Polese. *Netnook* provides energy-efficient hubs in underutilised residential areas, promoting a sustainable work environment.

Similarly, *Netnook* (Fig. 4) envisions a future where a widespread remote workforce will still require shared and temporary offices while confronting the challenges of climate change in outdated and energy-inefficient settings. *Courtile* (Fig. 5) develops solar-powered shared spaces in condominiums, facilitating neighbour interactions and supporting local associations in their initiatives for community development.

Solution System diagram

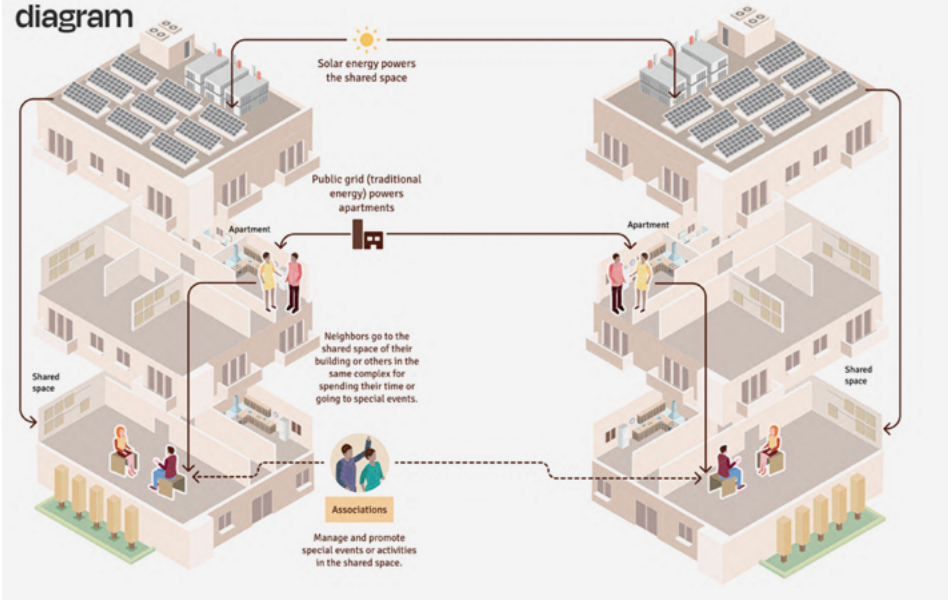


Figure 5. *Courtile*. Project developed by Miriam Cianci, David Martinez, Tita Nikolopoulou, Emanuela Ruggeri, Zebin Yin, Alissa Zaouali. *Courtile* is a centralised energy and knowledge centre for community well-being.

Although they refer to collaborative models, these services mostly adopt a top-down approach and rarely empower the community in the governance of the system, understanding the community itself as an outcome of a service governed by third parties.

Communities in crisis: A third cluster moved in a scenario where uncertainty is deeply intertwined with emergency situations such as blackouts, earthquakes, and floods. In these extreme circumstances, solutions proposed by students aim to offer support and assistance, reactivating and nurturing social ties while working on the theme of access, management,



Figure 6. *Occa*. Project developed by Tomás Barros, Beatrice Cinquepalmi, Chiara Lualdi, Lorenzo Mangilli, Laura Vieira, Zhenqi Xu. *Occa* provides an innovative and reliable emergency drinking water service during extreme heat waves and water shortage.

and distribution of common goods, particularly in contexts where community cohesion is weak. This perspective can offer new avenues for strengthening not only social bonds but also resilience within communities facing emergency situations. For example, by providing access to common goods like electricity and water, initiatives such as *Occa* (Fig. 6) can serve as emergency drinking water filtering and distribution services, utilising water from public swimming pools during prolonged blackouts, or by rethinking emergency rescue objects as in *Ecos* (Fig. 7), a radio as a service for communities in danger during blackouts due to major earthquakes.



Figure 7. *Ecos*. Project developed by Elena Buccelli, Andrea Di Lenardo, Naz Derin Sahin, Yaren Seval Yilmaz, Linwei Yu. *Ecos*, as a radio communication platform, improves earthquake preparedness, fostering community resilience in emergencies.

Communities beyond humans: Another group of projects delved into the concept of “more-than-human” energy communities, recognizing the interconnectedness of all living beings. These solutions seek to integrate animal and plant species into the fabric of renewable energy systems. These communities aim to promote biodiversity, enhance ecological resilience, and foster symbiotic relationships between humans and the natural world. *Litus* (Fig. 8) empowers remote coastal communities through an algae farm lab run by local fisher communities, which cultivates bioluminescent species capable of absorbing sunlight and emitting natural blue light at night.



Figure 8. *Litus*. Project developed by Chiara Colombo, Daniele Landi, Valentina Phung, Elizaveta Pustovit, Maryam Roozbehi, Nicoló Vespini. *Litus* introduces bioluminescent buoys for coastal communities as a new innovative local co-produced service.

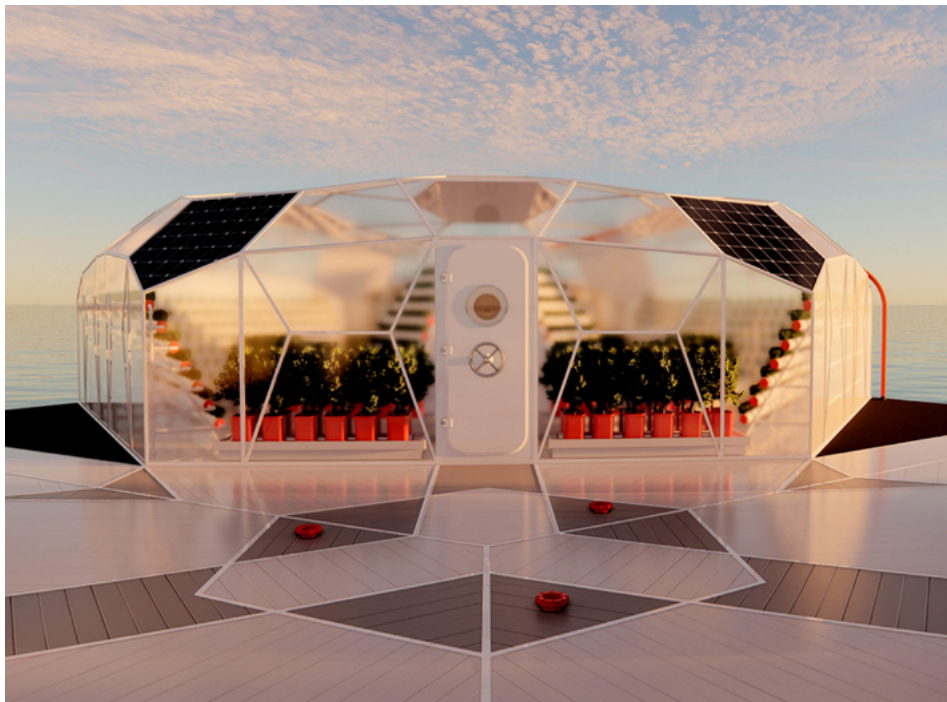


Figure 9. *Atholou*. Project developed by Yaru Bao, Selene Garresio, Kyeongmin Han, Marzieh Khoramabadi, Marcello Mariotti, Nandini Mehta, Sandra Quintana Echemendia. *Atholou*, a floating farm in the Maldives, supports sustainable aquaculture for communities confronting sea-level rise.

Communities as geographical locations: Other groups of students considered that a geographical location could define the needs of its inhabitants and started from specific challenges that the region would be facing. In this category, three projects addressed climate change. In *Atholou* (Fig. 9), the effects of sea rise on agriculture of the archipelagos of the Maldives were addressed through a system of floating agriculture powered by waves and solar panels. A speculative and futuristic solution that attempts to reduce the dependency of the islands on imported food and limit the risk of depopulation and the preservation of skills and local culture.

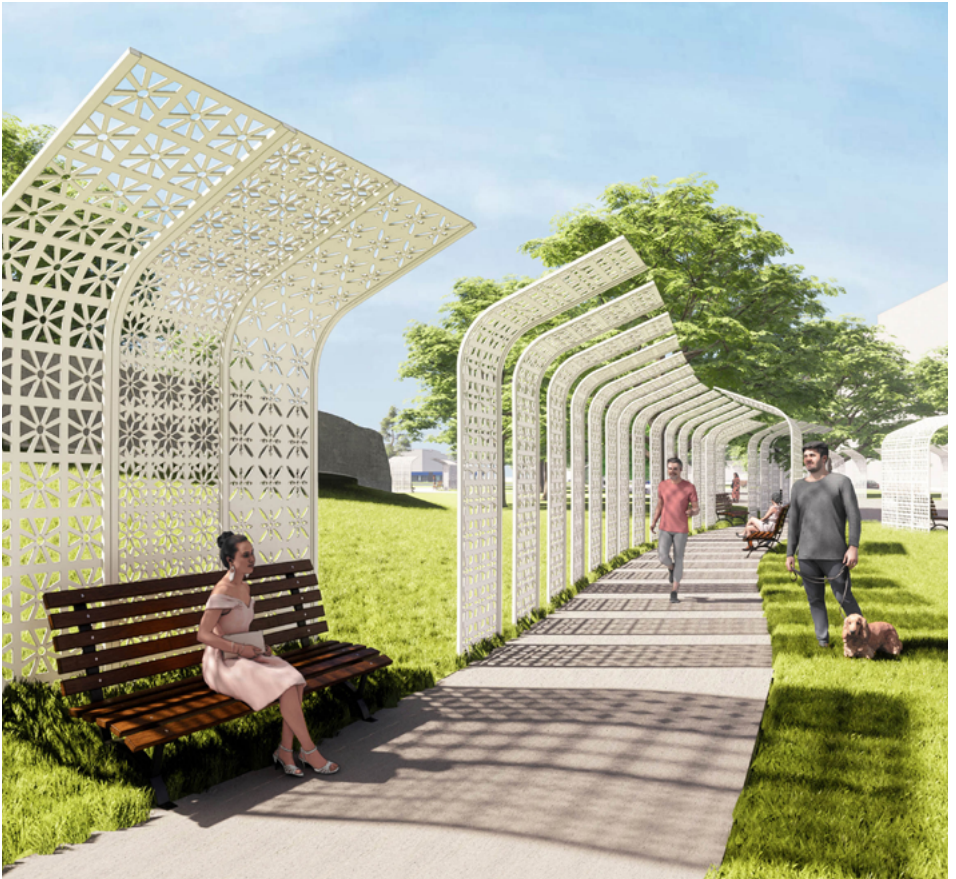


Figure 10. *Coolwaves*. Project developed by Camilla Cristante, Nastaran Kalvandi, Sana Farooq Khan, Cecilia Pizzagalli, Camilla Porrini, Chi Yuanlong. *Coolwaves* faces the climatic challenges of Milan, reshaping the urban landscape through sustainable cooling solutions in public spaces.

Finally, *Coolwaves* (Fig. 10), a project for the city of Milan, starts from the current and expected significant rise in temperature during the summer months. By proposing communal cooling spaces in the city squares, it wants to address the urgent need to find alternatives to residential air conditioning technology and ensure that outdoor spaces in the city remain accessible and used.



Figure 11. *Nexu*. Project developed by Aashka Dhebar, Chiara Laudonia, Letizia Perico, Marco Gugliuzza, Ruth Asfaw, Zahra Mazrouei. *Nexu*, as a new decentralised data centre system, provides services for the fast-paced digital world. Collaborating with communities, it aims to achieve truly sustainable realms.



Figure 12. *Hom.e*. Project developed by Maria Camila Diaz, Catarina Landim, Sirui Lu, Valentijn Raes, Paola Rapino, Bianca Selvatici. *Hom.e*, by providing devices as touchpoints for people living in the apartments, enhances energy awareness assisting the Housing First Associations and their beneficiaries.

4. Designing Infrastructures as a Material and Social System

When looking at the projects from the lens of the proposed system of services and materials, we can see the emergence of different models of infrastructural transformation. Three main categories emerged: *solutions to control energy consumption*, *solutions to share energy*, and *solutions to harness energy*.

Solutions to control energy consumption. The first category encompasses projects that seek to raise energy consumption and management awareness while providing practical, readily adaptable tools to translate this consciousness into tangible actions and services. As an example, *NexU* (Fig. 11) is a project that addresses the energy consumption of our digital activities and aims at bringing data storage closer to the end users. A decentralised edge data centre system integrated within energy communities, aiming to encourage people to achieve a more sustainable digital world. Working on a similar theme but involving a completely different target, *Hom.e's* (Fig. 12) touchpoint focuses on Housing First Association's beneficiaries, often individuals with a history of chronic homelessness. Addressing challenges in comprehending abstract energy concepts, the touchpoint delivers intuitive feedback on the daily energy usage of four groups of appliances. Its primary goal is to enhance knowledge on the subject and ultimately reduce energy bills for these associations.

Solutions to share energy. In the second category physical spaces become the means to share energy creating common spaces of energy consumption for cooking, working, and leisure. These projects rethink existing public and private

spaces as physical facilities that allow communities to reduce energy consumption while creating new encounters, such as the projects described above *Coolwaves* (Fig. 10) and *Cour-tile* (Fig. 5) respectively in public parks and in residences for social housing, or *Hygge Hub* (Fig. 13) which instead unites neighbours in a communal kitchen in Denmark to reduce energy consumption when cooking. This last solution addresses inequality due to energy poverty in vulnerable areas by facilitating communal cooking.



Figure 13. *Hygge Hub*. Project developed by Büşra Yeliz, Karaoğlu Balcı, Silvia Emuli, Emilia Galli, Suofeiya Nanxi, Li Zihan. *Hygge Hub* provides a shared community kitchen to reduce energy consumption and enhance communities in disadvantaged neighbourhoods.



Figure 14. *Stelo*. Project developed by Yang Cen, Marta Grauso, Julienne Joven, Giovanni Malusa, Kangling Qin, Benthe Schümmer. *Stelo*, reestablishing the relationship between children and nature, provides a breathable, healthy learning environment powered by plants.

Solutions to harness energy. Energy harnessing is capturing available energy and converting it to electrical power. This challenge requires a deep knowledge of past, recent and future technologies. The projects in this field either stand on the shoulders of existing solutions and replace (or displace) them in new contexts of use, such as the touchpoints of the projects described above *Ecos* (Fig. 7) and *Sunday* (Fig. 2), or they imagine the use of future technologies, based on desk research and data available, for example, *Litus* (Fig. 8) or *Stelo* (Fig. 14) an indoor plant-based air purifier for schools.



Figure 15. *Novomodo*. Project developed by Chiara Mele, Ayano Osawa, Ganjar Satrio, Francesco Tomio, Xinyi Zhu. *Novomodo* aims to solve food issues and provide a new eating solution by using freeze-drying techniques on surplus vegetable products.

In the project *Novomodo* (Fig. 15), instead, the whole concept of what we will be eating in the future changes to avoid energy consumption in food preparation, proposing a diet based on dried food and preparing on-the-go nutritious snacks using a shaker. This project is based on a food preparation methodology used in Japan for making rice balls.

5. Conclusions: Community Involvement and Social Impact

The transformative shift to distributed energy production models also asks for a deeper reflection on how we design, which are the appropriate methods, approaches, and creative constraints, and if we need to envision new ways of thinking

and making (Görnsdotter et al., 2023). After desk research, students defined their specific context of action. Still, one crucial question emerged when moving into the concept definition phase: Are we designing a speculative solution, or should we solve a real problem? Interestingly, answering this question opens up two separate design directions: the first aims at envisioning and placing the project in a possible future (Dunne & Raby, 2024), and the second aims at solving a problem by analytically understanding the complexities of the present situated challenges within the transition, we could call the first *paradigm shift* projects and the second *transitional* projects. Students were free to choose any direction and define how far into the future the solution could be developed, basing their assumptions on technological and social projections found in the desk research. In general, speculative design was mainly chosen by groups looking at geographically distant⁴ realities (Maldives, Ventotene Island, Catania). At the same time, a more problem-based approach was preferred when looking at nearby and known communities in the region where we were physically working. This decision was mainly determined by the level of access and relationship a designer may have with a community, whether one works for, in, or with a community (Villari, 2021; Selloni, 2017). The decision will determine how creative thought gives shape to solutions, such as building utopic or dystopic hypotheses of a faraway future or making sense out of on-field research and interviews with experts and stakeholders

4 Distant here is intended as a place that is physically far away from the designer, so, since the course was in Italy we are considering here places that were difficult to visit or reach for on-field research in the time span and economy of the educational project.

within a specific community. The scope of the projects will also differ in terms of impact; while a speculative project aims at igniting critical reflections on the present state of the art and the consequences of decisions we might take today, a problem-solving approach aims at finding real solutions to existing challenges - the first imagines paradigm changes in the way we see the future of energy production and consumption while the second gives shape to innovative ideas within the present world and the infrastructural constraints described above.

The most successful cases of energy communities, such as the *Barefoot College*, are characterised by a deep embedding of the design process in the social environments for which solutions are being developed. Participatory approaches in design are even more crucial in this field because the actors can only indeed decide the models of access and governance of energy resources, who, how, and especially for what energy will be used needs to emerge from a dialogue with the interested parties. The nature and duration of student projects make it difficult for them to embed themselves in their imagined target communities, and they must rely on desk research, interviews, and case studies. This means the available data may not provide them with enough information to drive their creative process fully. The iceberg model illustrates this issue well. Just like the portion of the iceberg above the water's surface is limited, so is the visible information about the community (Vink & Koskela-Huotari, 2021). Discovering regulative, normative, and cultural-cognitive qualities of a community is difficult based only on secondary research (Zhang & Auricchio, 2023). As the

design process moves forward, it requires enhanced calibration of the details to ensure that the design outputs are self-consistent within the context of the chosen community. The challenges students face, however, are not dissimilar from many development projects that have attempted to serve communities in top-down initiatives and that have met with resistance or failure. A case in point is numerous off-grid projects (Jeuland et al., 2023) in which the well-intentioned energy actors, after building a local energy production system, are shocked to see that the inhabitants of the area that previously lacked access to electricity, underuse the service. It often takes redesigning the main tools and diesel-powered machines for agricultural processing (fundamental for their livelihood) to finally see an uptake of electricity and a change in daily practices. Participatory design approaches in something as fundamental as energy access and use are simply a precondition for a successful project. In educational terms, for students to realize this firsthand and understand that participatory techniques are the drivers of their creativity is a major step.

Interestingly, the more speculative-driven projects, which endeavour to craft a fresh narrative and subvert existing models and organisations, are more generative of creative leaps, such as the project of floating agriculture, the recuperation of water from swimming pools in extreme blackouts, or the luminescent algae. During the final exhibition, speculative solutions inspire visitors to interpret and fill some gaps. As students embark on the journey of designing sustainable energy solutions, it is crucial that they integrate future thinking into the design process, envisioning alternative futures

and exploring different scenarios to identify potential risks and opportunities and develop robust and future-proof strategies. “From the dialectic of past and present come the situations that determine the possibilities for the future. To plan effectively in the present requires a vision of what the future could and should be” (Margolin, 2007). However, in so doing, their awareness of the role of the participatory process will allow them to address complex projects that are transformative in their objectives.

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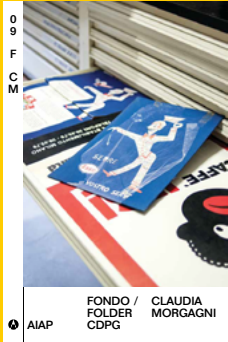
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