

# Identifying Humanitarian Design-opportunities in spaces of extreme restriction

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Georg-Christof Bertsch  
and Thomas Jäger

with the LaC VII-Team

Morgana Hohenstein,  
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# Why this project?

Within the framework of the seminar series “Leading across cultures” at the Hochschule für Gestaltung Offenbach, which ran from 2017 to 2022, this seminar was projected to conclude the LaC-cycle and at the same time Georg’s activity at HfG, because he decided to terminate his honorary pro-bono professorship after 13 years with a specifically meaningful project.

On one hand it aimed at aggregating the summa of the findings of the Leading across cycle –the only class at HfG held entirely in English. On the other hand this project was developed as a project of the IPPO-institute – International Project Platform Offenbach – **(1)** initiated by Georg-Christof Bertsch and Petra Kellner in 2008, which works according to the principle “students can be teachers, teachers students”. The class for 2022 was oriented to a concrete task, bases on methodology of LaC and researching the specific conditions of work in the new discipline of Humanitarian Design. It was called “LaC VII. x HDL” (Leading across cultures together with Humanitarian Design Lab).

To this end Georg-Christof Bertsch worked with Dipl. Des. Thomas Jäger of Humanitarian Designers and his longtime assistant Dipl. Des. Madita Morgenstern Antao, founder of Designers without borders, **(2)** Both are alumni of HfG Offenbach. Georg had also been Thomas diploma-mentor.

Thomas Jäger is one of the most active Humanitarian Designers today **(3)**, running workshops, initiating co-operations and giving speeches, with an extensive work biography in this field, which started already long before his diploma. They were joined by a team of students, some of whom had participated in the LaC-seminar in previous semesters, and an exceptional group of Humanitarian Designers (see team below). The case chosen was the Katsikas refugee camp in Greece (see below), where Mimi Hapig of Habibi.Works **(4)** (See Team in the Annex) works with camp inmates under the most difficult conditions. She identified the devastating situation of dysfunctional washing machines as a key problem during the project and asked the IPPO team to work on this problem.

## The time dimension

Due to its time limitation to one semester of study, the project was subject to additional restrictions that forced us to proceed efficiently and methodically well. At the beginning of the semester and before we had received the information from Mimi Hapig, we had assumed that at the end of the project there would at least be a prototype for a product; some kind of DIY washing machine seemed conceivable to all of us.

Through the extensive information about the framework conditions of humanitarian design, Fanny’s lecture about the situation of washing in the Moria refugee camp **(5)**, where she had worked for a long while, and finally the information from Mimi Hapig herself about the basic issues in Katsikas, it became clear that we would not end up with a product but with an information process.

So the question quickly arose how we would get information from the camp, for example about the functioning or non-functioning of the machines, about the lack of spare parts, about the habits in dealing with laundry collection, laundry drying and laundry washing both with machines and by hand.

We started to create a list of questions for Mimi Hapig, the answers to which we needed for an external assessment of the question and to narrow down our scope of action. This catalogue of questions grew tremendously through discussion, and was not answered by Mimi's feedback, but expanded to include various topics.

## Gap between designers and project

This is where the methodological problem of indirect work between the designers and the project comes in. We realized that we could provide tools for Mimi's work on this scarce information basis, but we could not assume that we could provide SOLUTIONS with our methods (at least in the given time-frame). This problematized the notion of "solution" and we focused on a deeper understanding of the system as well as tools with which Mimi can gather information within the framework of her own restrictions of a social, administrative and religious nature. From this moment on, the scope of the project became clearer. This is where the system map came into being. (See Annex)

## Process of realizing the strong restrictions

In the group's introspection, the most exciting moment is probably the realization that we cannot work with classical design methods, but rather with qualitative questions, i.e. that under these conditions we cannot go beyond the level of design research. This self-reflection would be worth a separate text, but can only be mentioned here.

## Challenges of the location

During the process it became more and more clear that we had to move away from the conventional idea of social design, i.e. "design WITH people" **(6)**. Humanitarian design works under different conditions than most social design projects. We have had to look for a completely different way of working, at least because of the specific conditions of working for issues that take place behind closed doors (a camp).

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The location has a particularly high degree of complexity because it is practically inaccessible from the outside. We were dealing with the Katsikas refugee camp on the municipal land of the municipality of Katsikas (Greek: Κατσικάς), which is the largest village of borough of Pamvotida, in the Ioannina regional, Epirus, northern Greece. This area is among the poorest in Greece, with a BIP far below the Greek average per capita income. GDP/per capita in Greece \$17,600 (Germany: \$42,900, numbers from 2021). Greece is a member state of the European Union, whose maritime borders are shielded by the European Boundary Force Frontex.

As a quick impression here are the issues that were identified by our local project partner Mimi Hapig as particularly critical and were included in the briefing to the IPPO team: Machines: Washing machines exist but are operated by the staff of the SMS (site management support). Drying and Smell: There is not access to machines to dry the clothes. It takes days for clothes to dry on the air. Clothes smell bad Access: When many people live in the camp, every family has access to the machine only once a week. Reliability: Staff doesn't care about people's clothes the same way they do? Often they are late for shift. No soap available: People have to invest in their own soap. Without money this is almost impossible? Too public: Women in the camp will not hand their underwear over to other people. Strong cultural and religious reasons. Hygiene : The machines don't work properly. Hundreds of people hand in their dirty laundry. The clothes don't come out clean. Re-washing & time: Re-washing by hand. This process takes a lot of time. Health: People get rashes and skin problems.

## Complexity and methodology

In this list and in the systems map the high complexity of the seemingly simple question of laundry-management becomes clear, because here are not only technical questions about the functioning of the machines, but questions of the process-management, the practice of washing, the religiously conditioned shame, the interaction of service personnel and inmates included. The technical questions alone include topics like fresh-water-supply, grey water / sewage system, grey water recycling, power-supply. What materials are available? Are there chemicals we can use in order to produce soap? Is there empty space, like for hanging and drying clothes? Are there free rooms, that could be made to be a washery? Are there bags or stuff to carry more laundry? Then there are administrative processes with questions like: What can we order from outside? Through which paper-work? What can be build if we can build anything at all?



# Machines

One of our first thoughts was to be able to determine which spare parts might be needed by identifying the types of machinery. We could then have used a typology of the machine to ensure that these spare parts were supplied to Greece by manufacturers or dealers in Germany. To our astonishment, it was not possible to collect this information on the spot, because a professional operating company looking after the warehouse would not give any information about this.

A clear methodology is extremely relevant especially if you deal with a heterogenous team with different professional backgrounds. We worked with the “Humanitarian Design principles“ by Thomas Jäger, the Double Diamond according to British Design Council; Design Thinking as a basic set-up according to HPI design thinking /d.school, our IPPO principles by IPPO-hfg.org; “reasons for failure” by B.BC, the watermapping (participatory research method) by GC Bertsch (7). “Qualitative Design Research” by Catarina Batista, who introduced us to the methodology during a Zoom-conference in the seminar; the Iceberg model according to Hall, Integrative design-team work according to IPPO. The team agreed on the New Work paradigm by Fritjof Bergmann as basis and the 12 New Works principles by The Dive plus “Participatory Systems Mapping”.

## HUMANITARIAN paradigms

The specificity of this task requires a basis in a clear definition of the humanitarian aspects. We follow the definition for humanitarian types and styles, given the fact that humanitarian design does always deal with people in crisis situations. This concept of innovation is a conglomerate of technologies, work processes, new partnerships and new ideas on how to deal with crises.(8)

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Humanitarian design definition: “Humanitarian design is a term that can be used to describe the process of designing products, services, or systems for populations affected by natural and/ or human-made disasters.” (9) // Innovation types: “product innovation ...

... is the development of new products for the sector // position innovation

... is the adaptation of products and services into other contexts // process innovation

... is the design of processes based on services, products or a combination of both.

// paradigm innovation ... is the design of the sector-internal Context Perception.” (10)

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Innovation styles; who and how?: “// open innovation ... is the development of new products for the sector // indigenous innovation ... is the adaptation of products and services into other contexts // reverse innovation ... is the design of processes based on services, products or a combination of both. // user innovation ... is the design of the sector-internal.” (11) // the need for innovation in humanitarian settings: increasing efficiency and cost reduction meeting the needs of the affected population sustainability.

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# Different stages of a humanitarian project: Emergency aid, b) Rehabilitation, c) Development cooperation

Looking at complex processes like this one it is relevant to differentiate between the three stages of a humanitarian project. a) Emergency aid, b) Rehabilitation, c) Development cooperation. Humanitarian designers must always be aware in which phase they find themselves involved. Each stage implies its own specific restrictions, co-operations with governmental and non-governmental organizations. Time, funding, and social interaction vary enormously, as does media attention. You will find the attribution to these three phases in the systems map. Emergency aid is always dependent on courage, fast decisions, in-situ medical supply, fast command chains. It is virtually a life-or-death scenario, which implies specific training from the point of view of humanitarian design. Rehabilitation deals with a deeper involvement of local communities, cultural codings are getting more important. Negotiation about funding, politics, site-management come into the play, while Development cooperation involves political negotiation, long-term perspectives, scenario techniques and the likes. It is evident that not every humanitarian designer is equally equipped to deal with every of these three stages. Team-set-ups and resource-management must take into account that teams must be assessed according to their qualifications experiences and their will and physical constitution to serve in one of these phases. Cultural obstacles, as describes in this text, must also be taken very serious, as they could make activities hard to unfold, if not impossible.

## The Katsikas dilemma as a Humanitarian DESIGN project

Since the project is a design project, the question of the specific work-practice of design teams is relevant here. We work according to the IPPO principles for working in design teams **(8)**. Design teams can and should be multidisciplinary in humanitarian contexts. In this specific case, we are working with professional graphic designer Sofie Böhm, who with 7 years + experience has a firm hand in issues of representation. The other team members on the IPPO side have a consistent industrial design perspective, as students of industrial design, as graduate product designers. In accordance with IPPO principles **(11)**, the rule must always be followed that design discussions are conducted by everyone, but the decision is made by the person who is most competent in the opinion of the team, not by office and diploma. This was Thomas Jäger for the processuality of the Humanitarian Design project and Sofie Böhm for the graphic design.

# Why “Opportunities” instead of “solutions for”?

If we go back to the questions or “problems” we encountered we had to accept the fact that we could not directly interact with Mimi Hapig and the people in the camp. The solution here was to create vast number of opportunities instead of “solutions”. Opportunities in a humanitarian project are, according to us, the options that people in situ can choose and further adapt to their local conditions. Which means that we can only give orientation which could contribute more than a so called “solution”, which might not fit into the local context. A Some of the following opportunities might seem banal, others too complex. But: Our task here is not to decide from outside what might fit best. Our task and responsibility lies in the provision of a big number of ideas that can be discussed in different contexts, which could be developed further here or in situ. This also helps NGOs in situ to counter questions such as: “What do you really want, make a proposal!” A question like that might come benevolently or malevolently from regional governments, NGOs or others.

## Opportunities as proposed by the LaC-team

Creating a revenue through a community volunteer project to get financial income / Building a new washhouse / Countering the social and cultural constraints through a redesign of a system currently operating / Improving transport / A “washing without” handbook / Redesigning the current laundry system, focusing on practical issues / Educating the citizens / Forming a community volunteer taskforce / Brushing clothes instead of washing / Hitting clothes instead of using washing machines / DIY washing machines / repair existing washing machines / buying new washing machines / Capturing rain for laundry / using Habibi.Works as a makerspace / providing cloth that does not get dirty / single use diapers and clothes / recycling greywater for laundry / Bleaching on the grass / getting soap donations / DIY soap / bags to hide underwear / creating a contracts with a local laundry shop / bringing locals together with camp citizens for common benefits / establishing a swash shop in the camp / a system that allows to wash in rivers etc. without polluting / utilizing salt to disinfect / inside drying spaces / using vinegar to disinfect / personal electronic dryer provision / housing people in houses in the communities, not in a camp / cooking laundry / fixing the water supply system / improving the communication between the organizations / raising awareness for the living conditions publicly / re-establishing cash assistance / following up on the camp’s conformity with instructional standards

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# Communication with and in the different systems (Languages, cultural and gender-topics).

Languages are an obvious problem when communicating with the camp inmates. This problem was clear to us from the beginning. However, through the detailed information provided by Mimi, it became increasingly clear that in addition to the mastery of Pashtu, Urdu, Farsi and Arabic in particular, there is also the gender-specific language, as well as the limitations of men not being able to speak to women on the NGO side, but also women from different cultures not being able to speak to each other about issues such as the treatment of female underwear as an object of shame. Additionally, any visit or intrusion into the camp is viewed with suspicion by both the camp community itself and the camp operators and local authorities. In addition, even if the camp community is accepting, and taking into account linguistic and cultural differences, it is impossible to talk directly to the people in the camp due to the constraints imposed by the authorities

Design can and must help to communicate. Visual questionnaires were supposed to support communication they are not meant to create empirical evidence. Nevertheless the sheer fat of enablement and innovation in communication is an achievement in this dramatic context.

## Principle of equal rights for all participants in an IPPO-project

The basic premise of IPPO projects, namely the equality of teachers and learners under the motto students can be teachers, teachers can be students, was exemplified in this project. On the one hand, the professor was confronted with a new subject area in the project, which he could theoretically derive from reading the social design literature and into which he could bring experience and methodology from his projects on design and water. On the other hand, the experience and knowledge of the students meant that numerous subject areas were competently represented that were relevant here.

Moreover, besides the professor, two of the team members on the IPPO side, Madita and Thomas had extensive experience in humanitarian design, in working with NGOs and in social design. Finally, the Humanitarian Designers and the other guests brought extensive knowledge from their own projects and contexts. Thus, the lectures, which were held in a principally hybrid way, were a source of immense factual and methodological knowledge for everyone. This functioned in an exemplary manner.

# Working conditions

The whole project was only possible because Leading across cultures was the only course at the HFG Offenbach that was held exclusively in English by Prof. Bertsch and therefore the entry requirement, English language level B+, enabled an intelligent exchange on the topic with each other and with the external participants.

One can deduce very well from the project how sessions should be structured in such projects. Ideally, each session should always combine experience reports, methodology, discussion and direct prototyping. Therefore, webcam, good internet connection, sufficient material and space for prototyping work are necessary as working tools. The 3-hour blocks chosen offer enough time to accommodate these elements and allow for intensive discussion. This does not work in one hour or in the usual 90-minute units.

# Project under Covid-19 conditions

The project was burdened with the expected problems under Corona conditions, which represent additional restrictions both on the temporal dimension and the factual dimension. For example, we had continuous absences due to illness, had to work in the teleworking situation with a webcam on our workspace, which our partners abroad used to and therefore had to work with masks, which made communication considerably more difficult, because this was not possible in any other way in the rooms of the university. However, the point of the Corona restrictions will not be discussed further here because it is not a special characteristic of the project, as all projects in the period 2020-2022 are massively burdened.

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## The process / questions

The team at HfG Offenbach always worked in three full hour blocks each session And two full workshop days on June 11th and 12th. Our guests from Greece, Switzerland, Paris, Brussels joined us via Zoom. We had a web-cam to document our work-situations at HfG Offenbach. We recorded the Zoom-sessions. The seminar was structured according to the Design Thinking methodology. The team worked completely integrated, according to the IPPO-principles

### Day one at HfQ Offenbach and Zoom “Learn” 21st of April

- Presentation by Thomas “Daily Arrival in Greece”(quantitative perspective)
- Presentation by Thomas “Humanitarian Timeline”
- Presentation by Thomas “What is humanitarian design?”
- Operational presence mapping
- Ukraine as an actual hotspot, which distracts attention from Greece
- Presentation by Georg “What can design in general do to solve problems?  
Social design principals according to E. Manzini and M. Amatullo”

**Machines:** One of our first thoughts was to be able to determine which spare parts might be needed by identifying the types of machinery. We could then have used a typology of the machine to ensure that these spare parts were supplied to Greece by manufacturers or dealers in Germany. To our astonishment, it was not possible to collect this information on the spot, because a professional operating company looking after the warehouse would not give any information about this.

### Day two at HfQ Offenbach and Zoom “Learn” 28th of April

- Presentation by Olivier: “Case studies, success and failure in humanitarian design”
- Presentation by Thomas “Humanitarian innovation 101”
- Discussions
- Presentation by Georg: “New Work principles”

Design without direct contact with people: During the process it became more and more clear that we have to move away from the conventional idea of social design, i.e. “design WITH people”. Humanitarian design works under different conditions than most social design projects. We have had to look for a completely different way of working, at least because of the specific conditions of working for issues that take place behind closed doors (a camp).

### Day three at HfQ Offenbach and Zoom “Emphasize” 5th of May

- Presentation by Saskia van Manen “HD-ethics \_ reframing”
- Presentation by André Santos “Systems mapping”
- Presentation by André Santos “Value chain analysis”
- Discussions

Process of realizing the strong restrictions: In the group’s introspection, the most exciting moment is probably the realization that we cannot work with classical design methods, but rather with qualitative questions, i.e. that we cannot go beyond the level of design research. The self-reflection here would be worth a separate text, but can only be mentioned here.

### Day four at HfQ Offenbach and Zoom “Define” 12th of May

- Presentation by Catarina Batista: “Design research Why and how”
- Presentation by Georg: “Culture models by Hall”, “Design compressed”
- Saskia van Manen intervention
- Discussion

Humanitarian paradigms. The specificity of this task requires a basis in a clear definition of the humanitarian aspects We follow the definition for humanitarian types and styles, given the fact that humanitarian design does always deal with people in crisis situations.

### Questions to Mimi Hapig:

- Information about the existing washing machines
  - How do you communicate with the women? Which languages?
  - How do you work with the women?
  - What are your negative experiences with communication?
  - Are there suspicions about your work a) in the camp b) in the village?
  - Which content must be in the official university request letter you need or is it just the form/letterhead that counts, with a general request for collaboration ? To whom should this letter be directed?
  - What are the cultural, religious, financial and social components affecting the access and experience concerning washing laundry in the camp?
  - Are there women in the camp who are not facing issues handing over their underwear to the staff of ASB?
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- What is the exact reason for not wanting someone to get their laundry in general?
- How are the citizens of the camp organizing currently to wash their laundry
- Are there gathering points inside the camp
- Do we know anything about the languages spoken in the camp
- Are there Imams in the camp
- Is there a make-shift mosq in the camp
- Are there organized groups among women who help each other out?
- Is there any organized schooling system in the camp / teachers?
- What social groups are using the washing facilities? (singles, families, etc.)
- How do they communicate in the camp?  
(languages, but also signages/camp communication)
- Are the people willing to participate?
- Are they (able to) self-organizing?
- What is the most affecting difficulty they are facing during the washing process?
- (Communication / Access / Resources / Drying)
- What are the expected general (cultural) hygiene requirements?
- Do you struggle with carrying heavy bags with wet clothing after washing them?
- Would you feel less uncomfortable with having your underwear washed if it were kept in an opaque bag?
- If people are not satisfied with the quality of the washed clothing, is there a chance someone from the camp could assist the SMS-team with the washing?
- What are the technical, infrastructural components affecting the access and experience concerning washing laundry in the camp?
- What exact diseases spread in the camp now and in the past, that could be tackled with adequate washing facilities?
- Are there any other attempts currently happening by other actors to provide washing facilities? If yes, who and how?
- What water access do people have privately, that they can access without permission?
- Does the greywater system run sufficiently? If yes, how many days of the camp approximately?
- Does the freshwater system run sufficiently? If yes, how many days of the camp approximately?
- Where in the camp are the washing facilities supposed to be located?
- Are there any businesses operating currently inside the camp? If yes, what?



- Does the natural surrounding provide opportunities to access water?

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  - Can we get technical information about the existing washing machines. Manufacturer, type?

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  - How much does the bus to the village cost?

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  - How often does the bus got from village to camp?

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  - What does the laundry in the laundry-shop cost per load?

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  - Are there any trained technicians in the camp as refugees?

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  - How big is the camp?

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  - How long does it take to walk from one end to the other?

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  - Where is the water pipe / supply

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  - Is there a water storage tank?

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  - Are there any bottlenecks?

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  - What is the water supply used for?

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  - What is provided and what must be paid for by the refugees themselves? (washing detergent)

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  - Do they get money?

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  - If so, how much is available to them? (per week/month)

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  - Do they have to or can they work?

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  - Are resources provided by the camp or do things have to be purchased externally?

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  - How is the washing process organized by the staff of the site management support?

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  - How many washings per day? (per machine)

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  - How many machines are working? / How are they maintained?

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  - Are dryers a likely alternative to letting clothing dry in the sun (power supply vs efficiency)?

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  - How is the washing transported (are there trolleys)?

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  - How long is one wash cycle? By what temperature?

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  - Whos clothes get the dirtiest?

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  - How do you prevent clothes from getting dirty ?

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  - Does washing laundry have a positive side effect for you other than washing cloths?

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  - Where Do you dry the laundry?

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  - What would be easy improvement that could help you with your laundry challenge?
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### Day 5 at HfQ Offenbach and Zoom “Ideate” 19th of May

- Presentation by Georg: “Reasons for failure”
- Misunderstandings as a productive force
- Discussions
- Scribbles, systems development

Gap between designers and project. This is where the methodological problem of indirect work between the designers and the project comes in. We realized that we could provide tools for Mimi’s work on this scarce information basis, but we could not assume that we could not provide SOLUTIONS with our methods (at least in the given time frame). This problematized the notion of solution and we focused on a deeper understanding of the system as well as tools with which Mimi can gather information within the framework of her own restrictions of a social, official and religious nature. From this moment on, the scope of the project was clear. This is where the system map came into being.

### Day 6 at HfQ Offenbach and Zoom “Prototype” 2nd of June

- Presentation Saskia
- Discussions
- Scribbles, systems development

**Working without being in touch:** During the process it became more and more clear that we have to move away from the conventional idea of social design, i.e. “design WITH people”. Humanitarian design works under different conditions than most social design projects. We have had to look for a completely different way of working, at least because of the specific conditions of working for issues that take place behind closed doors (a camp).

### Day 7 at Room for Change, Offenbach “Evaluate” 9th of June

- Discussion about presentation of content
- Structuring of content

**Work in sessions:** One can deduce very well from the project how sessions should be structured in such projects. Ideally, each session should always combine experience reports, methodology, discussion and direct prototyping. Therefore, webcam, good internet connection, sufficient material and space for prototyping work are necessary as working tools. The 3-hour blocks chosen offer enough time to accommodate these elements and allow for intensive discussion. This does not work in one hour or in the usual 90-minute units.

## Day 8 and 9 at Bertsch workspace, Frankfurt and Zoom. Workshop 11th and 12th of June

- Set up of exhibition space
- Team-work on content, structuring
- Structural space design
- Creative concept for presentation
- Integrated work with graphic designer Sofie Böhm
- Discussions, scribble

**Group discussion /co-creation:** The discussion about the details of the presentation turned the entire content upside down again. On the basis of the room dimensions, the considerations of effect and interaction within the framework of the Rundgang, but also the question of how the attention for Katsikas as a whole could be increased, ran at full speed. The presence of Sofie Böhm, the graphic designer, enabled immediate implementation of visual ideas.

## Day 10 Bertsch Workspace and Zoom “Pitch / Discussion”

- With Mimi Hapig of Habibi.Works in Greece, Katsikas
- Assessment of proposals
- Reconsiderations

Feedback and discussion of the results, but also discussion of the answers to our questions shaped the discussion with Mimi. What we can ultimately offer are extended questions, other ways of working with the target groups, the offer of interaction. What is clear is that the ENABLEMENT to communicate is at the centre.

# Methods presented discussed and applied during the seminar

- Humanitarian Design principles by Thomas Jäger

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- Double Diamond according to British Design Council

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- Design Thinking according to HPI design thinking /d.school

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- IPPO principles by IPPO.org

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- Reasons for failure by B.BC

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- watermapping (participatory research method) by GC Bertsch

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- Qualitative Design Research by Catarina Batista

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- Iceberg model according to Hall

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- Integrative design-team work according to IPPO

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- New Work paradigm by Fritjof Bergmann

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- 12 New Works principles by The Dive

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- Participatory Systems Mapping

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- Team

# Core-team LaC VII (IPPO) and Humanitarian Designers

- Catarina Batista, Humanitarian Designers

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- Lea Bernhard, Team IPPO

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- Georg-Christof Bertsch, Team IPPO

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- Sofie Böhm, Team IPPO

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- Cédric Fettouche, Humanitarian Designers

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- Mimi Hapig, Habibi.Works

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- Morgana Hohenstein, Team IPPO

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- Olivier Larasse, Humanitarian Designers

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- Saskia van Manen, Humanitarian Designers

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- Madita Morgenstern-Antao, Team IPPO

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- André Santos, Humanitarian Designers

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- Julia Christine Schütze, Team IPPO

## Guest contributors who joined sessions in one session each:

- Fanny Oppler, Basel

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- Georg Höhme, Humanitarian Designers

## Lac VII/HDL-team:

### “Why are we motivated to run this project?”

- Because we feel like inventors.

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  - Because we want to improve the situation for people in need.

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  - Because we don't just want to bring new products into the world, but wish to tackle real problems.

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  - Because we want to feel self-efficacy on important issues.

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  - Because we do not want to continue creating design as marketing – as is so often the case in design – but want to satisfy existing urgent needs.
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# Core-team in detail

## CATARINA BATISTA

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catarina.batista@cern.ch, Mindset Accelerator and Researcher

**Works for:** Humanitarian designers, CERN IdeaSquare.

**Can mentor:** Design research, Prototyping, Public Speaking, Co-creation, Systems thinking, Futures Thinking, Speculative Design.

**Short vita:** Catarina is a passion-driven innovator and researcher with a strong interest in futures thinking, psychology and societal challenges. After spending the last 5 years working as a designer and innovation coach within multidisciplinary teams, Catarina sees herself as a facilitator and connector. Bridging people with intercultural backgrounds, she is able to continuously adapt and cooperate in diverse teams, appreciating and embracing everyone's uniqueness and contributions. With vast life experience in multiple European countries, she is now based at CERN Ideasquare while juggling her MSc Psychology studies at Northumbria University and volunteering work in humanitarian organizations. Catarina is especially intrigued about the intersection between behavior science, design innovation and humanitarian challenges.

## LEA BERNHARD

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s47694@stud.hfg-offenbach.de, Design student at HfG Offenbach

**Can mentor:** Everything about nature, knowledge of chemicals, material chemistry, independent self-sufficient living.

**Short vita:** After working as a dental technician and anaplastologist, I started studying design at HfG in 2019. With design wish to enhance sustainability and the quality of life.

**Statement:** "Design provides the opportunity to impact our surroundings. I want to use this ability to improve living conditions for as many as possible."

## GEORQ-CHRISTOF BERTSCH

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georg-christof@bertsch-bertsch.de, Consultant for organizational development at BERTSCH.Brand Consultants. Podcast host of DDCAST, honorary professor (2009–2022) at HfG. Advisory board member at Deutscher Designer Club, Rotarian with RC Friedensbrücke since 2011, Paul Harris Fellow since 2022.

**Can mentor:** Organizational development, intercultural design, systemic organization consultancy.

**Short vita:** Prof. Georg-Christof Bertsch is a business consultant and coach for the development to organizational identity. His corporate clients include international companies and organizations of all sizes. In the coaching field he supports board members and top managers. In 1995 he founded BERTSCH.Brand Consultants in Frankfurt am Main. Since 2005 he did extensive research projects on water and design in India, Turkey, Brazil and Israel. From 2008 to 2022 he served as an pro-bono honorary professor at the State College of Art & Design Hessen, where he taught transformative strategies and practices in the global context. His seminar "Leading across cultures" and several international conferences serve as

laboratories for students and professionals. At this university he established two institutes: I.P.P.O. – the International Project Platform Offenbach (2011, together with Petra Kellner) and d.m.l. – Design Institute for Mobility and Logistics (in 2014, together with Kai Vöckler and Peter Eckart). Since 2018 he is an advisory board member of the exclusive German Designer’s Club, DDC, and since 2020 the host of today’s most influential podcast on transformative design, called DDCAST. Subtitle: What is good? Since 2022 he is an ambassador of the German Design Graduates, the national award for the best design graduates of a year, and since 2011 a member of the board of trustees of Museum WELTKULTUREN.

**Statement:** “I would like to use my extensive experience in the field of social design, organizational development and branding to help develop the young field of humanitarian design.”

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## **SOFIE BÖHM**

sofieboehm@hotmail.com, Graphic designer at STANDARD RAD and free-lance.

**Can mentor:** Typography, communication design, creative direction.

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## **CÉDRIC FETTOUCHE**

contact@cedricfettouche.com, Design strategist.

**Works for:** Humanitarian Designers and the European Commission.

**Can mentor:** Has experience working with Greek grassroots NGOs as a designer. Can address large range of topics based on your needs.

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## **MIMI HAPIQ**

Mimi Hapig is Co-Founder and Head of Strategy of the intercultural makerspace Habibi.Works in Greece. The project aims to be a platform for education, empowerment and social encounters for asylum seekers, refugees, locals and international experts. Mimi was born and raised in Germany, she studied International Social Work in Germany, Finland and Argentina. Ever since the initiation of the project Habibi.Works in 2016, she has been working in Katsikas, Greece. She has been a leading force in the development of the project’s concept, processes, principles and values. Her desire to encourage and co-create change, not only on a practical but also on a structural level and her goal to work with people “at eye-level” have set Habibi.Works apart from other projects and philosophies within the humanitarian field.

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## **MORQANA HOHENSTEIN**

mo.hohenstein@gmail.com, Design student at HfG Offenbach.

**Can mentor:** Vast culinary knowledge, community building; can build stuff; knows materials; sustainable social projects. attitude of each one teach one.

**Short vita:** Born and based in Frankfurt. Started late to study design based on vast experience. **Statement:** I am participating in this project to create important things, things that have a real added value. As a designer I don’t just want to add another useless object to the world.

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## THOMAS JÄQER

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thomas\_uni@gmx.de, Strategic designer / humanitarian designer, Humanitarian designers, Iconstorm GmbH, IPPO Offenbach and knows Habibi.Works well.

**Can mentor:** Prototyping, design research, research design, context of Greece, developing strategies, co-creation, Humanitarian Innovation, etc.

**Short vita:** Thomas initiated the Humanitarian Design Lab, a result of research on the intersection of humanitarian work and design at the University of Arts and Design Offenbach a.M. He worked as a manager in the intercultural makerspace Habibi.Works in Greece and has cooperated with numerous humanitarian organizations such as Drop in the Ocean, Second Tree, Concern Worldwide, Samos Volunteers, Arbeiter Samariter Bund (ASB), The Schoolbus project, Boesoeppe e.V., Agricultural Ministry of Equatorial Guinea, Handadi Jawhari (Universal Peace Council) and others. Since 2021 he is a member of the German Designer Club and is developing the first network of humanitarian designers, "Humanitarian Designers". And works as a strategic social designer for one of Germany's leading strategic design agencies. During his studies he received the following awards: E-Move 360 Award (second place), German Mobility Award / Land of Ideas (second place), HfG Rundgangspreis Award (Category: Awareness), Distributed Design Award (Finalist), German Design Award Newcomer 2021 (nominee), What's Good Award of the DDC (nominee)

## OLIVIER LARASSE

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laurasolivier@gmail.com, Design strategist.

**Works for:** Humanitarian Designers; Filmeo,

**Can mentor:** Value chain analysis, UX research, prototyping, presentations.

**Short vita:** Olivier worked for five years in the Thales group in several departments (project management, innovation laboratory) and has an interest for innovative solutions. His core competencies are service design, marketing and project management. Among his significant experiences, he founded Filméo, an impact association in the audiovisual field since 2018, which after a prototyping phase has recently achieved its first service sales and obtained the associated grants.

## DR. SASKIA VAN MANEN

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svanmanen@dnem.org, Independent design researcher, Design and Innovation Strategist.

**Works for:** Humanitarian designers, Design Network for Emergency Management, The Netherlands Red Cross.

**Can mentor:** Design research, humanitarian innovation, ethics in design, participatory design, evaluation.

**Short vita:** Saskia van Manen works at the intersection of academic research and real-world practice to realise human-centred, sustainable and research-based disaster risk reduction initiatives. She holds a PhD in Volcanology, an MA in Product Design and Innovation and an M.Sci. in Geophysics. She works as a Design and Innovation Strategist at the Netherlands Red Cross and is a co-founder of the Design Network for Emergency Management.



## MADITA MORQENSTERN-ANTAO

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madita@ideasein.com, Strategic designer / humanitarian designer.

**Works for:** Hessen Trade & Invest, Designs without borders

**Can mentor:** Social design, project management, integrative team development.

**Short vita:** Managing Director of IDEASEIN, a Berlin and Bombay based sustainable design innovation company. She works as a social design consultant for the UN, among others. She was board chair and founding member of Multiversum in Offenbach, where she graduated with honors from HfG Offenbach in 2017. She has completed internships in glass, in design technology and recycling techniques at the Fraunhofer Institute, and at Welsh Architectural Glass. She studied at the National Taipei University of Technology – so it's been an eventful career for the mother of two. She is the founder of Designers without borders. **Statement:** Designing sustainable solutions for an increasingly globalized world requires us to build up our cultural agility that enables new ways of problem solving through augmented perspectives.

## ANDRÉ SANTOS

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andre@sonderdesign.org, Independent designer and facilitator

**Works for:** Humanitarian designers, Sonder Collective.

**Can mentor:** Design research, Participatory design, Prototyping, Communication, Co-creation, Systemic thinking.

**Short vita:** André is a Portuguese designer wandering in Finland's snowfields and green nature. As a hybrid designer, he tackles complex challenges by addressing people as part of an ecosystem rather than at the centre of everything. He is particularly interested in holistic and multidisciplinary approaches focusing on analytic and systemic thinking. André's professional experience has taken him to live and work in multiple countries from Europe to Asia. His work has been in diverse, complex projects from healthcare to off-grid solutions, disaster management, and sustainable development. He can design engaging experiences that foster collaboration between different actors through a co-creative process.

## JULIA CHRISTINE SCHÜTZE

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s67125@stud.hfg-offenbach.de, design student at HfG Offenbach.

**Can mentor:** All about nature, knowledge of chemicals, material chemistry, independent self-sufficient living.

**Short vita:** A-levels, voluntary cultural year, study psychologist, study design.

**Statement:** "I joined this project because I want to help people and solve real practical problems that are worth solving."

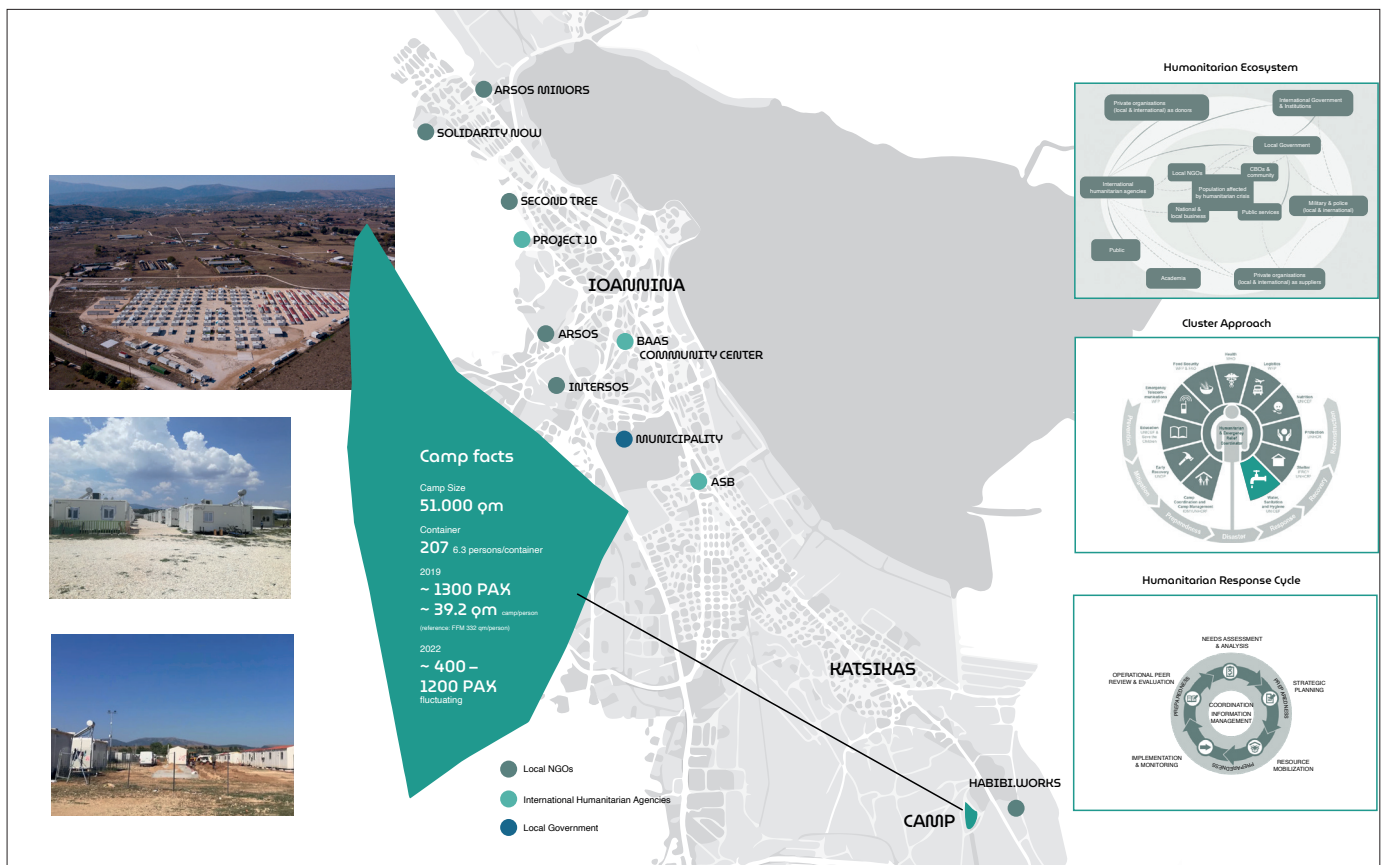
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# Plans, maps and structures

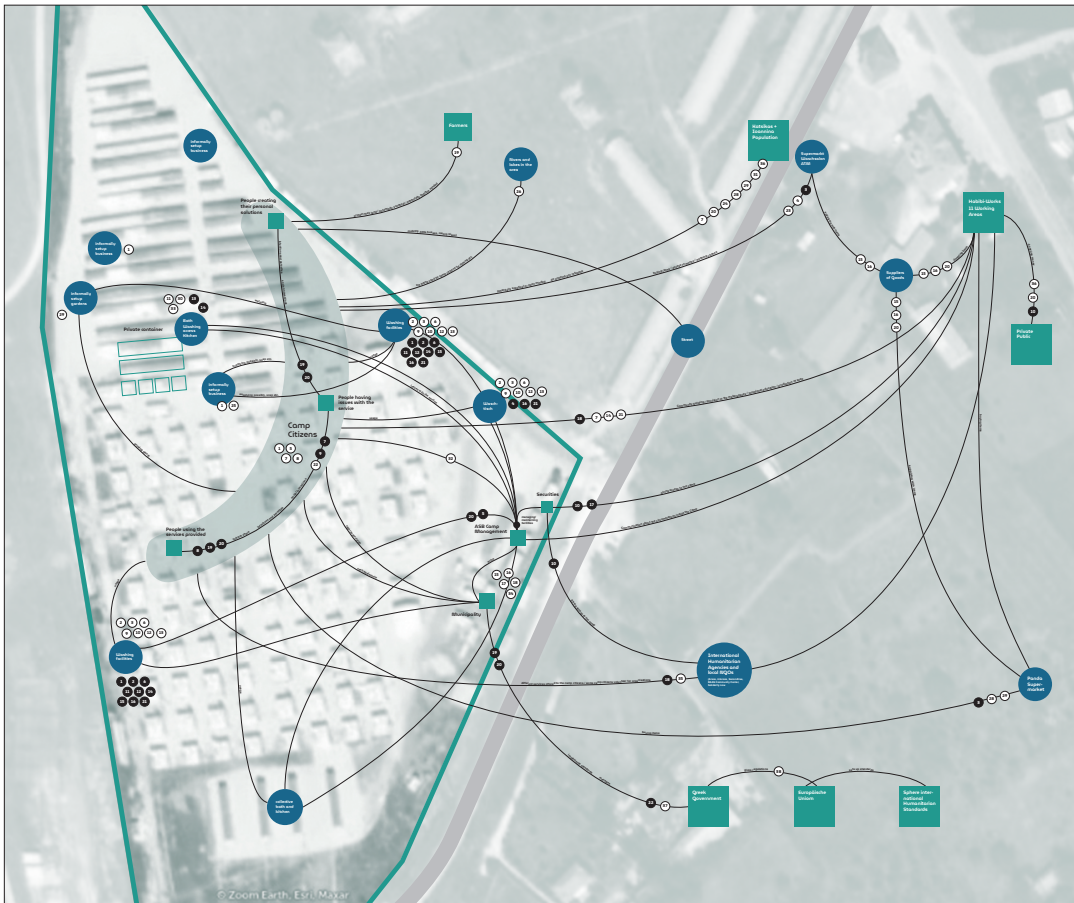
Laundry map



Context map



## Systems mapping



## Project team



**André Santos**  
Humanitarian Designers



**Lea Bernhard**  
Team IPPO

„Designing sustainable solutions for an increasingly globalised world requires us to build up our cultural agility that enables new ways of problem solving through augmented perspectives.“



**Prof. Georg-Christof Bertsch**  
Team IPPO



**Catarina Batista**  
Humanitarian Designers

„Design provides the opportunity to impact our surroundings. I want to use this ability to improve living conditions for as many as possible.“



**Madita Morgenstern-Antao**  
Team IPPO

„I would like to use my extensive experience in the field of social design, organizational development and branding to help develop the young field of humanitarian design.“



**Morgana Hohenstein**  
Team IPPO



**Thomas Jäger**  
Humanitarian Designers



**Saskia van Molen**  
Humanitarian Designers

„I am participating in this project to create important things, things that have a real added value. As a designer I don't just want to add another useless object to the world.“



**Olivier Lauras**  
Humanitarian Designers



**Sofia Böhm**  
Team IPPO

„Because I want to help people and solve real practical problems that are worth solving.“



**Julia Christine Schütze**  
Team IPPO

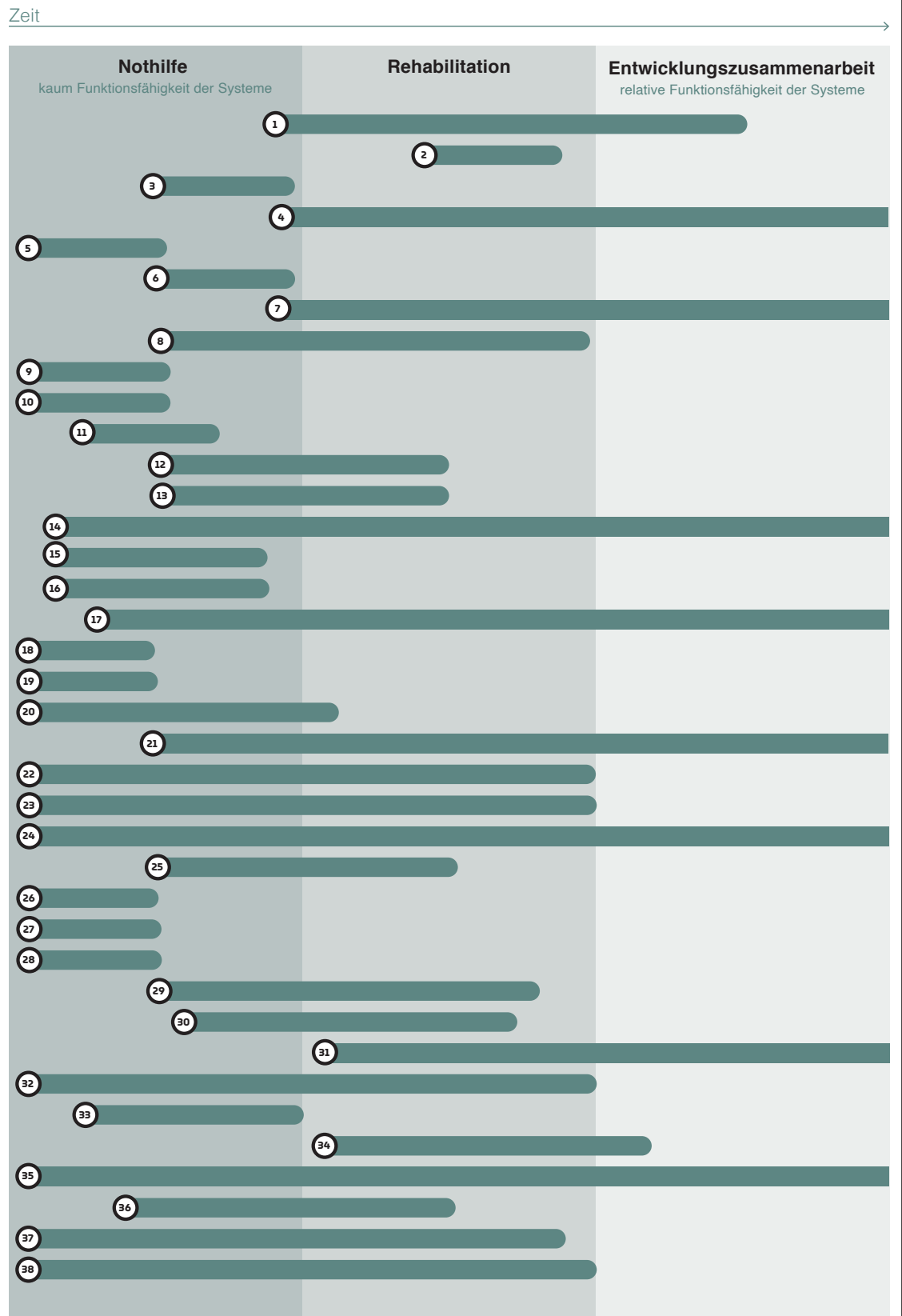


**Mimi Hopig**  
Habibi Works



**Cédric Fettouche**  
Humanitarian Designers

## Adäquate Anwendung nach dem Kontinuummodell



## The process / methodology

The team at HfG Offenbach always worked in three full hour blocks each session and two full workshop days on June 11th and 12th.

Our guests from Greece, Switzerland, Paris, Brussels joined us via Zoom. We had a web-cam to document our work-situations at HfG Offenbach.

We recorded the Zoom-sessions. The seminar was structured according to the Design Thinking methodology. The team worked completely integrated, according to the IPPO-principles

### Day 1 »Learn«

- Presentation by Thomas „Daily Arrival in Greece“ (quantitative perspective)
- Presentation by Thomas „Humanitarian Timeline“
- Presentation by Thomas „What is humanitarian design?“
- Operational presence mapping
- Ukraine as an actual hotspot, which distracts attention from Greece
- Presentation by Georg „What can design in general do to solve problems? Social design principals according to E. Manzini and M. Amatallo „

Machines: One of our first thoughts was to be able to determine which spare parts might be needed by identifying the types of machinery. We could then have used a typology of the machine to ensure that these spare parts were supplied to Greece by manufacturers or dealers in Germany. To our astonishment, it was not possible to collect this information on the spot, because a professional operating company looking after the warehouse would not give any information about this.

### Day 2 »Learn«

- Presentation by Olivier: „Case studies, success and failure in humanitarian design“
- Presentation by Thomas „Humanitarian innovation 101“
- Discussions
- Presentation by Georg: „New Work principles“

Design without direct contact with people: During the process it became more and more clear that we have to move away from the conventional idea of social design, i.e. „design WITH people“. Humanitarian design works under different conditions than most social design projects. We have had to look for a completely different way of working, at least because of the specific conditions of working for issues that take place behind closed doors (a camp).

### Day 3 »Emphasize«

- Presentation by Saskia van Manen „HD -ethics \_ reframing“
- Presentation by André Santos „Systems mapping“
- Presentation by André Santos „Value chain analysis“
- Discussions

Process of realizing the strong restrictions: In the group's introspection, the most exciting moment is probably the realization that we cannot work with classical design methods, but rather with qualitative questions, i.e. that we cannot go beyond the level of design research. The self-reflection here would be worth a separate text, but can only be mentioned here.

### Day 4 »Define«

- Presentation by Catarina Batista: „Design research Why and how“
- Presentation by Georg: „Culture models by Hall“, „Design compressed“
- Saskia van Manen intervention
- Discussion

Humanitarian paradigms. The specificity of this task requires a basis in a clear definition of the humanitarian aspects. We follow the definition for humanitarian types and styles, given the fact that humanitarian design does always deal with people in crisis situations.

### Day 5 »Ideate«

- Presentation by Georg: „Reasons for failure“
- Misunderstandings as a productive force
- Discussions
- Scribbles, systems development

Gap between designers and project. This is where the methodological problem of indirect work between the designers and the project comes in. We realized that we could provide tools for Mimi's work on this scarce information basis, but we could not assume that we could not provide SOLUTIONS with our methods (at least in the given time frame). This problematized the notion of solution and we focused on a deeper understanding of the system as well as tools with which Mimi can gather information within the framework of her own restrictions of a social, official and religious nature. From this moment on, the scope of the project was clear. This is where the system map came into being.

### Day 6 »Prototype«

- Presentation Saskia
- Discussions
- Scribbles, systems development

Working without being in touch: During the process it became more and more clear that we have to move away from the conventional idea of social design, i.e. „design WITH people“. Humanitarian design works under different conditions than most social design projects. We have had to look for a completely different way of working, at least because of the specific conditions of working for issues that take place behind closed doors (a camp).

### Day 7 »Evaluate«

- Evaluate 9th of June
- Discussion about presentation of content
- Structuring of content

Work in sessions: One can deduce very well from the project how sessions should be structured in such projects. Ideally, each session should always combine experience reports, methodology, discussion and direct prototyping. Therefore, webcam, good internet connection, sufficient material and space for prototyping work are necessary as working tools. The 3-hour blocks chosen offer enough time to accommodate these elements and allow for intensive discussion. This does not work in one hour or in the usual 90-minute units.

### Day 8 & 9 »Workshop«

- Set up of exhibition space
- Team-work on content, structuring
- Structural space design
- Creative concept for presentation
- Integrated work with graphic designer Sofie Böhm
- Discussions, scribble

Group discussion / co-creation: The discussion about the details of the presentation turned the entire content upside down again. On the basis of the room dimensions, the considerations of effect and interaction within the framework of the Rundgang, but also the question of how the attention for Katsikas as a whole could be increased, ran at full speed. The presence of Sophie Boehm, the graphic designer, enabled immediate implementation of visual ideas.

### Day 10 »Pitch / Discussion«

- With Mimi Hapig of Habibi Works in Greece Katsikas
- Assessment of proposals
- Reconsiderations

Feedback and discussion of the results, but also discussion of the answers to our questions shaped the discussion with Mimi. What we can ultimately offer are extended questions, other ways of working with the target groups, the offer of interaction. What is clear is that the ENABLEMENT to communicate is at the centre.



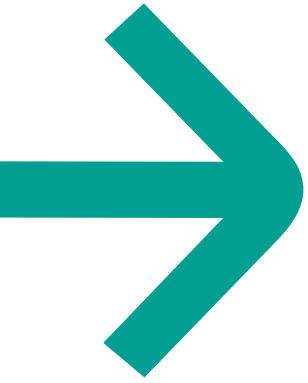
# Literature

## Footnotes:

- (1) Website of IPPO as of 11.6.2022: <http://ippo-hfg.org/>
- (2) LinkedIn account of Designers without borders 11.6.2022 <https://www.linkedin.com/company/designers-without-borders/?originalSubdomain=de>
- (3) See Thomas project website as of 11.6.2022 <https://thomasjaeger-portfolio.com/shelterspace/>
- (4) Website of Habibi.Works as of 11.6.2022: <https://habibi.works/>
- (5) Wikipedia site an Moria: [https://en.wikipedia.org/wiki/Moria\\_refugee\\_camp](https://en.wikipedia.org/wiki/Moria_refugee_camp)
- (6) For better understanding listen to DDCAST Nr 23 of 24.1.2022 with South African social designer Dr. Keneilwe Muyaj <https://podcasts.apple.com/de/podcast/ddcast-wasist-gut-design-kommunikation-architektur/id1525186605?i=1000506391705>
- (7) BETTS, Alexander; BLOOM Louise: Humanitarian Innovation: The State of the Art, OCCASIONAL POLICY PAPER, New York, 2014
- (8) Reference to the context on B.BC-Web: <https://www.bertschbrandconsultants.de/embrace-our-rivers.html>
- (9) FLAVAD, Brita; Humanitarianism: Keywords, Humanitarian Design, Leiden, S.96, 2020
- (10) JAMES Eric; TAYLOR, Abigail: Managing Humanitarian Innovation. The cutting Edge of Aid, Rugby, 2018,
- (11) BLOOM, Louise; ALEXANDER Betts: The two worlds of humanitarian innovation, Oxford, 2013, S.17
- (12) IPPO-design team principles: Design tasks are complex. And they are always too complex to be solved by one individual alone. Design-work is team-work.//“Teams“ are groups from 4 to 10 (above 10 teams should be split (team-split))//Teams take a task and decide themselves HOW to solve the task//Design-teams work along functions / roles / responsibilities / motivations not tasks. Not everyone in a design team should be a designer//Teams don't need a leader, but they need a speaker//Teams can act autonomous but they should be reviewed from outside / mirrored / have a sounding board//Good teams must be heterogeneous not homogeneous in order to work creatively and come up with fresh solutions

## Recommended literature:

- AKSAMLIJA, Azra, Design to Live, Everyday Inventions from a Refugee Camp, Massachusetts, 2021
- AMATULLO, Mariana, BOYER, Bryan, MAY, Jennifer, SHEA, Andrew ed.; Design for social innovation – case studies from around the world, Routledge, New York, 2022
- BANZ, Claudia: Social Design, Gestalten für die Transformation der Gesellschaft, Bielefeld, 2016
- BOY, Guy, Orchestrating Human-Centered Design, Berlin, 2013
- BREDIES, Katharina; Gebrauch als Design, Über eine unterschätzte Form der Gestaltung, Bielefeld, 2014
- BURCKHARDT, Lucius, in: Wer plant die Planung? - Hrg. Fezer, Jesko / Schmitz, Martin, Martin Schmitz Verlag, Berlin, 2005
- COLAH, Zasha, Hrg. Body luggage - migration of gestures, archive books / steirischer herbst, Graz, 2017
- COURTNEY, Jonathan, The Workshopper Playbook, Berlin 2020
- HASSENZAHL, Marc; Experience Design, Technology for the right reason, San Rafael, 2010
- IDEO ORG, The Field Guide to Human-Centered Design
- KURT, Larissa, Empowerment Tool ([https://www.dropbox.com/sh/vp7vm4fqub80ehi/AADE6H4mmMf4sV7qOvXuoHr5a?dl=0 &preview=EmpowermentTool\\_Web.pdf](https://www.dropbox.com/sh/vp7vm4fqub80ehi/AADE6H4mmMf4sV7qOvXuoHr5a?dl=0&preview=EmpowermentTool_Web.pdf))
- LEMELSTRICH-LATAR, Noam, Can Art aid in Resolving Conflicts?, London, 2018
- MARTIN, Bella, Universal Methods of Design: 100 Ways to Research Complex Problems, Develop Innovative Ideas, and Design Effective, Massachusetts, 2012
- MIN SOO CHUN, Alice, Ground Rules for Humanitarian Design, London, 2013
- MOYO, Dambisa, Dead Aid. Why aid is not working and how there is another way for africa, New York, 2010
- MURRAY, Robin; MULGAN, Geoff; CAULLIER-GRICE-Grice, Julie, The open book of social innovation, London, 2010
- PAPANEK, Victor, Design for the real World, London, 1985
- RUMLET, Richard P., Good strategy, Bad strategy, London, 2017
- SCHUMACHER, Ernst Friedrich; Small is Beautiful, London, 1973
- TAYLOR, Abigail; JAMES, Eric: Managing Humanitarian Innovation, Rugby, 2018,
- YOUSEFI, Hamid Reza / Brauch, Ina, Interkulturalität, Eine interdisziplinäre Einführung, Darmstadt 2011
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# Opportunity Catalog Washing

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Given the fact that in specifically restricted situations you might face a dire lack of materials usually considered as available, the “opportunity catalog washing” provides some solutions to specific problems.





# Methods / Chemicals

## No soap – no problem

- You can crush ivy in warm water and use it like soap.
- You can crush wash-nuts (also called soap-nuts from the wash-nut-tree (*sapindus saponaria*), mix them with a lot of water and use the paste instead of soap.

## Laundry stain-remover

### INGREDIENTS:

- Water
- 1 tablespoon salt
- 1 cup white vinegar
- ½ cup baking soda
- 1 tablespoon hydrogen peroxide

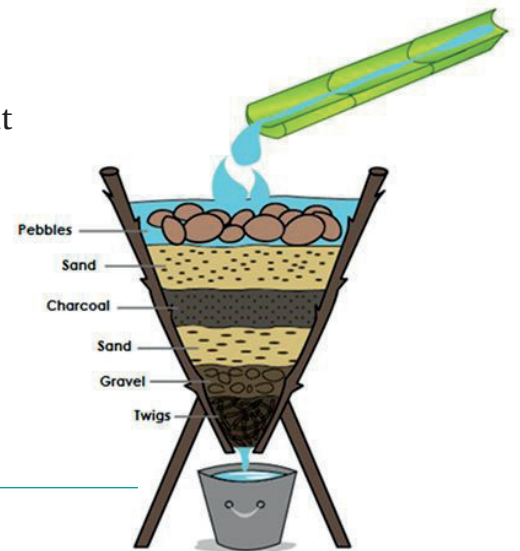
This works without peroxide and may work better than a detergent.

## Disinfect a Fabric with Vinegar

White vinegar has disinfectant properties, is an anti-allergenic, and a natural solution for killing bacteria and germs. Fill a bottle sprayer with equal parts warm water and white vinegar and shake well to mix. Stand a foot away from your clothes and mist the sanitizer over the surface.

## If there is neither fresh water nor dirty/grey water

Try to collect rainwater and sterilize it by filling it into PET-bottles and exposing it to the sun light for a few days.



## Drying and bleaching in the sun

A lot of clothes can be cleaned or at least disinfected with UV-light. Under some conditions it might be sufficient to lay them out in the sun-light during a daytime.

## Plants produce hydrogen-peroxides,

Lay clothes on the grass in the sun light.  
This helps use to bleach and neutralize smells and bacteria.

## Brushing

After you have dried the clothes, you can brush out a significant quantity of the hardened dirt.

## Hitting

If there is a river or creek, you can hand-wash a significant quantity of dirt out of the textiles. Afterwards you can take the wet clothes and hit them on a big stone or if you have a kind of a paddle or some flat thing to punch on your fabric, then lay the fabric on flat ground and hit on the clothes.

## Roll out

Wetten the clothes and then roll them over a few times with round piece of wood, or a pipe or something like this.

## Cooking

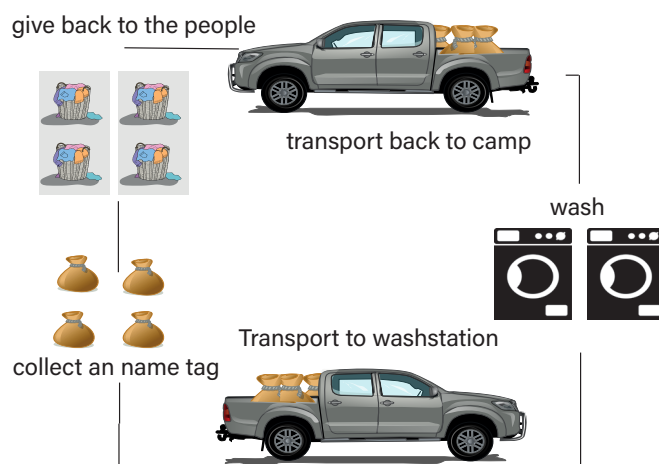
Children's pants and hygenic stuff can be dried by the sunlight and beaten out or brushed and then cooked or poured over with boiling water. Now the neutralized dirt can be washed out.

Bacteria dislike salt and sun light.  
Enzymes and smell usually don't stand soda.

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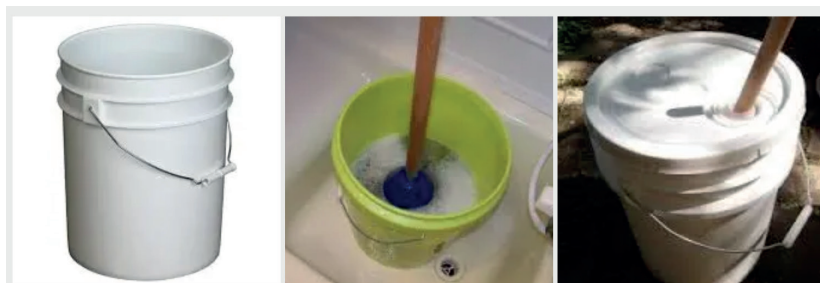
# Systemic solutions

- For baby clothes/diapers. Find a way to provide single-use diapers.
- Create a community task force for laundry.
- Install water-tanks to store water and collect rain-water.
- Get soap donated.
- Get in contact with the village and build a way to exchange men-power.
- Change washing for the camp with doing needed work for the village.
- Maybe you can negotiate a good contract, which is profitable for both sides.
- Create drying areas and on roofs for sunny days and under roofs, to lay out the wet clothes to dry when its rainy.
- Re-establishing cash-assistance.
- Create reliable links between people and organizations.
- Create a project that helps Greek people, too, and get funding through this.
- Provide bags to hide underwear while or until washing.
- Establish a wash shop in the camp.
- Create a system, that allows to wash in rivers, without polluting them.
- Educate people in using washing machines, to not crush the rest, or new ones.
- Educate people to learn alternative washing options.
- Create washing methods/systems that counter social issues.
- Create a circle-system to help people pack their dirty laundry in name-tagged bags, other people collect the camp laundry, transport it to a washing station, got it washed and dried, pack it back in the bags and bring it back to the camp.



# Hardware

Where materials are, there are solutions.



## TO USE WRINQER YOU WILL NEED:

- 2 buckets without holes (one with optional tap)
- 1 bucket with holes
- Lid

Place holey bucket inside bucket without holes (with optional tap). Place wet clothes inside bucket with holes. Place remaining bucket with lid on top. Sit on the bucket stack, this will compress the clothes in the holey bucket, pressing the water out into bottom bucket. Drain water from bottom bucket (you can simply leave the tap open if you've included a tap). Repeat as necessary.



