

1. Objectives, Challenges

- INTEGRATON aimed at strengthening the level of social and territorial cohesion in Latin American communities.
- INTEGRATION focused on public policies for sustainable inner urban development of areas, which were characterized by social and environmental degradation and poor integration in the urban context.



The specific objectives:

- ✓ improve the living conditions in urban areas,
- ✓ reduce social injustice,
- ✓ improve urban environmental quality for healthy living conditions.



2. Institutional setting



INTEGRATON 2009-2013 was part of the URB-AL III program of the European Commission, funded by 2,8 Mio. € (80 %). Five Latin American cities and a Mexican state cooperated, co-ordinated by the City of Stuttgart and supported by the NGO's KATE (Stuttgart) and ICLEI (São Paulo) and by the Umweltbundesamt (Dessau, Germany). The target groups of the action were municipal administrations and the disadvantaged population of the cities.

- Chihuahua and Guadalajara in Mexico,
- Bogotá in Colombia,
- Quito in Ecuador
- São Paulo and Rio de Janeiro in Brasil.



3. Approach

Interdisciplinary cooperation in the local administrations.

Involvement of the affected citizens in decision-making processes.

The project was implemented in three phases:

1. Conceptual fundamentals were surveyed and analysed.

2. The local authorities jointly developed recommendations for a sustainable revitalization of brownfields, addressed to city planners and other experts on municipal or states level involved as well as to consultants and investors.

3. The results were implemented in five pilot projects, consisting in planning, participation and implementation of first steps.



4. Results, Impacts, Sustainability

- Guiding principles in planning instruments (POT, Master Plan) incorporating inner urban development and the careful handling of spatial resources (BOG, CHI, SP).
- Integrated urban planning in pilot projects, involving different divisions of the municipal administration, working in decentralized, inter-departmental groups (BOG, GUA, QUI, SP).
- An effective participation of citizens in the development process, in particular of effected, socially deprived groups, facilitating sustainable solutions and integration (BOG, CHI, GUA, QUI, SP).
- An environmental management system that allows the identification and secures the remediation when revitalizing the brownfield sites (BOG, CHI, SP).



5. Experiences

- The approach of interdisciplinary cooperation in the local administrations adopted in INTEGRATION has proven itself in all different conditions.
- The involvement of the affected citizens in decision-making processes facilitated sustainable solutions and integration.
- The project offered an excellent opportunity to develop local policies anchored in local pilot projects.
- The collaboration with European partners gave the Latin American partners a greater public confidence in the competence of their own administration.
- Although the City of Stuttgart was experienced in the organizational and financial management of international projects from the beginning, the coordination of the INTEGRATION action was a big challenge.
- Advanced intercultural management competences are required.

6. Open questions



It is regrettable that the staff of Latin American governments in many cases only stays for one term in office; this serves the fight against corruption but weakens the expertise of the management and prevents continuous and sustainable work; here it is important to find appropriate solutions.

A driving force of NGOs' policy is the creation of new funds. This may lead to different interests than local authorities.

International projects are not mandatory for German local authorities and therefore should either be funded by 100 % or create an added value for the German partners.