

Hand out at the 3. Congress of Berlin's Neighborhood Councils
on 20. March 2010

The Neighborhood Councils within the Neighborhood Management Process



Neighborhood Councils -
A model for civic
participation in Berlin's
Socially Integrative City
program
Goals of the program
Socially Integrative City

In the areas of the program Socially Integrative City in the city of Berlin, citizens participate in decision making processes through a special model of civic participation: the Neighborhood Councils. A Neighborhood Council is a committee consisting of people and actors living in the respective areas ('Kiez'), who get involved in the development of their neighborhood and maintain continuous dialogue with the Neighborhood Management teams and the governmental administration.

The people living in the program areas of the Socially Integrative City are appreciated as 'local experts'. They have a share in deciding what works best for their Kiez. For several years now, active and interested residents have participated in the discussions on the allocation of funds under the Socially Integrative City program and were able to contribute their personal experiences, voice their concerns, set their priorities, express their expectations and develop their own ideas on how meaningful activities and projects could be designed.

Goals of the program
Socially Integrative
City

"The joint initiative Socially Integrative City aspires to initiate development processes in the neighborhood that promote socially depressed areas to become independent and viable districts with positive prospects for the future."

Goals of the program Socially Integrative City
Since 1999, the program "Districts with Special Development Needs - Socially Integrative City" has aimed to support the most disadvantaged districts, which are hit the hardest by unfavorable social and economic developments.

The program aims at preventing 'downward spiraling' in those areas, which would mean further impairment of the situation of their residents. The program also seeks to counteract discrimination of certain population groups and/or social segregation in a timely manner.

The Socially Integrative City program is about more than renovating developed space - it is rather about 'living space': empowering communities and promoting integration, education and employment. The underlying idea of the Socially Integrative City program was that the different boroughs themselves would become the main actors in their own development to improve the living conditions of the people living there. As such, supporting the initiative of residents and actors is essential to create ownership for this kind of positive self-development.



2. Congress of Neighborhood Councils
2009



Kick-off workshop - Preparing for the 3. Congress of Neighborhood Councils in 2010



The program pursues different objectives for the involved neighborhoods. These include:

- creating a prospect of lasting and sustainable development for these areas;
- strengthening self-reliance and commitment among residents and actors;
- recognition and exploration of local resources and potential;
- pooling of resources by strengthening networking among different actors;
- encouragement of interdisciplinary dialogue and activity.

There is a clear focus on activating people and conducting participatory activities, complemented by awareness raising and mobilization activities on the neighborhood level for more social stability within these areas.

Implementation of the program Socially Integrative City in Berlin

The program Socially Integrative City was launched in 15 areas in 1999 and has to date been extended to 34 areas. Four areas that performed very well were already phased out.

All areas of the Socially Integrative City program basically fall in one of the following three categories:

- Inner-city traditional boroughs (in both the former western and the former eastern part of the city);
- large public housing estates in the former western part of the city; and
- large complex housing estates in the former eastern part of the city.

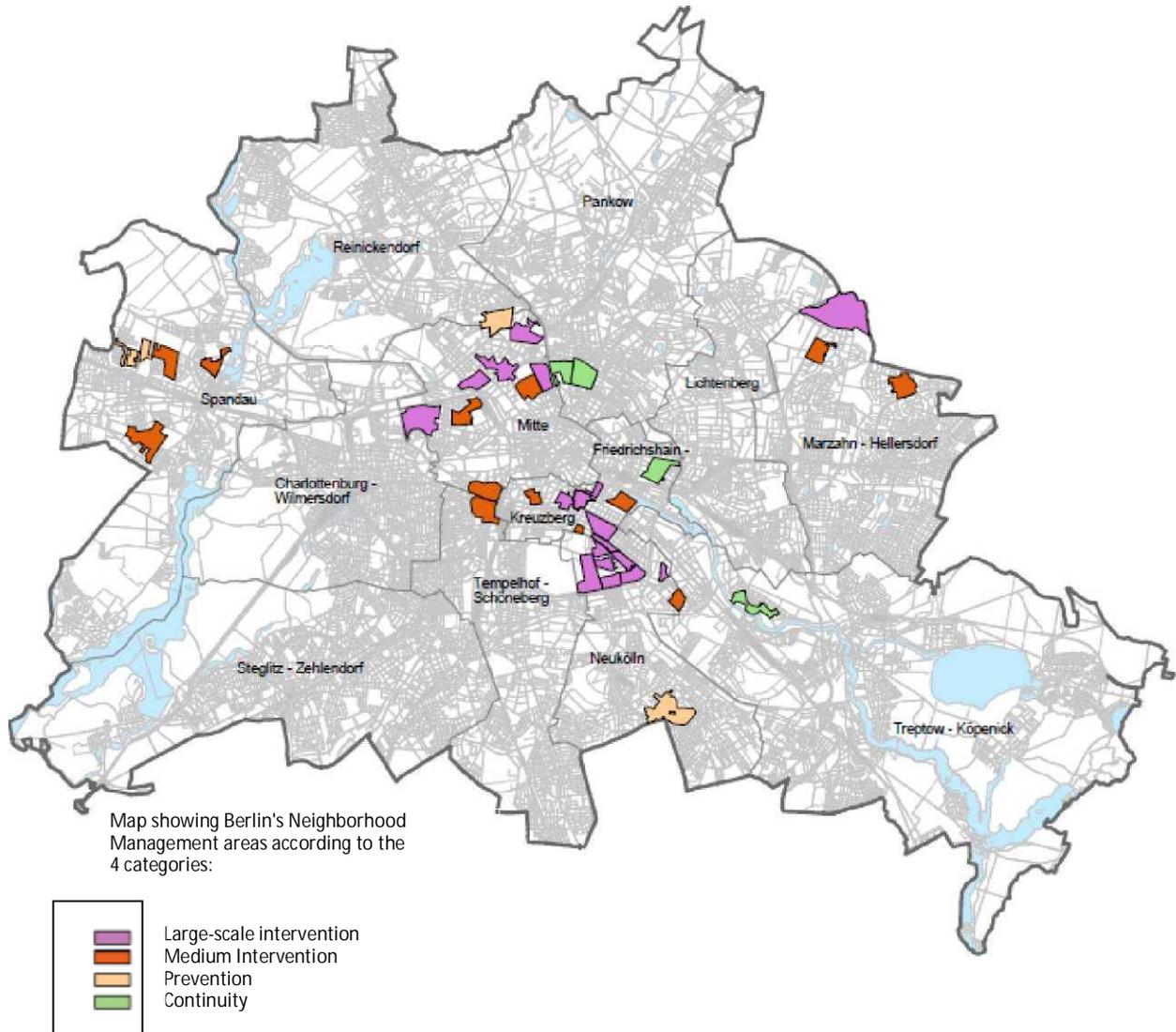
These areas are usually characterized by a high fluctuation of residents, many of which heavily dependent on subsidy income and/or have a migration background. Additionally, they are affected most by the economic change within the city of Berlin.

Facts and figures

Areas under Neighborhood Management:	34	
Area:	2,210 ha	Berlin: 89,175ha
Smallest area	8.5 ha	Werner-Düttmann-Siedlung
Largest area	248 ha	Marzahn Nord West
Population (31.12.2008)	391,968	Berlin: 3,362,843
Smallest area	2,775	Werner-Düttmann-Siedlung
Largest area	24,064	Gropiusstadt/ Lipschitzallee
Non-German (on foreign passport)	112,665 (28.74%)	Berlin: 470,051 (13.98%)
The proportion of residents with a migration background is considerably higher, at least at 15%		
State aid recipients	36.33%	Berlin: 19.83%
Unemployment rate	9.97%	Berlin: 6.49%
Purchasing power per capita and year	14,624 €	Berlin: 16,908 €
Debt rate	23.59%	Berlin: 13.96%

Some facts on the Socially Integrative City program²

Depending on the seriousness of the prevailing problems, the areas have been categorized in four categories since 2005: large-scale intervention, medium intervention, prevention and continuity. The areas that fall into these categories are characterized by different elements such as the level of social pressure, the level of intensity of the intervention and the level of human and financial resources invested.

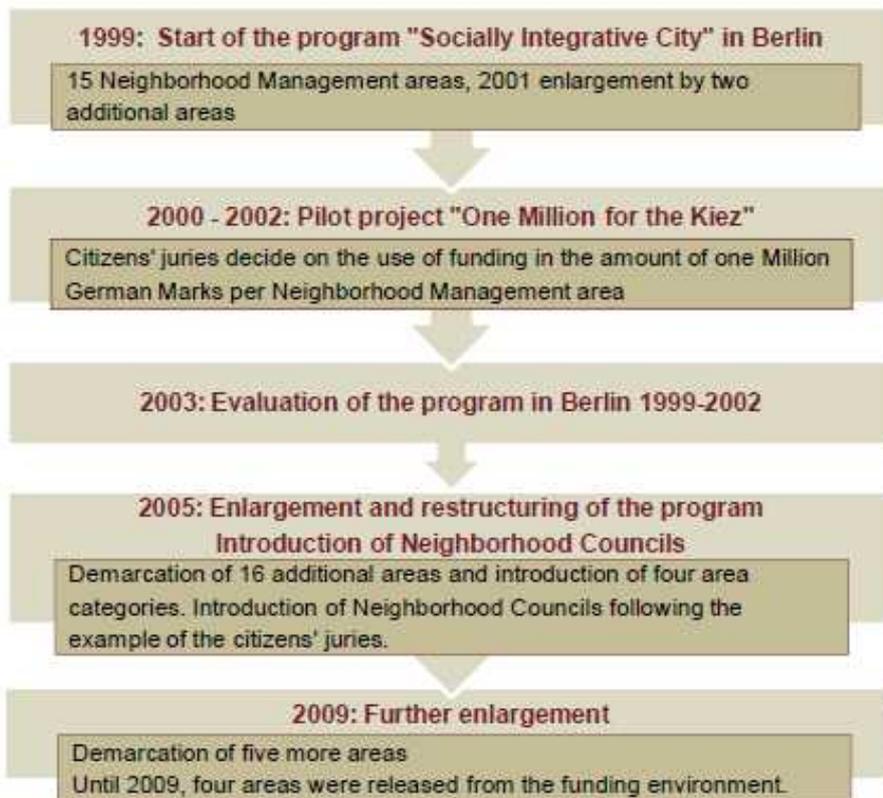


Area categories

Category 1: Large-scale Intervention	18 areas	These are areas with severe problems that show high deviation from the overall average. They receive the largest proportion of available funding.
Category 2: Medium Intervention	13 areas	These are areas with medium problems, e.g. negative deviation from the average.
Category 3: Prevention	3 areas	Minor problems with slightly negative deviation from the average. These areas receive less funding.
Category 4: Continuity	4 areas	These areas show a positive development and receive no more funding. Projects initiated in earlier years have been finalised. The funding period for one of these areas expired at the end of 2009 and the area is now no longer funded under the Socially Integrative City program. For three of these 4 areas have sustained without funding since end 2008.

When the program Socially Integrative City in Berlin was launched, the question arose on how to take into account the calls for more inclusive civic participation. To this end, in 2001 the Berlin Senate Department for Urban Development initiated the pilot project “One Million for the Kiez” in order to directly and very seriously involve residents as well as local actors. The positive experiences made with this project have laid the groundwork for the introduction of the current Neighborhood Councils. Since 2005/06, they have become an integral part of the work in all Neighborhood Management areas.

Civic participation under the Socially Integrative City program in Berlin



Important milestones in the Implementation of the Socially Integrative City program in Berlin

Pilot project “One Million for the Kiez”

In springtime 2001, all 15 Berlin Neighborhood Management areas (as of 2002: 17 areas) were allocated a budget of one million Deutsche Mark each (equivalent to roughly € 510 k today). An independent citizens' jury was asked to decide which projects should be approved. The first “neighborhood fund” was planned for one year, or until funds would have been fully expended. After that, an evaluation was conducted.

The findings of the 2003 evaluation were overwhelmingly positive. Various aspects indicated the success of the underlying approach:

- It was possible to mobilize residents to take on responsibility for the neighborhood they live in for the very first time.
- The number of groups and actors interacting with the Neighborhood Management increased.
- The spectrum and number of activities increased, with a focus on children and youth.
- Since the juries were free to decide at their own discretion, even quite unconventional project proposals were given a chance for implementation.
- The juries monitored the impact more closely than expected, questioning how meaningful a project was for the Kiez and how efficiently resources were used. The proposed budgets were scrutinized thoroughly and very critically.

Involved residents initiated dialogues with neighborhood actors and mutual exchange was strengthened. This helped immensely to reduce the gap between theory and practice.

The Berlin Audit Court was asked at a later stage to audit the financial reports of the more than 800 projects, initiatives and activities. Almost none of the projects gave rise to any objections, a fact that many people had had their doubts about when the pilot project "One million for the Kiez" was launched.

Strengthening Participatory Approaches as of 2005

Beginning from 2005, discussions intensified within the Senate Administration on ways to further enlarge on the participatory approach in implementing the Socially Integrative City program. As a result of these discussions, total funding for the program was divided into five different neighborhood funds in early 2007. Ever since, the Neighborhood Councils have been involved in the decision making process on the two most important funds - Neighborhood Fund 2 and 3 - on an ongoing basis, whereas the underlying decision making process has become an integral part of civic participation in the program areas.

Main goals of the Neighborhood Councils: Networking and Communication

Content wise, the main goal of the Neighborhood Councils is to give the boroughs a "voice" and provide a platform for discussion and consultation as well as to enable them to participate in the decision making process on the allocation of the program funds availed to the respective area under the Socially Integrative City program. Given that the members of the Neighborhood Councils are well-acquainted with the situation on the ground, knowing the problems but also the potential, their vote is of particular significance. And, maybe more importantly, their work contributes to improved communication and networking among actors, the Kiez community and governmental administrations.

Involvement of residents and actors from across the entire community, representing the greatest possible spectrum, is extremely important for the program to reflect the diversity of the population living in those areas and pursue a need-based approach. Strengthening communication and networking is expected to facilitate pooling and effective and efficient use of resources through increased collaboration and cooperation. The knowledge of both stakeholders and the local residents helps to design the projects the most reasonable way, enabling efficient use of funds.

Eventually and noteworthy, the work of the Neighborhood Councils significantly contributes to the development of creative pilot projects, which can then become a starting point for positive development in the areas and beyond. Such "initial sparks" can be achieved, for example, where actors learn to work together towards a common goal, where projects build the capacity of or mobilize residents to take initiative. It is also considered a success if a particularly meaningful approach for solving a particular problem has been developed under a project. Bringing various people with their individual experiences and ideas at one table through the Neighborhood Councils forms a good basis for such developments. Positive examples include voluntary community workers such as the "District Mothers" ("Stadtteilmoetter") or the "Parent Guides" ("Elternlotsen").

Berlin's Neighborhood Management is financed under the federal/state program Socially Integrative City with support from the European Funds for Regional Development (EFRE).

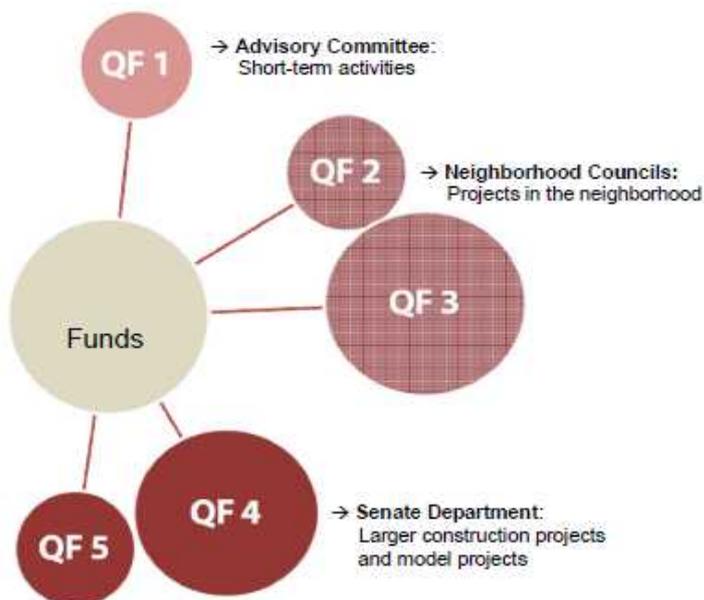
The total annual budget for the Neighborhood Funds amounts to €15.4 million. More than 3,000 projects have been funded over the past years. Funds have been allocated every year to five different Neighborhood Funds in Berlin since 2007.

The Advisory Committees and/or Action Fund Juries established in each Neighborhood Management area are involved in the allocation of Neighborhood Fund 1. Neighborhood Fund 1 supports short-term action plans with Euro 15,000 in each area. Neighborhood Fund 2 is a small grant facility for action plans with a budget of up to Euro 10,000 and primarily intended to strengthen local initiatives. In 2008, the fund approved an aggregate Euro 970,000 to all Neighborhoods for allocation over the fiscal years of 2008-2010. Neighborhood Fund 3 supports the implementation of larger projects with a longer project period and a budget exceeding Euro 10,000 that contribute to the Neighborhoods' focus areas of action. This includes, for example, socio-cultural activities and smaller construction projects. A total of 8,845,000 Euro was allocated for these projects in 2008, also for a three-year period. The Neighborhood Councils mainly benefit from the Neighborhood Funds 2 and 3. These funds have been specifically earmarked to support individual activities and projects exclusively. It should be noted that the members of the Neighborhood Councils do not receive any payment for their work - they are volunteers, who contribute their time to see a positive development of their Kiez.

Funding through Neighborhood Funds

Sources of funding 1999 - 2009:	
Federal State:	35,127,931 €
European Union (EFRE):	66,044,060 €
Berlin:	83,471,558 €
TOTAL:	184.643.549 €

Sources of funding 1999 - 2009²



Neighborhood Funds (QF)

... are a fixed budget available for funding activities and projects within an integrated urban development framework. Funding decisions are primarily made by residents and local actors. The idea is to empower them to develop their own strategies for the development of their neighborhood and implement those strategies with their own budget.

Berlin has five different Neighborhood Funds.

Two more budgets are allocated on state level by the Senate Departments: the Neighborhood Funds 4 and 5.

Neighborhood Fund 4 provides funding for construction projects with a budget exceeding Euro 50,000 in all Berlin Neighborhood Management areas. The Neighborhood Management teams usually submit their proposals to the regional administration after prior consultation with the Neighborhood Council. Since 2010, activities may also be proposed by the local administrations. For the first time ever, energetic activities are included. The local administration in turn compiles a list of priorities from all submitted proposals for funding, which are then submitted to the Senate Department for Urban Development that decides on which projects can be supported.

Neighborhood Fund 5 is dedicated to support model projects with a cross-sectoral approach - for example, the District Mothers initiative was funded from this source. Projects of this kind are usually initiated by, for example, independent working groups from the fields of migration, integration or education - however, the Neighborhoods are always encouraged to contribute their ideas.

The work of the Neighborhood Councils

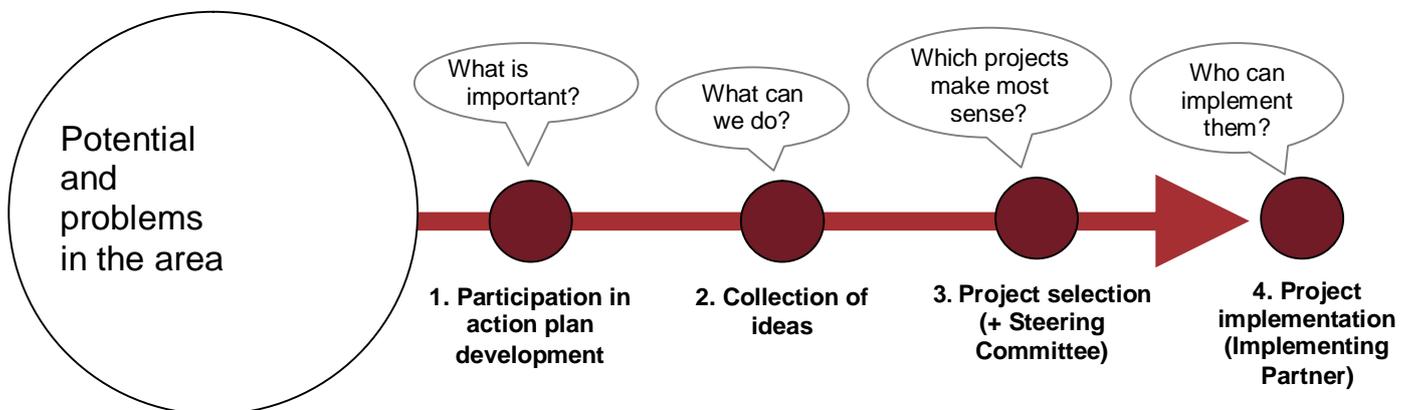
The most important task of the Neighborhood Councils is to participate in the discussions on the allocation of funds from the Socially Integrative City program, as the members of the Neighborhood Council are most informed about the situation at the grassroots level.

The entire process is a bottom-up approach based in the Neighborhood itself, where the various problems and unmet needs are prevalent. And yet, there are so many talents, untapped potential and resources among citizens and actors – which is why the Neighborhood Councils depend on the knowledge and skills these people can contribute.

A justified decision on the allocation of funds requires several steps:

1. Selection of focus areas of action which are of particularly importance for the relevant area.
2. Gathering of proposals contributed by residents and/or actors and developing own ideas regarding such proposals by the members of the Neighborhood Councils.
3. Assessment of the ideas gathered and joint decision-making on the allocation of project funds together with the governmental administration and the Neighborhood Management.
4. Selection of a suitable implementing partner to implement the project.

How an idea becomes a project:
Graphic representation of the Neighborhood Council decision making process



1. Participation in the development of an action plan: Focus areas of development in the neighborhoods

At the beginning of the process, it is first of all important to define and analyze the local requirements to ensure that the right priorities are set and followed up in the following process.

The work of the Neighborhood Councils is based on nine strategic focus areas of Neighborhood Management. Within these focus areas, certain aspects of particular importance for the respective "Kiez" are defined by most of the Neighborhood Councils. This is done e. g. at workshops dealing with the problems, but also the potential of the area. Neighborhood Forums and community meetings offer another opportunity for exchange.

According to a survey among the Neighborhood Management teams, the most important aspects in 2009 und 2010² included:

- improving community life (integration);
- improving career opportunities;
- education and advanced training;
- improving the quality of residential and living space.



Workshop with the various Neighborhood Councils

2. Collection and development of project ideas

The following step is a call for ideas and projects which can be implemented in the "Kiez" in response to local needs and potentials. Basically everyone looking for certain improvements in the Kiez can hand in a proposal - be it a resident or a local organization. Content wise, the projects may relate to each of the nine focus areas, including, for example, projects related to employment, education, living environment etc.

A public call for proposals is issued in the Neighborhoods, requesting all residents and actors to submit their project ideas. Very often, project ideas are contributed by public institutions, such as schools, youth centers or associations and citizens' action groups, but also a number of Neighborhood Councils make use of their own opportunity to develop and design projects.

The project ideas which are collected in this process are often very different - content wise, but also in the way they are presented. Some are only suggestions in which area more should be done, others are more elaborated projects including detailed results and activities.

All project proposals are subject to a review by the administration to make sure that they fulfill the eligibility criteria - e.g. to find out if they are actually in line with the aims of the program, the funding guidelines and budgetary requirements. This is done by the Steering Committee, which is composed of the respective Neighborhood Management Teams, the area co-ordinators at district level, possibly expert staff of the administration and, in some cases, members of the Neighborhood Councils.

3. Selection of projects

It is often the case that eventually much more ideas have been collected than can be implemented. The Neighborhood Councils then decide which ideas are the most promising ones to be implemented.

To support an objective selection, some of the Neighborhood Councils have agreed on selection criteria that help them to evaluate a project proposal. These criteria include, for example, that the project should be locally based and make a sustainable impact, but also the relevance of the underlying problem and how far the project is in line with the own focus areas of the Neighborhood Council.

Steering Committee
The Steering Committee consists of the Neighborhood Management Teams, the area co-ordinators at district level, possibly expert staff of the administration and, in some cases, members of the Neighborhood Councils and generally meets once every month. Its tasks include the management of the Neighborhood Management process and supervision of the use of funds. The Steering Committee usually reviews if the ideas or project proposals fulfill the eligibility criteria for funding.

The aim is to compile a list of project proposals to be presented to the Steering Committee/ the office of the Neighborhood Management representative to issue a call for expression of interest.

4. Project implementation

As soon as the funding priorities are set for the Kiez, suitable partners - persons or institutions - must be identified to implement the projects. An implementing partner can have natural or legal personality. Implementing partners can be organizations, associations, cooperatives, educational institutions and agents, welfare associations, churches, local businesses and business associations but also individuals.

Applications are requested through a tender process, a call for expression of interest. The decision about the implementing partner will then be taken by the Steering Committee and the Neighborhood Councils. In any case the implementing partner should be strongly connected to the project area and capable to implement the project idea in accordance with what has been approved by the Neighborhood Council.

The projects are as diverse as are the nine focus areas - education, the living environment, integration projects - there seems to be no limit for the range and creativity of ideas. There are reading projects for children, street festivals, image campaigns, redesign of squares and parks, mobile playground attendants, parent cafés, cooking in the neighborhood, soccer tournaments, living Advent calendars, neighborhood gardens, mediators between school and parents, theater projects - the list could be much longer after 10 years of a Socially Integrative City and the work of the Neighborhood Councils in 34 neighborhoods today. Many of the projects are something very special in detail, because they were designed according to the very special wishes of the neighborhood's residents.

The following procedure differs for Neighborhood Fund 2 and 3:

Funding under Neighborhood Fund 2 is approved as a block grant to the Neighborhood Management team, which is then responsible for awarding small grants to selected partners who are thereby contracted to implement future projects. All reporting and other obligations regarding the grant are within the responsibility of the Neighborhood Management team; including the request for disbursement of tranches, budget management and financial reporting to PSS. The implementing partners are thus able to concentrate on the implementation. Of course they are obliged to provide documentary evidence for their expenses and present a final report to the Neighborhood Management team.

PSS
PSS is a service provider entrusted by the Senate Department and/or the district authorities with the administration of funds for the funding programs "Socially Integrative City", "Urban Renewal", "Urban Redevelopment (West and East)" and "Education in the Neighborhood". PSS assumes formal tasks (such as budget reviews and disbursement of funds) and provides counselling and support to beneficiaries. More information at www.pss-berlin.eu



Neighborhood Council Meeting:
Casting votes at the Neighborhood
Council Pankstrasse



Neighborhood Council elections: Congratulations to the new Neighborhood Council Members in the Pankstrasse Neighborhood (left) and Call for election in the Zentrum Kreuzberg area (right).

Neighborhood Fund 3 follows a different approach. The implementing partner is implementer and grantee at the same time. It is responsible for the funding proposal, requests for payments and accounting for the grant. Funding proposals and requests for payments are submitted to PSS. Disbursement of funds is effected by the respective funding body.

Neighborhood Council Meetings

To discuss the aforementioned issues, the Neighborhood Councils meet on a regular basis for discussions and voting - at least once every two months. However, most Neighborhood Councils actually meet more frequently, between nine and up to twelve times a year, for meetings of between 2 and 3 hours. These meetings are usually facilitated and organized by the Neighborhood Management team staff.

The meetings of the Neighborhood Management teams are open to the public, and interested people are welcome, even though in fact they do not have a voting right at such meetings. Further to this, regional conferences, district forums or similar events are held in many neighborhoods, where residents are invited to contribute their thoughts and ideas.

All of the Neighborhood Councils make decisions by voting, whereas three-quarters of all members form a quorum. Decisions are taken with a two-thirds majority. Minutes are recorded at each Neighborhood Council meeting so that the voting results can be tracked easily. Most of these minutes can be accessed online.

Neighborhood Council Membership

In general, the members of the Neighborhood Councils are elected in public elections conducted in the respective neighborhood. Every citizen who lives in the relevant Neighborhood Management area and is at least 16 years old can stand for election. The same applies to the exercise of a voting right.

In 2008 and 2009, elections to form new Neighborhood Councils took place in 25 Neighborhoods. By this time, the participation rate of voters had increased significantly in many neighborhoods and reached to up to approximately 500 persons. This is a remarkable success. More and more people start to show some interest in what is happening in their neighborhoods and actively make use of their influential possibilities.

There are also some neighborhoods where interested residents came on board of a Neighborhood Council by other means than an election, for example because of their ongoing commitment. The regular term of office of a member of a Neighborhood Council is two years, which are needed to ensure stability and continuity in the Council's work. Experience has shown that most people need some time to become acquainted with the administration, the Kiez, the projects and work flows of the Neighborhood Councils.

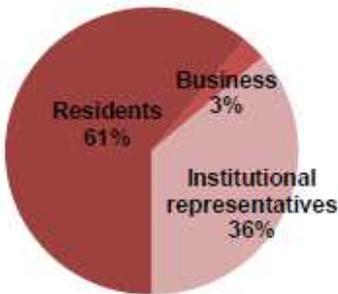
Composition of the Neighborhood Councils

The 34 Berlin Neighborhood Councils consist of 25 members on average. As a rule, between 15 to 30 members should work in a Neighborhood Council, whereas the benchmark for determining the number of members is the size of the neighborhood - there should be at least one member per 1,000 inhabitants. The most important aspect to be considered in the composition of the Neighborhood Councils is to integrate the population of the neighborhood in all its diversity in terms of e.g. gender, race, age, or employment status, which is important to avoid that any needs are neglected.

There are two ways to ensure representation of all of these groups into the work of the Neighborhood Councils: either by representation by a resident who stands for a particular demographic group, or by a person who is specifically well-acquainted with the issues and needs of a certain group (e.g. street workers for youth). For this reason, at least half of the members of the Neighborhood Councils are residents, whereas the other members are institutional and interest group representatives.

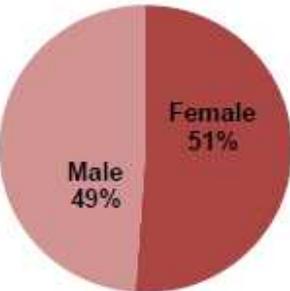
The votes held by residents are supposed to exceed the votes of the actors by at least one vote to give them more weight. According to a recent survey, an approximate sixty per cent of the [voting rights in the] Neighborhood Councils are attached to residents of the areas.³

Composition of the 34 Neighborhood Councils³

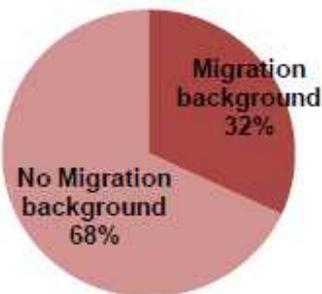


Composition

Most neighborhoods with a Neighborhood Council have a high rate of population with a migration background, in some cases, up to 48% (with the exception of the Marzahn and Hellersdorf neighborhoods where the rate of migrant residents is generally lower).



The integration of migrant population groups is an important factor in the work of the Neighborhood Councils, as they have different views and are facing different challenges in many respects. It often depends on whether important framework conditions are complied with, whether or not a project is accepted by the target group. However, these framework conditions must be known. Accordingly, the Neighborhood Councils have made proactive efforts to engage migrants, however, well balanced integration of the diversity of up to 30 different nationalities poses a challenge which sometimes cannot be met. In total, 32% of the members of the Neighborhood Councils have a migration background of mainly Turkish and Arab origin.



The composition of the Neighborhood Councils is largely gender-balanced, with female participation varying from 30% to 60% in the different neighborhoods.³

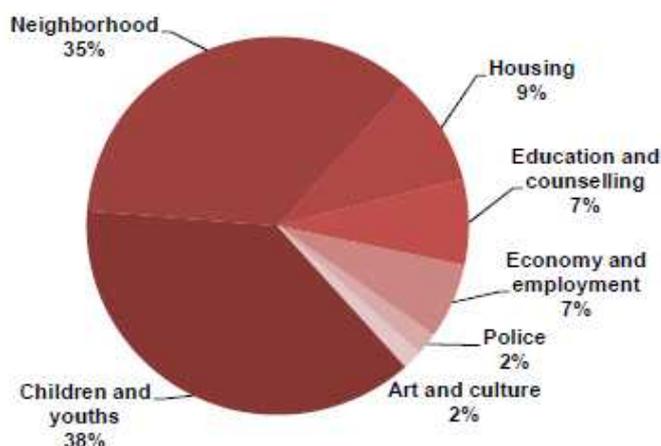
Institutional Representation: Strong Partners in the Area

In addition to the residents, the Neighborhood Councils are composed of representatives of local institutions and organized interest groups (including e.g. citizens' associations), which are, due to the nature of their work or their voluntary commitment, particularly well-acquainted with the needs of particular target groups - for example, nurseries and schools gain firsthand information on the problems of families in the area through the children. Other strong partners are personally interested in a positive development of the areas and are therefore motivated for community work.

A recent survey has found that among actors and representatives of interest groups the field of children and youth work is particularly strongly represented - these include nurseries, schools and children and youth facilities. Also a prominent role play representatives from the field of community work, e.g. from social, cultural, migrant and faith-based organizations, projects and associations, as well as community centers. Other key actors include public and private housing companies and representatives from the fields of education and counseling, business and employment as well as art and culture. In some neighborhoods, representatives of the local police are members of the Neighborhood Councils.

Actors and institutional representation

Children and youth	37.74%	Daycare centers, schools, children and youth centres
Neighborhood	35.16%	social, cultural, intercultural and faith-based organisations, projects and associations, community centers
Housing	9.35%	Housing societies, owners, tenants' advisory boards
Education and counselling	7.10%	Libraries, counselling services, adult education, vocational training
Economy and labour	7.10%	Business
Police	1.94%	
Art and culture	1.61%	Artists, art and cultural institutions



Composition of actors and institutional representatives within the 34 Neighborhood Councils³

Forecast: The Future of the Neighborhood Councils

34 Neighborhood Councils in Berlin – out of which some have worked for 5 years, whereas others were founded only lately in autumn 2009. Time after time, we have learnt how important it is to share experiences and learn from each other.

Based on these encouraging developments, in 2010 the Congress of Neighborhood Councils will take place in Berlin - a valuable opportunity for networking and dialogue. For the first time, preparation workshops are taking place beforehand in order to facilitate the participation of the Neighborhood Councils in the preparations and define the topics that should be discussed.

These are the most important topics:

Simplified procedures and more exchange

Over the past five years, the Neighborhood Councils have made different experiences in their neighborhoods, have been confronted with a variety of problems and chances, and have shown and encountered different levels of commitment. This offers many opportunities to learn from each other. These opportunities could be better explored through ongoing and intensive networking and communication amongst the Neighborhood Councils.

More independence and social responsibility

Funding under the program Socially Integrative City is limited and will expire in 2013. This means that also the work of the Neighborhood Councils as it takes place today is limited. The issue of civic commitment, however, will remain a current one beyond the end of the program, which is why active citizens in many neighborhoods are already exploring opportunities to keep up their work. Civic trusts or civic associations are among the different options currently being considered to enable future commitment.

More interested people and supporters

The Neighborhood Councils are already doing very good and important work. Ongoing public relation is considered an important issue by all Neighborhood Councils in order to win more and new people over to increase their commitment for their "Kiez".

With this in mind:

Why not get involved?

Your Neighborhood Council and Neighborhood Management team will welcome your ideas and support.

Commissioned by:

Berlin Senate Department for Urban Development,
Department Socially Integrative City, Württembergische Str. 6,
10707 Berlin, Germany.

Editing and design: Gesine Schulze
Dipl.-Ing. Urban and Regional Planning
schulze.gesine@arcor.de

Illustrations and references:

Graphs and tables (except map p. 4): Gesine Schulze

Photos: Gesine Schulze: p. 2 (left),

Senate Department for Urban Development, Department IVB: p. 2 (center and right),
p. 4 (map) and p. 9

Anne Wispler (Sparrplatz): p. 10 and p. 11 (left)

¹ARGEBAU - Arbeitsgemeinschaft der für das Bau-, Wohnungs- und Siedlungswesen
zuständigen Minister der Länder (Hrsg.) (1999): Leitfaden zur Ausgestaltung der Ge-
meinschaftsinitiative „Soziale Stadt“. Berlin.

²Senate Department for Urban Development, Department IVB

³Data collection in Neighborhood Management Areas in January 2010 by Gesine Schulze

Last updated: Berlin, March 2010

