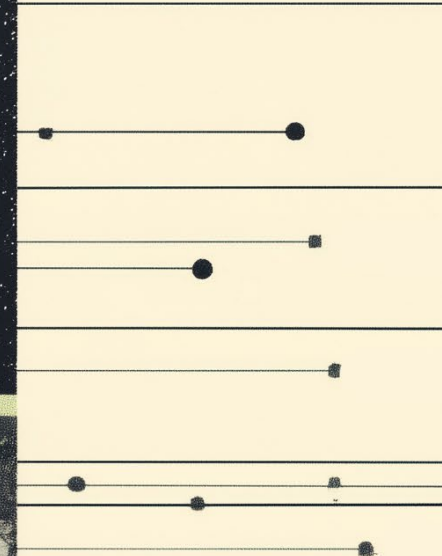
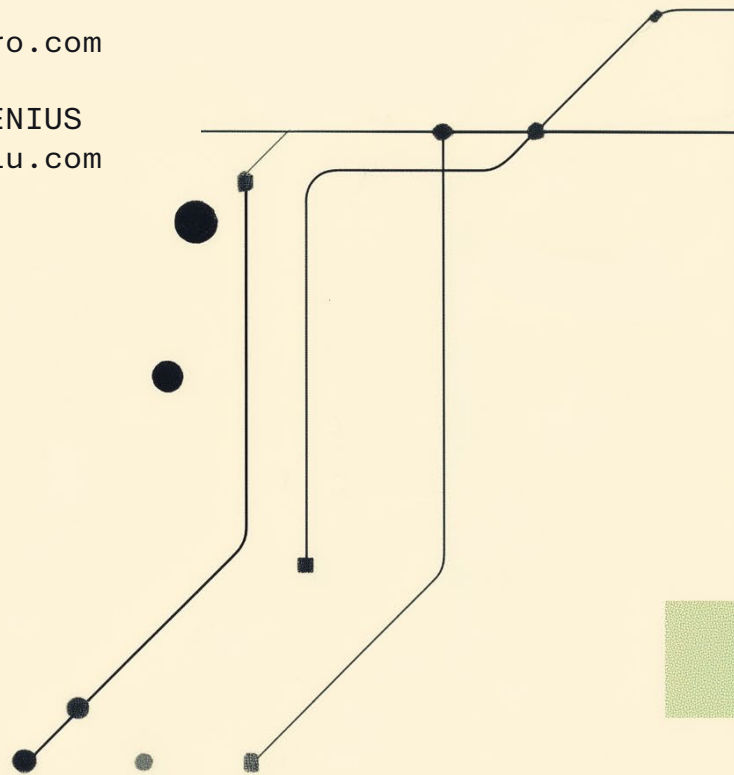


Atlas de implementación urbana: Patrones de éxito y obstáculos en buenas prácticas de sostenibilidad

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ciencia de datos y
planificación urbana

idea central:
*convertir texto narrativo en
conocimiento estructurado*



Temas clave:

- brecha entre ambición y ejecución.
- no basta con tener políticas, planes o proyectos *correctos*.
- problemas de aplicación en contextos reales.



Hipótesis:

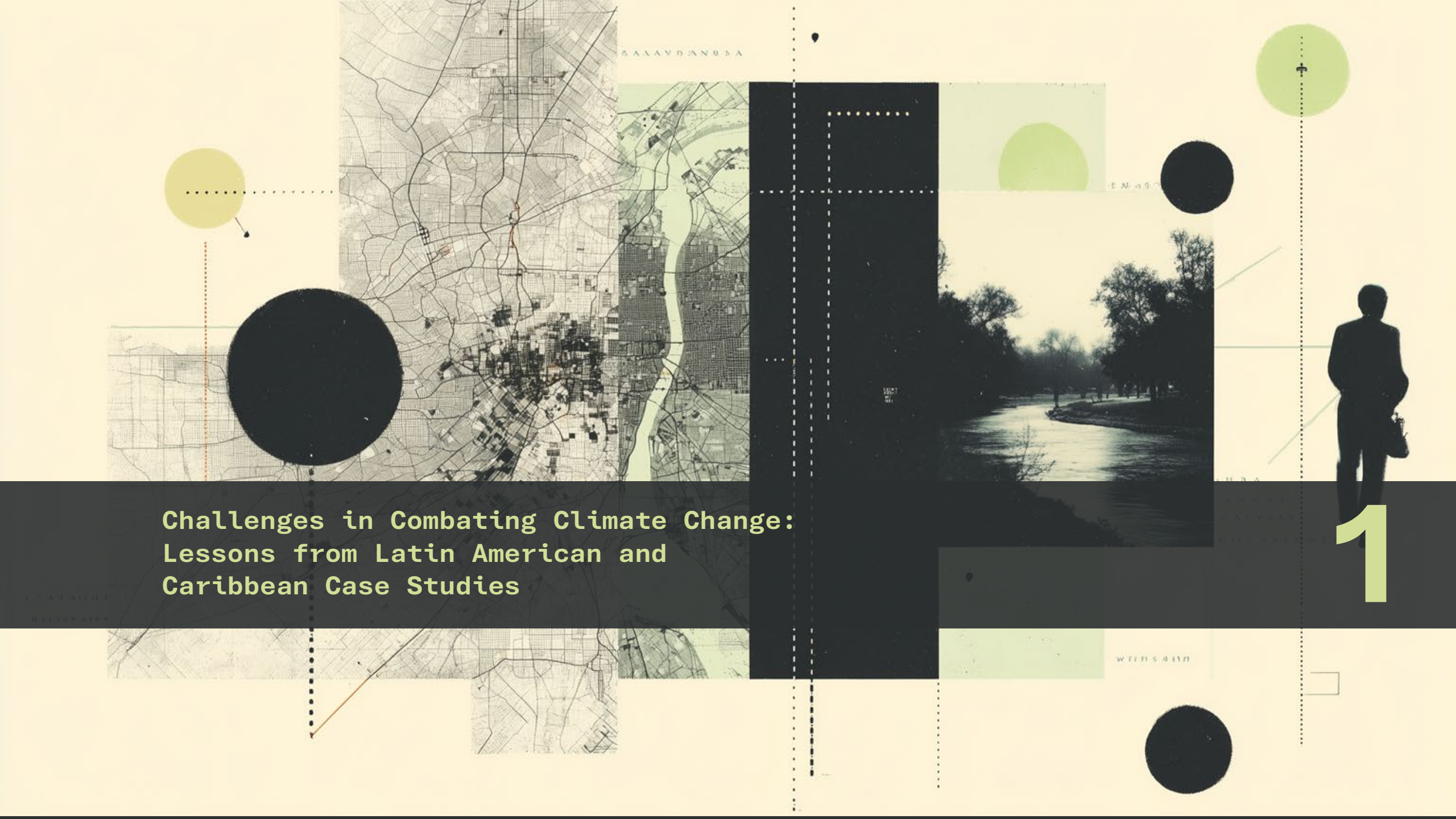
- las **buenas prácticas** no son receta, pero sí contienen señales sobre obstáculos, estrategias y condiciones de éxito.
- si las analizamos sistemáticamente, pueden informar mejores proyectos futuros.



Evolución:

- obstáculos
- obstáculos + acciones
- resultados + transferibilidad





**Challenges in Combating Climate Change:
Lessons from Latin American and
Caribbean Case Studies**

1



muestra y método

- 35 casos
- Urban Sustainability Exchange (USE)
- región: América Latina y el Caribe
- open coding
- 7 etapas inspiradas en Saldaña

1

Challenges in Combating Climate Change: Lessons from Latin American and Caribbean Case Studies

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Keywords: best practice, urban planning, urban policy, sustainable development, policy implementation.

Climate change presents a complex global threat, particularly in Latin America and the Caribbean, where the impacts are severe, yet the region also showcases innovative approaches to face these issues. This study systematically analyzes the challenges faced by urban sustainability projects in the region, drawing insights from 35 case studies in the Urban Sustainability Exchange (USE) database. The primary objective is to identify shared challenges in implementing climate action initiatives, offering valuable lessons for future projects. Challenges were categorized into 14 themes, with issues related to collaboration and communication emerging as the most frequent. Other significant challenges included infrastructure limitations, funding constraints, and social resistance. While environmental degradation is a central concern, more immediate challenges often involve operational, logistical, and social conditions, such as resistance from communities and bureaucratic hurdles. Addressing these challenges is critical to ensuring the success of climate initiatives. By identifying these obstacles, architects, planners, and policymakers can strengthen proposals, allocate resources effectively, and enhance stakeholder engagement. This research underscores the importance of a multidimensional, collaborative approach to overcoming urban sustainability challenges in the region.

INTRODUCTION

“Take urgent action to combat climate change and its impacts” is Sustainable Development Goal 13. While the world is witnessing the climate crisis in real time, this goal “demands immediate action for drastic reductions in global greenhouse gas emissions in this decade and the achievement of net zero by 2050.”¹ But the most recent UN report on Sustainable Development Goals (SDGs) showed that SDG 13 and SDG 16 (Peace, justice and strong institutions) were the only ones that had not met any percentage of their targets, showing only stagnation, regression, or marginal progress.² All the other SDGs have met between 10% to 40% of their targets.

While “the year 2023 broke every single climate indicator and was the warmest year on record,”⁴ multiple challenges such as spatial scarcity, climate deniers and skeptics, governance complexity, normative challenges, institutional inertia, and green paradoxes are preventing or at least slowing progress on this goal.³ These challenges are common, so common that they repeat in one way or another in different places and circumstances.⁵ But there is little to none studies that systematically analyze them to inform and prevent future initiatives. Further, several studies have highlighted the need for more research on the complexity of climate change mitigation and adaptation policies and implementation.⁶

Framed in this complex problem, this research is looking to provide valuable insights by offering evidence-based common challenges found in case studies that can inform future climate action efforts. This research is crucial because it provides valuable lessons that could enhance the effectiveness of future initiatives. By understanding these shared obstacles, policymakers and practitioners could develop more informed strategies that are better suited to overcome these challenges. Furthermore, knowing these challenges would allow for improved resource allocation, better stakeholder engagement, and more tailored approaches to addressing climate change. This knowledge would not only benefit local programs but also contributes to global efforts by offering transferable insights.

MATERIALS AND METHODS

The research focuses on Latin America and the Caribbean. This choice does not seek to overlook the region’s diversity but rather acknowledges shared characteristics such as some of the most severe impacts of climate change.⁷ At the same time, Latin America and the Caribbean are distinguished from other regions facing climate challenges by a combination of factors. Geographically, the region is highly exposed to extreme weather events such as hurricanes, floods, and droughts, which are intensifying due to climate change. Socio-economically, the region grapples with profound inequalities, with marginalized communities often bearing the brunt of environmental degradation and climate-related disasters. Additionally, the region’s heavy reliance on natural resources creates vulnerabilities when ecosystems are disrupted. Furthermore, the region is categorized

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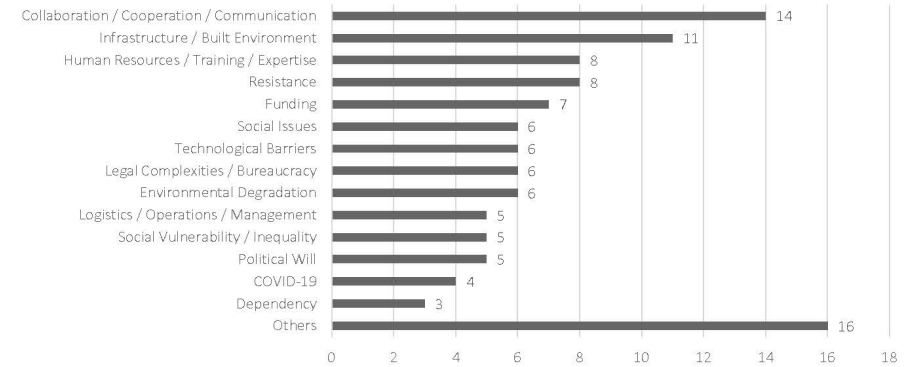


Figure 2. List of categories defined from the Barriers and Challenges section of the reports.

projects or programs. However, it is equally important to understand the specific context in which these challenges appeared in the case studies. In the following section, each category is defined based on the information collected, with relevant examples provided to offer a deeper understanding.

Cooperation / Communication / Collaboration (14 mentions) denotes the multi-dimensional engagements in which the stakeholders include government agencies, private sector organizations, civil society, and communities cooperating to ensure that urban sustainability initiatives are implemented. It, therefore, shows both the formal and the informal processes of working together to achieve mutually agreed ends. But many other specific issues could be seen. Some cases pointed at internal conflicts among committee members, complicating efforts to maintain a cohesive group.¹⁶ Others faced challenges to ensure continuous technical follow-up and clear communication with applicants and beneficiaries,¹⁷ had to implement assemblies and working groups to stimulate citizen participation and dialogue,¹⁸ or struggle with several rounds of negotiations to formalize cooperation agreements.¹⁹


Infrastructure / Built Environment (11 mentions) refers to the physical structures and facilities—such as transportation systems, public spaces, and utilities—that are crucial for supporting urban sustainability initiatives. This code addresses the challenges and limitations posed by existing infrastructure and built environments, as well as the need for improvement, adaptation, or expansion to meet the goals of environmental and urban development projects. A common issue here was the lack of sufficient space in dense urban environments and identifying and acquiring the land that was needed for the project,²⁰ but another angle of this topic points to the obsolete or degraded infrastructure.²¹

Human Resources / Training / Expertise (8 mentions) refers to the essential role of skilled personnel, continuous education, and capacity building necessary to implement, sustain, and expand urban sustainability initiatives. It includes the need for specialized knowledge, ongoing training, and the challenges related to human resource limitations in various urban and environmental projects. For instance, one case mentioned difficulties to integrate an honest, responsible, and committed team,²² while other had a high turnover rate because most of the committees were comprised of volunteers.²³ At the same time, several cases mentioned the lack for specialized training and knowledge related to topics like soil restoration, seed management, propagation of native species, rainwater harvesting systems, and active mobility modes.²⁴

Resistance (8 mentions) refers to the various forms of opposition or reluctance encountered during the implementation of sustainability initiatives. This opposition can arise from community members, stakeholders, or even cultural and systemic barriers, all of which can impede the adoption of new systems, infrastructure, or practices. Resistance is a common challenge when these projects are trying to change the business-as-usual conditions like trying to implement active modes of transportation while reducing the use of motorized vehicles.²⁵ Finally, another form of resistance evident in these cases was a lack of interest or participation, which slowed down the projects and could potentially risk their success.²⁶

Funding (7 mentions) refers to the financial resources required to initiate, sustain, and expand urban sustainability projects. It highlights the ongoing challenges related to securing adequate funding, managing financial constraints, and ensuring the financial viability of various initiatives. This code encompasses both the direct costs associated with project implementation and the

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principales obstáculos

- colaboración / cooperación / comunicación
- infraestructura / entorno construido
- recursos humanos / experticia
- resistencia
- financiamiento

1



interpretación

- la meta ambiental no coincide con el principal cuello de botella
- los problemas inmediatos suelen ser sociales, institucionales y logísticos

preguntas abiertas

- ¿qué hacen los proyectos exitosos frente a esos obstáculos?
- ¿qué acciones se repiten?
- ¿cómo pasar de barreras a recomendaciones?

1

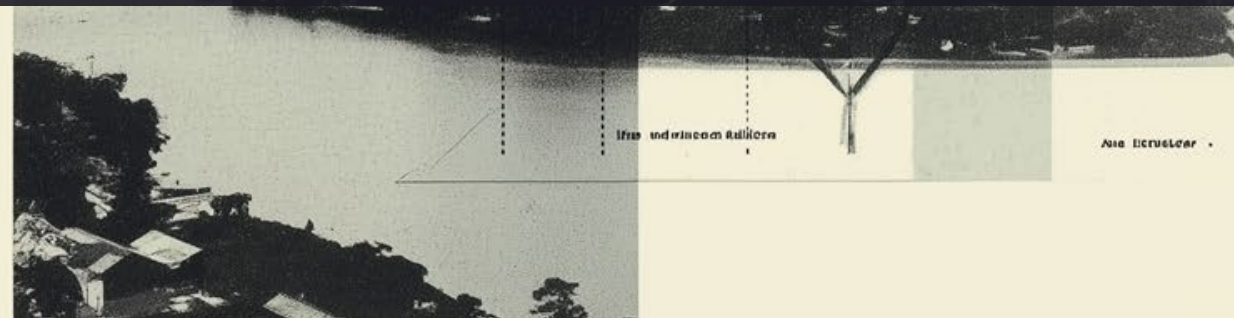




Prevailing Issues and Actions in Urban
Best Practices Across Latin America and
the Caribbean

2

He tring ollizaden .



ifra und wincosn Bndilicora

Alle licrucler .

2

foco y muestra

- 45 buenas prácticas
- repositorio UN-Habitat (actual)
- 3 fases (fuentes, países, cronología; identificación de problemas y acciones; comparación transversal y patrones)



Table 1. Issues definition and number of occurrences in the BPs.

#	Code	Definition
32	is1	Financial constraints or poor financial structure.
24	is2	Complicated laws, bureaucratic hurdles, or slow decision-making.
24	is3	Stakeholder disagreements, poor coordination, and conflictive relations.
23	is4	Inadequate, poor, or deteriorated infrastructure or built environment.
18	is5	Lack of awareness or skepticism.
18	is6	Resistance to change or opposition to different approaches.
14	is7	Inaccessible information for the community, including the digital divide.
13	is8	Political instability or lack of institutional support.
12	is9	Poor community participation or engagement challenges.
11	is10	Inequality, including gender, social, and economic disparities.
10	is11	Technical challenges or inadequate technological framework.
9	is12	Challenges in project sustainability, including monitoring, maintenance, and accountability.
8	is13	Lack of skilled workforce or need for specialized training.
8	is14	Social and cultural barriers or differences.
7	is15	Communities with poor socioeconomic conditions.
7	is16	Challenges in scaling, adapting, and replicating unique projects.
6	is17	Lack of reliable data or data collection difficulties.
6	is18	Environmental vulnerability, degradation, and natural resource scarcity.
5	is19	Lack of trust and engagement challenges, including prejudice or negative perception.
4	is20	Economic challenges, including inflation and devaluation.

Note: Colors indicate magnitude; darker backgrounds represent most common issues.

More in detail, several of these issues have been found in previous studies, often in different but related ways. For instance, it is not surprising to find funding constraints (is1) at the top of the list, particularly in developing countries, where they are often tied to inflation and devaluation (is20). Several studies have noted similar issues, including significant ties to inequality (is10), either because interventions are focused on areas with better economic potential (Delgadillo, 2014; Whitney, 2022b, p. 19) or because these practices have been highlighted by major international agencies (Montero, 2017; Temenos & McCann, 2012). Funding issues have also been identified as obstacles to promoting awareness and engagement (Le Gouais et al., 2023, p. 6), which have been connected in previous studies to a lack of interest and participation (Deely et al., 2020; Egusquiza et al., 2019; Wamsler et al., 2020) and also appeared high on this list (is5, is6, and is9).

Another set of commonly identified issues in several BPs is bureaucracy and inadequate legislation, which ranked second (is2). These issues are strongly linked to political instability and lack of institutional support (is8). Political instability has been defined as a common factor in developing countries that hinders the maintenance of solid institutions to support sustainable initiatives (Julio & Yook, 2012; Kayode-Ajala, 2023; Roe & Siegel, 2011). Additionally, several studies have shown that underdeveloped institutional capacities affect project development, including inherited state bureaucracy and other obstacles to interinstitutional coordination (Carbonetti et al., 2014; de Vaal & Ebben, 2011; Kayode-Ajala, 2023; Singh, 2023). These issues have also been linked to a lack of human resources, insufficient training, or inadequate technical guidelines (Kayode-Ajala, 2023; Slunge & Tran, 2014) that were also identified in some of the BPs

Table 3. Correlation between issues and actions in the analyzed BPs. 100% indicates complete overlap, while 0% indicates no overlap.

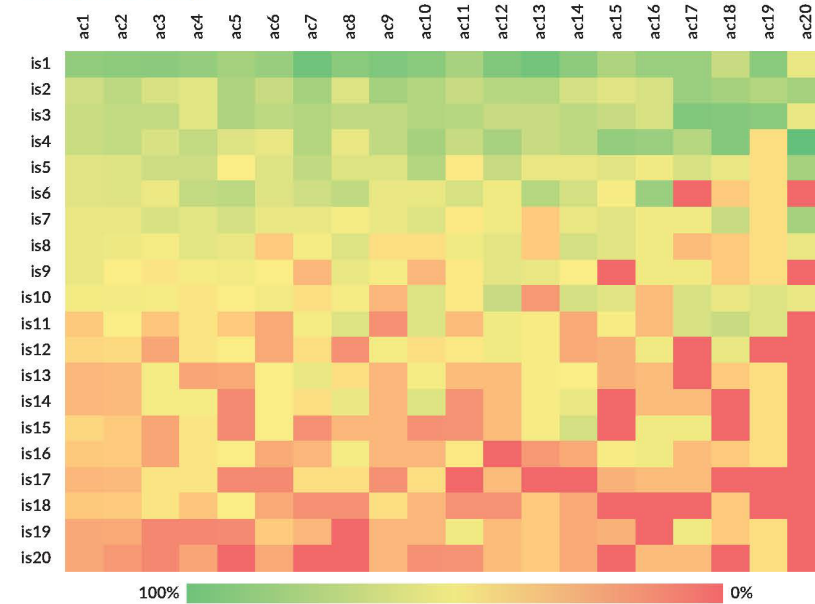


Table 4. BPs' issues and actions organized by categories.

	is1	is2	is3	is4	is5	is6	is7	is8	is9	is10	is11	is12	is13	is14	is15	is16	is17	is18	is19	is20
Management	115	34		23			14					10	9	8						4
Communities	103		24		18	18			12	11					8	7	7	6	6	5
Government	37	24						13												

	ac1	ac2	ac3	ac4	ac5	ac6	ac7	ac8	ac9	ac10	ac11	ac12	ac13	ac14	ac15	ac16	ac17	ac18	ac19	ac20	
Management	137				19	18	15	15	15	15			14				8	7		6	5
Communities	120	37	36			18						14		12							3
Government	35		19												9		7				

the lists reveals two main themes: resource management (funds, infrastructure, information, workforce, etc.) and relations with communities or stakeholders. When organizing problems and actions according to these themes, it's evident that points not belonging to either specifically relate to government relations. Although the government is a stakeholder in many cases, these points refer to the governmental and legislative framework

2

problemas más frecuentes

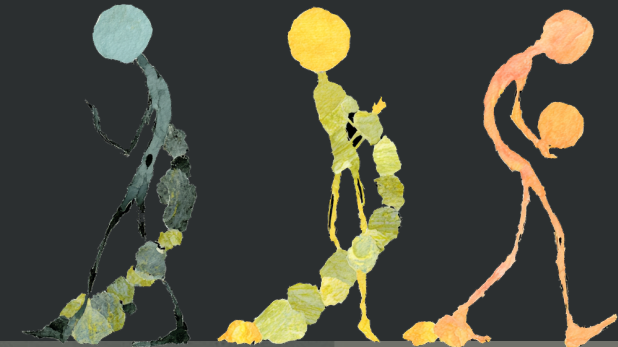
- restricciones financieras
- complejidades burocráticas
- infraestructura deficiente



2

acciones más frecuentes

- participación comunitaria activa
- colaboración con múltiples actores
- apoyo político



2

categorias

- administración
- comunidades
- gobierno





corpus

- 250 casos UN-Habitat (vieja plataforma)
- 5 regiones del mundo (50 por region)
- secciones analizadas: *Results, Lessons Learned, Transferability*
- 906 open codes - consolidación axial

métricas

- prevalencia
- concentración (Herfindahl-Hirschman Index - HHI)
- Jaccard Index
- Lift
- *bundles, silos y holes*

The Portability Paradox: How Best-Practice Reporting Filters Implementation Knowledge Across 250 UN-Habitat Cases

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Abstract: Implementation remains a central challenge in urban policy, yet the knowledge formats designed to bridge the gap between policy goals and on-the-ground delivery remain under-examined. This study treats 250 UN-Habitat Best Practice reports not as proof of effectiveness but as a standardized genre through which local interventions are narrated, compressed, and made portable for replication. We extract three focal sections, namely Results, Lessons Learned, and Transferability, apply systematic thematic coding with 906 open codes consolidated into axial categories, and compute co-occurrence networks using Jaccard similarity and Lift to detect thematic bundles, holes, and silos within and across sections. Three findings emerge. First, the reporting repertoire narrows progressively, as mean thematic richness declines by 28.2% from Results to Transfers while concentration increases 4.2 times, with substantive dimensions such as governance, equity, sustainability, and evidence losing prevalence to circulation-oriented themes. Second, formal bundle detection yields zero qualifying pairs across all six matrices, indicating a loosely coupled reporting grammar anchored by generic silos rather than integrated implementation packages. Third, structural holes concentrate at the pipeline's end, where infrastructure transfer and sustainability as transferable value are the most systematically disconnected themes. These patterns reveal a portability paradox in which the reporting format achieves institutional legibility, making practices comparable within a shared vocabulary, but progressively filters out the physical, evidentiary, and context-sensitive knowledge needed to reproduce them elsewhere.

Keywords: implementation gap; best practices; policy transfer; thematic co-occurrence; UN-Habitat; knowledge transfer; implementation science; evidence-based urban policy; sustainability transitions; institutional legibility.

1. Introduction

Cities have become central spaces for improving living conditions and economic development, yet rapid urbanisation has also exposed deep disparities in access to essential resources, environmental quality, and social well-being [1]. As population, infrastructure, services, and economic activity increasingly concentrate in urban areas, cities have emerged as key sites where environmental, social, and health-related challenges unfold [2,3]. At the same time, the spatial organization of cities plays a critical role in determining access to the benefits of urban life, including opportunities, services, and well-being [4]. Rather than resolving these tensions, many current approaches to urban development risk favoring innovation as an end in itself, overlooking whether such interventions are socially grounded, inclusive, and adaptable to local conditions [5].

		Thematic Concentration (HHI_{norm})	Frequency (f)	Thematic Share (p)	Prevalence / Mean Richness
RESULTS		0.00419	250	1.00000	8.69600
1	ESRO		204	0.09384	0.81600
2	GPIO		191	0.08786	0.76400
3	ICMP		188	0.08648	0.75200
4	EPCC		173	0.07958	0.69200
5	SIAO		172	0.07912	0.68800
6	AABC		147	0.06762	0.58800
7	MEEI		147	0.06762	0.58800
8	EDLO		140	0.06440	0.56000
9	FSRM		140	0.06440	0.56000
10	CBEO		133	0.06118	0.53200
11	IHBE		129	0.05934	0.51600
12	PMCO		128	0.05888	0.51200
13	HWQO		114	0.05244	0.45600
14	KPIT		98	0.04508	0.39200
15	SRDO		70	0.03220	0.28000
LESSONS		0.00613	250	1.00000	7.96000
1	SPMX		202	0.10151	0.80800
2	CBXL		177	0.08894	0.70800
3	PMCX		177	0.08894	0.70800
4	CEPP		157	0.07889	0.62800
5	GPIA		156	0.07839	0.62400
6	SRPX		153	0.07688	0.61200

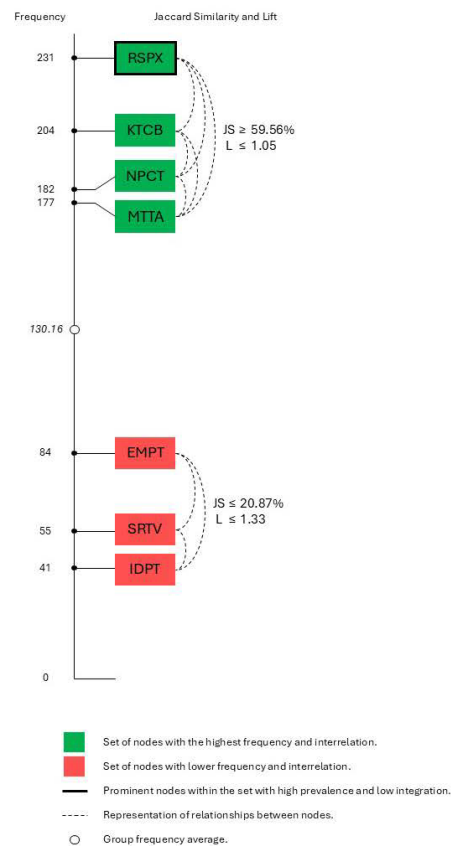


Figure 2. Structural progression of the within-domain reporting grammar. (a) Results (Figure 2a) shows a distributed high-overlap plateau among five codes (ESRO, GPIO, ICMP, EFCC, SIAO; $JS \geq 54.51\%$, $L \leq 1.08$) with no dominant hub, and a selective peripheral pair (KPIT-SRDO; $JS = 32.28\%$, $L = 1.49$). (b) Lessons (Figure 2b) concentrates overlap around a single strategic-planning hub (SPMX; $JS \geq 45.75\%$, $L \leq 1.07$), with a low-prevalence selective dyad (MEEU-SRTM; $JS = 23.81\%$, $L = 1.48$) weakly connected to the core. (c) Transfers (Figure 2c) exhibits core-periphery polarization, with a tight four-code circulation core (RSPX, KTCB, NPCT, MTTA; $JS \geq 59.56\%$, $L \leq 1.05$) separated from a sparse peripheral triangle of evidence, sustainability, and design transfer codes (EMPT, SRTV, IDPT; $JS \leq 20.87\%$, $L \leq 1.33$). In panels (a-c): green nodes indicate the set with highest frequency and interrelation within each group; red nodes indicate lower frequency and interrelation; thick-bordered nodes combine high prevalence with low integration (silo classification); dashed lines map pairwise relationships between nodes; edge thickness reflects Jaccard similarity; dashed edges indicate selective affinity; and the open circle on the frequency axis marks the group frequency average. Full pairwise matrices are reported in Tables S3–S5.

12	PMCO	49.58%	48.88%	48.33%	39.91%	32.54%	34.76%	37.64%	32.22%	27.81%	28.48%	19.61%	13.42%
		1.01	1.04	1.08	0.96	0.89	1.02	1.12	1.03	1.04	1.09	1.07	0.95
13	HWQ	44.35%	38.86%	37.04%	34.72%	34.87%	27.96%	34.30%	31.76%	20.96%	26.11%	18.18%	17.42%
	O	1.01	0.96	0.96	0.93	1.00	0.92	1.11	1.08	0.87	1.07	1.04	1.23
14	KPIT	38.82%	39.17%	36.59%	34.80%	29.32%	28.32%	29.52%	32.48%	22.37%	24.66%	17.69%	15.83%
		1.02	1.06	1.05	1.02	0.96	1.01	1.07	1.18	0.99	1.09	1.07	1.18
15	SRDO	28.63%	28.04%	25.37%	24.12%	21.67%	15.48%	23.03%	23.29%	18.80%	18.46%	12.61%	7.77%
		1.04	1.05	1.00	0.97	0.93	0.75	1.07	1.10	1.01	1.02	0.91	0.70

Table S8. Cross-section thematic co-occurrence matrix between Lessons and Transferability axial codes, showing Jaccard similarity and Lift.

		1	2	3	4	5	6	7	8	9	10	11	12
		RSPX	KTCB	NPCT	MTTA	DCVX	IMRX	EICR	CALX	GIPA	EMPT	SRTV	IDPT
1	SPMX	80.42%	69.17%	64.10%	64.07%	55.31%	52.34%	38.70%	41.18%	35.51%	33.64%	21.80%	16.27%
		1.03	1.01	1.02	1.03	1.04	1.12	0.94	1.02	1.07	1.06	1.04	1.03
2	CBXL	67.90%	66.38%	60.27%	55.95%	46.85%	38.07%	37.38%	40.69%	33.84%	29.21%	19.59%	12.37%
		1.01	1.05	1.05	1.01	0.99	0.95	0.97	1.07	1.08	0.99	0.98	0.83
3	PMCX	72.15%	66.38%	63.18%	60.18%	50.23%	47.55%	36.74%	39.32%	34.52%	33.16%	24.06%	14.74%
		1.05	1.05	1.08	1.06	1.03	1.10	0.95	1.04	1.09	1.09	1.16	0.96
4	CEPP	61.67%	56.28%	50.67%	51.82%	45.71%	37.07%	39.09%	34.17%	36.11%	27.51%	16.48%	17.16%
		1.02	1.01	1.00	1.03	1.03	0.98	1.05	0.98	1.18	0.99	0.87	1.13
5	GPIA	61.92%	57.21%	50.89%	54.88%	50.25%	40.70%	35.82%	31.68%	32.61%	25.65%	20.57%	13.87%
		1.03	1.03	1.00	1.07	1.10	1.05	0.99	0.93	1.09	0.93	1.05	0.94
6	SRPX	58.68%	60.81%	48.89%	47.98%	47.32%	37.81%	38.46%	36.98%	28.19%	25.40%	23.81%	14.79%
		1.00	1.08	0.99	0.99	1.06	1.00	1.05	1.05	0.98	0.93	1.19	1.00
7	CSAP	51.85%	50.00%	48.15%	44.50%	37.98%	40.86%	37.10%	29.84%	31.40%	29.07%	15.57%	20.95%
		0.99	1.01	1.04	0.99	0.96	1.11	1.07	0.94	1.11	1.08	0.86	1.37
8	EIEP	52.07%	51.56%	49.07%	40.18%	39.51%	39.57%	41.90%	34.24%	30.06%	24.16%	20.75%	16.34%
		1.00	1.04	1.05	0.93	0.99	1.09	1.17	1.05	1.08	0.93	1.09	1.11
9	THIA	52.50%	50.00%	48.13%	43.78%	43.43%	37.77%	37.70%	39.20%	29.65%	25.86%	21.02%	16.56%
		1.01	1.03	1.05	0.99	1.07	1.06	1.09	1.16	1.07	0.99	1.11	1.13
10	CAVX	46.84%	40.17%	44.44%	40.00%	40.00%	29.57%	30.73%	25.41%	22.02%	26.42%	14.67%	19.70%
		1.03	0.96	1.08	1.01	1.09	0.95	1.00	0.89	0.90	1.07	0.85	1.36
11	FVED	44.58%	42.22%	39.25%	36.28%	34.52%	42.01%	36.26%	28.41%	24.39%	25.79%	17.93%	15.44%
		1.00	1.00	0.99	0.95	0.98	1.23	1.14	0.98	0.98	1.05	1.02	1.10
12	LTLC	44.02%	42.86%	39.81%	36.71%	39.34%	36.09%	33.53%	26.32%	31.97%	29.25%	21.05%	9.70%
		1.05	1.08	1.06	1.01	1.14	1.16	1.13	0.96	1.26	1.21	1.20	0.75
13	OWSQ	33.89%	32.58%	30.92%	27.88%	29.35%	26.79%	27.16%	22.84%	25.53%	17.69%	11.63%	14.04%
		0.98	0.99	0.99	0.92	1.02	1.02	1.06	0.94	1.15	0.87	0.77	1.10
14	MEEU	26.50%	24.54%	26.02%	23.47%	21.59%	20.38%	21.33%	23.24%	16.79%	18.25%	18.81%	8.16%
		1.03	1.00	1.08	1.00	0.98	0.99	1.05	1.15	0.96	1.05	1.33	0.75
15	SRTM	26.50%	24.54%	26.67%	22.22%	21.59%	22.73%	22.97%	19.05%	21.43%	20.16%	16.50%	11.58%
		1.03	1.00	1.10	0.96	0.98	1.09	1.12	0.98	1.18	1.14	1.19	1.03

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hallazgo 1: el repertorio se estrecha

- De *Results a Lessons a Transferability*
- Menor riqueza temática
- Mayor concentración



portability
paradox

3

hallazgo 3A - lo que mejor viaja:

- el llamado a la replicación o transferencia de conocimiento
- alianzas y estructuras de cooperación
- metodologías y herramientas aplicadas





portability
paradox

3

hallazgo 3B - lo que peor viaja:

- diseño e infraestructura
- evidencia y monitoreo
- sostenibilidad como valor operativo
- bienestar experimentado

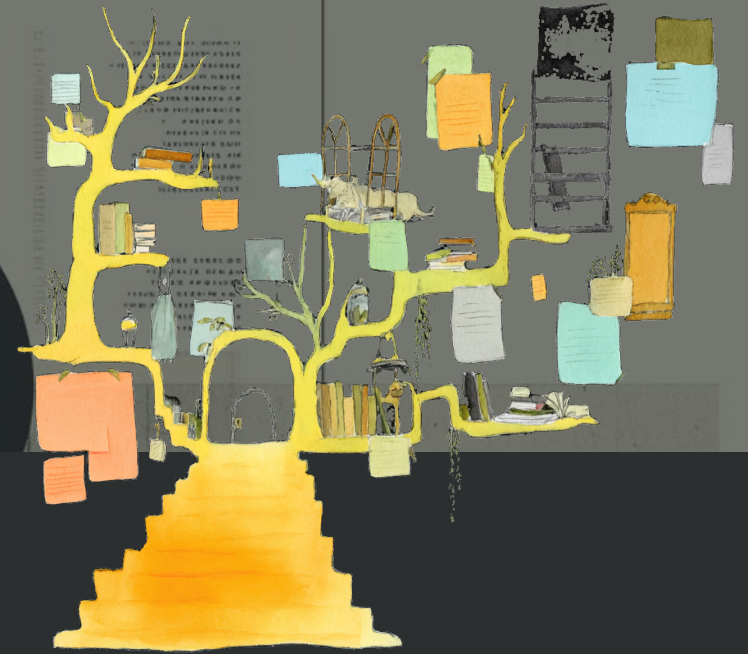
Limitaciones

- repositorios no equivalen a efectividad verificada
- sesgo hacia casos mejor documentados
- diferencias de detalle entre reportes
- la codificación simplifica

3

¿Qué aporta a planificación?

- ayuda a diseñar proyectos más realistas
- permite anticipar obstáculos
- mejora transferencia entre ciudades
- enriquece decisiones con sensibilidad contextual



3

¿Qué aporta a ciencia de datos?

- estructuración de datos narrativos
- métodos mixtos
- trazabilidad entre texto, código y patrón
- *no solo importa qué casos estudiamos sino cómo el formato produce conocimiento*





3

Próximos pasos

- comparar regiones (en proceso)
- afinar taxonomía
- expandir corpus

Atlas de implementación urbana: Patrones de éxito y obstáculos en buenas prácticas de sostenibilidad

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