

TOOL #3

TASK FORCE



What is a Task Force?

A Task Force is a co-governance framework involving the Municipality, Local Boroughs and all relevant stakeholders and citizens organisations to share decisions on the improvement of priority neighbourhoods.

The Lisbon experience

Ambitions of the Task Force

The GABIP, also known as Neighbourhood Priority Intervention Support Office, is a local task-force created in 2010 by the municipality of Lisbon. Aiming to promote socio-territorial cohesion through the implementation of Local Development Strategies, the GABIP is a management and local coordination structure of municipal initiative, for the development of co-governance processes in one or more Priority Neighbourhoods. It is based on a co-governance framework involving the Municipality, Local Boroughs and all relevant stakeholders and citizens organizations. Originally created to support the regeneration of the local neighbourhood of Padre Cruz in Lisbon, it promotes the articulation of a participative response to concerns of political, administrative and technical nature emerging during the development of more complex local regeneration projects.

GABIP structures do not operate in all Bip/Zip areas but only in some of them. The model is indeed flexible and adjustable and each concerned territory disposes of an office adapted to its specific needs and evolution. The mission of each GABIP is closely linked to the local socio-territorial priorities identified by its partners. Moreover, depending on its mission, each GABIP may include one or more territories that correspond to the ones of the Bip/Zip Mapping.

The constitution of each GABIP is defined by a partnerships' core, due in its initial phase. Among its core values and missions, GABIP promotes local development through local capacity building initiatives based on cooperation principles, active participation and transparency. This is why GABIPs ensure the creation of strong partnerships with local initiatives and the local community allowing for the co-construction and the subsequent implementation of its mission and goals. In other words, GABIPs allow the municipality to move decision making to the local scale and share it with local actors.

Among its main tasks, the GABIP proposes, schedules, implements, manages and monitors all the relevant processes of community led local development in the territory. Similarly, it participates, in articulation with the Local Development Department (DDL), in the definition, implementation and monitoring of the Local Development Plan (PDL), which contains the principles of the Local Development Strategy for the territory.

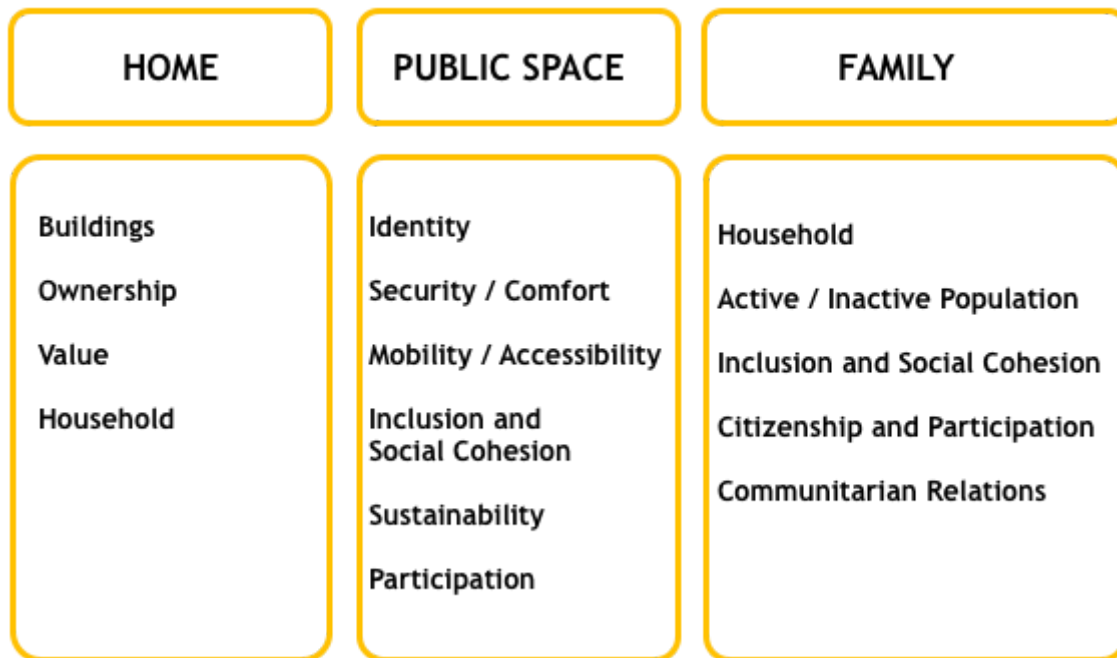


Image: themes of intervention

Functioning

Establishing a GABIP

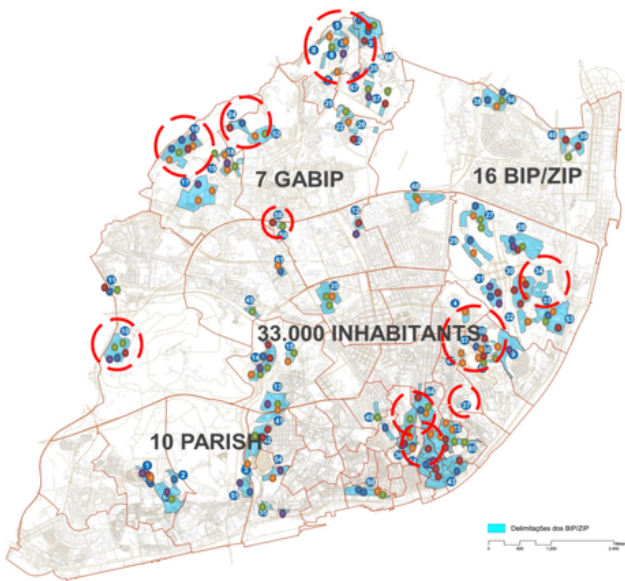
The establishment of a GABIP is by protocol solicited by the Housing and Local Development City Councillor, together with each and all Deputy Councillors whose portfolios are related with the specific needs of the concerned territory.

In a second phase of the task-force creation, all entities and organizations aiming to be part of a GABIP must subscribe a "Principle and Commitment Letter" in order to:

- Commit with GABIP functional model and Local Development Plan definition.
- Commit with the mission, goals, network, decision model and results' achievement in the scope of GABIP.
- Commit with the local intervention promoted by GABIP, goals and expected results.
- Commit on the designation of a representative, who must have legitimacy to act on entity's behalf in GABIP's Co-governance structure.

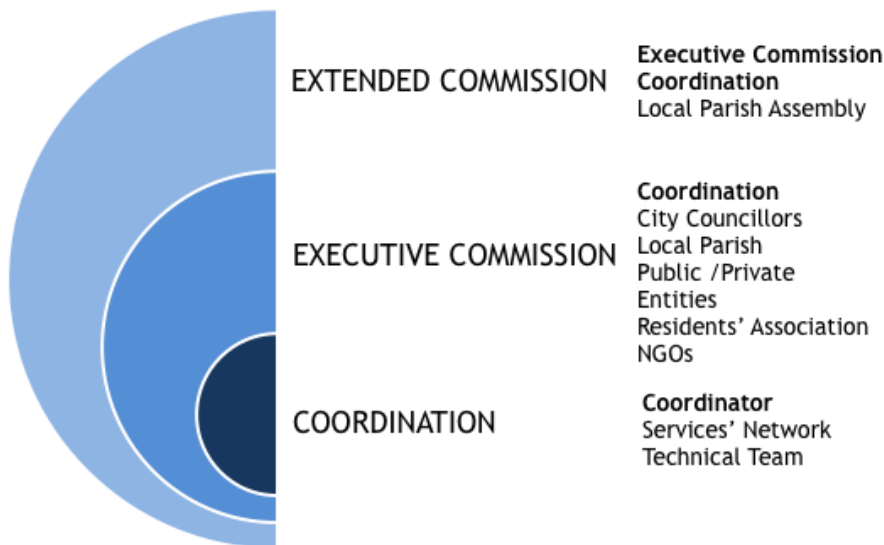
GABIPs consist of a coordinator from the municipality and an executive committee with local key stakeholders of the urban regeneration process, local authorities, local associations and other actors. The precise composition of this committee depends on the technical, urban, social, environmental, cultural, educational aspects of the related projects: usually elected officials and representatives of the Department of Housing and Local Development are involved, but elected officials from other departments can also take part.

Since the beginning of the program, 7 GABIPs have been developed and today 6 of them are still running over 16 Bip/Zip areas. These structures are not permanent physical spaces but a coalition of people that meet on average every two weeks or once a month, depending on the need to discuss the development of the local project. The meetings are hosted in different existing places, such as neighbourhood organisation offices or schools. This



disposition, besides being a cheaper option, fosters the responsibility of local stakeholders as being active agents in the process. The management of the local offices is coordinated by the City of Lisbon that allocates civil servants to support the process, but there are also cases in which the local management is taken over by other stakeholders, as in the case of the Almirante Reis.

The governance model



1. GABIP Coordination Team

GABIP Coordination team is composed of one Coordinator appointed by the Municipality, in articulation with the remaining GABIP partners. This coordinator must come from the most adequate area, considering the kind of intervention needed for the territory.

As part of the coordination team, a group of several technicians, who subscribed to its creation, are appointed by the City Councillor(s). This team may also include technicians from the Local Parishes and/or other organizations. It manages and follows all technical and administrative activities in a permanent way, namely the integrated territory interventions, particularly those resulting from the Local Development Plan implementation.

2. Executive Commission

GABIP Executive Commission is composed of City Councillors and other stakeholders such as Local Parishes, Public and Private entities, Residents Associations and NGOs. Its mission is to prepare and follow all the relevant initiatives in the territory, namely those foreseen in the PDL.

3. Extended Commission

GABIP's Extended Commission has full representation of all organizations that are part of GABIP's decision-making body. Its mission is to analyse and monitor the intervention process on the territory, and present concrete proposals towards its development. The decision-making process is based on participation principles and direct representation of the different organizations. This commission works as a representative assembly where each organization has the right to one vote. Decisions must be taken in a freely and informed way, by consensus and, preferably, unanimously; whenever a consensus is not possible, a majority may be accepted, in the framework of each GABIP's internal rules. All organizations must commit to the decisions taken in the context of their actions, social objects, network and structure.

Actions

The Local Development Plan

The GABIP participates in the definition of the Local Development Plan: an instrument of municipal policy to promote social and territorial cohesion on priority territories, tackling poverty and exclusion.

This instrument reflects the Local Development Strategy, and serve as a base to plan and implement territory interventions, through processes and models of citizen participation, cooperation and transparency.

The Local Development Plan ensures:

- Local, integrated and transversal interventions, planned and developed with co-governance processes linking the Municipality with local agents and "players" in the territory, as well as the public and private sector.
- The local diagnosis of the intervention area, which must include the most recent statistical data, collective experiences, perceptions and expectations from/about the community.
- Local community empowerment, enabling them to find solutions to their problems in a sustainable, participated, cooperative and transparent way.
- Social, economic, urban and environmental enhancement of territories and communities, recognizing their autonomy, emancipation and contribute to the city.
- The update of Local Development and Investment Strategy, which promotes social-territorial cohesion.

Examples of the issues being addressed are how to organise the reallocation of inhabitants during the refurbishments of the homes without displacing them or how to involve local enterprises in the regeneration process, as special attention is posed to try to secure the investment potential in the neighbourhood as much as possible according to procurement law.

Examples of GABIP

There are different GABIP Task Forces which are coordinated at central level by the Department of Local Development and Housing of the City of Lisbon.

The **exSAAL e Autoconstrução** was the first established task force, as a result of the [USER Urbact Project](#) and is currently the largest Gabip operating on 5 Bip/Zip areas.

Physical intervention areas: This GABIP intervened on a multiplicity of Bip/Zip neighbourhoods that in turn are representative of different typologies. Examples of areas of action include:

- Augi (Area Urbana de Genese Illegal): Urban Area of Illegal Housing
- SAAL (Servizio Apoio Auto Local) and self-built housing. This service was created after the revolution as a reaction to the strong urbanisation resulting from people fleeing the countryside. At this time people would team up in cooperatives with some public funding loaned from the State. As of today, there is an emerging issue of property legalization. In fact, in most cases cooperatives have vanished without pay back the loan to the state. The unpaid debt it today a situation to be confronted.
- Prodac North (where to each plot one house is allocated) and Prodac South (where to each plot a multi-family house is allocated). The GABIP is now working on the re-plotting of the land that the inhabitants can buy. In the north 87 plots and 50 houses have been built, in the south they are proportionally dividing the plots according to the houses.
- Portugal Novo is one of the most difficult areas in Lisbon, close to Olaias. A lot of problems of illegal house occupation and drugs have emerged and people are reluctant to be identified. In this precise case the intervention of a facilitator proved to be essential.

Governance: This GABIP is composed by: one Coordinator, an Executive Commission and an Extended Committee voting into approved projects. Once the GABIP proposes a project it is then presented to the City Commissioner for approval.

Given the strong importance of planning and administrative aspects, the management is coordinated by the Local Development and Housing Department.

The structure of this GABIP was established in 2013 and will soon need to be adapted to the most recent structure established in 2016.

Actions: There are different concerns to be acted upon, mainly ranging from the formalisation of housing without ownership documentation, the rehabilitation of housing areas, the development of thematic working groups to develop strategies addressing challenges of families, mobility and housing estates.

There is no direct collaboration with citizens, mainly with association representatives and sometimes participatory processes.

The **Boavista neighbourhood** has been redeveloped in the past years by refurbishing some of the housing to comply with energy standards or by reconstructing some buildings that were in poor conditions in order to meet the prerequisites of an urban eco-quarter.

Governance: The GABIP is composed by the Municipality, the neighbourhood association and local businesses. They defined the needs to be accounted for in the design and planning phase of the project.

Actions: The actions are mainly concerned with facilitating the transformation of the area into an eco-quarter. The redevelopment process became an opportunity to train local inhabitants in sustainable construction methods and allowed them to get jobs in the field.

The **Almirante Reis** task force is managed by the Aga Kahn Foundation in close collaboration with the City of Lisbon to support the development of the neighbourhood.

Actions: The setting of this task force is different as the transformation is not physical but social, due to the ongoing gentrification process and the increasing migrant population. Actions promote socio-territorial cohesion of the territories and communities covered, actively fighting the causes of urban poverty and social exclusion. The activities supported are a community-centre, language courses and multicultural festivals.