

Informal Settlement Upgrading: the experience of Guinea-Bissau

Informal Settlement Upgrading: country experiences

Key Actors in the Upgrading Process

- Public Agency (upgrading unit, coordinating agency)
- Public Utilities Companies (water, sanitation, electricity)
- Social Services & Welfare Companies (health, education, poverty assistance, ...)
- NGO's
- CBO's
- Central Government Funding Agencies
- Donor agency and/or foreign development agency
- Local Government Planning Department

Informal Settlement Upgrading: country experiences

The meaning of “*INSTITUTIONALISATION*” ?

- Establishment of effective local responses to informal housing processes.
- Establishment of a routine of procedures and approaches.
- Mobilizing existing means and resources to be funded on an on-going basis.
- Consolidating a working method and constant practice with continuity
- Consolidating a mandate, mission and responsibility within an existing institutional framework.
- Capacity building to be able to do it!
- Institution building to establish a permanent structure/entity.

Informal Settlement Upgrading: country experiences

What are the common ***INSTITUTIONAL*** choices ?

- 1. Inter-departmental Agency
- 2. Establishment of a Special Purpose Local Government Agency
- 3. Quasi-autonomous Public Sector Institution
- 4. Internally-created Special Unit (under Central Government/Line Ministry or Local Government)

Informal Settlement Upgrading Projects

Development Stages

- Pilot & experimental phase
- Establishment of working routines
- Expanding coverage and consolidating existing components
- Institutionalization and standardizing procedures, methods and training local resources
- Replication and financial sustainability

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Tolerance

Negligence

Lack of vision

Lack of means

*Institutionalizing Informal
Urbanization*

X

**Institutionalizing Effective
Public Sector Response to
Informal Urbanization**

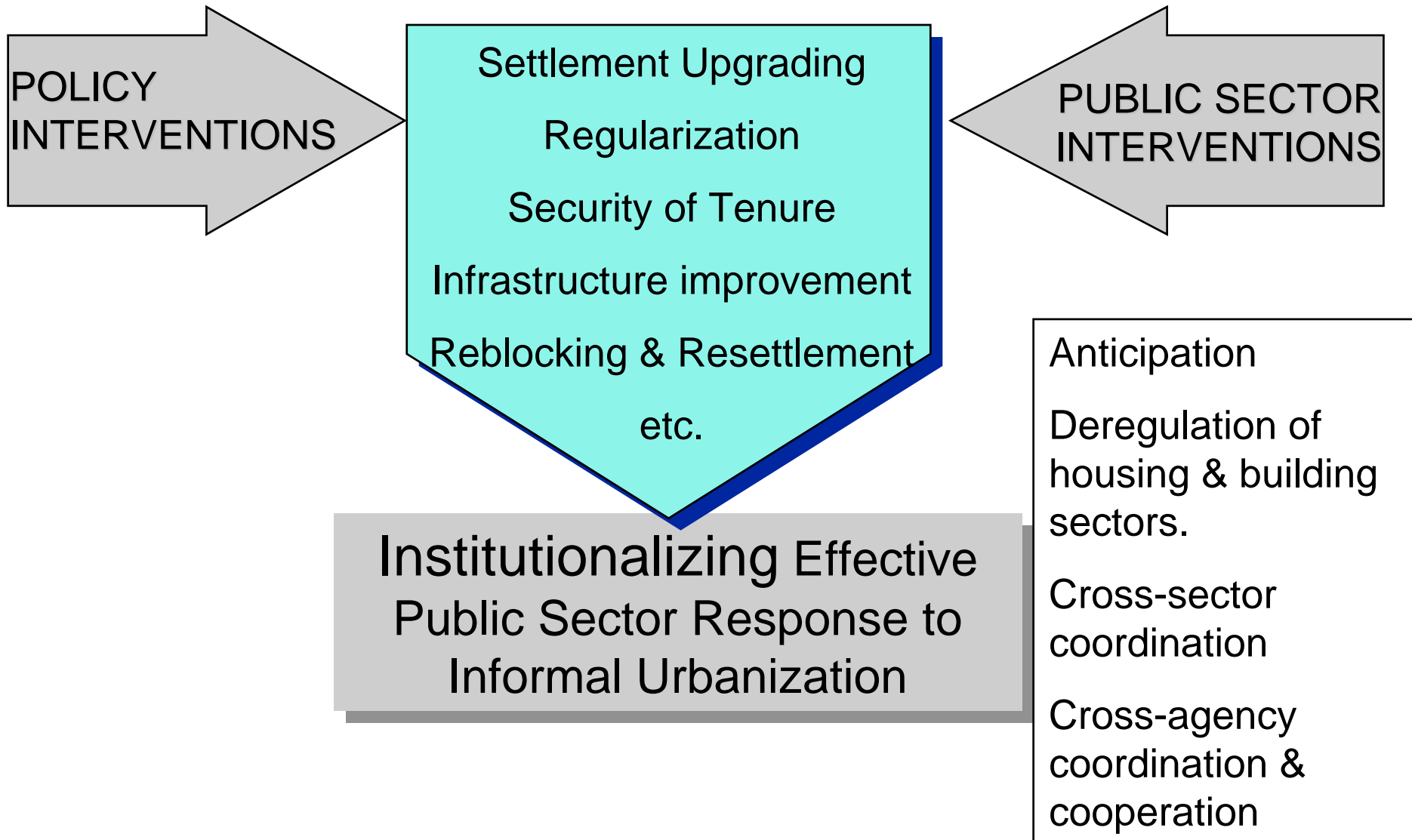
Anticipation

Deregulation of
housing & building
sectors.

Cross-sector
coordination

Cross-agency
coordination &
cooperation

Informal Settlement Upgrading: country experiences



Neighbourhood Upgrading in Guinea-Bissau 1989 - 1992

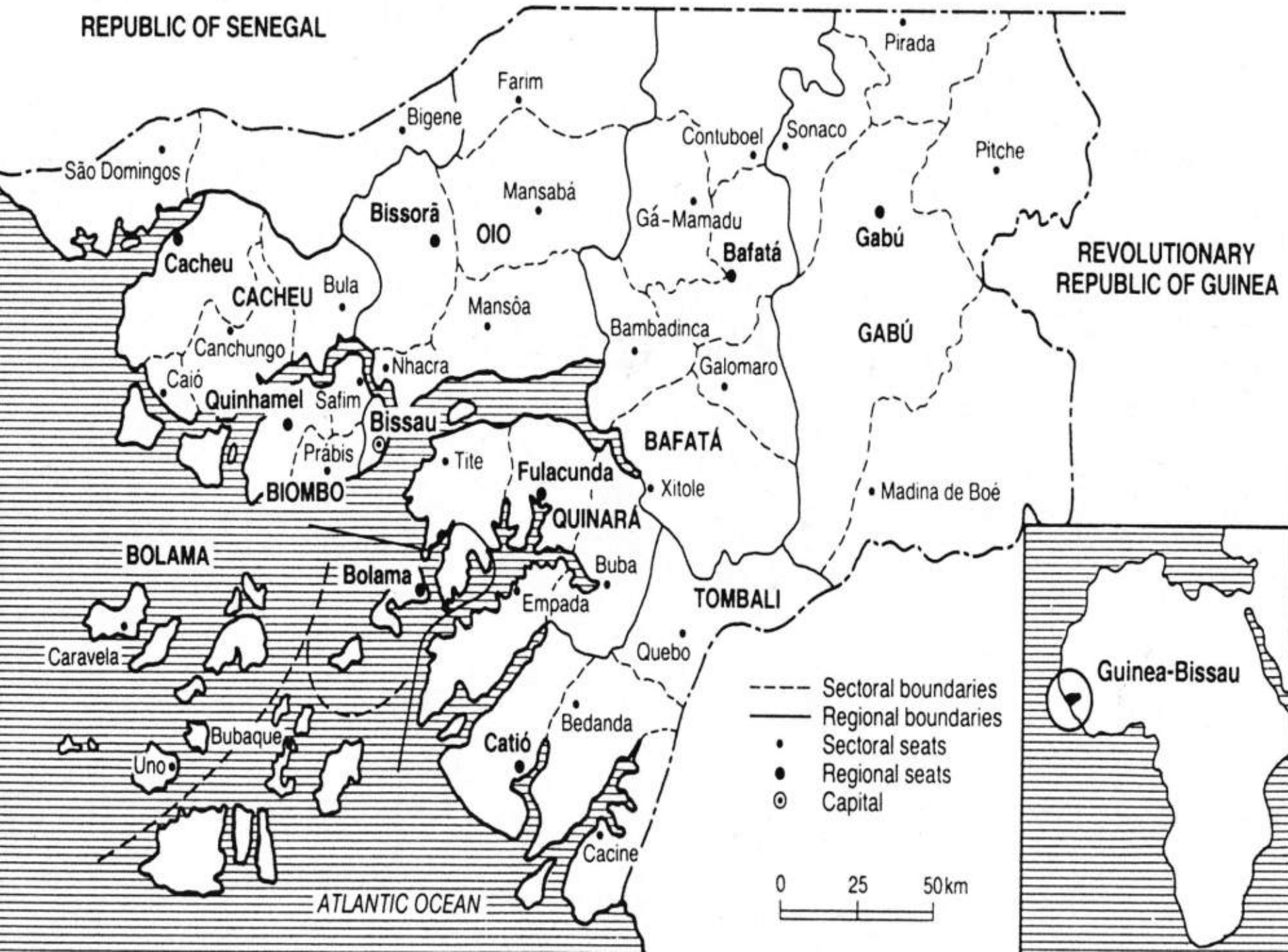


Projeto de Melhoramentos de Bairros de Bissau - PMBB

Municipality of Bissau

Netherlands Development Organisation - SNV

REPUBLIC OF SENEGAL



• **Some data about Guinea-Bissau**

- Portuguese colony for 528 years (1446 - 1974)
- Liberation war lead by PAIGC of Amilcar Cabral (1959-1974)
- Cabral: mentor & ideologist = popular participation and of oppressed groups in the process of nation building.
- 1973: Cabral is murdered.
- 1974: independence and marxism-leninism
- Nationalisation of land, commerce and productive means
- One-party system (tradition marxist-leninist)
- 1974 - 1984: planned economy (international solidarity)
- 1980: coupe d'etat and rise of Nino Vieira and FARP
- 1986: structural adjustment programme - PAE (FMI & World Bank)
- 1991: BNP <US\$200 million & foreign debt > US\$500 million.
- 1992: one of the 20 poorest countries in the world.

Some facts and findings about Guinea-Bissau

2

- Area: 36,126 Km² (The Netherlands)
- Population: 1 million of inhabitants (youth & illeterate)
- Ethnic Groups: Balanta (32%), Fula (23%), Manjaco (14.5%), Mandinga (13%) y Papel (7 %).
- Religion: Animist (60%), Muslim (35%), Cristian (5%)
- Geography: planned pieces with lakes and rios ... savanahs.
- Agriculture: palm oil, caju, mango, cotton, grains, etc....
- Employment: 70% in agriculture; women represents 42% of the labour force.
- Employnebt: 90% in fishery, farming, wooden extraction (timber).

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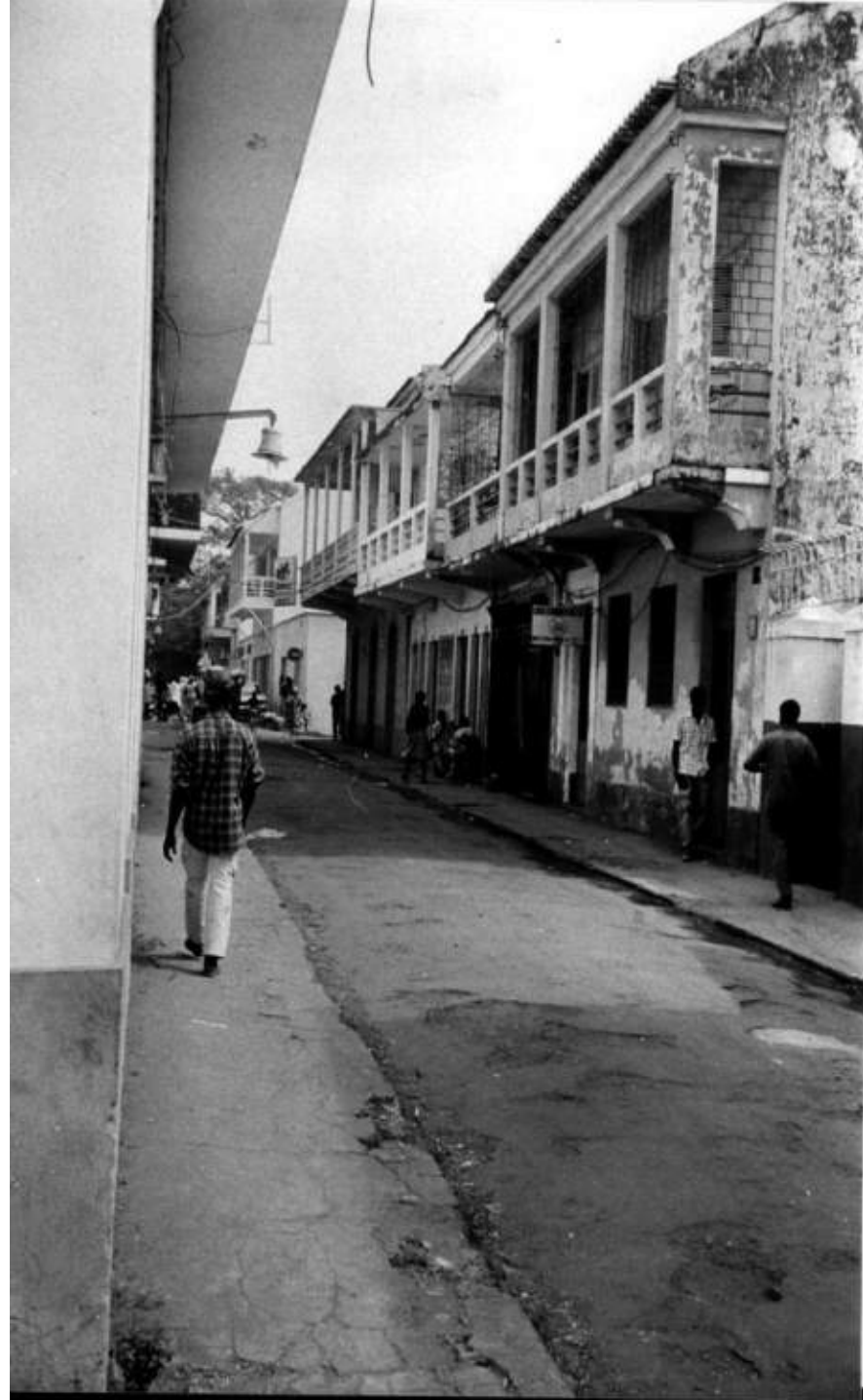
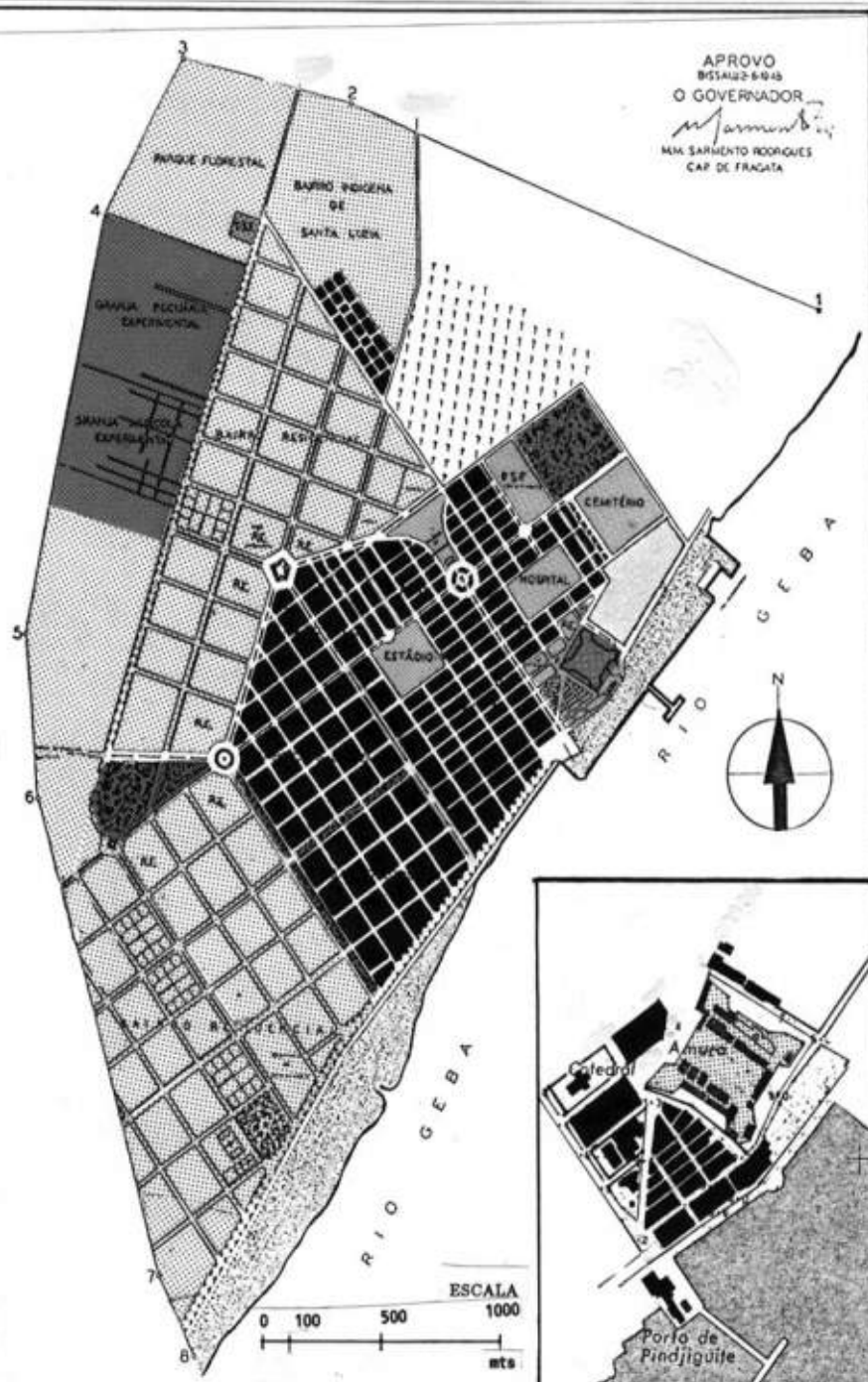
Some facts and figures: Bissau, the capital city.

- One of the ten poorest countries in the World
- 200,000 inhabitants (1991)
- Weak local government
- One-party political system
- Structural Adjustment Program under the auspice of World Bank
- Overcrowding, room renters
- Lack of adequate infrastructure: water, sanitation, road, drainage..
- High rate population growth at neighbourhood level
- Popular neighbourhoods (80% informal urbanization)

- 1. The colonial centre follows a structured regime of planning introduced by Portugal.**
- 2. Wide streets and greenery**
- 3. Alignment of buildings**
- 4. Wide plots and large housing**
- 5. On-going process of densification**
- 6. On-going process of deterioration of infrastructure and public spaces**



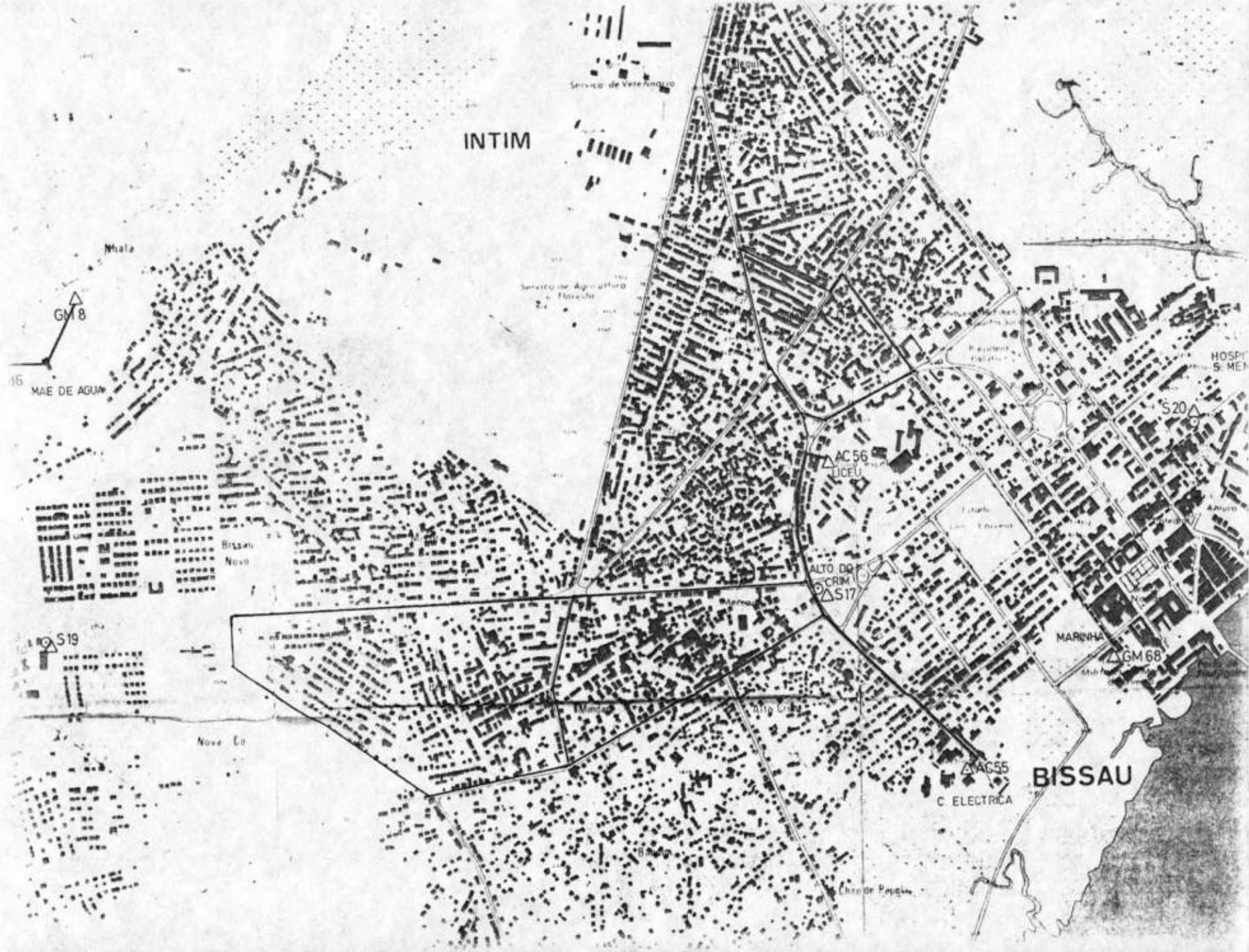
Figura 4.1: Plano Diretor de Bissau, 1948.



Surrounding the urban centre of Bissau:

Informally developed neighbourhoods with the following characteristics:

- 1. Inadequate infrastructure**
- 2. Environmental degradation**
- 3. Traditional pattern of land occupation**
- 4. Customary practices**
- 5. Traditional housing**
- 6. Little respect for current legislation**
- 7. Population Density: > 200 hab/ha**
- 8. Overcrowding (15.2 inhab/house)**
- 9. High rate of rented occupation**
- 10. High level of informal economic activity**



INTIM

Servico de Veterinico

Servico de Agricultura
Pimenta

Nhala

GM 8

16 MAE DE AGUA

S19

Nova Co

AC 56
LICEU

ALTO DO
CRIM
S17

MARRINHA

GM 68

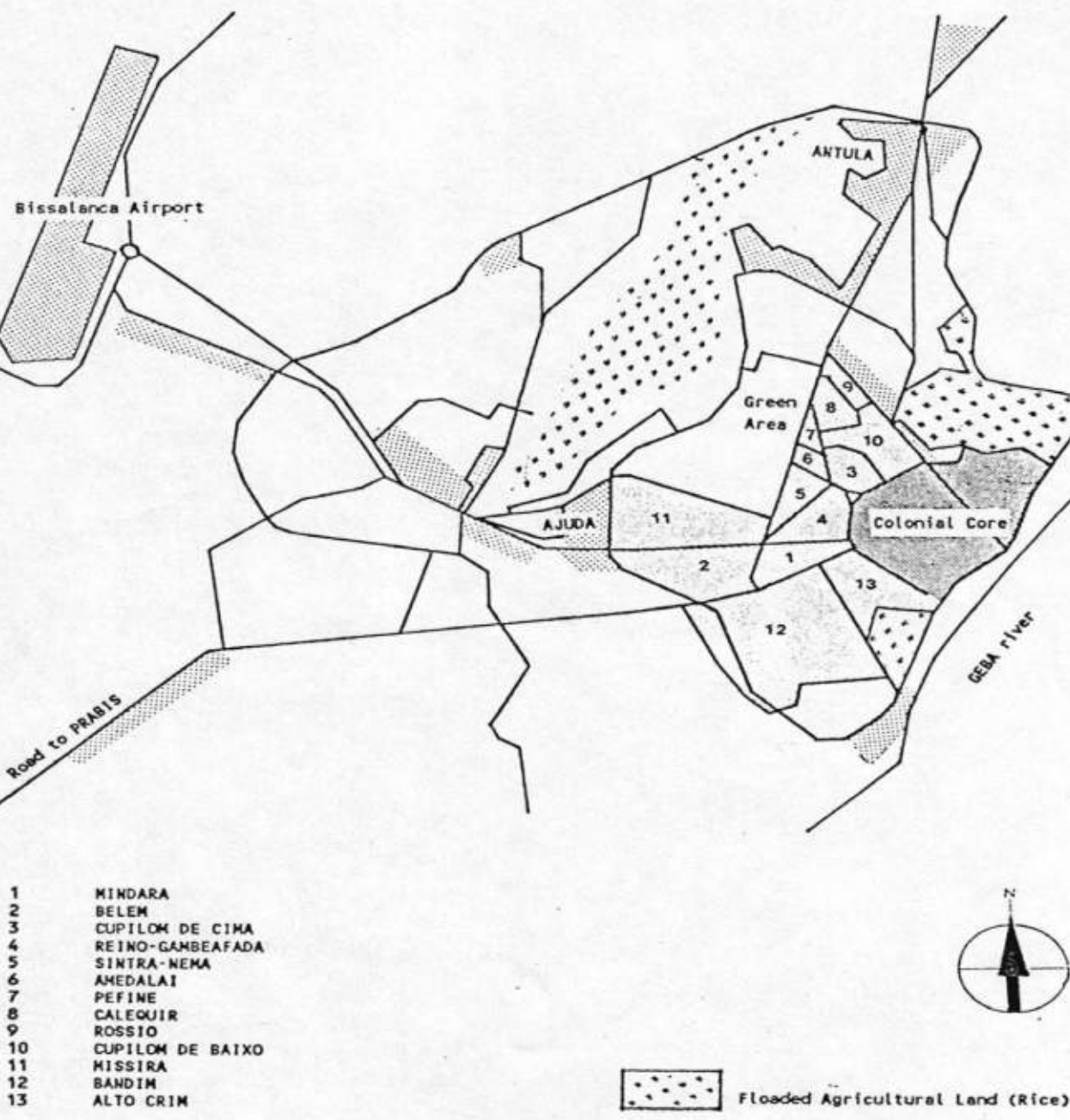
AC 55
C. ELECTRICA

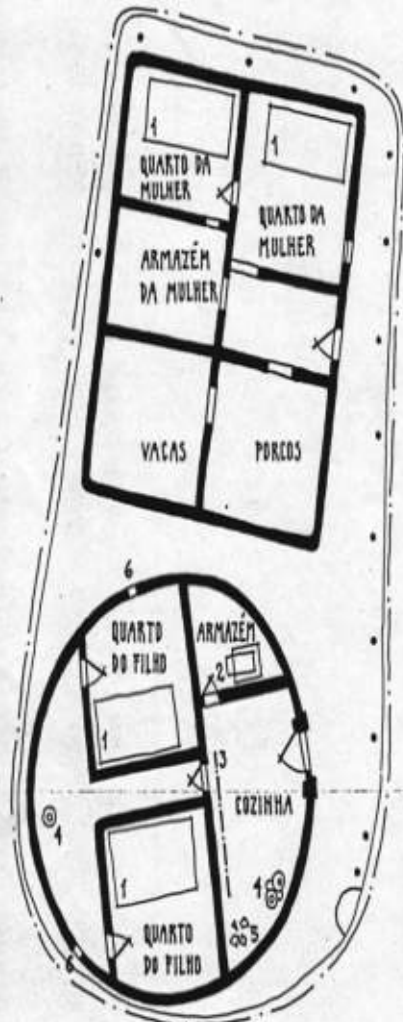
BISSAU

HOSPIT
S. MEN

S20

Chrode Poggio

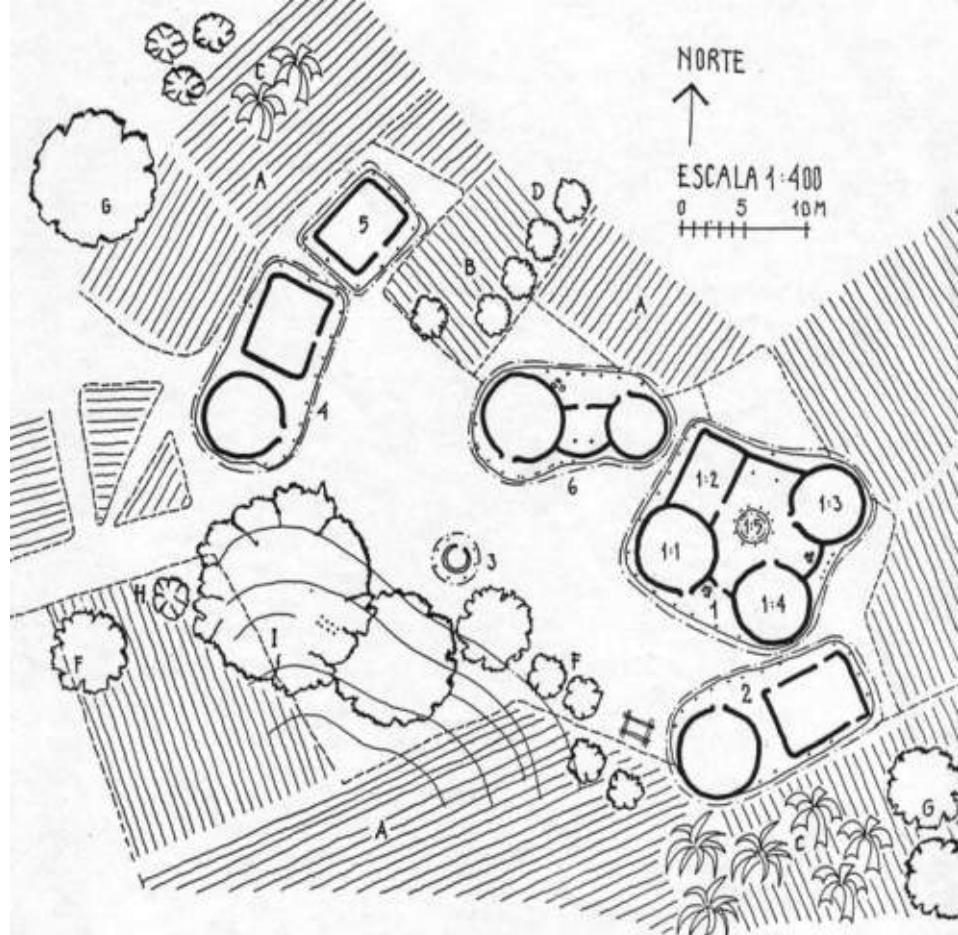




- 1 CAMA
- 2 MALAS
- 3 PAU PARA PEHDURAR ROD
- 4 POTE DA ÁGUA
- 5 LAREIRA
- 6 ORIFÍCIO ϕ 10 -15 CM

ESCALA 1:100
 0 1 2 3 4 5M

4. HABITAÇÃO DOS NETOS DO CHEFE



NORTE
 ↑
 ESCALA 1:400
 0 5 10M

- 1 HABITAÇÃO DO CHEFE DA FAMÍLIA - HOMEM GRANDE.
- 1:1 CASA DO CHEFE COM A 1ª MULHER
- 1:2 ANEXO
- 1:3 CASA DA 2ª MULHER
- 1:4 ARMAZÉM
- 1:5 PÁTIO CENTRAL
- 2 HABITAÇÃO DO FILHO DO CHEFE, COM AS SUAS 2 MULHERES
- 3 CASA DE MISTÉRIO
- 4 HABITAÇÃO DOS NETOS DO CHEFE
- 5 HABITAÇÃO DO FILHO DO CHEFE, [EM CONSTRUÇÃO]
- 6 HABITAÇÃO DO OUTRO CHEFE DA FAMÍLIA [SÃO 2 IRMÃOS]

- A MANDIOCA
- B TOMATE
- C BANANEIRA
- D CAJUEIRO
- E CIBE
- F LIMOEIRO
- G MANGUEIRA
- H PAPAVEIRA
- I POILÃO

MORANÇA QUINCHANA DE PAPEL - R. DE BIOMBO



- **Erosion and destruction of water and electricity networks**
- **Houses covered by tangled roots**
- **Accumulation of garbage and rain water**
- **Difficult accessibility**



OBJECTIVES Of PMBB

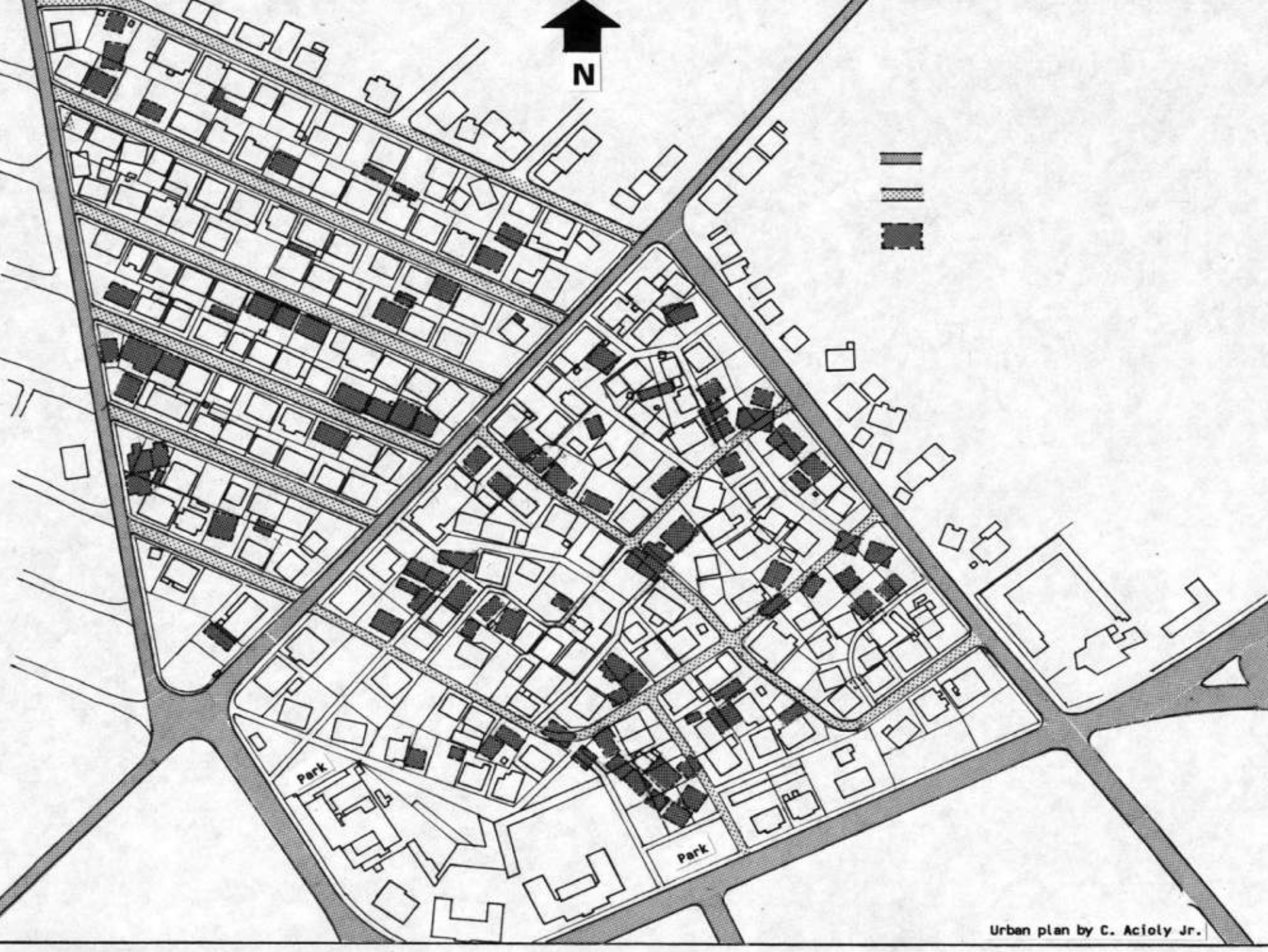
1. Institutional consolidation as a permanent entity within the municipal structure
2. Establish an economic basis to implement a neighbourhood upgrading policy (through taxes, user's charges) adequate to the conditions of the population
3. Mobilise population support within the neighbourhoods and from Government like PAIGC, Ministries of Public Health, Economy, Planning, Public Works and Housing, and Water & Electricity Company.
4. Consolidate a process of neighbourhood upgrading that can continue without external assistance
5. Demonstrate viability of this neighbourhood upgrading strategy





OBJECTIVES Of PMBB

6. Implement and supply public services
7. Equitative benefits amongst the neighbourhoods: water sources, drainage, garbage collection, building materials
8. Credit system
9. Latrines and basic sanitation
10. Housing
11. Roads
12. Sensitise, awareness building and provision of information
13. Create a local management capacity
14. Links with housing policy and legislation on sanitation
15. Strengthen the position of local organisations

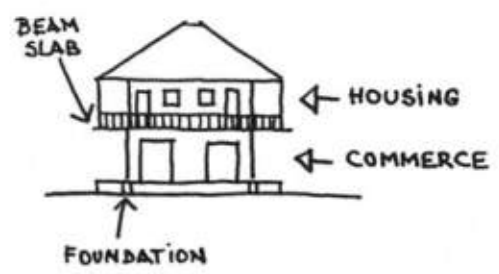
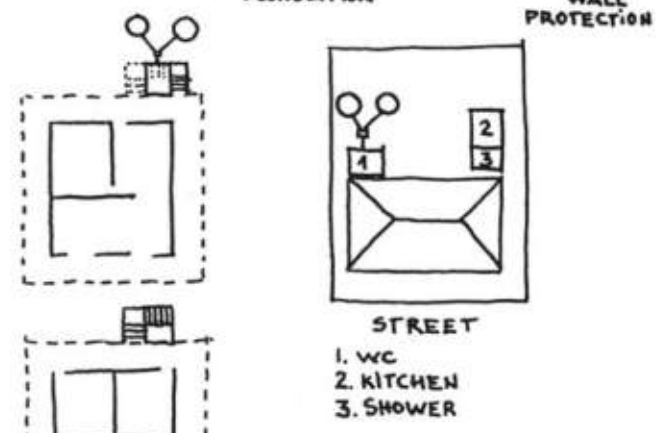
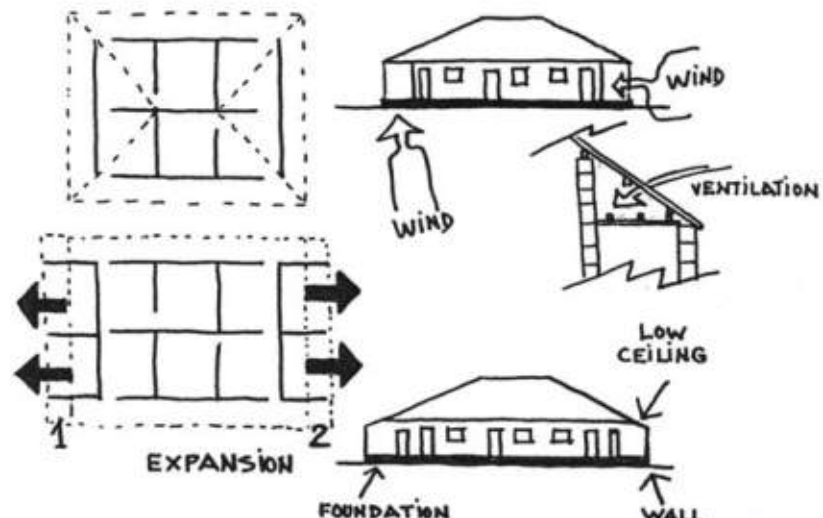


N

Park

Park





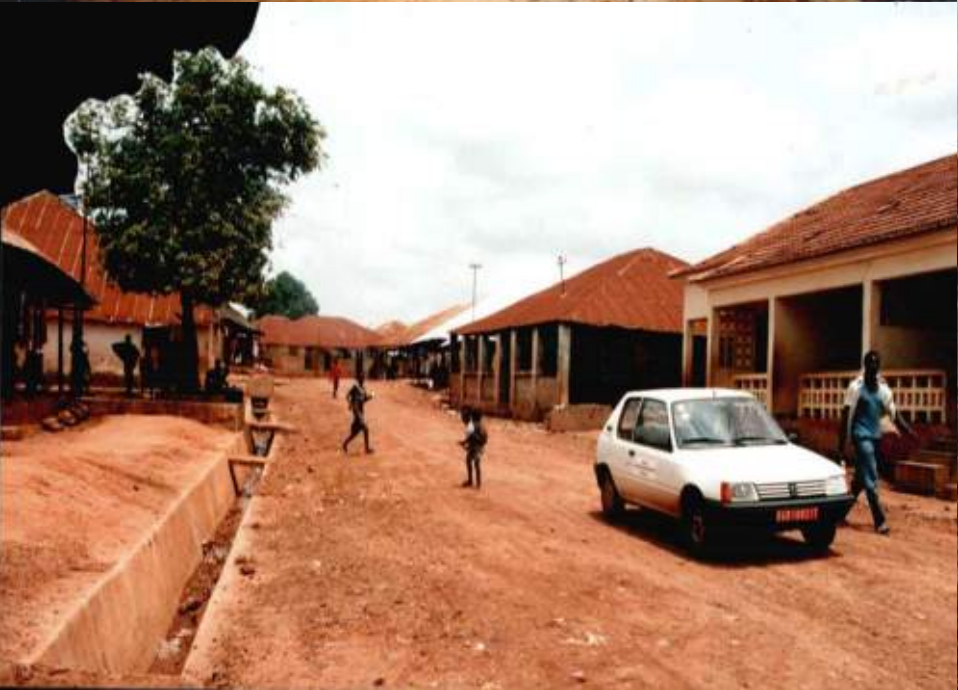
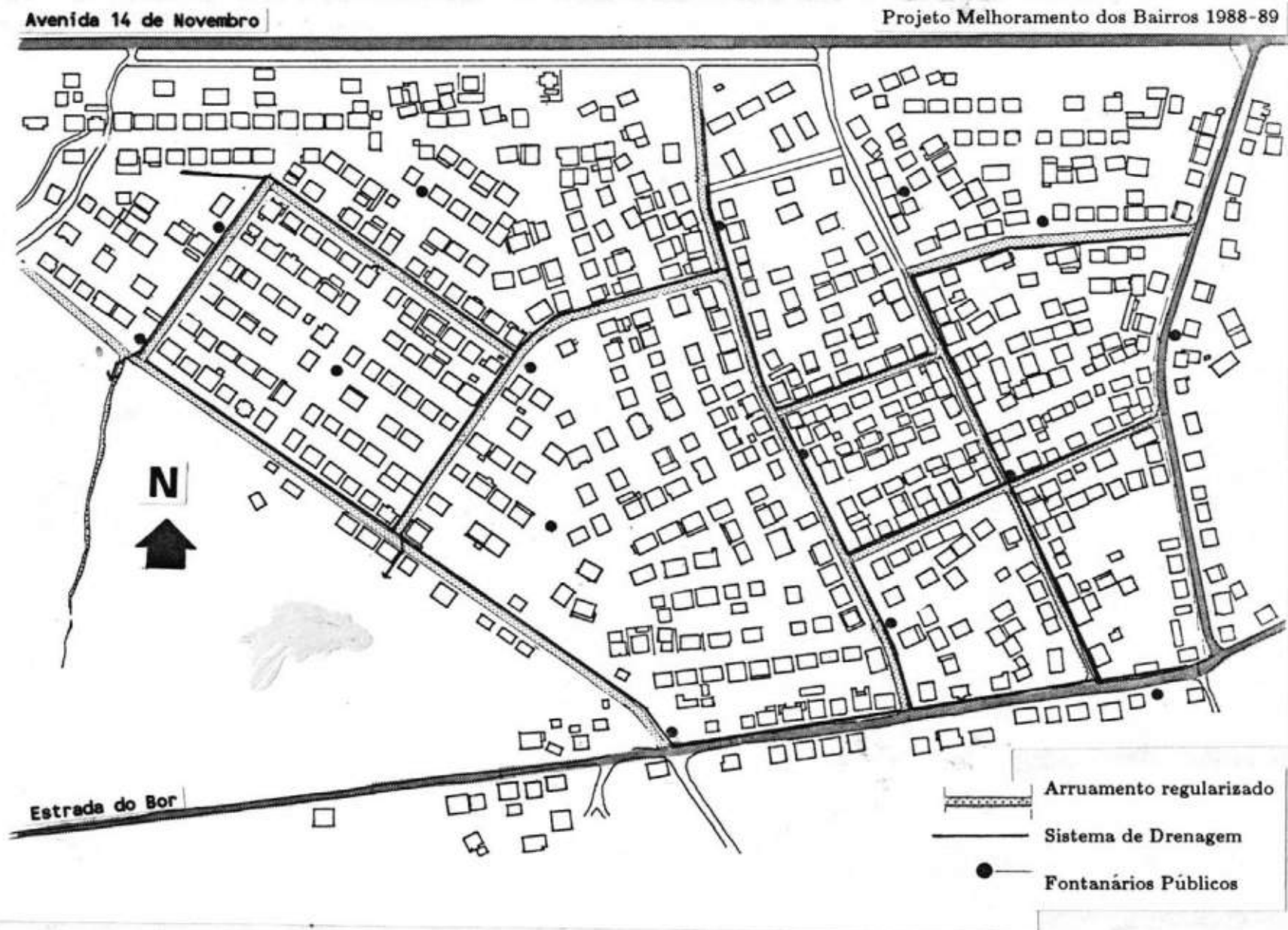




Figura 7.1: Planta de Belém após a intervenção do PMBB



BELEM

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Bissau, 1988

Institutional choice

Project Unit at
Municipal level

PMBB

Consolidate neighborhood upgrading policy

On-the-job training of counterparts

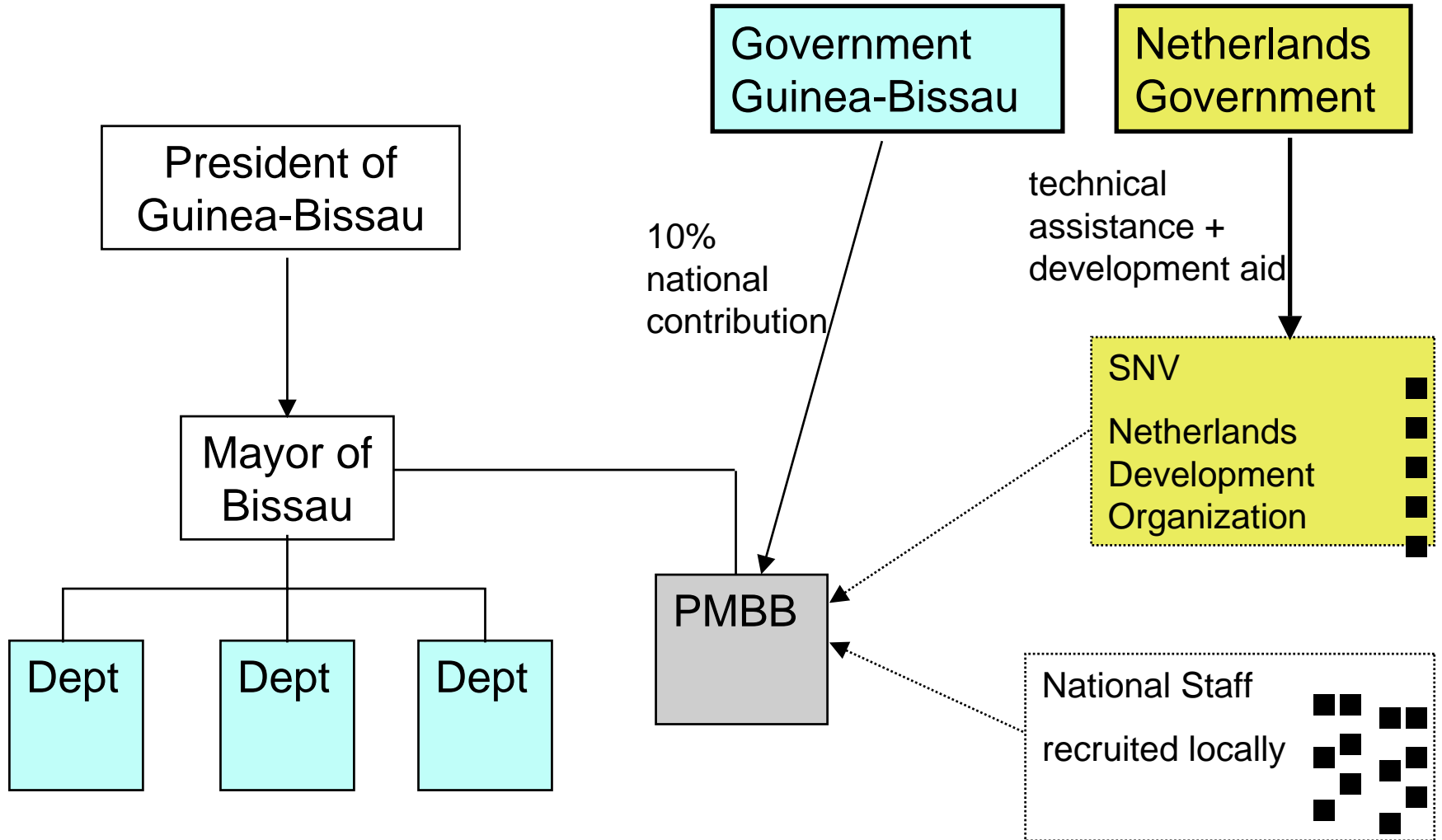
Improve living conditions in the popular neighborhoods

Establish a basis for continuity

Consolidate a working method

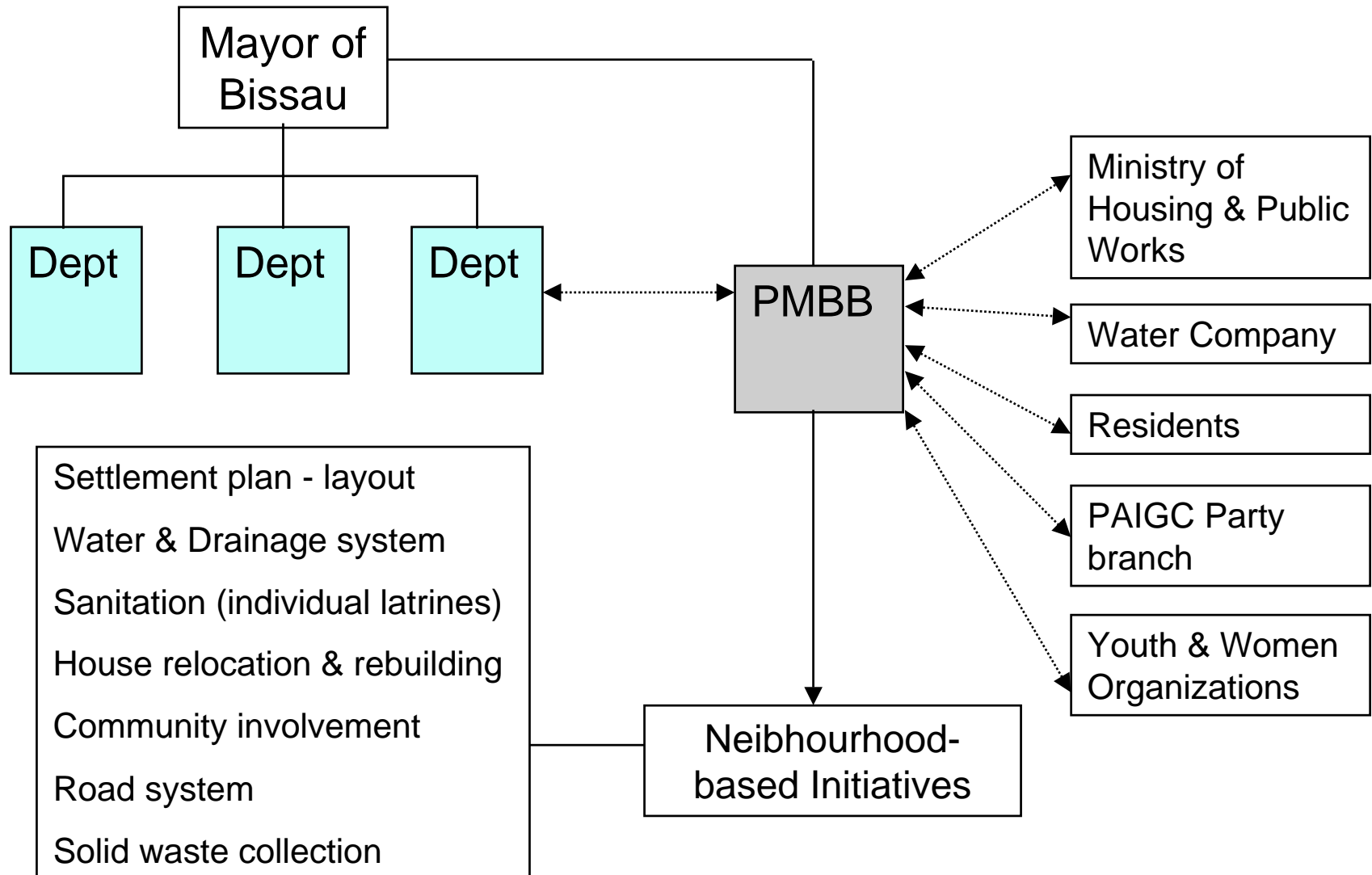
Informal Settlement Upgrading: country experiences

The Neighbourhood Upgrading Project of Bissau - PMBB



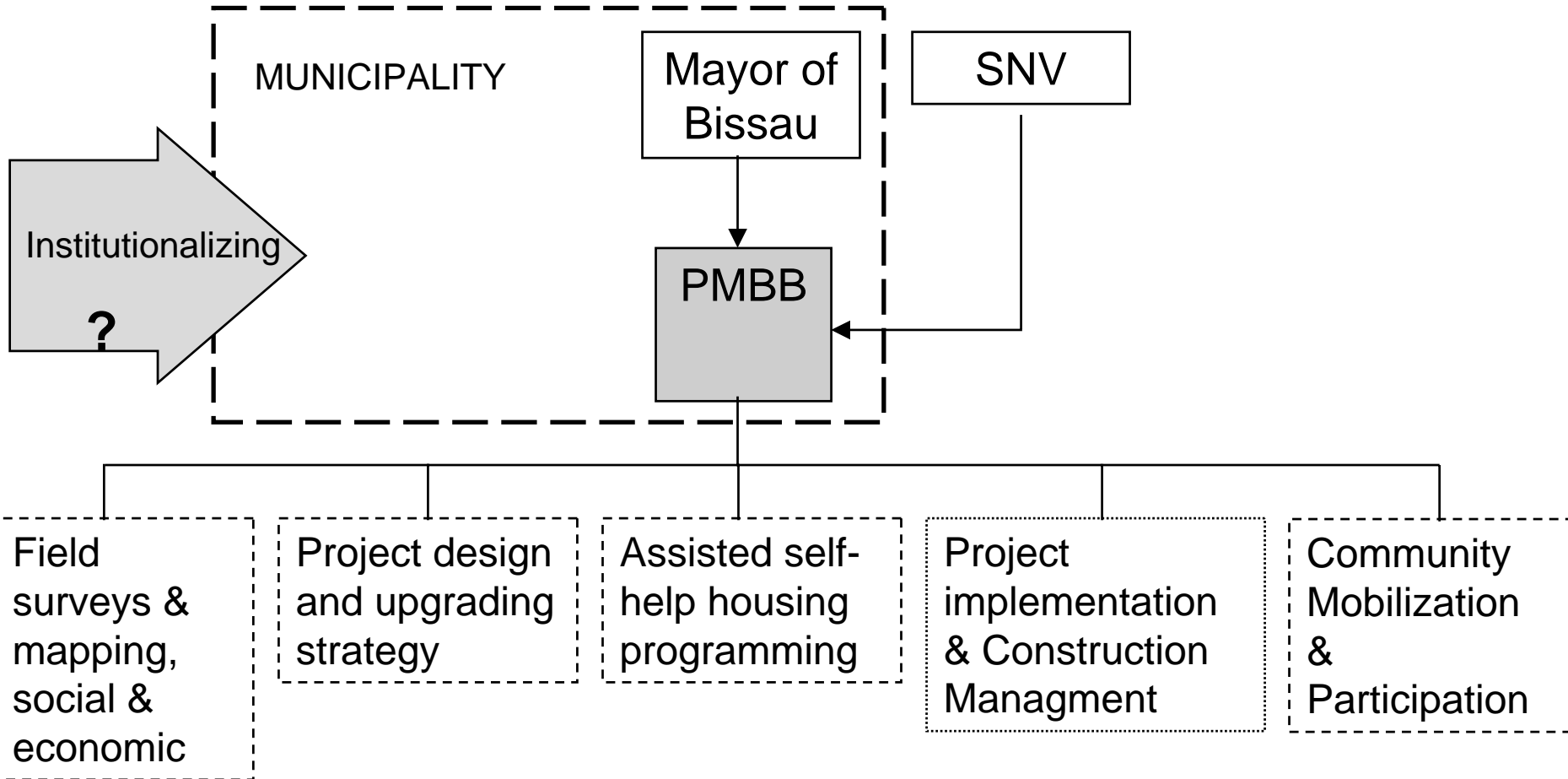
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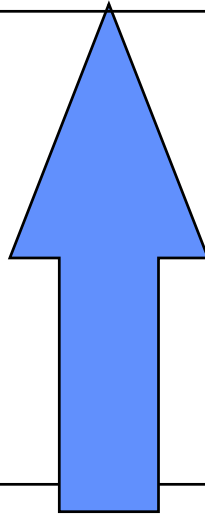
PROJECT MANAGEMENT

One of the various instruments (realistic) to reach new organizational forms (future)



integration of complex efforts and reduction of bureaucracy

From the 60's onwards:
searching for new management techniques and organizational structures to rapidly adapt to changes in the external and dynamic context

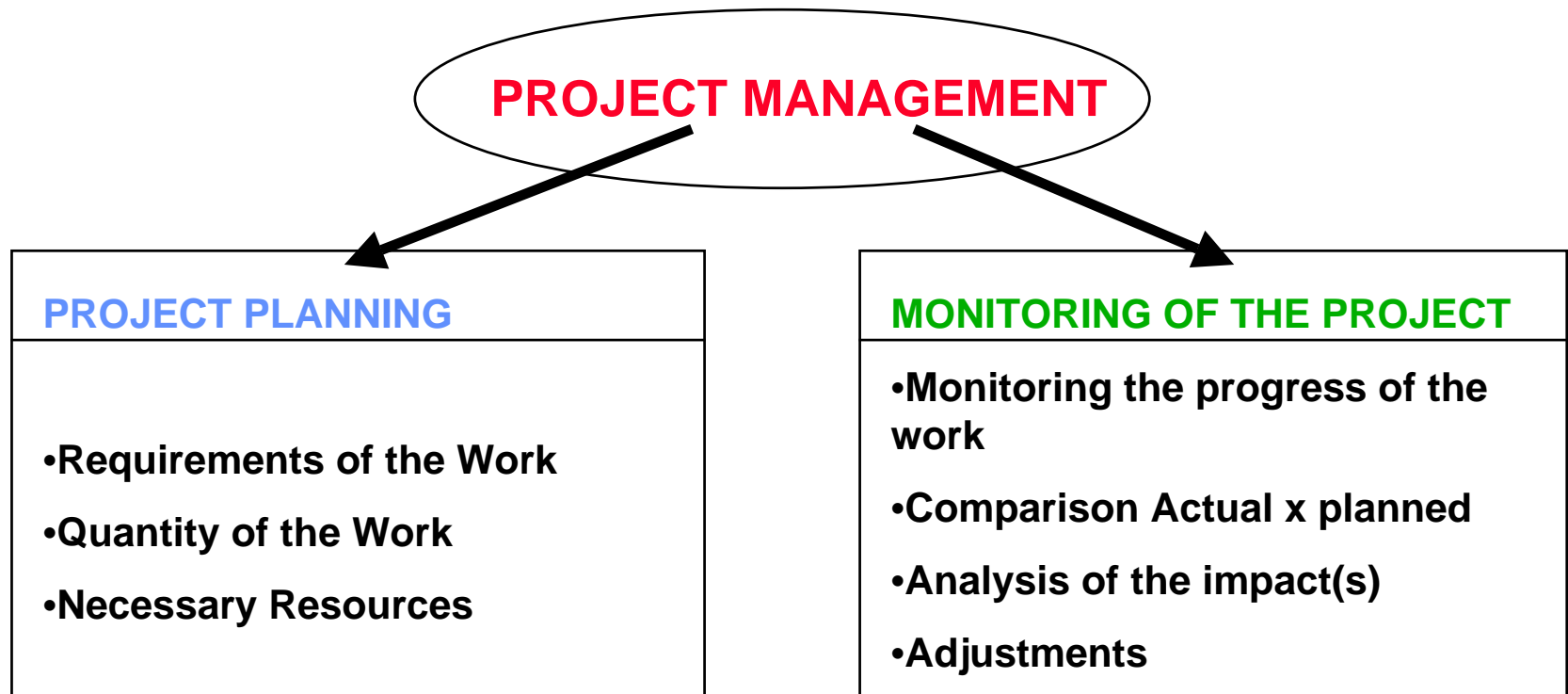


WHAT IS A PROJECT ?

(Kerzner, 1992)

A series of activities and tasks that:

- has a specific objective to be accomplished within certain specifications
- has a defined start and dates of conclusion
- has limited funds (financial resources)
- consumes resources (money, personnel, equipment)

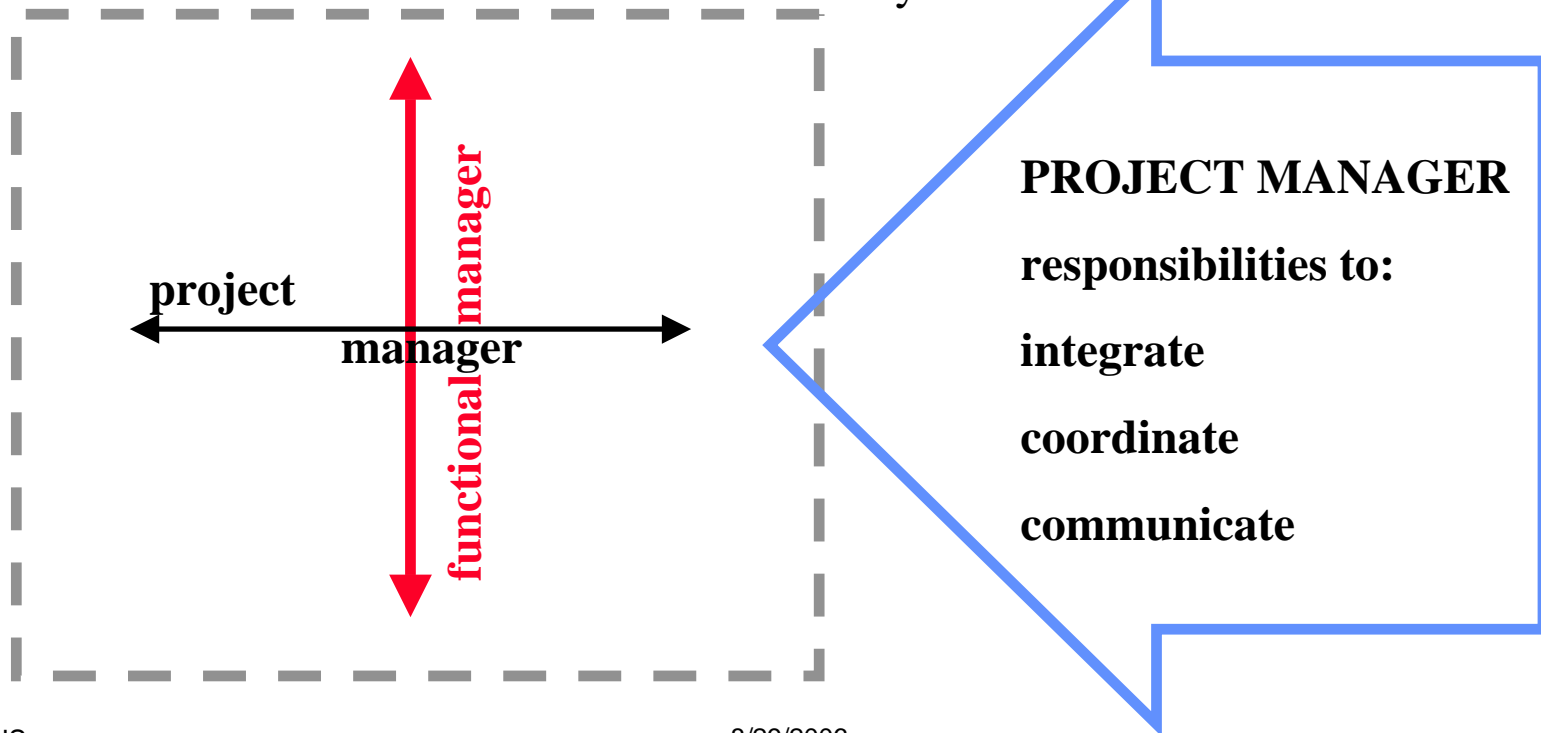


PROJECT MANAGEMENT

- Establishes an instrument to make the best and/or most efficient use of the resources

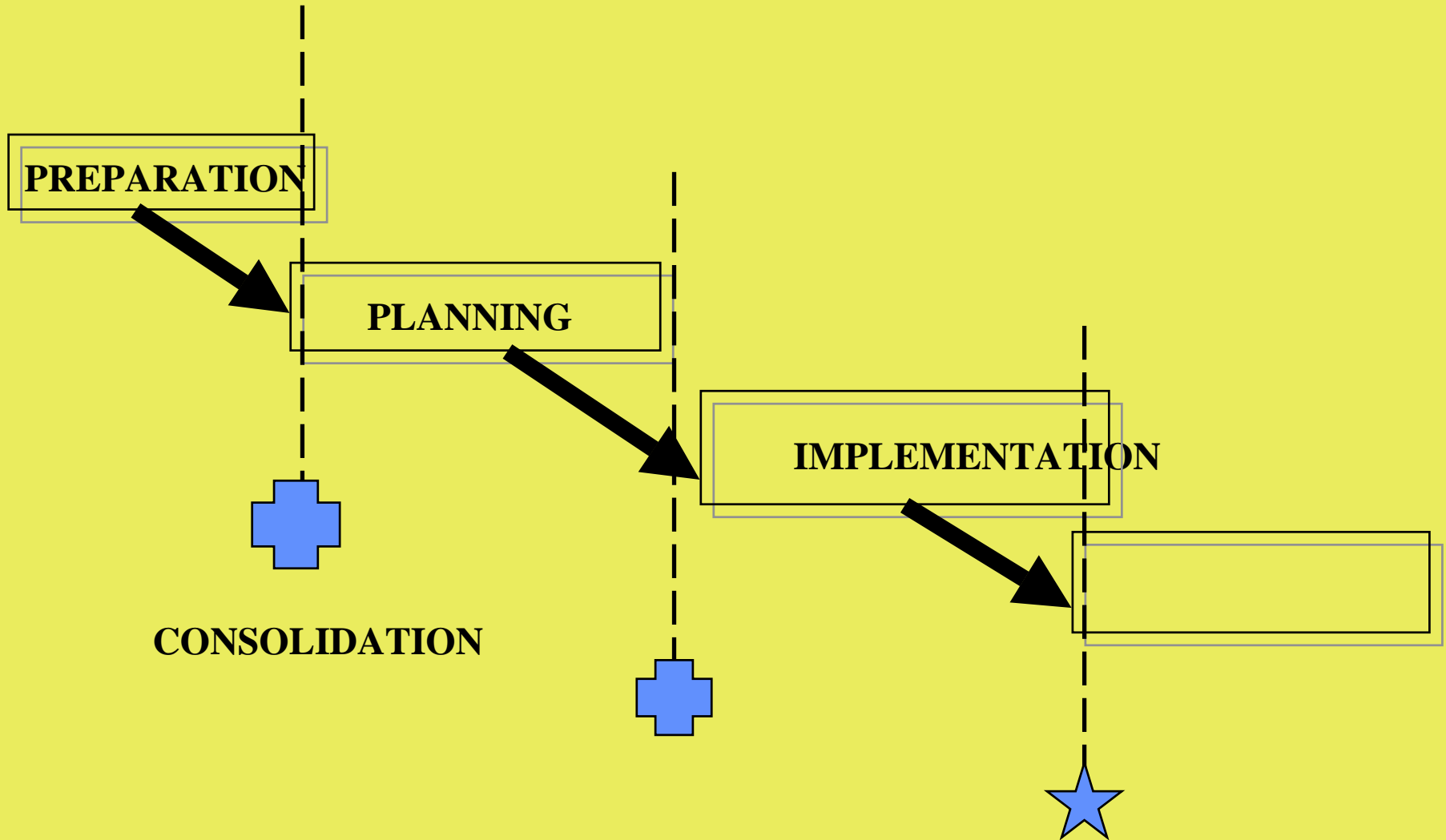


- The work flows horizontally as well as vertically within an institution



PROJECT INTERFACES

NEIGHBOURHOOD UPGRADING PROJECT OF BISSAU - PMBB



PROJECT INTERFACES
NEIGHBOURHOOD UPGRADING PROJECT OF BISSAU - PMBB

PREPARATION

2

1. Institutional Articulation
2. Involvement and Articulation with Residents
3. Assembling information and Data Collection
4. Analysis and Sistematization of the INFO
5. Cadastre Maps, Designs, Archive
6. Process of Plotation

1. Land Regularization and existing files in Municipality
2. Provisory versus Permanent
3. Maquete, models, enlargement, visualization
4. Training project personnel and counterpart staff
5. Inform Local Leadership and Information Dissemination
6. Popular Consciousness and Mobilization
7. Inport of basic building materials, equipments and so on.

1

PROJECT INTERFACES
NEIGHBOURHOOD UPGRADING PROJECT OF BISSAU - PMBB

PLANNING

1. Elaboration of Basic Documents and Working Reports
2. Discussion with the Project Team, Project Meetings and Liaison
3. Presentation of Ideas and Principles to:
4. Municipality, Local Leadership, PMBB Team, Ministry
5. Preparing and Installing the Local Office
6. Preparing the Work Force and Organizing Working Brigades
7. Production of Basic Inputs, Concrete Blocks and Construction Parts
8. Analysis of Costs, Organizing Finance, Procedures
9. Defining the Criteria to Measure Performance and Project Development
10. Reporting, Documents, Filing, Interview, Access to Stored Information
11. MEETINGS, assemblies with Neighbourhood Council, House Owners,

PROJECT INTERFACES
NEIGHBOURHOOD UPGRADING PROJECT OF BISSAU - PMBB

IMPLEMENTATION

4

1. Organizing and Monitoring the Working Brigades
2. Supervising the Construction Process and Quantity Surveying
3. Quality Control
4. Inspecting Implementation Process

5

1. Liaison with Neighbourhood Council
2. Solving Emergin Problems
3. Serious Bottlenecks
4. Plotting and Locating Roads and Houses
5. Adjusting Designs and Detail Plans
6. Relocation of Families
7. Liaison and Articulation with Stakeholders

CONSOLIDATION

6

1. Final Report with Guidelines, Directives for Land Use Regulations, Maps
2. Assignment of Responsibilities and Time Planning
3. Evaluation and Monitoring of Post Implementation Activities
4. Assistance to Residents in Liaison with Municipality and other actors
5. Dissemination of Report, Data and Information about Settlement (Mapping)
6. Process of Approval and Legalization of New Structure and Plots
7. Legalization of Plots, Primary Documents
8. Local Neighbourhood Management Processes
9. Local Management
10. Logistic and Political Support