

According to Eurostat (2013), more than 70 % of the EU's population live in urban areas today; cities concentrate the highest rates of employment and opportunities but are, at the same time, a stage for high rates of social exclusion and segregation, generating a strong **social-territorial “fracture”** that unbalances the urban social fabric and may generate, at a more global scale, a social, economic and political disruption. Lisbon, as other European cities, faces these same challenges, regarding the social-territorial cohesion issues.

The Good Practice we propose - Local Development Strategy in Priority Intervention Territories (BIP/ZIP) - provides cities an integrated toolbox to guide and sustain meaningful and effective intervention in deprived territories. This practice has to be co-designed, co-implemented and co-monitored with a local emphasis, in order to permanently engage all the relevant community players, enhancing an integrated and participative approach to promote a sustainable urban quality of life for all. This practice, supported by citizens' awareness and action, can catapult the promotion of social inclusion in a wider urban sense. In fact, participation and engagement of civil society in urban development projects and processes are the benchmark of our local development strategy: for the last six years, the municipality has promoted this new approach to civil society participation inviting them into the definition and execution of local policies.

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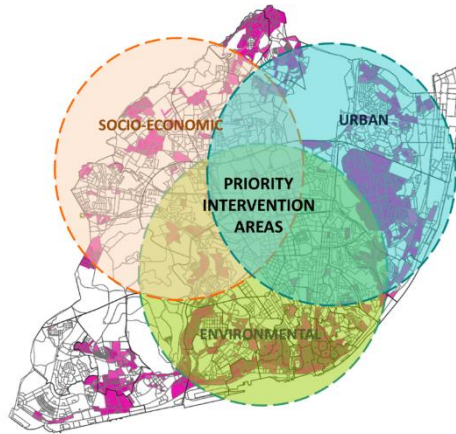
That new approach, the Local Development Strategy in BIP/ZIP territories, comprises four steps:

1 - The **BIP/ZIP Mapping** included on the Lisbon Master Plan since 2010, which identifies the Priority Intervention Territories of the city, according to the overlapping of Social-Economic, Urban and Environmental deprivation indexes;

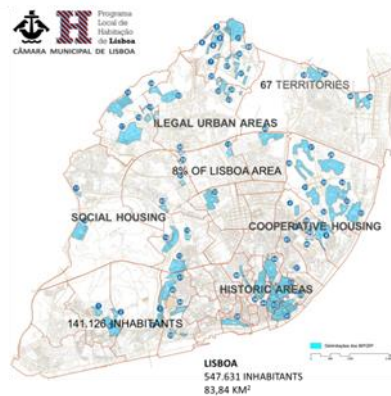
In 2009, when the Lisbon Local Housing Program (PLH) was approved by the municipality, it defined as one of its main goals “Improving the City: Improving the quality of urban life and territorial cohesion”, which required the identification of the areas where a more integrated intervention was needed.

Pursuing the identification of this areas, the municipality PLH team, based on the selection of the most accurate geo-referenced variables, created a composite index from the overlapping of Social-Economic, Urban and Environmental deprivation indexes; this composite index led to the mapping of city's socio-territorial fracture and, subsequently, to the Priority Intervention

Neighbourhoods / Priority Intervention Zones (BIP/ZIP). The change from “Critic” to “Priority Intervention” was made intentionally, to fight the stigma associated with these areas, and to change the mindset from *deprivation* to *intervention*, bringing the communities to the centre of a co-governance model making both (Municipality and Communities) accountable for the development of strategies that promote quality of life and territorial cohesion.



The BIP/ZIP Mapping was then submitted to public consultation and discussed in workshops; this procedure resulted in the final version of the BIP/ZIP Mapping, with the identification and delimitation of 67 Neighbourhoods and Priority Intervention Zones (BIP/ZIP), with circa 150.000 inhabitants, which represents almost a third of all Lisbon inhabitants.



The BIP/ZIP Local Development Strategy works in different levels of intervention: Urban Regeneration, and Partnerships and Local intervention, and aims to change the way Municipality intervenes in the territory, in order to:

- Achieve real impact on citizens' lives;
- Promote social-territorial cohesion;

Support local projects and partnerships;
Promote local based networks;
Reconcile the vision of decision makers with the one of the community.

2- The **BIP/ZIP local partnerships Program**, which finances and supports local community projects aimed to respond to local needs and empowering local organizations partnerships under an annual competition cycle; this program promotes the active participation of communities and other relevant players in local development processes.

Following this identification work, it was created the **BIP/ZIP Program**, to support activities and projects to be executed in those 67 neighbourhoods, as one of the most participative processes of the community in the city management. This Local Partnership Program is a tool to ignite local initiative, developed by Local Boroughs, local associations and NGOs, aimed at fostering social cohesion and territorial partnership in Lisbon, which main objectives are:

Promote active citizenship, self-organizational skills and participation of the community in the search of collective solutions to improve their living conditions;

Contribute to a positive image of these areas, to be able to allow and reinforce their integration in the city;

Provide favourable conditions for the development of local initiative and entrepreneurship.

Each annual edition of the Program is presented in an empowerment workshop to share experiences and good practices of previous editions that may be adopted by new candidates and applied in other BIP/ZIP territories.



The BIP/ZIP Program six editions have already contributed to the creation of several community based associations and, therefore, to the development of a wide set of solutions for local needs with citizens' active participation. The Program ignited inhabitants' associations, community groups, social solidarity institutions and cultural associations; it invigorated declining associations and promoted their adaptation to new realities and local needs. The projects work in a wide broad of urban thematic:

SPACES REHABILITATION AND REQUALIFICATION



INCLUSION AND PREVENTION



NEIGHBORHOOD LIFE IMPROVING



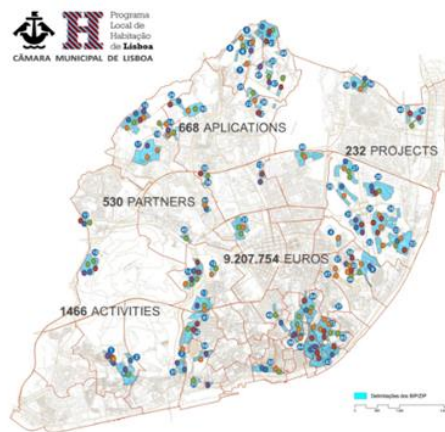
ENTREPRENEURSHIP AND SKILLS



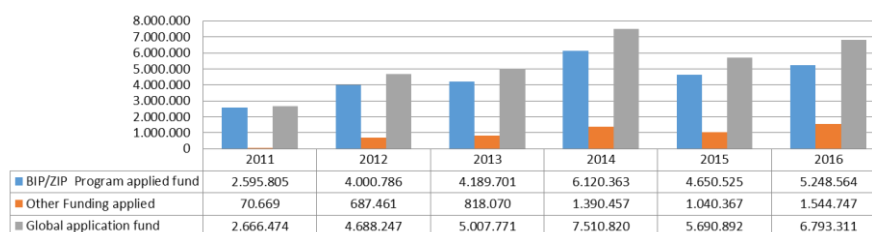
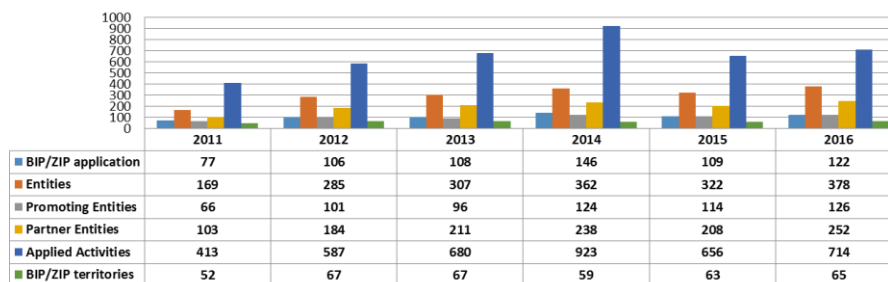
CITIZENSHIP PROMOTION



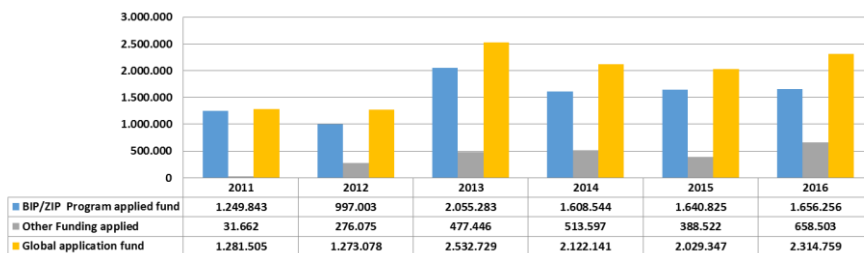
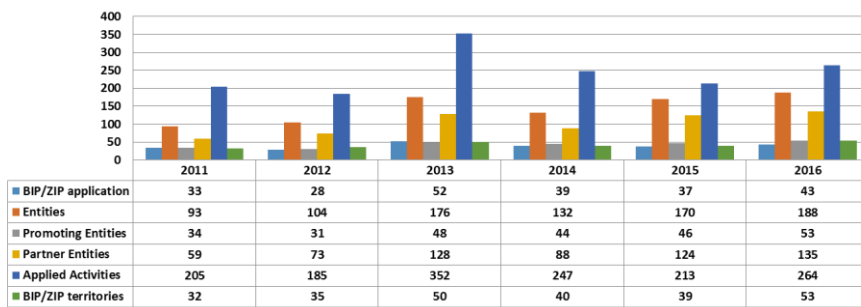
Between 2011 and 2016, a total of 668 applications were submitted, from which 232 projects have been approved, gathering 532 entities (152 stakeholders and 380 partners), besides other partners and informal groups that participated both in the execution and sustainability phases. These projects generated a total of 1466 activities developed in BIP/ZIP territories, impacting an average of approx. 98.600 inhabitants each year. The total approved budget for projects was € 9.207.754.



BIP/ZIP Program - Applications



BIP/ZIP Program - Approved Projects



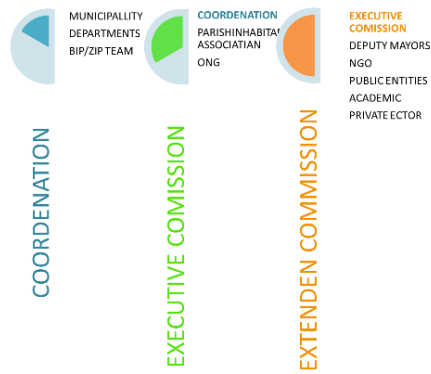
3 -The implementation of **Local Offices (GABIP)** to develop specific local plans on BIP/ZIP territories, as a co-governance structure between the Municipality, Local Boroughs and all the relevant local and citizens' organizations, often managing strong investments like ERDF, Lisbon Participatory Budget or others.

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Along with the BIP/ZIP Program, for an Urban Regeneration more holistic process, it was also created a co-governance Local Coordination Office (GABIP), whose mission is the planning and territorial bottom-up management, with the inclusion of all parts in the decision process: City Council, Community and Local Partners.

GABIP local offices comprise a Coordination Structure, an Executive Commission and an Extended Commission and have as their mission:

GABIP should assure in his mission the local development promotion through the empowerment and boosting of local initiatives, following cooperation principles, active participation and transparency.

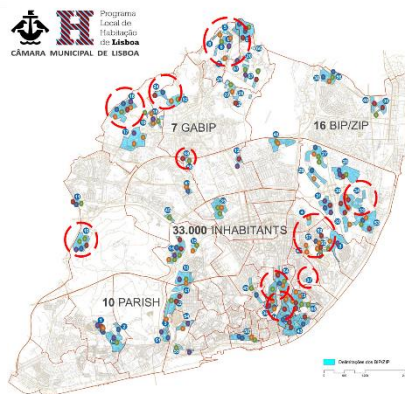


GABIP Co-Governance Model:

GABIP, in its enlarged commission, has the fully representativeness of all their organizations. This commission will be the GABIP decision-making organ. The decision process taken by the several organizations should be based in principles of participation and direct representativeness. This commission works as a representative assembly where each organization is entitled one vote.

Currently, 19 of the BIP/ZIP territories are covered by 6 GABIP Local Offices:

GABIP Almirante Reis | GABIP do Bairro da Boavista | GABIP do Bairro Padre Cruz | GABIP das Torres do Alto da Eira | GABIP Ex-SAAL e Autoconstrução | GABIP AUGIS



A good example of this Co-governance local work is the LAP produce, with the local partners of the Beato and Penha de França area of GABIP Ex-SAAL e Autoconstrução, under the USER (<http://urbact.eu/user>) URBACT II Operational Program Network framework.

4 - The **Community-Led Local Development (CLLD)** program under EU Reg.1303/2013, established as a private-law association (Rede DLBC Lisboa) of more than 150 public and private BIP/ZIP organizations, to run the Lisbon CLLD Strategy focused on the BIP/ZIP territories, a bottom-up co-governance methodology that promotes employment, education and social-territorial cohesion.

The Community-Led Local Development (CLLD) network adopts *Community* concept as the set of players comprised by locals, technicians and professionals, local based organizations, public administration and economic players, and aims to act collaboratively and mutually in search of sustainable results and interactions in the medium and long term.

Those community relations are characterized by their “relational proximity” i.e., they’re based on the ability of its actors to involve in local partnerships based on trust and collective identification of the common good. The mutual aid among partners, along with the confidence it generates, makes of the Community a privileged environment for social innovation. These partnerships also promote collaborative learning among CLLD operations through shared experiences that may be a reference to communicate, develop and spread co-governance good practices.

COLLABORATIVE PLATFORMS REDE DLBC LISBOA



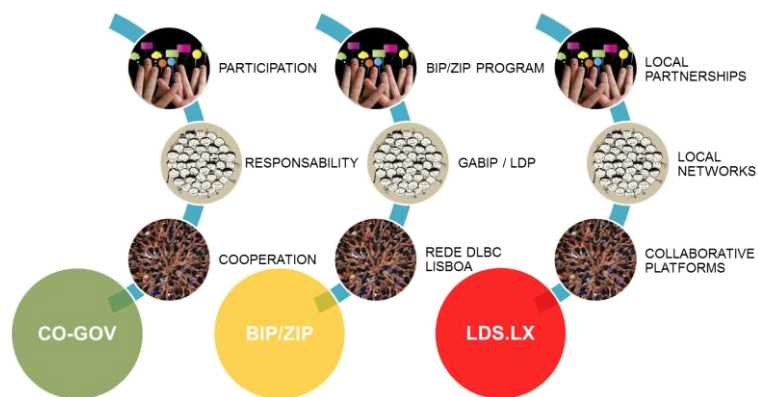
In this framework, Lisbon CLLD intends to promote equitable collaboration among local organizations, civil society, public administration and private sector, funded on reciprocity relations, in which resources, capacities and risks are shared in the prosecution of multidimensional actions that would not be achieved otherwise, i.e., in isolation.

As so, this network is already engaged in the URBACT Project - Interactive Cities, aiming, through digital, social media and user generated content, “to *redefine and deepen the concept of citizenship and civic engagement today, providing a path to spark cohesion, commonalities*

and shared value as well as increasing sense of place...” and to “to improve the quality of public services, in terms of efficiency and transparency, and even widen the current service chart provided by local authorities”.

Lisbon TOOLBOX

The **Lisbon Local Development Strategy for Neighbourhoods or Areas of Priority Intervention (BIP/ZIP)** results in a smart, collective, effective, flexible and pragmatic toolbox to implement a sustainable urban living that reinforces social-territorial cohesion.



Lisbon have 6 years’ experience in implementing policy instruments at deprived neighbourhoods (BIP/ZIP) and, in that timeframe, had incorporated this strategy in 2016 ERDF program of the “Urban Development Strategic Plan of Lisbon – Disadvantaged communities integrated action plan” (PEDU-PAICD).

In conclusion, this practice is an empowerment urban tool that sets ground to local initiative and partnership, which means it can be of great interest to other cities, regardless of their local context and experience. It helps cities to establish their own path, roadmap and goals, and sets the civic participation and co-governance as a benchmark to ignite a sustainable Urban Local Development.

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