

# **GEBALIS**

## Social Housing Management in Lisbon

Paris, 14 November 2016

# THANK YOU !

On behalf of the Board of Administration of Gebalis we would like to thank CEEP for this opportunity and recognition of the "CEEP-CSR Label" for GEBALIS, for the fourth time (we started in 2009).

We also take the opportunity to thank:

- CEEP Portugal for their trust and support;
- All applicants to the Label for the challenge and possibility of benchmarking;
- To all our colleagues and stakeholders for being there at all times with their work, proposals, criticism, evaluations and celebrations and, also, for sharing with us the pursuit of Social Responsibility and ethical governance of all organizations, in particular those providing public services;
- *Last but not least*, to CEEP France and "Caisse des Dépôts et Consignations" for hosting us and to all Conference Guests and Speakers for sharing with us this event.

# MISSION

GEBALIS is a **municipally owned** entreprise with public liability, established in 1995, to ensure the social housing management, in Lisboa.

Its **mission** is to ensure quality of life, social integration and inclusion and empowerment of local residents, making the managed quarters in sustainable units in social, economic and financial areas, while promoting a strong sense of belonging.

GEBALIS is responsible for the **management of 66 quarters/residential districts**, distributed throughout the city (19 parishes), with a populations estimated to be of approximately 65 000 people.

In terms of **patrimony** we are talking of: 2101 buildings, 1264 lifts, 22 620 dwellings/homes, 1086 stores (non-residential spaces).

The management of this housing stock is operationalized through 11 local offices and 1 "Citizen shop Balcony" on a proximity basis. To follow its mission GEBALIS counts with a total of 190 colaborators (*from operational to top decision level*).



# GEBALIS AND SOCIAL RESPONSIBILITY

GEBALIS has dressed-up full conscience of the importance of Social Responsibility and the impacts of all decisions, operations and activities, in the interests and expectations of all stakeholders involved.

Although the general feeling at the enterprise is that we are **bond by mission to Social Responsibility**, the major aspects developed in the past years that we can offer evidence are: dissemination and promotion of Social Responsibility; investment, involvement and development of local communities; promotion and defence of Human Rights and equal opportunities, within and outside the organization; civic and environmental education activities and projects and, continuous improvement of organizational governance in general.

Included in the management of the municipal houses of social attribution, GEBALIS develops several **local intervention and community development projects**, working together in cooperation with other official and private, profit and non-profit organizations and social actors of the city, following a integrated government management of the complex social at stake.

# The Project

## “Together We’ll Take Care of Our Neighborhood” (1)

This project emerged from the necessity of raising awareness with the local population living in social houses at **Quinta do Lavrado**, to promote and improve participation of the residents in caring for their houses and also for the trivial maintenance of common and public spaces in the buildings and proximal areas, in order to raise community self-esteem and positive sense of belonging.

The Project is being promoted by GEBALIS following an active participatory methodology together with residents and 12 Partner organizations.

**Quinta do Lavrado** is one of the districts under Gebalis management with 263 (two hundred and sixty tree) apartment houses (10 buildings), where are living Families with diverse social difficulties (poor schooling, high unemployment, health difficulties, among others).

# The Project

## “Together We’ll Take Care of Our Neighborhood” (2)

(First phase) **We started in 2009** working up a diagnosis, identifying Partners organizations and potentially motivated residents and right after we invested in the first activities in public spaces (local squares). These first actions aimed to start up and foster community empowerment and positive sense of belonging to the neighborhood.

In a **second phase, already in 2013**, and aiming to continue the network and partnerships developed as well as keeping residents motivation, a number of activities were developed to improve awareness of resident’s responsibilities, help raising the residents level of autonomy in daily conservation and maintenance activities in the buildings where they live.



# The Project

## “Together We’ll Take Care of Our Neighborhood” (3)

Some of the activities already developed in the scope of this project were:

- ✓ Meetings: with Gebalis leaders and staff, with Partner organizations, with residents (in the various steps of the project)
- ✓ Sponsorships of the Buildings (*Apadrinhamento dos Lotes*)
- ✓ Working for the establishment of “Building Commissions or Commissioners)
- ✓ Organization of a local environmental team (*“Guardiões da Natureza” – Nature Guardians*)
- ✓ Local visits do the buildings with Partners representatives and residents
- ✓ Electric conservation works in the building and change of the light bulbs to economic lamps (LFC lights), painted by the children living at Quinta do Lavrado.
- ✓ Improvement of blacksmith’s workshop in the buildings (*trabalhos de serralharia*)
- ✓ Painting of public areas of the buildings (entrance, stairs, hallways)
- ✓ General and door-to-door information and awareness actions and campaigns
- ✓ Construction of a Community Christmas Tree in 2015 decorated with messages from local residents, partners, and also from guests that visited the Tree during last Christmas season.

Also during the project but **as Partners to other Projects** at the same time, involving also residents of Quinta do Lavrado, GEBALIS also contributed and participated to activities like:

- Time for Tea for Older People
- Local diagnosis of Older People
- Social Grocery (local project)

# The Project

## “Together We’ll Take Care of Our Neighborhood” (4)

Main results already achieved with the Project “Together we will take care of our neighborhood”:

- ❑ 70 % of Building Commissions already established and active (7 out of 10 buildings)
- ❑ Peer involvement and participation of both Partner’s representatives and residents in decision making processes and deciding activities within the project
- ❑ Decrease of inadequate behavior and decrease of vandalism in the buildings with project intervention
- ❑ Evidence of improved notion of rights and duties and responsibilities of the residents translated in more autonomous behaviors and initiatives.
- ❑ Evidence of significant improvement of sense of belonging and community *empowerment* about the neighborhood (example: registration of adequate address and district name for job applications instead giving only name of street and number)
- ❑ Positive recognition of the impact of the project by all partners involved, by the residents and also by the Municipality of Lisbon.

### What about next steps?

Next year (2017) we will be investing in preparing the closure of the project and gradual withdrawal of all staff involved, forewarning and safeguarding that locally all good practices achieved and in place continue to happen along the way.



# Key Factors and Concepts:

Key words and factors we identify at GEBALIS as success promoters in the projects we are involved:

- ❖ Clear goals and objectives;
- ❖ Shared planning and monitoring/evaluation key dates;
- ❖ Dialogue, partnership and networking (*coordinate, articulate, integrate is not so obvious and needs perseverance and open minds!*);
- ❖ Clear view of possibilities from all involved (*tangible goals*);
- ❖ **Time** (time for the project to run, time for the people to see benefits in changing, time for organizations to adjust, time to begin, to end, to evaluate, *time to prepare the day-after the project*);
- ❖ Celebration of results (*with all involved and every time some new step is achieved, even if babystep*);

Many aspects of this project are common to other Projects where GEBALIS is involved either as Promotor or as Partner.

These **Projects of local intervention and community development** are only possible because all working units (from administration to field working colleagues, including transports, communication, producing learning/training materials, civil construction works, etc,... ), particularly from GEBALIS, but also from Partner organizations, are all aligned in the same goal of providing knowledge and tools to social residents in order to give them improved autonomy and, ultimately, improve living standards and quality of live.



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*Thank you for you time and attention!*



**GEBALIS**

GESTÃO DO ARRENDAMENTO SOCIAL EM BAIROS MUNICIPAIS DE LISBOA, EM, SA