

MINISTÉRIO DAS CIDADES  
MINISTRY OF CITIES

A close-up photograph of a child's face peering through a narrow opening in a structure made of weathered, yellow-painted wooden planks. A blue-painted wooden plank is leaning diagonally across the opening. The background is a plain, light-colored wall.

# HABITAR BRASIL

An aerial photograph of a densely packed urban area, likely a favela, with numerous small, simple buildings and a mix of roof types. The overall tone is slightly desaturated and warm.

BID/IDB

PORTUGUÊS / INGLÊS  
PORTUGUESE / ENGLISH

# Foreword

**M**ore than one billion people on the planet call precarious settlements in the cities their home. According to the United Nations, there are 128 million people living in Latin America and the Caribbean. Two of the eight Millennium Development Goals are to eradicate extreme poverty in the 191 UN member nations by 2015 and ensure sustainability to at least 100 million people living in settlements worldwide by the year 2020.

The UN also draws attention to the alarming forecast that within 30 years the number of people living in precarious settlements could reach two billion.

It is also amazing that 40 percent of the urban population in developing countries currently live in precarious conditions.

Since the Ministry of Cities was created in 2003 ensuring housing and sustainability to families living in settlements through the Habitar Brasil/IDB Program has been one of its core objectives. Currently, the program benefits over 89,000 families in 110 Brazilian municipalities by providing them with decent housing in urbanized areas and new neighborhoods in cities.

The central policy axis of Habitar Brasil/IDB Program established by the Federal Government, through the Ministry of Cities, is to secure resources to invest in construction works and integral slum upgrading projects.

A yearly basis IDB resources disbursement was secured since December 2004. Based on an agreement, funds are transferred yearly to the Union's Master Budget. The current budget covers expenses up to 2010.

An innovation introduced by the ministry was the implementation of an integral approach to slum upgrading projects. Engineering works and activities in

the social area run parallel with one another, so as to meet all of the population's needs identified before the program began. As a result at the project completion the area has been transformed into a complete new city neighborhood.

Two actions are structural within the scope of the integral projects:

The first is land regularization, which promotes citizenship - to the extent that it ensures residents not only an address but also social inclusion, in the form of a property ownership title. The second action consist of activities carried out with the community in the social field and focuses on three main objectives: community mobilization and organization; health and environmental education; and employment and income generation.

After completion, the program remains operational in the community for an additional year, aiming at guiding and training the population.

The objective of this publication is to portray a transparent picture of the work carried out by the Ministry of Cities and its partners contributing to the Habitar Brasil/IDB Program success.

Undoubtedly Brazil as a signatory of the UN Millennium Development Goals document has endeavored to meet its goals.

Through the work of all, like the one carried out by the Habitar Brasil/IDB Program, we certainly are getting there.

**Marcio Fortes de Almeida**  
**State Minister of Cities**

# Introduction

Until late in the 1970s, most programs and policies developed to solve the slum problem in Brazil were based on the complete removal of these settlements. This had disastrous consequences, as families were relocated to housing complexes on the outskirts of cities, far from urban centers and devoid of any type of infrastructure.

The redemocratization process led to the multiplication, all over the country, of slum upgrading experiences that maintained people in their original setting and ensured them land tenure. Over the years, these projects have been improved and began to include socio-educational and employment and income generation actions as well.

Overcoming these problems requires implementing articulated and integrated social policies that assign the urban policy a central role, with actions that keep pace with the growth of cities and social needs.

In this context, the creation of the Ministry of Cities in January 2003 represented not only a new institutional arrangement but also a change in the way urban development issues used to be addressed in the country. The establishment of a specific institution responsible for formulating and coordinating national policies in the areas of housing, sanitation, urban mobility, transit and transport puts the demands of popular movements for

a participatory urban policy, on the country's agenda, bringing Federal Government's concerns for Brazilian cities to the forefront.

The Habitar Brasil/IDB Program, which is managed by the Ministry of Cities through financing from the Inter-American Development Bank, is one of such multi-sectoral experiences that seek to tackle the housing problem in tandem with several sectors. The Program also includes an institutional development component aimed to improve the capacity of states and municipalities for addressing their housing deficits. This component has also provided the Ministry of Cities itself with a better understanding of the Brazilian housing problem.

This publication has the double objective of recording the results achieved through the Program and, mainly, of replicating its intervention methodology. As we consolidate the National System of Social Housing, a publication such as this is extremely important to disseminate the initiatives that are being developed in partnership with other government spheres, as a way of improving the living standards of slum dwellers in the country.

***Inês da Silva Magalhães***  
**National Housing Secretary**

# *The Brazilian Urban Scenario*

**B**razil has experienced an intense urbanization process over the past decades. The country's urban population, which in 1940 accounted for 31.24 percent of the overall population, had jumped to 82.8 percent in 2005.

This accelerated urbanization process has a two-fold characteristic: demographic concentration in large urban centers and demographic dispersion in a large number of small municipalities. Whereas 54.2 percent of Brazilians live in just 4.8 percent of the country's municipalities, the other 45.8 percent occupy 95.2 percent of Brazilian cities.

There are 16.3 million households in the metropolitan regions of Belém, Fortaleza, Recife, Salvador, Belo Horizonte, Rio de Janeiro, São Paulo, Curitiba and Porto Alegre. Of these, 1.9 million are located in slums.

The housing deficit of 2.2 million units in these metropolitan regions accounts for 28.8 percent of the overall housing deficit in Brazil. Municipalities with population under 100,000 total 5,297 whereas only 14 have more than 1 million people. These represent 0.25 percent of the total number of municipalities but account for 20.6 percent of the country's overall population. The other 33.6 percent of Brazilians live in municipalities with population between 100,000 and 1 million.

This urban concentration coupled with both low investment levels in cities and the lack of appropriate land planning and management has resulted in serious housing problems that translate into the proliferation of low-quality houses and disordered construction in areas unsuitable for housing purposes. Problems related to poor construction quality are compounded by the socio-economic characteristics of these families, which require aid through assistance and social inclusion programs.

Small and medium-size municipalities also face serious urban problems, which are often aggravated by the difficulty they experience in gaining access to funds for investment in urban infrastructure and house construction.

## **Slums**

Slums are characterized by different aspects: land and/or urban irregularity; deficient infrastructure; occupation of areas prone to flooding, landslide and other sorts of risk; high density levels of settlements and buildings, combined with the poor construction quality of housing units; long distances between home and the workplace, associated with insufficient, expensive and highly uncomfortable and insecure transportation systems; and lack of public services mainly in the fields of sanitation, education and health.

Adding to this set of unmet needs is a host of social problems that many times translate into situations of extreme vulnerability, where occupation of popular spaces by means of an "order" based on violence is becoming more and more frequent.

Despite the high material and symbolic visibility that the squatter housing issue enjoys within Brazilian society by occupying spaces in the cities and the media, there is no information available to enable its precise quantification and characterization.

Although with some degree of underestimation, according to indicators provided by the 2000 Census Brazil has experienced an intense urbanization process over the past decades. The country's urban population, which in 1940 accounted for 31.24 percent of the overall population, had jumped to 82.8 percent in 2005.

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## **Habitar Brasil/IDB Program**

In partnership with the Inter-American Development Bank (IDB), the Federal Government of Brazil has developed a program to upgrade slums in peripheral areas by implementing integrated actions associated to technical and management capacity building of the involved municipalities.

The Habitar Brasil/IDB Program has therefore been designed as a pilot project to finance civil works and actions in state capitals or municipalities that are part of metropolitan regions and urban agglomerations. In September 1999, the Federal Government of Brazil and IDB signed a Loan Agreement providing for the necessary normative arrangement and budget.

The Habitar Brasil/IDB Program has the following objectives:

- To contribute to raising the housing and living standards of families, particularly those with a monthly income of up to 3 minimum wages, living in slums located in metropolitan regions, urban agglomerations and state capitals;
- To encourage municipal governments to mitigate problems in those areas, tackling both effects and causes, including institutional ones; and
- To increase sectoral knowledge of urban housing and infrastructure problems in the country.

In order to attain these objectives, the Program has been divided into two subprograms, whose actions are interdependent and simultaneously executed:

- Institutional Development (DI) of Municipalities Subprogram, whose objectives are to train municipalities in all aspects related to management of the urban housing sector and to develop sectoral training events and relevant studies within the scope of the national policy.
- Slum Upgrading Subprogram (UAS), which involves implementing and executing integral slum upgrading projects.

## **Innovations**

An important innovation introduced by the Program is the association of urban interventions with the technical and financial support component, with a view to improving, modernizing and training municipalities. The goal is to improve the local action of city halls in solving urban and housing problems in cities, as a pre-

requisite for accessing funds earmarked for construction works and initiatives in the social area.

One of the structural aspects of the Program is the strategy of conditioning municipalities' access to upgrading funds on the progress achieved in institutional development actions. On the other hand, it opened up the possibility for municipalities to limit themselves to implementing institutional development actions.

The execution of integral slum upgrading projects is another important feature, as multidisciplinary teams have worked together in addressing several aspects of the urban issue in the environmental, social, land and engineering fields. The projects necessarily contemplate public works and services that enable overcoming the inadequate conditions of informal housing settlements that lack basic public services, by incorporating these settlements into the formal city and ultimately leading to sustainable urbanization.

Besides, this is the only program in the federal sphere whose design gives emphasis and relevance to the social component. Active participation of the local community from drafting the proposal to the physical completion of construction works and for one year after occupation is an essential aspect for the success of the intervention. To this end, the Program envisages the execution of projects involving community support, guidance and mobilization, as well as professional training, employment and income generation, and sanitary and environmental education.

Also worth mentioning is the fact that in addition to ensuring minimum conditions for executing the Program, the two basic requirements for the Program to become operational – namely the establishment of a unit responsible for its execution, the so-called Municipal Executing Unit (UEM), and the preparation of a Slum Upgrading Strategic Municipal Plan (PEMAS) have also fostered development of the housing sector.

On the other hand, the UEMs have contributed to making the activities related to low-income housing more dynamic as well as to establishing a planning culture based on the knowledge of local reality. In most cases, the UEMs were the embryo of entities responsible for the local housing policy.

## Agents Involved

Participants in the Program include the Federal Republic of Brazil as borrower; the Inter-American Development Bank (IDB) as lender; the Ministry of Cities as central manager, through the Program Coordination Unit (UCP); states, municipalities and the Federal District as executing agents and beneficiaries of the investments; and the Caixa Econômica Federal (Federal Savings Bank) as provider of guiding services for agents and institutions responsible for making the Program operational.

## Funds

The cost of the program is currently set at \$298.9 million, as follows:

- \$120 million from the Union (40 percent);
- \$178.9 million from the Inter-American Development Bank (60 percent); and
- 2 to 20 percent of the total amount of investments as counterpart of states, municipalities and the Federal District.

Funds are transferred to the states and municipalities cost-free in the form of voluntary transfers from the Union, based on transfer agreements signed with the Caixa Econômica Federal, which is the Union's proxy in these operations.

## Benefits

Training actions for 119 municipalities to:

- Contribute to the planning and management of issues related to the housing sector by creating instruments that enable regularizing slums in their urban, institutional and environmental aspects;
- Develop policies and programs conducive to increasing the offer of low-cost housing as well as to controlling and discouraging irregular occupations;
- Adjust urban regulations to local standards, with res-

- pect for the situation of low-income populations;
- Train municipal technical teams and modernize equipment and instruments in the housing sector; and
  - Contract 119 projects for slum upgrading in 84 municipalities, with actions, works and services focused on:
    - Land regularization;
    - Implementation of basic sanitation and urban infrastructure;
    - Environmental recovery;
    - Construction of basic housing units, construction of a hydraulic module, recovery and improvement of the housing sector;
    - Construction and operation of urban facilities such as: day-care centers, schools, health clinics, community and income generation centers, as well as sports courts and leisure areas;
    - Community development support for families living in the intervention area by fostering the representative organization of the population; leadership training; popular education; health and environmental education; and implementation of activities focused on vocational training and employment and income generation.

# *Institutional Strengthening of the Ministry of Cities*

In order to formulate the National Urban Development Policy, the Ministry of Cities (MCidades) focused on promoting its institutional capacity and improving its internal organizational structure. This was done through action planning, integration and execution, in compliance with the guidelines set forth in the Statute of the City and in the National Conference of Cities; in discussions held within the Council of Cities; in sectoral urban policies; and mainly in its mission to guarantee access to the city by the population by promoting universal access to urbanized land and decent dwelling as well as to environmental sanitation, safe transit and mobility and a healthy environment through democratic management.

To achieve institutional development, the Ministry of Cities implemented a series of actions aimed at expanding, modernizing and strengthening its capacity to formulate and manage public policies. To this end, the main activities carried out were based on:

- 1| **Developing and using normative instruments at federal level**, such as for example: a proposal to review and substitute Law No. nº 6.766, which provides for the parceling of urban land; a Bill on the Policy and the National Housing System; and a Complementary Bill defining rules for Union cooperation, goals and priorities as respects urban development policies with states, metropolitan regions, the Federal District and municipalities.
- 2| **Improving information and sectoral statistics systems** through enhancing efficacy and efficiency standards in the formulation and conduction of the

National Housing Policy and its integration with other sectoral Urban Development policies, by proceeding with the studies on the main characteristics of the housing sector, the housing deficit and unsuitable dwellings.

This study enabled building a database and the publication of “Deficit Habitacional no Brasil – Municípios Selecionados e Microrregiões Geográficas” (Housing Deficit in Brazil – Selected Municipalities and Geographic Microregions), as a follow-up of previous publications.

- 3| **Strengthening technical capacity to formulate integrated policies and sectoral rules**, with training and information as the two fundamental elements, for the purpose of meeting the requirements of efficacy and efficiency in the execution of programs and projects.
- 4| **Preparing studies and carrying out research; disseminating sectoral information.**

## **National Policy**

The Ministry of Cities selected five fundamental points to consolidate the structure of the National Urban Development Policy: urban development financing; federative issues and urban rights; participatory process and social control in the urban development policy; and institutional capacity of the housing sector.

The Second National Cities Conference which was preceded by Municipal and Regional Conferences, was fundamental in addressing these topics. This process

had two historical achievements: democratic definition of the National Urban Development Policy (PNDU) and consolidation and legitimization of the Ministry of Cities as the federal agency responsible for the country's urban development.

Another relevant stage was the preparation and publication of the *Cadernos MCidades* (Ministry of Cities' Books), aimed to promote the debate of policies and proposals such as: the National Urban Development Policy; Participation and Social Control; Urban Programs; Housing; Sanitation; Urban Transport and Mobility; Transit; and Training and Information.

## **Housing Sector**

In the housing sector, the Ministry of Cities prioritized the conduction of technical and specialized studies like the National Housing Plan (PLANHAB), which should define the strategy to meet the country's housing needs by 2020 and establish the guidelines, objectives, physical-financial goals, programmatic lines, instruments, articulation mechanisms, and allocation of resources based on the characterization of the current scenario.

Preparing the PLANHAB requires gathering information complementary to the studies on the housing deficit as well as developing and consolidating a Housing Sector Information System - an integral part of the National City Information System (SNIC), within the scope of the Ministry of Cities' general Information Policy (PIC).

Therefore, geoprocessing based studies are being developed producing indicators and variables on administrative capacities, socioeconomic status and housing conditions of slums and similar settlements, which will help build up the National Georeferenced Municipal Information System, as well as the estimate of demographic housing demand. These studies will be conducted for Brazil, regions, states (with a horizon of up to 2020) and for municipalities (whose estimate should extend to 2010) and will also contribute to the development of the PLANHAB.

# *Institutional Development of Municipalities Subprogram*

Assisting City Halls in overcoming the challenges of urban and housing issue was the strategy adopted by the Ministry of Cities by creating the Institutional Development of Municipalities Subprogram (DI Subprogram) within the scope of the Habitar Brasil/IDB Program.

The objectives of the DI Subprogram are to create or improve instruments that enable slum upgrading in the urban, institutional and environmental dimensions, as well as setting the conditions to increase the offer of low-cost dwelling by adjusting urban and administrative standards to the socioeconomic conditions of low-income populations.

The Subprogram also aims to implement strategies to control and discourage irregular occupations and improve the technical capacity of teams working in the urban-housing sector.

The introduction in 2003 of the National Housing Policy – which is based on the principles of decentralization, transparency and democratic participation - led to the fundamental need to organize public agents at all government levels to play an active role in overcoming the housing problem in Brazil.

The sustainable institutional development of municipalities therefore becomes a basic requirement for the success of urban and housing policies at any government level.

Consequently, as the Program's strategic component, the DI Subprogram has come to play a relevant and precursory role in supporting city halls by including on the agenda of municipal teams and managers the importance of both knowing the urban and housing reality in their territories and adopting new and efficient instruments.

## **What the DI Subprogram Finances**

In order to achieve its objectives, the DI Subprogram finances municipal actions in the following areas:

- a| **Preparation and implementation of studies and plans**, with a view to the institutional strengthening of municipalities in the housing and urban sectors by financing actions to prepare urban master plans and urban legislation projects; plans and contributions for land and urban regularization; slum characterization; and studies for modernizing the administrative management of the housing and urban sector;
- b| **Training and development of technical teams** at city hall level, particularly in the areas of legislation and urban and environmental management; cartography; technical registry; data processing; and project preparation, follow-up and evaluation;
- c| **Acquisition of equipment**, subject to justification of need, to support the municipal team in charge of the project as well as to modernize the administrative sector responsible for the housing policy; and
- d| **Support for the implementation of information systems**, including commissioning aerophotogrametric mapping and surveys, satellite images, organization and supplementation of real state records, and updating price tables.

## **PEMAS**

As the first step for starting municipal activities under the Program and a prerequisite for accessing resources, the Slum Upgrading Strategic Municipal Plan (PEMAS) is the document that enabled understanding

the housing sector and therefore facilitated comparative analysis.

Preparation of the PEMAS followed a specific work methodology based on three basic steps: filling out a **Chart** with data on the situation of the urban/housing sector in the municipality. Reading and evaluation of Chart data led to the development of a sector **Diagnosis**, where weaknesses were presented and solution alternatives envisaged. The result was a **Matrix** containing specific objectives, goals and respective assessment indicators.

By developing the PEMAS process, municipal teams were able to deepen their knowledge and systematization of the housing situation as well as have a clear idea of the problem's dimension and ultimately envisage the instruments required to solve it.

The PEMAS is a priceless set of information for housing and urban planning by the municipality. In some cases, it has served not only to ensure the municipality's participation in the Program but also to support the implementation of municipal plans and projects from other financing programs.

Transfers have been contracted for with 119 municipalities – 104 of which are in the process of implementing the PEMAS - with investments in the order of R\$60 million. The 1,000 actions required for achieving the 1,334 goals set forth in the matrices are also being developed.

## Testimonies

*“The PEMAS motivated the Municipality of Salvador to recreate the Housing Secretariat in 2001; PEMAS’ actions are the Secretariat’s work plan. Actions such as land regularization, with over 10,000 registries already established, and public architecture, with more than 300 projects completed, are the result of the work motivated by the PEMAS.” Fernando Medrado, Housing Secretary, Municipality of Salvador/BA – 2002.*

*“The Institutional Development Program of the Habitar Brazil/IDB was fundamental for us to have a diagnosis of our municipality and thus define concrete actions for its integrated development.” Maria Rita de*

*Cássia Singulano, Public Works Secretary and Coordinator, Municipal Executing Unit (UEM) of São José dos Campos/SP – 2002.*

*“There is no doubt that as a result of the diagnosis made for executing the PEMAS, the municipality was able to identify the critical aspects of its institutional capacity, which relate mainly to the housing area, and define the actions to be included in the PEMAS matrix.” Tânia Mara Ramos Guedes, Coordinator, Barra Mansa / RJ UEM – 2006.*

*“In Niterói, publication of the PEMAS was one of the actions contemplated in the second ID contract to serve as a tool for all social agents involved in the process of overcoming housing and land problems in the municipality. We could say that the PEMAS has become a dynamic instrument in municipal planning and that the actions envisaged in 2004 began to be immediately implemented, leading us to choose to publish versions of the plan updated to June 2006, indicating the progress of the actions planned and pointing out the challenges to be overcome for its implementation.” Luis Fernando Valverde, Coordinator, Niterói/RJ UEM – 2006.*

## Inadequate Housing Conditions

Slums are one of the most obvious expressions of the high social inequality existing in the country. However, despite the magnitude of the problem, the lack of more adequate indicators prevents its contours and proportions from being more completely and sufficiently known. This, on the one hand, hinders the formulation of public policies that are more appropriate to each situation and, on the other, confuses and prevents more effective demands from social leaderships with respect to government action in this sector.

Surveys based on the Charts for preparation of the PEMAS carried out in 106 municipalities show that some 24 percent of households (approximately 2.8 million) in those municipalities are classified as inadequate, because they are located either in slums, irregular or clandestine settlements or in low-income and other types of tenements not included in the situations mentioned.

Overcoming this issue requires, on the one side, clearly defining the existing scenario based on adequate and reliable indicators that enable a precise diagnosis of the problem to be addressed. On the other, it presupposes planning the activities to be implemented by defining time-lines, sources of funds and ways to tackle problems and prioritize actions.

Within this focus, the Program encourages municipalities to invest resources in gaining detailed knowledge of this reality by characterizing and hierarchizing existing slums and inadequate households.

Slums are characterized based on two complementary lines of action:

- a) Physical surveys indicating the borders, natural features and topography of the areas that will be the object of intervention by public authorities;
- b) Urban and socioeconomic surveys indicating, inter alia, the inadequacy of existing public services; the sort of dwelling prevailing in the area; incidence of diseases; average income of the local population; land situation; level of public interventions already carried out in the settlement; and level of community organization.

Based on the surveys, municipalities will be equipped not only to make a precise diagnosis of each slum area but also to design a housing policy that is both consistent and based on concrete data as well as to plan the actions to be developed.

The Institutional Development Subprogram requires municipalities to include the hierarchization of slums in the diagnosis of their urban and housing situation when preparing their PEMAS.

Actions involving the characterization of slums have been implemented in 103 municipalities, with investments in the order of R\$9 million.

## Testimonies

*“The list/hierarchization of slums will give the Municipality of Nossa Senhora do Socorro a current picture*

*of such settlements in both qualitative and quantitative terms. This will enable evaluating corrective actions taken by public authorities, developing a process to prevent new squatters and designing policies to control them.” PEMAS of Nossa Senhora do Socorro/SE.*

*“When its participation in the Habitar Brasil/IDB program started in 2004, the Municipality of Niterói introduced a project to map and systematize data on slums. Identifying some 100 settlements in the 64 existing polygons was deemed a priority by the municipality. During the shortlisting of slums discussed within the scope of the HBB, although the needs identified in the settlements made it difficult to determine which of these communities was in most need of intervention, a strategy was defined considering all possible actions. In addition, a methodology for project shortlisting and selection is being developed as a development of the experience started in the registration of areas and participation in other federal government programs.”*

## Information on Urban Planning

The lack of knowledge about the municipal territory coupled with the absence of appropriate instruments is one of the basic problems faced by local governments that hinder the management of information, a fundamental activity for urban planning. The lack of updated property registries was easily identified in the PEMAS diagnoses. Also clear was the municipalities need for current data on their built and natural territories with regard to constructions, road systems, infrastructure networks and existing services, as well as for social and economic databases of the local population.

Organizing the Urban Information System requires actions such as acquiring satellite images, carrying out aerophotogrametric surveys and developing technical registries, databases, and georeferenced information systems. It also involves planning and arranging for the acquisition of equipment like computers, software and peripheral devices for their implementation, in addition to training people to operate them.

To date, 348 of such actions have been commissioned in 108 municipalities, totaling investments in

the order of R\$33 million. As implementation of these actions is relatively quick, the result of such investments is easily seen in the changes that have occurred in the municipalities. These changes range from small batches of computers for the municipal team to the implementation of sector-specific georeferencing systems, with deserved emphasis on the housing sector within the management structure.

The HBB has earmarked resources for complementing municipal registries with data on the city's housing sectors, to be included in municipal planning. Most of the times, the municipalities had tax reporting and collection systems which although sophisticated, failed to contemplate these areas and were not connected to databases of the housing sectors.

In addition to developing and implementing the information system, municipalities must update the data on a regular basis, taking into account the dynamics of the urban changes occurring in the cities. Data collection and systematization is a permanent activity required to support planning and management actions. In this regard, it is fundamental that municipalities also invest in training its technical staff as well as in creating specialized departments for this purpose.

## Experiences

*The municipality of Barra Mansa (RJ) purchased and installed computers in urban control centers, housing management e geoprocessing center. The use of equipment has been of great help not only for preparing registries and slum upgrading and land tenure regularization projects, but also for meeting the requests of the Public Defender's Office through social engineering services. The acquisition of high precision geoprocessing equipment (GPS) has been very useful to support mapping actions in that it enables implementing geodesic marks in the urban area, in addition to supporting the Public Works Inspection Division and following up the expansion of housing complexes.*

*The municipality of São José dos Campos (SP) purchased the cartographic mapping, hired technical services for the Georeferenced Information System (SIG) and created a sector specifically for this purpose. This service inclu-*

*des developing and implementing the system as well purchasing equipment and interconnecting the municipality's secretariats into a network. The secretariats work together in order to feed the data from each sector. The municipality posts most of this material on the internet and uses the results of applying this instrument in planning actions such as the recently-completed Master Plan, the Land Regularization Program and the Risk Area Prevention Program.*

*São José do Rio Preto (SP) acquired satellite images with cartographic precision, in addition to software appropriate for processing digital images and orthorectification. The services hired also include training human resources, with a view to eliminating the need for outsourcing and reducing the costs of the image production process in future updates.*

*The municipality of São Vicente (SP) succeeded in obtaining resources for slum upgrading after acquiring the aerophotogrametric survey and the cartographic restitution system that enabled mapping the city, including slums, on a detailed scale. This base containing precise information on the physical features of the territory has allowed the territory to develop projects and estimate costs necessary for requesting resources.*

*Palmas (TO) succeeded in carrying out the aerophotogrametric survey and aerophotogrametric restitution with all planimetric and altimetric data in digital media, as well as in creating a visualization system to identify constructions and land plots to be made available in computers, in the fields of registry, health, inspection, education, transit, and transportation.*

*The City Hall has also made satellite images, aerial photos and maps available to the population, with a view to establishing an additional channel for exchanging information and suggestions and disseminating knowledge, based on the assumption that knowledge of the city by the population is of fundamental importance in the strategic, sustainable, democratic and participatory process.*

## Training

Among the many experiences pointed out in the PEMAS by municipalities, training and updating the public agents responsible for managing the integrated

public policy are probably the most recurrent topics in the diagnoses.

The introduction of and increase in the use of information technology in city halls have created new opportunities for improving the services provided to people that seek assistance from the service centers of municipal secretariats. It has also afforded technical staff, managers and stakeholders access to as well as application and virtually unlimited use of data and technical information managed by different city hall sectors.

In a large number of city halls, these technical and technological resources are being used to further modernization of management and municipal planning processes. However, this also requires changes in the profile of municipal administrative and technical staff.

Public officials need to be trained to implement and master information technology resources as well as to acquire and use knowledge about new management and planning instruments. They should also be capable of promoting decision-making processes that count, from the very beginning, on the active and effective participation of society and, mainly, of the population that is object of social policies and government interventions.

More specifically in the area of social housing, challenges for housing interventions are related to the definition of new technical parameters and the development of new financing and management processes that cannot do without the co-participation of the communities involved. And this cannot be done without deep and updated knowledge of the urban and territorial reality as well as of social demands and the profile of the communities to be assisted.

Pressed by insufficient budgets and growing needs, public administrations usually define priorities for their investments based on issues that can bring more serious and immediate consequences to the population. From this standpoint, investment in human resources often ends up being relegated to second or third fiddle. However, it is undeniable that technical-institutional weaknesses prevent local governments from having access to programs and actions of other government spheres. Therefore, training and qualifying public agents is also one of the ways the municipality has to increase its investment capacity by having access to new financial resources.

Likewise the assessments of the municipalities, the Ministry of Cities sees training as a priority, since the activity enables keeping and multiplying knowledge and information among municipal officials and social agents. It is an activity through which public authorities can change and improve their relations with citizens and society as well as its capacity to plan and execute social policies.

A total of R\$4.6 million are expected to be invested in 131 courses or training events in 69 municipalities by the end of the Program. In September 2006, over 3,000 public agents had participated in qualification or training activities in the 71 courses completed. The courses cover from simple training activities in computer applications and programs to specific vocational training and graduate courses, with more than 360 class hours.

Recurrent topics on the qualification and training agendas proposed by municipal technical staff to be financed by the Program include: formulating and reviewing laws and codes; mapping as an instrument of knowledge and assessment of local reality in decision-making processes; new urban instruments; information systems and instruments to control land use and risk situations; management of social projects, environmental management and participatory management; management models; land regularization; social housing projects; training of multipliers; interdisciplinary work and integrated programs; and use and application of information technology.

## Examples

*An example of a specialization course of high repercussion is the Specialization Course in Urban Management and Social Development offered by the City Hall of Florianópolis (SC) in 2004. With 385 class hours, course contents blend topics focused on urban issues with social development, city hall environment (management aspects, human resources development, information management) and the housing policy per se.*

*The course was attended by 41 technicians from the most diverse educational backgrounds, all of them linked to city hall actions in precarious areas or settlements. Debates, didactic activities and term papers produced a host of knowledge and ideas that can be further develo-*

ped and disseminated. *The Escola Cidadã, whose objective is to train social actors in addressing urban issues, is one of the proposals presented during the course that can be adopted by the municipality.*

*Another example worth mentioning is that of Salvador (BA). In this case, a specific professional development course qualified 237 employees from different municipal agencies involved in the planning, execution, monitoring and evaluation of housing, social, urban and environmental policies, so that they could contribute to implementing a new housing policy for the city. The course, which was held in 2005, totaled 256 class hours.*

## Housing Policy Planning

Supporting the development of housing policies, plans and programs is one of the DI-Municipalities' priorities, in that it is a structuring activity for addressing the housing issue. From its definition, the municipal housing policy is expected to become a benchmark for other actions in the housing area, insofar as it points to a set of objectives, goals and normative and action instruments that enable advancing towards full access to housing. The clear vision of the importance of this type of action has led the Program coordination unit to issue a publication for the purpose of collaborating with the municipalities in designing their housing policy (Book 2 – Política Municipal de Habitação - Orientações para Formulação e Implementação), available at <http://www.cidades.gov.br/hbb>.

The passing and regulation of Law No. 11,124 of June 16, 2005 providing for the legal obligation of municipalities to develop local housing plans in order to have access to resources from the National Social Housing Fund (FNHIS), emphasizes the role of this type of action, since municipalities are better positioned to participate as protagonists in the National Housing Policy.

Of the 119 municipalities participating in the Program, 71 plan to use resources from the DI-Municipalities in actions directly related to this topic.

Some municipalities have chosen to invest their resources in actions aimed at contributing to the development of the policy itself, such as compatibility studies between housing policy and the master plan or to produce

a detailed diagnosis of reality, as in the case of the studies on housing deficits, demand characterization and development of indicators for evaluating local housing policies.

It is worth pointing out that some of these actions are specifically targeted at developing mechanisms for the democratic management of housing policies, such as the creation or adaptation of municipal housing councils and funds.

A total of 129 of such actions have been planned, which correspond to an investment of R\$ 9.1 million, including R\$ 420,000 as municipal counterpart.

The active participation of local society is crucial for developing the housing policy and plans. The more democratic and participatory the process of building these proposals is, the more legitimacy and support the proposals will achieve.

When formulating a housing policy, the municipality develops a set of principles, objectives and guidelines to address the housing problem and defines the strategies of the actions to be taken by public authorities in order to solve it. Priority actions and target-audiences should be clearly defined and a set of programmatic lines to be developed and implemented should be indicated.

The objective of a housing plan, in turn, is to put a given policy into practice. As a planning instrument, a plan should indicate the goals to be achieved as well as the time and financial, technical and human resources required for achieving them.

In general, the full cycle of discussing and developing a housing policy or plan goes through several stages that range from the design process to its final approval as follows:

- Setting up and training the technical team responsible for coordinating the plan/policy;
- Motivating, mobilizing and training society to participate in the process;
- Discussing and preparing the diagnosis, which should include a broad-based survey of information and the characterization of the housing and urban sector, including the institutional scenario and corresponding legislation, as well as the sector's operational conditions and administrative structure;
- Setting implementation guidelines, proposals and

strategies as well as programmatic lines;

- Proposing programs and actions to be implemented for addressing the problems identified in the diagnosis.

### Some examples

*Salvador (BA) was one of the municipalities that invested resources in the development of a set of actions, with the objective of implementing an overarching Municipal Social Housing Policy (PHIS). The work was carried out in two stages. In a first moment, in 2001, the policy guidelines were defined and the resulting document submitted to discussion with the technical community directly involved in the process.*

*The second stage, which has been developed since 2005, involves complementing the PHIS, regulating the municipal housing fund and council and adjusting them to Federal Law No. 11,124/2005 (which provides for the legal obligation of municipalities to develop local housing plans in order to have access to resources from the PHIS) as well as to the development process of the Urban Master Plan of Salvador. This stage should include a broad debate with the participation of entities representing the social movement and different sectors of society, in close articulation with the City Hall sector responsible for reviewing the Master Plan.*

*In Fortaleza (CE), resources were invested in two important complementary actions. The first of these actions addressed the development of the Social Housing Policy (PHIS), which included drafting the Bill for its institutionalization and setting up a system to monitor the preparation and execution of the Pluriannual Operational Plan (2002/2007) that defined the stages, actions, objectives and goals for implementing the PHIS in the period. It also addressed the needs for institutional, organizational, training and logistic resources and an estimate of the investments required, in addition to result evaluation mechanisms and systems.*

*The work has also produced an institutional matrix containing the activities to be developed, the levels of responsibilities and duties of organizations and entities with existing interfaces, as well as the incorporation of*

*instruments for society participation in the implementation process.*

*The objective of the second action was to define the intervention programs that could be implemented in the municipality. The design of these programs was discussed in five seminars and in forums and public hearings on the subject in question.*

*The municipality of Itapecerica da Serra (SP) developed an action to structure the Municipal Housing Policy that involved reviewing and improving management instruments, especially the Municipal Housing Council. This action was part of a set of actions that included, inter alia, reviewing the Master Plan and the Urban Legislation, preparing a plan for the implementation of a housing management information system, and creating a base of georeferenced housing data.*

*Worth mentioning here are the assistance lent to the entire discussion process and the training provided to the local team through a participatory and interactive methodology. Activities were grouped according to their nature as follows: participatory planning and team training workshops; preparation of technical documents on the housing policy; technical assistance to the discussion process with the local population, including support for mobilization; and assistance to and training of the team responsible for managing the policy.*

*This methodology, which was also adopted in the municipality de Itapevi (SP), used elements of situational strategic planning, from which the group assembles a “problem tree” indicating critical points. The tree is then used to define the priority programs to be implemented. Both the action proposals and management instruments were developed with the strategic objective of having a municipal policy that could be integrated with state and federal policies and programs.*

## Master Plan and Urban Legislation

The Federal Constitution of 1988 redefined the competence of municipalities and established a new plateau as regards the urban policy, by defining the obligation of municipalities with population over 20,000 to approve master plans as the basic instrument of the

urban development and expansion policy and a benchmark for properties and cities to fulfill their social role.

The 2001 Statute of the City defined the guiding principles of master plans and the instruments for municipalities to intervene in urban and territorial planning and management processes. It also set the five-year deadline for its approval, leading to a broad-based design process of new master plans and urban legislation as well as to the review of the ones that although already in place were outdated and in disagreement with the Statute of the City.

The HBB made the financing of institutional development conditional on the updating of the urban legislation, with a view to securing the adoption of mechanisms and instruments provided for in the Statute of the City. Since 2003, this initiative has contributed to the Urban Municipal Management Strengthening Program of the National Secretariat of Urban Programs, by supporting city halls in developing participatory master plans. A review of the DI Subprogram shows that R\$10.3 million have been invested in actions of this nature in 58 municipalities.

As an instrument focused on territorial planning, the master plan should set principles, guidelines and parameters for municipal territory occupation, foresee the location of activities and all uses of the space in both the present and the future. It is also important that the plans contain guidelines on sectoral housing policies, sanitation and urban transportation and provide the conditions required for the sustainable development of cities.

To ensure its effectiveness, once approved by the Municipal Legislature the Master Plan needs to be regulated through a set of approved laws namely: law on land use and occupation; law on land parceling; and code of public works and licensing. The DI Subprogram has financed the development and adjustment of all these instruments as well as macro-zoning, delimitation of urban areas, environmental and posture codes, regulation of the Master Plan's urban instruments and review of the tax code.

Special attention has been paid by the urban legislation establishing the formal city to the regularization and recognition of informal settlements, most of the

times with their characteristics of non-recognized urban spaces. For this objective to be achieved, special social interest zones or areas (ZEIS or AEIS) are created, with guidelines and parameters suitable to these settlements.

Special social interest zones or areas of can also be created for vacant areas, plots or pieces of land, with the objective of securing the use of these areas for popular settlements in the urban legislation.

## Resources Invested

The municipality of Olinda (PE), for example, invested resources from the DI in the revision and publication of its Master Plan, so as to comply with the guidelines of the Statue of the City as regards community participation and the social role of property. The resources were used also to define new urban reform instruments as provided for in the Statute and to reformulate the Law on Land Use and Occupation and the Economic and Ecological Zoning of the Rural Area.

The process of discussing and reviewing the Master Plan of Olinda (PE) comprised several phases. Firstly, an Institutional Technical Group was set up to contribute technical knowledge and specific information and previously review the products to be discussed with society. Next, two technical workshops were held: one to establish the objectives to be pursued and another to define urban order proposals and strategies, so as to make the objectives of the Plan specific and operational.

A Plenary was convened in the following phase to consolidate the suggestions arising from the discussions held with different social segments. Finally, the Bill was submitted to the City Council.

The municipality of Belém (PA), in turn, chose to review its Master Plan with the City Hall team. The DI Subprogram was used in actions to support the work required for preparing the Plan. As a first step, four courses were held, with a view to training the team in the areas of participatory master plan, strategic planning, development of facilitators for the group process, and performance indicators.

The Subprogram financed four studies that would serve as input for the Master Plan: an assessment report

of the urban situation; a diagnosis of the urban structure; consultancy for the insular area (which corresponds to the municipality's rural area); and an urban performance analysis. Coupled with the updating of the information base carried out with municipal resources, these studies enabled understanding the technical aspects of the municipality and deciding on the urban instruments to be used in the Plan.

The Subprogram also financed eight thematic seminars, one in each administrative district of Belém, which were organized by the municipality to sensitize local communities about the Master Plan and consolidate the participatory process in its development.

## Land Regularization

Land regularization is the process through which public authorities recognize the right to tenure of land occupied for housing purposes through registration in notary public's offices. It is the final stage in the urban, environmental, administrative and property regularization process required for precarious settlements to be actually integrated into the urban grid and the city's service network through their inclusion in the city's real state registry.

Even in municipalities where this line of action was already being adopted before the Program, the number of regularized areas was low, although in many cases legal interventions had started simultaneously with those in the urban area. This occurs because the "legal time", which involves legalization procedures, is slower than the time of urban intervention, which faces different forms of institutional hindrances (outside the scope of municipal management) and requires a specific technical team.

Land titling is one of the major problems facing slums and squatter settlements, as most municipalities do not count on surveys or studies identifying the types of existing irregularities – let alone the land situation of such areas - thereby hindering, or even preventing the planning of regularization actions. Irregular occupations in areas with parceling plans which, although approved by city halls were never implemented and whose designs

do not match, are common place. This situation forces the municipality to adopt a series of technical and legal procedures in order to effect regularization.

Adoption of the new urban policy instruments established in the Statute of the City (Special Concession for Housing Purposes, Special Urban Adverse Possession, Special Social Interest Zones – ZEIS) requires a survey of land situations in registry offices for property demarcation and titling purposes.

The Program has allocated resources in the order of R\$3.5 million in subsidy actions for municipalities to improve their land regularization activities. In this regard, 34 actions have been contracted for, which include cadastre surveys, field and registry office surveys, sector structuring, events and training.

## Examples

*In the municipality of Diadema (SP), the objective of the action contracted for was to diagnose 75 municipalities located in "Special Areas of Social Interest", set up a database with the information collected and indicate a regularization solution suitable for each case, as well as to define land regularization actions within the housing policy that complemented the preceding urbanization process.*

*In the municipality of Niterói (RJ), a Land Regularization Center was established within the Housing Undersecretariat to operate solely for this purpose. The results were simpler routines, functional integration with other related organizations and reduced timelines. To this end, a Methodological Guide for implementation of the Land Regularization Program was developed and the City Hall team trained in the activities required for its implementation.*

*The municipality of Curitiba (PR) carried out a full survey of the historical ownership situation of land plots occupied by 22 precarious settlements considered to be more complexes from the documentation standpoint. The study examined more than 700 land records, identified the status of each of these records, tried to locate each owner, updated the cartographic base with the records found and, finally, reviewed and submitted suggestions*

to help overcome legal hindrances to the regularization process. This effort also included training the team of the land regularization department of the Curitiba COHAB (Housing Company).

The objective of the action was to support the definition of the appropriate strategy to be adopted in each specific case and set priorities for starting the regularization process, taking into account the level of complexity of each area.

## Administrative Reform

Among the many difficulties facing municipalities in the housing and urban area, the lack of administrative organization is one of the main hindrances in housing and urban policy management, as a result of poor functional, structural or administrative organization. In this regard, the DI-Municipalities subprogram has made these actions eligible for financing with resources from the program.

The problems identified include municipalities of all sizes, at a higher or lower degree. Some municipalities don't even have an area responsible for the housing sector in their organizational structure. And there are those where the housing sector was created but its actions are actually carried out by a different sector.

The most common case is that where different sectors in the area of social housing are spread throughout the city hall's administrative structure at different levels of subordination, with little or no decision-making power and fully dependent on other sectors even for simple routine tasks, with no articulation at all.

The administrative reform actions proposed by municipalities have been developed based on the following general objectives:

- To strengthen the housing and urban sector;
- To afford the housing sector greater visibility within society and municipal leaderships;
- To improve the quality of services provided to the population by the sector;
- To speed up and facilitate the processes of land parceling approval and concession of occupancy permits and certificates;

- To enable implementation of the Municipal Housing and Urban Policy in a structured fashion and in articulation with different sectors of city hall, by including in its administrative structure the planning, management and control mechanism provided for in the policy; and
- To ensure budget and financial resources for the sector.

Actions range from very particular and specific cases to more overarching ones. It could mean simply changing routine activities or defining the responsibilities of the Housing Policy management team or, still, undertaking the administrative restructuring of all sectors involved in the housing and urban area, including redesigning procedural flows.

Fundamental actions in the administrative reform process include: a diagnosis, the administrative organization proposal, legal implementation guarantees, and the implementation proposal itself. The process should first and foremost be transparent, participatory, broadly discussed with all sectors involved (technical staff, managers and civil servants in general) in both the diagnosis and proposal discussion phases or in the debate with members of the municipal legislature.

The administrative reform of the housing sector should clearly define:

- The complete administrative organization of city halls (organizational chart), including necessarily therein the body responsible for managing the Housing and Urban Policy; its legal nature; the creation and definition of the respective positions; accessory bodies; Councils and Committees; Funds; partners; and other agents where applicable;
- The functions of each sector involved in popular housing and the role of each of these sectors in the procedural flow;
- The competencies and responsibilities of each position; elimination of duplicity and vacancy of positions; and decentralization of decisions;
- The legal duties of each body in relation to the position held;
- The reduction in city hall administrative hierarchy

levels through merging, wherever possible, duties involving management, planning and execution of public works, facilitating articulation among the different sectors involved and improving the sector's relations with other sectors and different government spheres and their partners;

- The definition of the staff required for the sector, with the establishment of office-holding criteria and prioritization of access to civil service employment through public entrance examinations;
- The graphic representation of the process flow (flowchart) of requests for the concession of land parceling licenses and occupancy permits and certificates;
- The duties, responsibilities and competencies for evaluating processes, with the elimination of red tape practices;
- The strengthening of the sector responsible for popular housing by providing it with greater financial autonomy and creating specific budgetary headings of its own.

The DI Subprogram is financing 28 administrative reform actions that benefit 23 municipalities and total investments in the order of R\$1.5 million.

## Urban Control Procedures

The acceleration and democratization of approval and licensing procedures is of fundamental importance for implementing the municipal housing policy. In this regard, the Program has earmarked resources for municipalities to review their urban control procedures.

Most of the assessments presented by the municipalities indicate low levels of efficiency in the implementation of activities that include the phases of project approval, licensing, inspection and concession of occupancy certificates. Difficulties involving examination of and compliance with the legislation, coupled with the high cost of concession fees and the slowness of the entire bureaucratic process end up hindering and discouraging initiatives to regularize constructions and land parceling, thereby contributing to the growing urban irregularity.

Data contained in the PEMAS show that it takes some municipalities as much as three years to approve a land parceling project and more than a year to approve a mere construction project.

Access to regularization is both complex and expensive, as the number of land documents required, the level of project detailing and the cost of fees and taxes involved in licensing and regularization processes are neither easily understood by nor easily available to the population. This situation, which occurs even among those segments of the population with higher levels of schooling, makes the use of brokers more common and frequent than it would be desirable, with the consequent increase in the costs of administrative procedures. Additionally, internal control mechanisms are poor, hindering knowledge of the problem as well as implementation of an informative action to foster the search for regularization of land parceling and constructions.

A more effective social control will depend on different types of actions that range from consolidating the legislation and streamlining routines to implementing computerized procedures for analyzing and following up the concession of construction permits and occupancy certificates for private and public works.

This component includes commissioning studies such as surveys, diagnoses and analyses of the current sector situation, as well as the proposal of new operational procedures and flows. It also comprises modernizing the sector, including the acquisition of equipment, blueprint scanning services, and specific training. A total of R\$2.1 million has been invested in 32 actions contracted for by the Program, that benefited 29 municipalities.

## Examples

*In this area, the Municipality de Guarujá (SP) developed the work in three modules:*

*Module I: Analysis of and proposal to review procedures in workshops with city hall technicians. On the occasion, data were collected on human and material resources, flows, management and legislation, with the aim of improving procedures. In this module, a large step was taken through a review of the Master Plan's urban*

legislation, which has become not only simpler but also more effective and practical.

*Module II: Analysis of the Municipality's urban and environmental legislation, seeking to identify conflicts, omissions, and/or redundancies in legal instruments governing the matter at local level as well as in relation to state and federal legislation.*

*The consolidated version of this material, which is posted on the City Hall's homepage on the internet, has become a very useful inquiry tool for technicians in different areas of City Hall as well as for other segments of society, in addition to enabling prompt achievement of the proposed objective to democratize information.*

*Module III: Land Regularization Procedures and their interaction in Urban Control flows. The proposed regularization procedures were of great use to the Land Regularization Directorate.*

*The municipality of Recife (PE) also invested in the Municipality's Urban Control Structure Modernization Project. This action involved adopting a given technological platform as a way of standardizing the development of municipal administration corporate systems. According to the assessment, at least three information systems that did not interact were used from the beginning to the end of the processes.*

*Another aspect pointed out was the centralization of the existing information system that caused processes to tread a long path in the city's Regional Coordination Units and had a negative impact on citizens. In addition to implementing an integrated system, the action also included training the municipal technical staff in implementing the system and new work routines as well as in acquiring equipment for regional offices. The action was also aimed at providing services via the intranet and the internet that included service requests, follow-up of required processes, and document issuing by residents themselves. This enabled gains in terms of process speed, in addition to improving the quality of urban control.*

## **Squatting Control**

The topic "Establishing Mechanisms for Squatting Settlements" was suggested to municipalities as

one of the priority issues to be addressed. Squatting in inappropriate and environmentally fragile areas is very common and should be restrained, as its consequences are expensive and many times irreversible for both residents and the environment.

An overarching Municipal Housing Policy should contemplate preventive actions and take into account the need for municipalities to act in the sense of curbing irregular settlements, thereby complementing the actions set forth in recovery and housing provision programs.

This topic comprised actions such as: studies, surveys, analysis, diagnoses, development of differentiated action strategies, sector organization, training teams, and dissemination and media services, with a total investment of R\$1.1 million in 20 municipalities. The activities contracted for were aimed at the institutional strengthening of the sector in charge of inspecting and controlling squatting in municipal lands. The intended benefits were a management structure with trained staff and adequate equipment and a population informed about the need to respect common spaces, refrain from occupying risk areas and preserve the environment.

### **Examples**

*The municipality of Recife (PE) hired a consultancy firm to provide technical assistance to the City Hall in the implementation of a Squatting Control Program.*

*The action was carried out in the following stages:*

- *Diagnosis and analysis of the structure existing in the Recife City Hall for Urban Control, in terms of human and material resources as well as data on squatting in recent years and characterization thereof;*
- *Development and implementation of training courses for City Hall technical staff and civil society representatives with 160 class hours comprising classroom activities and practical field lessons and with a programmatic content that enabled effective action in the Squatting Control Program;*
- *Definition of detailed routines and procedures as well as specification of the equipment required for operating a Squatting Control program;*
- *Definition of program dissemination strategies*

*through educational campaigns and term of reference for hiring consultancy in the area of communication;*

- *Definition of Program monitoring and evaluation strategies; and*
- *Preparation of a practical guide for the inspection of public areas, with an emphasis on community participation.*

*Also along this line of action, some municipalities have implemented proactive actions as a way to prevent irregular occupation, by carrying out previous studies aimed at establishing guidelines and mechanisms to induce ordered occupation, as was the case in Nova Iguaçu (RJ) and Itapeceira da Serra (SP), which invested in studies for slope and spring areas.*

*In these areas, where irregular occupation processes were identified and slums formed, strategies are being designed for implementing actions to mitigate risk situations in a way that is compatible with environmental preservation, through projects and programs that are both regulatory and conducive to balanced occupation.*

*The studies include, inter alia, delimiting the areas to be preserved and those subject to upgrading, as well as establishing guidelines on environmental and urban treatment for each case, with a view to giving managers more control over these occupation processes.*

## **Program Benefits**

Although the Institutional Development of Municipalities Subprogram is still in the implementation stage, some benefits for the municipalities can already be seen:

- 1| the DI Subprogram has contributed to ensuring housing, planning and particularly slum issues a higher place on the agendas of the municipalities where it has been implemented as well as in forums where it is represented.
- 2| PThe housing and urban sectors of City Halls have also benefited from the Program with respect to both equipping their physical structures and establishing – and in some cases consolidating – a planning culture, to which knowledge of the reality is fundamental.
- 3| PThe acquisition and use of urban information, techniques and new instruments has helped these sectors

to develop and expand, thereby ensuring them more space in the internal structures of City Halls. Studies and surveys carried out by City Halls with the support of the Subprogram have increased knowledge of the municipal reality, strengthened the planning activity and enabled future interventions.

- 4| PWith the implementation of the DI Subprogram, municipal administrators and managers have also faced new challenges that led them to acknowledge institutional development as a fundamental element for consolidating a public housing policy.
- 5| PThe PEMAS has proven to be an important planning instrument and its methodology is now a benchmark for implementing other local programs and actions.
- 6| PThe lessons learned from preparation of the Terms of Reference, which played the role of projects with a clear definition of specifications for contracting DI actions, have contributed to further develop local teams.
- 7| PThe multidisciplinary nature of the Subprogram, whose action covered different areas of city halls that are either directly or indirectly related to the housing issue, has enabled integration among different sectors, which in many cases began to share information organized into multipurpose systems.
- 8| PThe experience of local teams in executing and following up integrated slum upgrading actions has also contributed to development and training as regards setting up multidisciplinary teams.

# *Squatter Settlements*

## *Upgrading Subprogram*

Improving the housing conditions of slum dwellers cannot be seen as a sectoral issue. On the contrary, it is a component that actively interacts with other conditioning factors of urban and environmental development.

Therefore, the right to fair housing comprises the environmental quality of the medium and its inclusion into and integration with the city through the availability of urban infrastructure and accessibility to the labor market and public facilities.

The **Slum Upgrading Subprogram** used these guidelines as a starting point, coupled with the assumption that “popular participation in any government policy needs to be considered as both a form of assertion of citizenship and a strategy of democratization and social control of public management” in its proposal, implementation and operation.

The Subprogram aims to execute integrated slum upgrading projects covering degraded or risk areas located in metropolitan regions, urban agglomerations or capital cities inhabited predominately by families with a monthly income of up to three minimum wages.

The concept of integrated project involves meeting all of the population’s needs identified through an integrated diagnosis produced before the area intervention project developed.

### **Methodology**

The Subprogram methodology is developed in two different phases:

**Phase 1 – Eligibility or Integrated Diagnosis Phase**, where the socioeconomic aspects of the population living in the project area are identified, information

on the titling and ownership of the area or areas to be used is collected and the physical, urban and environmental situation of the intervention area and its surroundings is evaluated.

What types of information are required to learn about the population?

- Socioeconomic information about the families that will benefit from the Project, including: definition of their income profile and monthly average amount paid in contributions, taxes and fees; housing conditions; use of public transport; degree of knowledge of the Project; schooling; and health conditions among other clarifying data.
- Public social facilities pointed out by the community.
- Information on community organization.
- Information required for health and environmental education programs, such as most frequent diseases in the community, medical care conditions, and participation in public health programs.
- Existence of health and environmental education programs as well as of NGOs operating in the area.
- Information on the production vocation of the community and the market potential for absorbing labor and the production resulting from the implementation of vocational training and/or employment and income generation programs.
- History of the community’s social achievements.
- Profile of local leaderships.
- Survey of cultural values existing in the area.

And what about the intervention area and its surroundings?

- Identification of the physical and urban features of the area of intervention and its surroundings; exis-

ting public utilities; public and community facilities, with definition of coverage and capacity for meeting demand.

- History of area occupation and demographic density, with information on the status of the area – if in expansion or stabilized.
- Environmental diagnosis of the area of intervention, including features of the surrounding environment.
- Characterization of existing housing units (type of use; construction material; number of rooms; public utilities – water, electricity; situation of the sanitary unit; disposal of solid residues; and densification level).
- Blueprint with location of the area of intervention in relation to the urban sprawl as regards its physical and urban features, existing infrastructure and community facilities, with definition of coverage.
- Blueprint of the area of intervention subject to upgrading or resettlement, with identification of the perimeter of the integrated Project area (polygonal); current occupation; infrastructure; existing community facilities and public utilities, with definition of coverage.
- Identification of co-located projects, i.e. other projects already implemented, under study or in execution financed by other sources of funds and interfacing with the Project; capacity of the Municipal or State Executing Unit (UEM/UEE) to articulate the set of interventions, so as to make actions in the area compatible.
- Complete survey of the legal situation of the area of intervention and/or the area intended for resettlement, with a view to defining the form of ownership or property titling for beneficiaries.
- Indication of the need to relocate families occupying Environmental Conservation Units such as parks, ecological stations, biological reserves or high-voltage right-of-ways, gas pipes, oil pipes, railways and highways.
- Photographic documentation showing the project area and its surroundings, with records and clarification of fundamental features and aspects.

Upon completion of the diagnosis, a discussion will be held between the technical team and the community about the proposals for action and services, leading to the second phase of the project:

### **Phase 2 – Eligibility or Integrated Project Phase.**

In this phase, executive projects are developed and approved and a **Chart of Investment Composition (QCI)** describing the items and their respective costs to be financed by the Program is proposed.

Integrated projects are allowed to invest in works and services required for providing communities with urban infrastructure, including water supply services, sewage, opening of streets or alleys, paving and draining of streets, public and house lighting, slope containment and stabilization, environmental recovery and rehabilitation of degraded areas.

Unoccupied areas need to be rehabilitated. Public areas are generally reforested or urbanized through landscaping, whereas private areas are recovered by their owners, who agree to do so by signing the Term of Commitment required by the program.

Special construction works like bridges, pumping stations, sewage treatment plants, plumbing, and draining channels among others, which are required for the urban sustainability of the settlement can also be executed.

As a solution for the housing problem, the subprogram authorizes the construction of new housing units, hydraulic modules, in addition to house improvements and remodeling.

Housing units should be preferably of the embryo type, so as to enable future expansions by residents. Hydraulic modules comprise the kitchen, bathroom and laundry. House improvements should ensure the physical and sanitary health of preexisting constructions, with appropriate floors, walls and roofs. House remodeling resulting from partial demolitions or other interferences required for installing infrastructure is also allowed.

Finally, the Subprogram invests in the land issue by regularizing the physical space and integrating the area into urban formality and ensuring the right to secure land tenure.

From the actions, works and services proposed in the integrated Project, it would be safe to say that at least two of their elements are essentially structuring, namely land regularization and the work carried out with the families in the social field. Land regularization as a requirement becomes an element of citizenship, as it provides residents with an address and promotes their social inclusion by granting them a title of ownership.

The work carried out with communities in the social field is focused on three main objectives: mobilizing participation and organizing the community; providing health and environmental education; and promoting employment and income generation. The methodology of this type of work in these social interventions has specific characteristics for each stage of the physical intervention:

**Before the construction works**, when the process is designed and the population encouraged to become acquainted with and issue opinions about the proposals for that specific area, deciding on the necessary public facilities and joining the Project through a Term of Commitment to be signed by at least 80 percent of the heads of households.

**During the construction works**, when project executors act by establishing committees and groups of community representatives (resident associations and/or the like, works follow-up committees, groups of women and youths, environmental committees and so on). The population is heard and encouraged to participate in each stage of the Project by following up construction works, deciding on training offers and attending small and/or large decision-making meetings.

The teams of Executing Units work all the time inside the communities, as it is there that field offices with a team made up of social workers, engineers, architects, and environmental experts are located.

**After completion of construction works and in the post-occupation period**, communities are assisted for a twelve-month period, when the committees and groups established are reinforced, community representation entities are trained and participation of these groups in activities outside the area of intervention like debate forums, Municipal Councils and other venues is

encouraged, so that residents can stop depending on the technical team and gain autonomy in relation to public authorities.

Finally, still as an important innovation introduced by the Subprogram, a Post-Occupation Evaluation is performed and its matrix of indicators discussed and agreed upon by Program actors, namely the Inter-American Development Bank (IDB), the Ministry of Cities, the Federal Savings Bank, City Halls and State Governments, which propose an evaluation of the immediate results and impacts of the integrated projects developed, based on three main axes: Housing and Urban Inclusion, Social Inclusion, and Residents' Satisfaction. The dimensions of these axes seek to cover all aspects of the integrated project:

- Basic infrastructure
- Urban mobility
- Environmental quality
- Housing
- Land regularization
- Urban control
- Access to public social services
- Citizenship and participation
- Inclusion in the labor market
- Housing and urban services
- Social and community life

Owing to their characteristics, the constructions works of the integrated slum upgrading project require an average of about 18 months to transform an inadequate area into a new, proper neighborhood.

The Subprogram has 119 contracted projects, which are distributed in 25 Units of the Federation and directly benefit 89,437 families accounting for 358,000 people.

Resources in the order of R\$807.7 million are being invested in the execution of these 119 projects, with R\$807.7 million from the Ministry of Cities and R\$277 million as counterpart from state governments and municipalities (data from 09/19/06).

In addition to providing slums with infrastructure, these resources have also financed the construction of:

- 73 daycare centers
- 34 fundamental education schools
- 33 health clinics
- 81 community centers
- 53 economic activity centers
- 15 multiple activity centers
- 10 police stations
- 234 leisure areas

Over 2.5 million sq. meters of green and vacant area are being created and provided with structure and 3.5 million sq. meters of environmental protection areas (APPs) are being preserved and recovered.

A total of R\$32.3 million is being invested in activities in the social area as follows:

- Community mobilization and organization
- Stakeholder training
- Popular education
- Support for formal education and fight against illiteracy
- Labor qualification and re-qualification
- Incentive to production groups
- Establishment of production cooperatives and/or associations

Preparation of families for the appropriate use of the infrastructure services and social facilities established.

In an attempt to solve housing needs through their own means, the families, mainly those in the lower-income bracket, occupy unsuitable and steep areas such as slopes, areas subject to periodic floods, dunes prone to landslides, areas with high concentrations of polluting agents, etc. This type of occupation, which on the one hand puts the physical integrity of residents and their assets at risk, on the other causes environmental damages that generally are not limited to slums. For example, the effects of the indiscriminate removal of vegetation for construction on slopes, the blocking of natural draining lines and the accumulation of domestic garbage on slopes as well as on creeks and rivers are all well known.

Integrated projects are executed under the most different physical and geographic conditions. Spread

over several Brazilian states, interventions are developed in many ecosystems and under different conditions in urban environments.

Topography of the area, proximity to preservation areas, occupation of right-of-way areas, location and history of occupation are all fundamental factors for urban solutions that give projects their urban specificity and require solutions based of these perspectives.

The projects submitted by State Governments and Municipalities and contracted for in the Subprogram involve risk areas on slopes; populations living under high-voltage networks and in right-of-way areas with pipelines of inflammable products (Petrobras' multiproduct pipelines); railways; irregular areas; and permanent preservation or environmental protection areas whose populations are at social risk.

### **Interventions in Slope Areas: Physical and Social Stability**

These projects include reducing the risk of landslide and erosion with slope containment actions involving civil works and/or vegetation, depending on local topographic conditions and the individual solutions proposed. In slope containment, i.e. protection of steep areas, traditional solutions are adopted such as: concrete containment walls, gabion boxes, and mortared stones. More modern forms of containment are enveloped soil, which is the compacting of soil covered by a layer of synthetic material with high draining capacity, or stapled soil consisting of soil coverage with a screen welded and stapled to the ground and covered by vegetation. All these forms of containment have been used in the projects.

The draining system is critical for preventing landslide on slopes and becomes even more relevant with the use of ducts on the side parts of stairways for residents' access, with or without water velocity reduction.

In this type of intervention, an important task is to ensure accessibility and mobility. The solution adopted to solve these problems includes stairways, pathways in containment areas and other creative solutions, depending on each local reality.

Besides the solutions offered by engineering, a broad debate about the use of new equipment and preparation for a new reality needs to be held with the population. Programs encouraged the growth of vegetable gardens and wooded backyards as well as orientation on how to pack household garbage in addition to collection and disposal of urban waste which, depending on the case, cannot be done on a door-to-door basis. Raising awareness about the maintenance and conservation of urban draining is also an important aspect to prevent future flood areas.

### **Interventions in Right-of-way Areas: Paving the Way to Development and Social Inclusion**

The occupation of high-voltage right-of-way areas, of Petrobrás' multipurpose pipelines as well as of railways and highways pose an imminent risk, each at its own manner. In these cases, the areas need to be vacated through relocating families to more internal areas in the settlement or to resettlement locations, with a view to eliminating a negative coexistence between people and the risk of accidents.

Populations living under high-voltage networks are exposed to the imminent risk of electricity-related accidents. Besides, surveys indicate that electric discharges could be hazardous to health. In these cases, relocation is necessary, with families being transferred to areas close to the original settlement. These areas, however, are many times cleared by the electricity company to be used for growing community vegetable gardens and/or for other activities.

Petrobrás' multipurpose pipelines, which pose the risk of fire, explosion and water and soil contamination, should be left vacant inside the settlement and the families resettled inside the project area. Maintenance of these multipurpose pipelines is also hindered when right-of-way areas are not respected.

In the case of areas crossed by multipurpose pipelines, work in the social field should draw the population's attention to the risk of living in these areas through spe-

ches and meetings attended by the public companies responsible for managing the right-of-ways in the case of Petrobrás' subsidiary companies.

Living next to highways and railways poses a risk to people's lives, particularly children, who are more frequently subject to accidents. The mobility of families is also hindered by the physical barrier these right-of-ways represent. In general, families are relocated from these to other risk-free areas and activities in the social field seek to raise people's awareness for the need of transfer.

### **Intervention in Water Bodies: Respect for Water and Life**

Environmental protection areas aimed to protect water bodies located in urban areas, named Permanent Protection Areas (APPs) in Brazil, are very much coveted, as they are generally clear, well located areas. Although the environmental legislation prohibits the use of APP for housing purposes, this type of use is very common, particularly due to the lack of urban inspection and the absence of physical delimitation showing the population that the area is unsuitable for human use.

For the population in need of urban services, the APP also serves as an immediate water spring and a way to dispose of sewage and solid residues, with the consequent degradation of these environments.

Recent changes in legislation have paved the way to new intervention proposals, with greater integration between urbanization and the water body. It should be mentioned that although proposed before the legislation was amended, the projects that make up the Habitar Brasil/IDB already show trends towards a harmonious integration between humanity and nature.

Interventions in water bodies in APPs within the scope of the Subprogram occur in rivers and creeks, lagoons, springs and channels. The type of urbanization to be adopted will depend on different aspects of occupation such as consolidation, size and function of the water body, and compliance with the environmental legislation among others.

## **Occupations along River and Creek Margins**

Given the mobility of their waters, occupied rivers and creeks represent the possibility of carrying residues, ending up as dump yards for garbage and residues from superficial urban draining.

As a result, these water bodies are silted up, leading to flash floods with high transport capacity that pose danger and health hazards. This situation requires vacating the margins and/or implementing engineering actions in the trough of rivers and creeks.

In some projects, all the families were relocated and the area was reforested with native vegetation, as a way to protect the water resource and comply with the environmental legislation. In these cases, reforestation is also monitored through replacing seedlings and following up their growth.

In other instances, the total or partial relocation of families gives place to leisure areas and public facilities. In these cases, projects to rehabilitate degraded areas gain strength in the form of linear urban parks, which are of great value to the community.

In other interventions, the natural features of the trough are modified by channeling, and adjacent areas or even the bed of water courses are used as pathways.

These projects, in addition to other activities developed by the social team, require raising awareness about water resources through health and environmental campaigns and workshops so that the community can start interacting with the water system and thus value this resource.

## **Occupations along Lake, Lagoon and Inlet Margins**

Still water bodies are even more susceptible to pollution and occupation. Although the flood waters of these water bodies do not have the same transport capacity as those of rivers and creeks, they also cause floods, exposing the population to health hazards.

Solutions range from relocating families living in the area and urbanizing it and/or rehabilitation of the

margins through reforestation. The calmness of these waters transforms them into leisure areas of contemplative appeal.

## **Interventions in Mangrove Areas: From a Historically Discriminated Space to Urban and Social Valuation**

Mangroves grow in coastal areas, mainly in the estuaries and mouth of rivers, where there is salty water and the area is semi-protected from the action of waves, but open enough to receive sea water. Brazil has one of the largest extensions of mangroves on the planet.

Although an area of environmental preservation, mangroves are subject to a prejudice that dates back to a time when it was synonymous with dirt and suspicious activities. This situation has led mangroves to be the target of harsh destruction for the construction of harbors, roads, landfills and cultivation experiments.

This devaluation has also encouraged the occupation of mangrove areas by low-income populations, with the consequent establishment of stilt-house slums and progressive grounding.

In interventions in these areas, the low quotas and high number of landfills are the major hindrances to the upgrading process. Normally, part of the mangrove is sacrificed for the establishment of a landfill and the construction of housing units to replace stilt houses.

A physical barrier – usually a beltway – is raised to protect the mangrove, which is rehabilitated through reforestation and environmental education for the families concerned.

## **Interventions in Urban Exclusion Areas: Dignity and Citizenship**

Processes involving land speculation and pork-barrel practices, coupled with the lack of urban control have given rise to a host of informal settlements, leading to lack of ownership security and public investment and ultimately to low quality of life. As a result, upgrading of these settlements has provided them with infrastructure, leisure areas and public facilities, in addition

to regulating ownership by families. In these interventions, activities carried out in the social field have sought to achieve the three axes of the Subprogram, namely community mobilization for participation and organization purposes; health and environmental education; and training people for employment and income generation.

### **Interventions in Environmental Protection Areas: Nature Conservation in Harmony with Humanity**

According to the National System of Conservation Units, Environmental Protection Areas (APAs) are classified as direct use of natural resources category, together with National Forests, Extractivist Reserves, and Fauna Reserves, where occupation and exploitation of natural resources are allowed, pursuant to specific rules that ensure protection of the unit.

By definition, we could say that these areas are of relevant public interest, in that they ensure the well-being of human populations as well as the protection, rehabilitation and conservation of natural resources. Therefore, the APAs should be the object of planning and zoning, with a view to ensuring their sustainability and better quality of life for local communities. These areas therefore differ from the Permanent Protection Areas (APPs), which are subject to more restrictive use.

In the APA territory, multiple uses of the land are permitted, such as urban, rural, conservation and preservation areas. These lands can also remain under private ownership, as they do not require expropriation by public authorities.

In this type of action, the intervention plan should be associated with the APA guidelines. These situations require little condensation, a significant increase in green areas and a clear physical landmark demarcating the urbanized area.

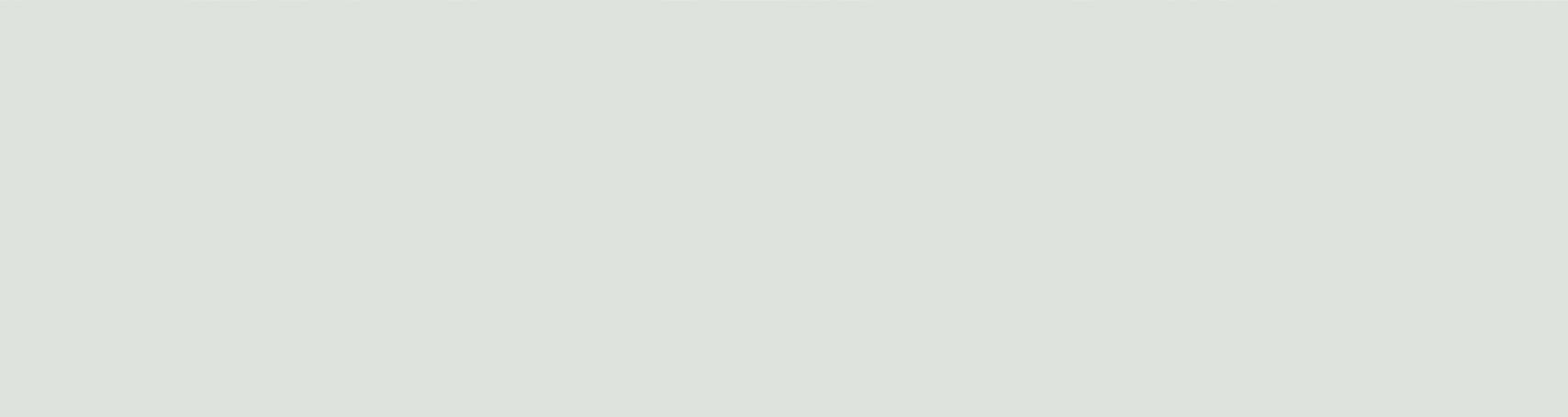
Activities developed in the social field should focus on the importance of those conservation areas and on human relations. Such is the reason for preserving these areas as well as for the important role they play in the regional context.

### **Families at Social Risk: The Recovery of Citizenship**

Some families find the solution to their housing problems by squatting in buildings or camping in vacant areas on the outskirts of cities. These places end up transformed into ghettos that pose a high social risk. Criminal activities are common place and the precarious infrastructure hinders the coexistence of families living in these conditions.

Families are relocated from squat to settlements in close areas, where they are provided with new homes and all necessary infrastructures. Families living in camps on the outskirts of cities are also provided with decent housing and the opportunity of a life free of the stigma associated with a “ghetto”. In both cases, all necessary social facilities are also made available.

Social activities seek basically to include the excluded, with a focus on the discussion of rights and mobilization towards participation and organization. Multiple training alternatives are offered for employment and income generation. Activities are also developed with children and youths, with a view to raising their self-esteem.



# ANEXO/ANNEX





**HABITAR BRASIL/BID - SUBPROGRAMA DE ASSENTAMENTOS SUBNORMAIS | CONTRATOS FIRMADOS - POSIÇÃO DE JUNHO/2006**  
**HABITAR BRASIL/IDB – SLUM UPGRADING SUBPROGRAM | SIGNED CONTRACTS – JUNE 2006 POSITION**

Nº	UF State	Município Municipality	Projeto Project	Número do contrato de repasse / Transfer Contract No.	Famílias Families	Investimento Investment	Repasso União/BID Transfer Union/IDB	Contrapartida Counterpart
<b>Total</b>					<b>89.387,00</b>	<b>1.078.421.413,35</b>	<b>804.318.422,91</b>	<b>274.102.990,44</b>
1	AC	Rio Branco	Mocinha Magalhães	137947-20	773	12.848.114,62	10.920.897,43	1.927.217,19
2	AL	Arapiraca	Conjunto Jardim das Paineiras	137884-76	581	10.485.061,00	8.940.612,00	1.544.449,00
3		Maceió	Denisson Menezes	127315-79	564	7.764.615,00	7.112.395,00	652.220,00
4		Maceió	Denisson Menezes - 2.ª etapa	145950-53	118	2.149.150,00	1.825.110,00	324.040,00
5		Rio Largo	Mutirão da Cidadania	139377-73	882	4.444.741,00	4.000.000,00	444.741,00
6	BA	Salvador-GE	Alagados IV e V	118265-83	1.157	13.653.670,83	10.084.601,28	3.569.069,55
7		Salvador-GE	Alagados IV e V - 2.ª etapa	138818-81	1.423	14.627.438,00	9.966.361,00	4.661.077,00
8		Salvador-GE	Alagados VI - 3.ª etapa	000431-54	2.156	11.744.237,00	9.000.000,00	2.744.237,00
9		Santo Amaro	Candolândia	000423-80	1.280	13.265.510,00	11.000.000,00	2.265.510,00
10		Camaçari	Nova Vitória - 1ª etapa	138816-63	362	3.011.368,00	2.556.544,00	454.824,00
11		Camaçari	Nova Vitoria - 2.ª etapa	000430-38	515	3.084.262,00	2.383.889,00	700.373,00
12		Candeias	Comunidade Invasão do Estádio	150818-37	314	2.856.178,00	2.570.560,00	285.618,00
13		Feira de Santana	Fonte de Lili	138327-40	226	3.178.323,00	2.575.238,00	603.085,00
14		Ilhéus	Alto do Teotônio Vilela - 1ª etapa	138817-77	385	4.706.544,00	3.999.621,00	706.923,00
15		Itabuna	Comunidade Bananeira	000331-38	236	5.842.850,00	5.215.044,00	627.806,00
16		Jequié	Comunidade do Alto da Bela Vista	138687-05	523	4.043.613,82	3.652.407,23	391.206,59
17		Lauro de Freitas	Vila Nova do Portão	147058-89	828	10.351.910,00	9.316.718,00	1.035.192,00
18		Simões Filho	Comunidade Diácono	138334-32	201	1.971.188,88	1.795.697,41	175.491,47
19	CE	Fortaleza- GE	BR116 Mangue/Gato Morto	124229-59	471	7.121.989,04	4.654.659,00	2.467.330,04
20		Fortaleza/CE	Lagoa do Opaia	137439-73	715	13.544.855,00	10.474.999,00	3.069.856,00
21		Fortaleza	Favela Maravilha	000422-65	641	15.706.719,00	11.000.000,00	4.706.719,00
22	DF	Brasília - GE	Vila Varjão	138027-18	1.419	13.929.536,07	11.772.461,34	2.157.074,73
23		Brasília - GE	Vila Varjão - 2.ª etapa	000425-31	200	5.852.000,00	2.000.000,00	3.852.000,00
24	ES	Serra	Bairro Novo Horizonte	136514-72	1.021	9.696.357,39	5.423.611,44	4.272.745,95
25		Serra	Bairro Novo Horizonte - 2.ª etapa	000345-34	850	7.240.407,00	5.414.654,00	1.825.753,00
26		Vila Velha	Dom João Batista	117242-83	826	8.572.785,00	6.568.543,00	2.004.242,00
27		Vila Velha	Dom João Batista - 2.ª etapa	000409-94	430	6.268.928,00	4.639.026,00	1.629.902,00
28		Vitória	Poligonal 11	105399-28	1.154	13.348.365,00	8.834.885,00	4.513.480,00
29		Vitoria	Poligonal 1 - 1.ª etapa	138844-08	2.397	12.248.442,00	9.113.608,00	3.134.834,00
30		Vitoria	Poligonal 1 - 2.ª etapa	148984-18	1.102	13.278.800,00	9.229.037,00	4.049.763,00
31	GO	Aparecida de Goiânia	Nova Cidade	149743-19	795	11.364.994,00	9.849.225,00	1.515.769,00
32		Cidade Ocidental	Superquadra 19	139149-05	793	9.644.197,00	6.235.937,00	3.408.260,00
33		Cristalina	Belvedere	139118-36	196	3.949.560,00	3.543.942,00	405.618,00
34		Formosa	Lagoa dos Santos	139151-50	299	9.599.533,78	7.243.595,04	2.355.938,74
35		Goiânia	Dom Fernando	132183-86	934	8.920.906,84	7.353.467,00	1.567.439,84
36		Novo Gama	Lunabel 3A e Vila Zequinha	139154-82	371	8.593.578,00	6.874.764,00	1.718.814,00
37		Planaltina	Bairro Imigrantes	139155-97	638	7.808.919,00	6.935.402,00	873.517,00
38		Trindade	Vida Nova	000347-75	900	9.569.444,00	8.601.523,00	967.921,00
39	MA	São Luis	Península Ipase	000416-42	605	13.519.006,00	11.120.000,00	2.399.006,00
40	MG	Belo Horizonte	Vila Senhor dos Passos	105710-06	988	11.935.716,00	8.993.562,00	2.942.154,00
41		Belo Horizonte	Vila Califórnia	139242-40	1.120	13.585.517,00	11.000.000,00	2.585.517,00

**HABITAR BRASIL/BID - SUBPROGRAMA DE ASSENTAMENTOS SUBNORMAIS | CONTRATOS FIRMADOS - POSIÇÃO DE JUNHO/2006**  
**HABITAR BRASIL/IDB – SLUM UPGRADING SUBPROGRAM | SIGNED CONTRACTS – JUNE 2006 POSITION**

Nº	UF State	Município Municipality	Projeto Project	Número do contrato de repasse / Transfer Contract No.	Famílias Families	Investimento Investment	Repasso União/BID Transfer Union/IDB	Contrapartida Counterpart
42	MG	Governador Valadares	Morro do Querosene	138768-84	453	10.622.868,00	7.395.056,00	3.227.812,00
43		Ipatinga	Aglomerado Bethânia	117378-28	1.192	12.338.015,42	6.298.389,90	6.039.625,52
44		Ipatinga	Aglomerado Bethânia - 2.ª etapa	000404-87	514	6.976.617,00	5.356.562,00	1.620.055,00
45		Juiz de Fora	Vila Sô Nenen	138714-39	189	3.049.639,31	2.382.662,19	666.977,12
46		Montes Claros	Vila Vargem Grande	138646-09	532	8.410.790,00	7.529.500,00	881.290,00
47		Timóteo	Bairro Bela Vista	138764-46	429	10.158.143,98	8.085.929,86	2.072.214,12
48		Uberaba	Vila Paulista	138814-43	148	1.799.518,00	1.433.316,00	366.202,00
49	MS	Campo Grande	Buriti/Lagoa	122754-86	764	10.888.559,00	9.769.402,00	1.119.157,00
50		Campo Grande	Santa Luzia	000351-58	172	3.212.112,00	2.628.083,00	584.029,00
51		Campo Grande	Imbirissu/Serradinho	000406-38	850	14.130.126,00	10.500.000,00	3.630.126,00
52		Dourados - GE	Renascer / Cachoeirinha	138320-72	620	9.724.479,00	7.968.658,00	1.755.821,00
53	MT	Cuiabá	Córrego Três Barras	127226-94	1.128	10.622.131,00	10.315.418,00	306.713,00
54	PA	Belém	Riacho Doce/Pantanal	129620-15	889	10.890.000,00	9.238.731,00	1.651.269,00
55		Belém	Riacho Doce/Pantanal - 2.ª etapa	000429-11	982	12.510.000,00	10.425.000,00	2.085.000,00
56	PB	Campina Grande	Pedregal III e IV	000299-40	1.429	13.015.470,00	10.325.760,00	2.689.710,00
57	PE	Recife - GE	Sítio Grande/Dancing Days	104019-98	2.706	14.782.247,00	12.563.354,00	2.218.893,00
58		Cabo - GE	Vila Charnequinha	138363-96	1.422	9.413.155,00	7.987.062,00	1.426.093,00
59		Moreno	Nossa Senhora da Conceição	138199-98	294	4.589.156,00	4.053.333,00	535.823,00
60		Olinda - GE	Vila Manchete	149320-00	488	5.389.748,00	4.294.551,00	1.095.197,00
61		Recife - PM	Abençoada por Deus	138195-52	428	9.197.974,00	6.903.312,00	2.294.662,00
62		Recife - PM	Padre Miguel	138592-66	264	5.189.902,00	3.511.122,00	1.678.780,00
63		Recife - PM	Beira Rio	105452-84	320	6.387.834,00	3.954.684,00	2.433.150,00
64		Recife - PM	Campo do Vila	138192-28	214	4.154.723,00	2.659.769,00	1.494.954,00
65		Recife - PM	Vila Imperial	000415-27	154	4.251.533,00	2.795.182,00	1.456.351,00
66	PI	Parnaíba	Comunidade da Quarenta	000322-49	400	7.095.358,00	6.207.728,72	887.629,28
67		Teresina	Vila Bairro	134197-88	1.509	13.377.696,00	11.162.024,00	2.215.672,00
68	PR	Curitiba	Vila Xapinhal	105454-01	2.327	12.596.000,00	10.495.000,00	2.101.000,00
69		Curitiba	Terra Santa	000408-79	1.085	15.598.556,00	10.500.000,00	5.098.556,00
70		Londrina	Jardins João Turquino / Maranhão	140032-24	1.178	9.977.244,63	7.080.753,43	2.896.491,20
71		Londrina	Jardim Primavera	000417-68	280	7.496.220,00	4.500.000,00	2.996.220,00
72	RJ	Barra Mansa - GE	Vila Natal	140420-27	104	2.101.722,94	1.856.779,74	244.943,20
73		Niterói	Morro da Cocada	000414-91	376	5.247.456,00	3.942.770,00	1.304.686,00
74		Nova Iguaçu	Bairro Parque	000473-30	310	7.264.365,00	4.987.099,00	2.277.266,00
75		Resende	Loteamento Jardim Esperança / Bairro I - 2º Distrito	140039-94	224	1.184.342,00	947.474,00	236.868,00
76		São João do Meriti	Parque Analândia	140424-64	617	7.732.707,00	6.630.537,00	1.102.170,00
77	RN	Natal	Passo da Pátria	139114-90	920	11.293.393,00	8.939.950,00	2.353.443,00
78		Natal	África	000441-68	1.057	8.800.000,00	3.500.000,00	5.300.000,00
79	RO	Porto Velho	São Sebastião 01	138716-59	588	6.498.457,77	5.081.210,21	1.417.247,56
80	RR	Boa Vista	Bairro Centenário	000338-86	664	9.377.032,00	8.040.476,00	1.336.556,00

**HABITAR BRASIL/BID - SUBPROGRAMA DE ASSENTAMENTOS SUBNORMAIS | CONTRATOS FIRMADOS - POSIÇÃO DE JUNHO/2006**  
**HABITAR BRASIL/IDB – SLUM UPGRADING SUBPROGRAM | SIGNED CONTRACTS – JUNE 2006 POSITION**

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81	RS	Porto Alegre	Programa Integrado Zona Norte	128625-41	413	9.696.204,00	5.354.787,00	4.341.417,00
82		Porto Alegre	Programa Integrado Zona Norte 2.ª etapa	140052-77	376	13.352.006,00	7.521.185,00	5.830.821,00
83	SC	Biguaçu	Beira Rio	118286-36	75	1.924.082,00	1.555.231,00	368.851,00
84		Criciúma	Paraíso	120193-57	282	4.580.536,00	3.271.187,00	1.309.349,00
85		Florianópolis	Chico Mendes	105619-80	1.041	14.160.678,00	7.239.567,00	6.921.111,00
86		Florianópolis	Morro do Mocotó*	138390-28	378	9.132.183,00	5.492.273,00	3.639.910,00
87		Itajaí	Loteamento Mariquinha Brasil	138758-69	151	3.443.011,00	2.657.987,00	785.024,00
88		Jaraguá do Sul	Jaraguá 84	118261-45	119	2.154.948,20	1.566.751,41	588.196,79
89		Joinville	Comunidade Rio do Ferro	118268-50	250	8.452.230,00	5.375.805,00	3.076.425,00
90		Palhoça	Bairro Bela Vista	118287-40	86	2.310.011,00	1.837.268,00	472.743,00
91		São José	Metropolitano/Pedregal	118272-75	600	11.799.225,00	8.803.832,00	2.995.393,00
92	SE	Aracaju	Coroa do Meio	126284-82	2.581	10.938.568,00	7.561.841,00	3.376.727,00
93		Aracaju	Santa Maria	000407-54	404	14.625.903,00	10.000.000,00	4.625.903,00
94	SP	Cubatão	Jardim São Marcos	140024-27	162	5.811.956,00	2.608.633,00	3.203.323,00
95		Diadema	Vera Cruz	000402-46	162	5.864.903,73	3.617.872,65	2.247.031,08
96		Guarujá	Vila Rã, Sossego e Areião	112861-79	1.227	13.830.330,09	9.786.374,42	4.043.955,67
97		Guarujá	Vila Rã, Sossego e Areião - 2.ª etapa	139997-78	905	12.547.580,00	9.766.369,00	2.781.211,00
98		Guarulhos	Jardim Cumbica II	000413-76	1.106	14.330.857,00	10.230.336,00	4.100.521,00
99		Itapevi	Areião - 1.ª etapa	138525-41	981	12.360.819,00	9.780.895,00	2.579.924,00
100		Itapevi	Areião - 2.ª etapa	000420-24	287	4.479.305,00	3.583.444,00	895.861,00
101		Itapeverica da Serra	Cerro Largo/Branca Flor	128877-95	1.527	15.370.231,11	10.975.302,07	4.394.929,04
102		Mirassol	Parque Nova Esperança	138811-11	159	3.301.078,00	2.640.826,00	660.252,00
103		Osasco	Área Y* - valor aditado	138524-36	579	12.963.552,00	7.759.766,00	5.203.786,00
104		Osasco	Área Y/Beira do Córrego	000412-51	224	7.300.801,00	4.667.153,00	2.633.648,00
105		Santo André	Vila Capuava	111757-80	1.327	12.395.265,00	9.240.570,00	3.154.695,00
106		Santo André	Alzira Franco - 2.ª etapa	137891-69	900	13.603.116,00	8.952.366,00	4.650.750,00
107		São Bernardo do Campo	Parque São Bernardo/Novo Parque/Alto da Bela Vista	111949-99	2.455	11.354.245,04	9.028.925,16	2.325.319,88
108		São Bernardo do Campo	Parque São Bernardo - 2.ª etapa	137890-55	2.455	13.918.693,00	9.000.000,00	4.918.693,00
109		São Carlos	Gonzaga e Monte Carlo	138756-40	500	9.959.744,00	7.458.064,00	2.501.680,00
110		São José do Rio Preto	Parque da Cidadania	123728-71	369	7.780.791,00	5.550.829,00	2.229.962,00
111		São José dos Campos	Jardim São José II	111952-57	453	11.787.341,00	8.779.990,00	3.007.351,00
112		São Vicente	Dique de Sambaibatuba	105658-68	1.152	11.697.547,00	9.249.243,00	2.448.304,00
113		São Vicente	Jóquei/Bairro Cidadão	000432-79	1.800	14.739.472,06	9.744.264,98	4.995.207,08
114		São Vicente	Dique de Sambaibatuba - 2.ª etapa	140027-51	1.046	12.923.916,00	10.097.888,00	2.826.028,00
115		Santos	Vila Gilda	000434-18	480	14.812.465,00	11.000.000,00	3.812.465,00
116		Taboão da Serra	Irati/Trianon/Jrecord C/Acampamento	122168-83	1.094	13.492.832,00	10.418.386,00	3.074.446,00
117		Taboão da Serra	Irati/Trianon/Jrecord C/Acampamento - 2.ª etapa	139110-54	285	4.772.112,00	2.993.556,00	1.778.556,00
118	TO	Araguaina/TO	Jardim das Flores	128225-04	256	6.260.261,00	5.610.420,00	649.841,00
119		Palmas/TO	Loteamento Sta. Bárbara	128109-97	1.131	11.517.993,80	7.500.000,00	4.017.993,80



**PROGRAMA HABITAR BRASIL/BID | SUBPROGRAMA DI | TIPOS DE AÇÃO POR MUNICÍPIO**  
**HABITAR BRASIL/IDB PROGRAM | ID SUBPROGRAM | TYPES OF ACTION BY MUNICIPALITY**

Nº	UF State	Município Municipality	VALOR DO REPASSE TRANSFER (R\$)	PEMAS	Caracterização Characterization	Sistema de Informações Information System	Capacitação Training	Política Habitacional Housing Policy	Plano Diretor Master Plan	Regularização Fundiária Land Regularization	Reforma Administrativa Administrative Reform	Controle Urbanístico Urban Control	Controle de Invasões Control of Squatters
01	RO	JI-PARANÁ	320.000,00	1	0	1	0	0	0	1	0	0	0
02	RO	PORTO VELHO	617.000,00	1	0	6	1	1	0	1	2	0	0
03	AC	RIO BRANCO	275.000,00	1	0	1	0	0	0	0	0	0	0
04	AM	MANAUS	50.000,00	0	0	3	0	0	0	0	0	0	0
05	RR	BOA VISTA	670.000,00	1	0	2	0	0	0	1	1	0	0
06	PA	ANANINDEUA	50.000,00	1	0	0	1	0	0	0	0	0	0
07	PA	BELÉM	1.135.000,00	1	0	2	4	1	6	0	1	1	0
08	AP	MACAPÁ	300.000,00	0	1	0	1	0	3	0	0	1	0
9	TO	ARAGUAÍNA	600.000,00	1	0	3	1	1	1	0	0	0	0
10	TO	PALMAS	1.000.000,00	1	0	4	1	1	1	0	0	0	0
11	MA	SÃO LUÍS	550.000,00	0	1	1	1	1	0	1	0	1	0
12	PI	PARNAÍBA	430.000,00	0	0	4	1	0	0	0	0	0	0
13	PI	TERESINA	440.000,00	0	1	2	0	1	0	0	0	0	0
14	CE	FORTALEZA	1.809.000,00	1	0	4	4	2	1	1	1	2	1
15	RN	NATAL	1.030.000,00	1	1	4	2	1	0	1	1	1	1
16	RN	PARNAMIRIM	420.000,00	1	0	4	1	0	0	0	0	0	0
17	PB	BAYEUX	420.000,00	1	1	7	3	1	1	0	0	0	1
18	PB	CAMPINA GRANDE	430.000,00	0	0	5	1	1	1	0	0	0	0
19	PB	JOÃO PESSOA	730.000,00	0	0	3	0	1	1	0	0	0	0
20	PE	CABO DE SANTO AGOSTINHO	430.000,00	1	1	3	0	2	0	0	0	0	1
21	PE	GOIANA	320.000,00	1	0	3	1	0	0	0	0	0	0
22	PE	MORENO	320.000,00	1	0	7	0	3	3	0	0	0	0
23	PE	OLINDA	680.000,00	1	0	5	1	0	6	0	0	0	0
24	PE	PAULISTA	430.000,00	0	1	1	1	1	2	1	0	0	1
25	PE	RECIFE	1.135.000,00	1	0	3	0	1	3	0	0	1	2
26	AL	ARAPIRACA	850.000,00	1	0	6	1	1	1	0	0	0	0
27	AL	COQUEIRO SECO	30.000,00	1	0	0	1	0	0	0	0	0	0
28	AL	MACEIÓ	1.050.000,00	1	0	5	0	1	0	0	1	1	0
29	AL	RIO LARGO	225.000,00	1	0	1	1	0	1	0	0	0	0
30	AL	SANTA LUZIA DO NORTE	20.000,00	1	0	0	0	0	0	0	0	0	0
31	AL	SATUBA	30.000,00	1	0	0	0	0	0	0	0	0	0
32	SE	ARACAJU	1.300.000,00	1	0	7	2	2	0	0	0	0	0
33	SE	NOSSA SENHORA DO SOCORRO	300.000,00	0	1	2	1	1	0	1	0	0	0
34	BA	CAMAÇARI	300.000,00	1	1	2	0	1	0	0	0	0	0
35	BA	CANDEIAS	50.000,00	0	0	2	1	0	0	0	0	0	0
36	BA	FEIRA DE SANTANA	730.000,00	0	1	5	2	1	0	1	0	1	1
37	BA	ILHÉUS	450.000,00	1	1	3	1	1	1	0	0	1	0
38	BA	ITABUNA	720.000,00	1	0	4	2	2	0	1	0	1	0
39	BA	JEQUIÉ	700.000,00	1	1	3	2	1	2	1	0	1	0
40	BA	LAURO DE FREITAS	430.000,00	0	0	6	1	1	0	1	0	0	0
41	BA	SALVADOR	2.370.000,00	1	2	13	1	2	6	0	0	0	0

PROGRAMA HABITAR BRASIL/BID | SUBPROGRAMA DI | TIPOS DE AÇÃO POR MUNICÍPIO  
 HABITAR BRASIL/IDB PROGRAM | ID SUBPROGRAM | TYPES OF ACTION BY MUNICIPALITY

Nº	UF State	Município Municipality	VALOR DO REPASSE TRANSFER (R\$)	PEMAS	Caracterização Characterization	Sistema de Informações Information System	Capacitação Training	Política Habitacional Housing Policy	Plano Diretor Master Plan	Regularização Fundiária Land Regularization	Reforma Administrativa Administrative Reform	Controle Urbanístico Urban Control	Controle de Invasões Control of Squatters
42	BA	SANTO AMARO	330.000,00	0	1	3	1	2	0	0	0	0	0
43	BA	SIMÕES FILHO	225.000,00	1	1	2	2	1	1	0	0	0	0
44	MG	BELO HORIZONTE	1.238.000,00	1	2	6	3	0	1	0	0	0	0
45	MG	GOVERNADOR VALADARES	450.000,00	1	0	2	0	3	4	0	1	0	0
46	MG	IPATINGA	535.000,00	1	0	1	1	2	1	0	1	0	0
47	MG	JUIZ DE FORA	530.000,00	1	0	2	0	2	2	0	1	0	0
48	MG	MONTES CLAROS	600.000,00	1	0	3	0	1	0	0	0	0	0
49	MG	SANTA LUZIA	132.000,00	1	0	0	0	0	1	0	0	0	0
50	MG	TIMÓTEO	835.000,00	1	1	5	1	3	2	0	0	1	0
51	MG	UBERABA	520.000,00	0	0	3	2	0	0	0	1	0	0
52	ES	SERRA	850.000,00	1	0	4	1	1	2	0	0	1	0
53	ES	VILA VELHA	590.000,00	1	2	3	0	1	2	1	0	1	0
54	ES	VITÓRIA	835.000,00	0	0	3	2	0	0	2	0	1	0
55	RJ	BARRA MANSA	259.000,00	1	0	1	1	0	0	1	0	0	0
56	RJ	BELFORD ROXO	450.000,00	1	0	3	0	1	0	1	0	0	1
57	RJ	DUQUE DE CAXIAS	535.000,00	1	0	2	2	1	2	0	1	0	0
58	RJ	ITABORAÍ	50.000,00	0	1	1	0	0	0	0	0	0	0
59	RJ	JAPERI	50.000,00	1	1	1	1	0	0	0	0	0	0
60	RJ	MAGÉ	430.000,00	1	1	4	0	2	1	0	0	0	0
61	RJ	NITERÓI	750.000,00	0	4	4	0	0	0	0	0	1	0
62	RJ	NOVA IGUAÇU	755.000,00	1	2	3	1	2	1	0	0	0	1
63	RJ	QUEIMADOS	50.000,00	1	0	0	0	0	0	0	0	0	0
64	RJ	RESENDE	770.000,00	1	0	3	1	1	1	0	0	0	0
65	RJ	RIO DE JANEIRO	835.000,00	1	1	3	1	0	0	0	2	0	0
66	RJ	SÃO GONÇALO	450.000,00	0	0	2	0	0	1	0	0	0	0
67	RJ	SÃO JOÃO DE MERITI	330.000,00	0	0	0	0	1	0	0	0	0	0
68	SP	CUBATÃO	375.000,00	1	1	3	0	2	1	0	0	0	1
69	SP	DIADEMA	627.000,00	1	0	5	2	2	0	1	0	0	0
70	SP	GUARUJÁ	540.000,00	1	1	2	0	0	2	0	0	0	0
71	SP	GUARULHOS	750.000,00	1	0	2	2	2	0	1	1	0	0
72	SP	ITAPECERICA DA SERRA	600.000,00	1	2	4	0	2	2	1	0	2	1
73	SP	ITAPEVI	430.000,00	0	2	1	0	1	1	1	0	0	1
74	SP	ITAPIRA	300.000,00	1	0	2	0	1	2	0	0	0	0
75	SP	LEME	300.000,00	1	0	0	0	0	0	0	0	0	0
76	SP	MAUÁ	50.000,00	0	0	1	0	0	0	0	0	0	0
77	SP	MIRASSOL	225.000,00	1	0	2	0	1	1	1	0	1	1
78	SP	OSASCO	750.000,00	0	2	4	0	0	1	0	0	0	0
79	SP	SANTO ANDRÉ	935.000,00	1	2	2	1	2	0	0	0	0	0
80	SP	SANTOS	450.000,00	0	0	2	2	0	1	0	0	0	0
81	SP	SÃO BERNARDO DO CAMPO	835.000,00	1	0	1	0	2	1	1	0	0	0

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 HABITAR BRASIL/IDB PROGRAM | ID SUBPROGRAM | TYPES OF ACTION BY MUNICIPALITY

Nº	UF State	Município Municipality	VALOR DO REPASSE TRANSFER (R\$)	PEMAS	Caracterização Characterization	Sistema de Informações Information System	Capacitação Training	Política Habitacional Housing Policy	Plano Diretor Master Plan	Regularização Fundiária Land Regularization	Reforma Administrativa Administrative Reform	Controle Urbanístico Urban Control	Controle de Invasões Control of Squatters
82	SP	SÃO CARLOS	775.000,00	1	0	5	1	0	1	0	0	1	0
83	SP	SÃO JOSÉ DO RIO PRETO	739.000,00	1	0	2	0	1	3	1	0	0	0
84	SP	SÃO JOSÉ DOS CAMPOS	1.650.000,00	1	0	4	0	2	1	1	0	0	0
85	SP	SÃO VICENTE	935.000,00	0	2	4	0	2	0	1	0	0	1
86	SP	TABOÃO DA SERRA	840.000,00	1	2	5	0	1	0	1	0	1	1
87	PR	CAMPINA GRANDE DO SUL	870.000,00	0	1	8	0	1	2	0	0	0	0
88	PR	COLOMBO	300.000,00	0	0	2	1	0	0	0	0	1	0
89	PR	CURITIBA	1.125.000,00	0	2	9	7	0	0	1	2	0	0
90	PR	LONDRINA	621.000,00	0	0	3	2	2	2	0	0	0	0
91	SC	BIGUAÇU	225.000,00	1	0	3	3	2	2	0	2	1	0
92	SC	CRICIÚMA	280.000,00	0	1	4	4	2	0	0	1	1	0
93	SC	FLORIANÓPOLIS	2.000.000,00	1	2	5	4	3	3	1	0	1	1
94	SC	ITAJAÍ	420.000,00	2	1	2	2	2	3	1	2	1	1
95	SC	JARAGUÁ DO SUL	262.000,00	1	2	2	3	2	3	0	0	0	1
96	SC	JOINVILLE	159.000,00	1	1	2	1	1	0	0	0	0	0
97	SC	PALHOÇA	262.000,00	1	2	1	1	1	1	0	0	1	0
98	SC	SÃO JOSÉ	1.000.000,00	1	2	3	8	1	2	1	1	2	1
99	RS	CAXIAS DO SUL	300.000,00	0	1	5	1	0	0	0	0	0	0
100	RS	PORTO ALEGRE	835.000,00	1	0	2	14	1	0	0	1	0	0
101	RS	SÃO LEOPOLDO	420.000,00	1	1	7	0	1	2	0	1	0	0
102	MS	CAMPO GRANDE	1.275.000,00	1	0	2	1	5	1	0	1	0	0
103	MS	DOURADOS	550.000,00	0	0	2	1	1	1	1	1	0	0
104	MT	CUIABÁ	135.000,00	0	0	1	1	0	0	0	0	0	0
105	MT	VÁRZEA GRANDE	432.000,00	1	0	2	0	0	1	0	0	0	0
106	GO	ÁGUAS LINDAS	20.000,00	1	0	0	0	0	0	0	0	0	0
107	GO	ANÁPOLIS	80.000,00	0	0	1	1	0	0	0	0	0	0
108	GO	APARECIDA DE GOIÂNIA	220.000,00	0	0	2	0	0	1	0	1	0	1
109	GO	CIDADE OCIDENTAL	320.000,00	1	0	2	1	0	0	0	0	0	0
110	GO	CRISTALINA	320.000,00	1	0	3	1	0	0	0	0	0	0
111	GO	FORMOSA	120.000,00	1	0	2	0	0	0	0	0	0	0
112	GO	GOIÂNIA	890.000,00	0	0	8	2	7	0	0	0	1	0
113	GO	NOVO GAMA	70.000,00	1	0	1	1	0	0	0	0	0	0
114	GO	PIRENÓPOLIS	20.000,00	0	0	0	0	0	0	0	0	0	0
115	GO	PLANALTINA DE GOIÁS	120.000,00	1	0	1	0	0	3	0	0	0	0
116	GO	SANTO ANTÔNIO DO DESCOBERTO	20.000,00	1	0	1	0	0	0	0	0	0	0
117	GO	TRINDADE	230.000,00	0	1	1	0	1	0	1	0	0	0
118	GO	VALPARAÍSO DE GOIÁS	320.000,00	1	0	1	0	0	0	1	0	0	0
119	DF	DISTRITO FEDERAL	1.500.000,00	0	0	8	2	5	2	0	0	1	0
TOTAL DE MUNICÍPIOS BENEFICIADOS			65.357.000,00	82	44	108	69	71	58	33	23	29	20
TOTAL DE AÇÕES				82	62	348	131	116	108	34	28	32	21

NOTA: 82 PEMAS financiados com recursos do programa. Outros 37 foram executados pelos municípios, fora do programa, com recursos próprios.

NOTE: 82 PEMAS were financed with resources from the program. Another 37 were executed by municipalities outside the scope of the program, with municipal resources.

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## HOMENAGEM

“Os atuais integrantes do Programa Habitar Brasil BID prestam homenagem àqueles que contribuíram para a construção do Programa ao longo de sua história e que, por razões diversas, não integram a atual equipe.”

“Com todos os que acreditaram no desenvolvimento institucional de municípios e na implantação de intervenções integradas em assentamentos precários, e que tiveram oportunidade de juntar suas idéias, dedicação e colaboração, permitinido o HBB que pudesse surgir, caminhar e consolidar-se, superando entraves e obstáculos, compartinhamos os resultados de hoje.”

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Adauri de Melo Koury  
Alberto Canavarro Moreira Santos  
Alex Kênia Abicó  
André Bacelar  
Arnaldo Augusto Setti  
Braulio Diniz Brumana  
César Carlos wanderley Galizia  
Cláudia Maria Ferreira Lazar  
Conceição de Maria Mendes dos Reis  
Edna Rego Oliveira  
Efigênia Maria Boaventura  
Estanislau Luciano de Oliveira  
Fátima (que foi do financeiro)  
Heleno Franco Mesquita  
Henry Cherkezian  
Israel Simões  
Jorge Geraldo da Veiga Vieira  
Kátia Denise Müller da Costa Mitke  
Louise Henriques Ritzel  
Marcelo Lopes Barata  
Márcia Lopes klein Iglesias  
Marco Antônio Machado  
Maria Alice Bueno Arccorsi  
Maria Cristina Teixeira Lima Verde  
Maria Edízia de Oliveira Veiga  
Maurício Cárdenas  
Orgendina Maria de Carvalho Pontes Arruda  
Paulo César Cruz Pereira  
Ricardo Duarte Pontual  
Rosa Satiko Nishikawa Okubo  
Sávio Vital Cordeiro de Moura  
Tecla Maria Nogueira  
Valdo Gomes Pedrosa  
Zuleide Paniago

Afonso Novello  
Alessandra Patricia Rafael de Azevedo  
Ana Paula de Oliveira  
Arlindo Pinto Reis  
Arnor Silva Machado Filho  
Cátia Maria Borges Fidalgo  
Clarissa Figueiredo Sampaio Freitas  
Cleber Lago do Valle Mello Filho  
Davi Cleber de Medeiros  
Edson Ortega Marques  
Enilce Dias Leão de Carvalho  
Eurico de Oliveira Rodrigues (in memorian)  
Faustino Sanches Filho  
Heliane Furtado de Lima  
Ireneo Ceciliano Joffly Bezerra  
João Winther  
Julio César Cardoso Rodrigues  
Lenira Machado  
Luiz Guzman Cáceres (in Memoriam)  
Márcia Cerqueira Cintra  
Marcio Marques Brito  
Marco Aurélio Zangrati Tonelli  
Maria Ângela Braga  
Maria de Fátima Soares de Lima  
Maria Emília Rocha Mello de Azevedo  
Nina de Therezá P. Rennó  
Paulo Borba  
Regina Estela Nespoli  
Rosa Maria Carlos Silva  
Sandra Neves de Andrade  
Sérgio Bueno  
Telma Catarina Cavalcante Pires  
Vera Mariotti

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Ministério  
das Cidades

