



# URBAN SYMMETRY

South-South Cooperation for the Future of Cities

## SIMETRIA URBANA - CABO VERDE:

# EXECUTIVE SUMMARY

## RESULTS AND PERSPECTIVES

### ON TRILATERAL SOUTH-SOUTH COOPERATION

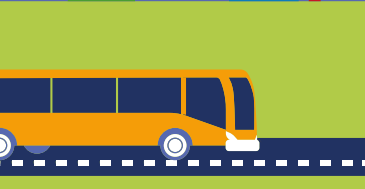


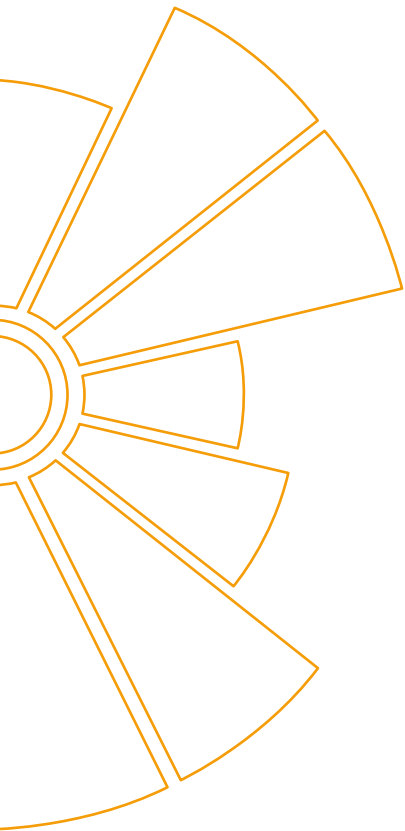
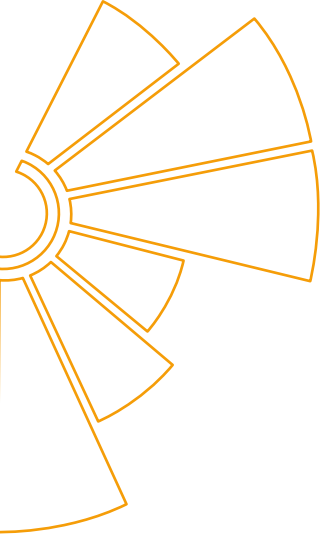
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# URBAN SYMMETRY

South-South Cooperation for the Future of Cities

**SIMETRIA URBANA - CABO VERDE:**

**EXECUTIVE SUMMARY**

**RESULTS AND PERSPECTIVES ON TRILATERAL  
SOUTH-SOUTH COOPERATION**

APRIL 2026

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Source: General Directorate for Housing



# PRESENTATION

This document presents, in a consolidated manner, the activities carried out by the Brazilian Cooperation Agency of the Ministry of Foreign Affairs (ABC/MRE) and the United Nations Human Settlements Programme (UN-Habitat) within the framework of the Country Project Cabo Verde, a subproject of the umbrella Executive Programme of Trilateral South-South Cooperation Brazil –UN-Habitat, “Mainstreaming Sustainable Urbanization Through Trilateral South-South Cooperation – Simetria Urbana”. The initiative is part of broader efforts to strengthen the capacities of national and local governments in the Global South to formulate, implement and monitor urban policies and instruments oriented towards sustainability, inclusion, and resilience.

This summary systematizes the themes explored throughout the cooperation with Cabo Verde and its results, documenting the processes carried out, the challenges encountered and the lessons learned over the course of the work. The full report presents the technical considerations developed and the pathways identified to strengthen and ensure the continuity of actions, offering reflections on the activities implemented and contributions to the improvement of housing and urban policies, with potential application to similar initiatives in other contexts. This

summary provides an **overview of the main areas** addressed throughout implementation:

- Housing deficit;
- Municipal Housing Plans (PLAMUH);
- Technical Assistance for Social Housing (ATHIS);
- Social Work and Condominium Management instruments; and
- Actions within the post-occupancy phase.

Prepared collaboratively, based on contributions from partner institutions, this material reflects a joint effort grounded in institutional and technical dialogue, combining technical rigour with strategic vision. It is expected that the report contributes to strengthening institutional capacities in the Global South, disseminating knowledge, and promoting sustainable urban development within urban and housing agendas aligned with the Sustainable Development Goals (SDGs) and the New Urban Agenda.

**We hope this report provides valuable insights.**

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# WHAT IS TRILATERAL SOUTH-SOUTH COOPERATION?

South-South Cooperation (SSC) is defined by the United Nations (UN) as a form of collaboration among developing countries aimed at strengthening national capacities through the exchange of knowledge, resources and technical experience, involving governments, regional organisations, civil society, academia, and the private sector<sup>1</sup>. In Brazil, ABC acts as the main coordinator of international technical and humanitarian cooperation, consolidating SSC as an instrument of Brazilian foreign policy for promoting sustainable development and solidarity among developing countries.

Based on principles such as horizontality, non-imposition and respect for sovereignty, SSC prioritises the **mutual strengthening of capacities** through the adaptation of national experiences to local contexts. This cooperation is operationalised through bilateral, trilateral, decentralised or regional arrangements and can contribute significantly to sustainable urban

development, including the right to adequate housing, access to basic services, and climate change mitigation and adaptation actions.

For the Brazilian government, Trilateral South-South Cooperation (TSSC) is a complementary modality to SSC, characterised by different implementation arrangements and the participation of multiple actors and multilateral organisations. Recognised as a means of implementing the 2030 Agenda and the New Urban Agenda, both SSC and TSSC are complementary alternatives to traditional North-South cooperation models, enabling the **optimisation of resources and the strengthening of shared governance**. Adopted by Brazil as a horizontal partnership among equals, it enhances the capacity of countries in the Global South to address common challenges and advance the implementation of the Sustainable Development Goals<sup>2</sup>.

<sup>1</sup> UNITED NATIONS. *SSC/19/3 - High-level Committee on South-South Cooperation Nineteenth session - Note by the Secretary-General*. New York: United Nations, 2016. Disponível em: <https://docs.un.org/en/SSC/19/3>. Acesso em: 11 out. 2025.

<sup>2</sup> BRAZIL. Ministry of Foreign Affairs. *Brazilian Cooperation Agency. General Guidelines for the Design, Coordination and Supervision of Trilateral Technical Cooperation Initiatives*. 1st ed. Brasília: Brazilian Cooperation Agency, 2017. Available at: <https://www.abc.gov.br/impressao/mostrarLayout/736>. Accessed on: 13 October 2025.

Source: Guilherme Justino/UN-Habitat



# SIMETRIA URBANA EXECUTIVE PROGRAMME AND THE COUNTRY PROJECT CABO VERDE

The Executive Programme “**Mainstreaming Sustainable Urbanization Through Trilateral South-South Cooperation – Simetria Urbana**” was established in 2021 through a partnership between ABC/MRE and UN-Habitat. In line with the principles of TSSC, the programme fosters the exchange of knowledge and experiences among countries in the Global South, mobilising public institutions and technical experts to support national and subnational governments in advancing the implementation of the SDGs.

In this context, initiatives were developed to promote exchanges across different territories, including the **International Seminar on South-South Cooperation for Sustainable Housing Policies**, held in 2023 in Rio de Janeiro. The event brought together representatives from countries in Latin America and Africa to discuss challenges and opportunities for collaboration in the housing sector. Building on the discussions held during

the event and subsequent institutional articulations, the Government of Cabo Verde formally submitted a request to Brazil for technical cooperation aimed at strengthening the instruments of its housing policies.

Following this request, a scoping mission was carried out in July 2024, which enabled a deeper understanding of the country’s housing sector, the identification of cooperation priorities, and the structuring of the **Simetria Urbana – Cabo Verde Project** framework.

Based on this process, the **Country Project** proposal was developed as a subproject of Simetria Urbana, aimed at strengthening institutional and community capacities related to public housing policies in Cabo Verde.



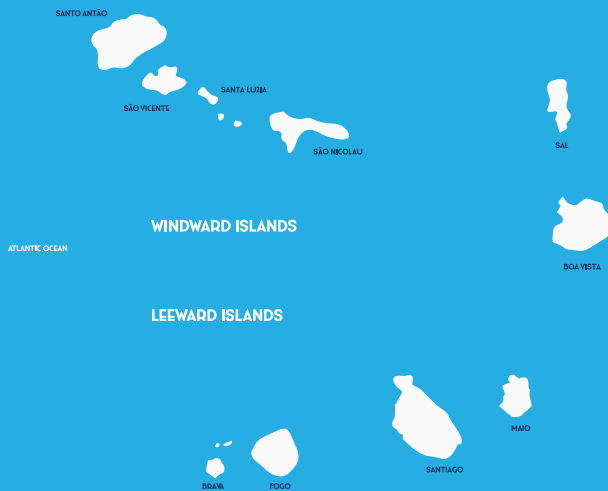


Figure 1: Map of the Republic of Cabo Verde, showing the location of the islands

Produced by UN-Habitat

Cabo Verde is an archipelago located off the west coast of the African continent, composed of ten islands, and administratively organised into 22 municipalities. With a population of approximately 491,000 inhabitants, around 74% of them lives in urban areas<sup>3</sup>.

The country faces significant challenges in the housing sector: **an estimated quantitative deficit of around 14,000 housing units**, in addition to approximately **40,000 dwellings with inadequacies**. This situation is compounded by the need to build around 24,000 new housing units by 2030 to meet projected population growth<sup>4</sup>.

3 NATIONAL INSTITUTE OF STATISTICS OF CABO VERDE (INE). **State and Structure of the Population – V General Population and Housing Census (RGPH 2021)**. Praia: National Institute of Statistics, 2022a. Available at: <https://ine.cv/wp-content/uploads/2022/11/estado-e-estrutura-da-populacao.pdf>. Accessed on: 3 November 2025

4 CABO VERDE. **National Housing Plan of Cabo Verde 2021–2030**. Official Gazette of the Republic of Cabo Verde, No. 2, Series I, 7 January 2022. Available at: <https://www.governo.cv/wp-content/uploads/2019/12/pnh-09-dez-web.pdf>. Accessed on: 22 December 2025.

In response to this context, the Government of Cabo Verde has, in recent years, structured a set of instruments aimed at strengthening housing policy. Based on the diagnosis presented in the **Housing Sector Profile (2019)**, the **National Housing Policy** was developed, operationalised through instruments such as the **National Housing Plan (PLANAH 2021–2030)**, **Municipal Housing Plans (PLAMUH)**, among other planning and financing mechanisms.

Together with ongoing programmes and initiatives, these measures guide the country's strategies to expand access to adequate housing, reduce the housing deficit, and strengthen sector governance.



Figure 2: Santiago Island, Cabo Verde



Source: Camilla Almeida/UN-Habitat

The first phase of the project was implemented throughout 2025 and carried out through collaboration between Brazilian and Cabo Verdean institutions, coordinated by ABC and UN-Habitat. On the Brazilian side, the cooperating and signatory institutions include the National Housing Secretariat (SNH) and the National Secretariat for Peripheries (SNP) of the Ministry of Cities (MCID), the Council of Architecture and Urbanism of Brazil (CAU/BR), the Council of Architecture and Urbanism of São Paulo (CAU/SP), and the João Pinheiro Foundation (FJP), in addition to Caixa Econômica Federal as a partner institution.

On the Cabo Verdean side, it included the Ministry of Infrastructure, Spatial Planning and Housing (MIOTH), through the General Directorate for Housing (DGH), the National Institute for Land Management (INGT), the Real Estate, Land and Habitat (IFH), and the Municipal Governments of Sal, São Domingos, São Miguel and Santa Cruz<sup>5</sup>.

The following outcomes and core workstreams were defined:

<sup>5</sup> It is important to note that the Municipal Government of Santa Cruz participated in the initial activities of the project but did not take part in the subsequent stages until the end of the cooperation, despite opportunities for engagement in the discussions.

### OUTCOME 1

**STRENGTHEN INSTITUTIONAL CAPACITY OF THE NATIONAL GOVERNMENT AND LOCAL GOVERNMENTS OF CABO VERDE TO IMPLEMENT THE NATIONAL HOUSING POLICY AT THE LOCAL LEVEL**

#### COOPERATING INSTITUTIONS

**Brazil:** SNP/MCID, SNH/MCID and FJP  
**Cabo Verde:** MIOTH, through DGH and INGT; Municipal Governments of São Domingos and São Miguel

#### WORKSTREAMS

- 1:** Housing deficit conceptualisation and methodology
- 2:** Municipal Housing Plans (PLAMUH)

## OUTCOME 2

**ENHANCE INSTITUTIONAL CAPACITY OF THE NATIONAL GOVERNMENT AND LOCAL GOVERNMENTS OF CABO VERDE TO IMPLEMENT TECHNICAL ASSISTANCE FOR SOCIAL HOUSING (ATHIS) IN HOUSING PRODUCTION AND SUPERVISION**

### COOPERATING INSTITUTIONS

**Brazil:** CAU/BR and CAU/SP; SNP/MCID, SNH/MCID and CAIXA for cross-cutting aspects of Outcome 3

**Cabo-verde:** MIOTH, through DGH and the Municipal Government of Sal

### WORKSTREAMS

**3:** ATHIS in self-construction housing production

**5:** Pilot actions in the post-occupancy phase

## OUTCOME 3

**INCREASE PARTICIPATION OF FAMILIES IN THE DESIGN AND MANAGEMENT OF SOCIAL HOUSING PROJECTS IN CABO VERDE**

### COOPERATING INSTITUTIONS

**Brazil:** SNH/MCID and CAIXA

**Cabo Verde:** MIOTH, through DGH and IFH

### WORKSTREAMS

**4:** Regulations for Social Work and management of the social housing stock

**5:** Pilot actions in the post-occupancy phase

The implementation of the project was structured through a combination of in-person and virtual activities, carried out in coordination among the institutions involved, as illustrated in the timeline below.

In-person **missions** represented key moments for exchange and joint work, enabling the organisation of workshops, visits to relevant experiences, and closer engagement with the institutional and territorial realities of both countries.

Between missions, virtual **technical sessions** were held to ensure continuous follow-up of activities, discuss ongoing work and further develop the themes addressed under each result. In parallel, the cooperation was also linked to other **spaces for dialogue and dissemination**, expanding engagement among institutions and promoting the exchange of experiences with a broader audience.



# PROJECT TIMELINE

**2023 – PRELIMINARY**  
INTERNATIONAL SEMINAR ON SOUTH-SOUTH COOPERATION  
FOR SUSTAINABLE HOUSING POLICIES

**PROSPECTING MISSION  
– CABO VERDE**

**JULY 8-12, 2024**



Workshops for  
collaborative activities

Technical visits



Signing of the  
Country Project

Technical visits

**MISSION 1 –  
SÃO PAULO, BRAZIL**

**24 MARCH - 4 APRIL  
2025**

**VIRTUAL  
TECHNICAL  
SESSIONS**

**MAY TO JULY 2025**



## MISSION 2 - CABO VERDE

JULY 21 - 25, 2025



Technical visits

Presentations and dialogues

## VIRTUAL TECHNICAL SESSIONS

AUG-NOV /2025



## URBAN OCTOBER

OCT 14 AND 18, 2025

## LINCOLN INSTITUTE COURSE

OCT-DEC 2025



## MISSION 3 - CABO VERDE

DECEMBER 1 - 5,  
2025

Presentations and dialogues

Technical visits

**2026 - FOLLOWUP**  
SYNTHESIS AND DISSEMINATION OF RESULTS

# COOPERATION OUTCOMES

The Country Project was structured around three main outcomes, addressing priority workstreams for strengthening housing policy in Cabo Verde, which guided the development of activities between Brazilian and Cabo Verdean institutions.

The following sections provide context and present the approach and key results achieved under each of these themes, as well as the follow-up actions identified throughout the cooperation process.

## WORKSTREAM 1: HOUSING DEFICIT CONCEPTUALISATION AND METHODOLOGY

### OUTCOME 1

**STRENGTHEN INSTITUTIONAL CAPACITY OF THE NATIONAL GOVERNMENT AND LOCAL GOVERNMENTS OF CABO VERDE TO IMPLEMENT THE NATIONAL HOUSING POLICY AT THE LOCAL LEVEL**

#### COOPERATING INSTITUTIONS

**Brazil:** SNP/MCID, SNH/MCID and FJP  
**Cabo Verde:** MIOH, through DGH and INGT; Municipal Governments of São Domingos and São Miguel

#### WORKSTREAMS

**1: Housing deficit conceptualisation and methodology**  
**2: Municipal Housing Plans (PLAMUH)**

In Cabo Verde, housing needs are reflected both in the demand for new dwelling units and in the inadequacy of a significant portion of the existing housing stock. Accurate data on the housing deficit, along with an understanding of its characteristics and

territorial distribution, are essential to guide housing planning, support the prioritisation of investments and inform the development of intervention strategies better suited to the country's diverse realities.

Figure 3: Precarious housing in Cabo Verde



Source: General Directorate for Housing

In this context, the cooperation supported the revision of the methodology used to calculate the housing deficit in the country, led by the DGH in collaboration with the FJP, the Brazilian institution responsible for developing the methodology widely used in Brazil. The process involved technical sessions, analysis of available datasets and conceptual discussions aimed at adapting the methodology to Cabo Verde's territorial and institutional specificities.

Throughout the process, efforts were made to strengthen collaboration among national institutions responsible for the production and management of statistical and territorial data, particularly the National Institute of Statistics (INE) and INGT.

This technical dialogue contributed to identifying existing data sources and potential ones to be incorporated into future surveys, discussing

relevant variables and indicators, and improving the quality of information used to analyse housing conditions in the country.

As a result, a revised methodology for estimating the housing deficit in Cabo Verde was proposed, incorporating relevant conceptual and methodological advances.

Notably, this included the introduction of criteria and analytical categories for identifying the **qualitative deficit**, enhancing the capacity to capture different forms of housing inadequacy. The process also created opportunities to improve data systems and strengthen **institutional dialogue** on the production and use of information in the housing sector.

The importance of linking data production, territorial planning and public policy formulation, as well as the need for integration between national and local levels, became evident throughout the cooperation. From this perspective, the methodolo-

gical review represents an important step forward for housing policies in the country, enhancing diagnostic capacity regarding housing conditions and supporting the development of planning instruments better aligned with territorial realities.

## NEXT STEPS AND RECOMMENDATIONS

- Deepen **technical dialogue** with INE to refine data, variables, and survey questionnaires for future data collection;
- Strengthen the **territorial integration** of information in partnership with INGT;
- Promote the **institutionalisation** of the methodology as a permanent public policy instrument;
- Ensure the periodic updating of the methodology, with clearly defined responsibilities and its appropriation across different levels of government;
- Establish a structured **Work Plan** that brings together:
  1. the technical validation of the methodology;
  2. its dissemination among municipalities;
  3. the creation of conditions to ensure its continuity, consistency, and long-term relevance;
- Promote discussion and dissemination of housing deficit concepts among **organised civil society**; and
- Align the national methodology with the development process of PLAMUH, ensuring **integration between national and local levels**.

## WORKSTREAM 2: MUNICIPAL HOUSING PLANS (PLAMUH)

### OUTCOME 1

**STRENGTHEN INSTITUTIONAL CAPACITY OF THE NATIONAL GOVERNMENT AND LOCAL GOVERNMENTS OF CABO VERDE TO IMPLEMENT THE NATIONAL HOUSING POLICY AT THE LOCAL LEVEL**

### COOPERATING INSTITUTIONS

**Brazil:** SNP/MCID, SNH/MCID and FJP  
**Cabo Verde:** MIOTH, through DGH and INGT; Municipal Governments of São Domingos and São Miguel

### WORKSTREAMS

**1:** Housing deficit conceptualisation and methodology  
**2: Municipal Housing Plans (PLAMUH)**

Within the scope of the cooperation, strengthening housing planning at the local level focused on the development of PLAMUH. This instrument is part of the National Housing Policy (PNH) and constitutes one of the mechanisms for territorialising the guidelines of the National Housing Plan (PLANAH).

It enables more robust diagnostics and guiding the definition of priorities and intervention strategies at the municipal level. In this context, the development of PLAMUH was supported in the **Municipal Governments of São Domingos and São Miguel**, selected as pilot experiences.

Based on the methodological framework developed by UN-Habitat Cabo Verde, working sessions were conducted to support the institutional and territorial characterisation of the municipalities, the collection and systematisation of data on the housing stock, and the

development of local diagnostics on housing conditions and key sector challenges.

Although these characteristics manifest differently in the two municipalities, the analyses revealed common patterns, notably regarding limited access to basic infrastructure, the need to rehabilitate existing housing units, and challenges related to land tenure security. To support reflection on responses to these issues, references from Brazilian housing policy were mobilised, particularly instruments related to land regularisation and the upgrading of informal urban and rural settlements.

As a result, the diagnostics for São Domingos and São Miguel **were consolidated** and based on these, the structuring of implementation strategies began, aligned with their institutional, financial, and territorial capacities.

Throughout the process, municipal teams progressively took ownership of the methodology, and local stakeholders were engaged in the discussions, strengthening the instrument and demonstrating that the planning process itself constitutes a key outcome of the cooperation.

These experiences highlight the potential of PLAMUH as a structuring element for municipal housing planning, by integrating territorial diagnosis, social participation, and action planning. At the same time, the process generated important lessons for the continuity of the work and the consolidation of the instrument as a reference for housing planning in Cabo Verde.

Figure 4: São Domingos – dispersed occupation in the town centre  
 Figure 5: São Miguel – landscape and occupation of mountainous and coastal areas



Source: Imagesolution



Source: Municipal Government of São Miguel

## NEXT STEPS AND RECOMMENDATIONS

- Consolidate the PLAMUH **action plan** in the pilot municipalities, including detailed institutional responsibilities, definition and prioritisation of interventions, and further development of cost estimates and financing strategies, while strengthening Social Work and climate resilience as strategic components;
- Promote the **dissemination** of the content produced, expanding its institutional and social uptake;
- **Align the proposed strategies** with other territorial planning instruments and ongoing initiatives, including the revision of the national housing deficit calculation methodology;
- Systematise and **share the lessons learned** as a legacy of the cooperation, supporting the development of institutional partnerships and access to financing mechanisms for the proposed actions; and
- Support the replication of the instrument in other municipalities, contributing to the strengthening of housing planning at the national scale.

## WORKSTREAM 3: ATHIS IN SELF-CONSTRUCTION HOUSING PRODUCTION

### OUTCOME 2

**ENHANCE INSTITUTIONAL CAPACITY OF THE NATIONAL GOVERNMENT AND LOCAL GOVERNMENTS OF CABO VERDE TO IMPLEMENT TECHNICAL ASSISTANCE FOR SOCIAL HOUSING (ATHIS) IN HOUSING PRODUCTION AND SUPERVISION**

### COOPERATING INSTITUTIONS

**Brazil:** CAU/BR and CAU/SP; SNP/MCID, SNH/MCID and CAIXA for cross-cutting aspects of Outcome 3

**Cabo-verde:** MIOTH, through DGH and the Municipal Government of Sal

### WORKSTREAMS

**3: ATHIS in self-construction housing production**

**5: Pilot actions in the post-occupancy phase**

This workstream focused on ATHIS as a strategic instrument for improving the built environment, promoting the right to **adequate housing**, and strengthening institutional and community capacities.

The approach was based on recognising the challenges faced by Cabo Verde, such as the absence of a specific regulatory framework for ATHIS, the limited availability of technical staff in Municipal Governments, and the expansion of self-construction processes without adequate technical assistance.

In this context, the cooperation focused on supporting responses related to housing improvements as well as the monitoring and supervision of buildings. In addition, it intended to promote reflections on structuring guidelines for a national ATHIS framework. During the first mission carried out in Brazil, the Cabo Verdean delegation participated in technical visits to Brazilian experiences related to ATHIS, land regularisation, urban upgrading and self-managed housing production, with particular emphasis on initiatives supported by CAU/BR and CAU/SP.

Figure 6: Visit to the Aléxios Jafet Housing Complex during the first project implementation mission, São Paulo, Brazil



Source: Guilherme Justino/UN-Habitat

Exchanges among institutions, further developed during subsequent technical sessions, enabled discussions on implementation models, financing mechanisms, target groups, and the articulation between technical assistance, social participation and housing policies.

As a result, a preliminary version of the **National ATHIS Plan (PNATHIS)** was developed by DGH, organising strategic pillars, proposing institutional arrangements and identifying pathways for financing and integration with ongoing housing initiatives.

Additional outcomes included **awareness-raising actions on ATHIS**, including the development of materials tailored to the country's context and targeting the technical team of the Government of Cabo Verde, as well as the organisation of a national seminar that expanded the discussion to other institutions.

The process was shaped by continuous technical dialogue, including the presentation of Brazilian references, structured feedback, and the progressive improvement of proposals. The cooperation contributed to building and strengthening the foundations of the policy under development, reinforcing the importance of institutionalisation, clearly defined responsibilities, and coordination across different levels of government and strategic partners.

Figure 7: Activity on the National ATHIS Plan during Mission 3



## NEXT STEPS AND RECOMMENDATIONS

- Consolidate the **regulatory framework of PNATHIS**, including the definition of financing mechanisms and incentives for its continuous implementation;
- Establish a **national technical assistance network**, connecting ministries, municipal governments, universities, professional bodies, and civil society organisations;
- Integrate PNATHIS with other public policies, including housing, land, sanitation, social inclusion, environment, and local development, promoting a **more integrated territorial and housing governance** approach;
- Incorporate **accessibility, gender, and environmental sustainability** criteria across all phases of the policy;
- Strengthen **technical capacity-building and professional training** for municipal staff, engineers, architects, social workers, community leaders, and other professionals, including technical exchanges between universities and professional bodies;
- Develop educational materials, guidelines and manuals adapted to the Cabo Verdean context, using **accessible language** and oriented towards practical application of the policy;
- Implement **pilot ATHIS projects** in different urban and rural contexts, focusing on land regularisation, housing improvements, and community participation, including the testing of local construction materials and technologies;
- Promote the active involvement of **civil society organisations** from the design through to the management of ATHIS actions, including **awareness-raising and co-learning mechanisms for families** on the use, maintenance, and appropriation of housing; and
- Document and systematise the experiences developed, **creating knowledge bases** to support the replication of initiatives in other municipalities.



## WORKSTREAM 4: REGULATIONS FOR SOCIAL WORK AND CONDOMINIUM MANAGEMENT IN SOCIAL HOUSING

### OUTCOME 3

**INCREASE PARTICIPATION OF FAMILIES IN THE DESIGN AND MANAGEMENT OF SOCIAL HOUSING PROJECTS IN CABO VERDE**

### COOPERATING INSTITUTIONS

**Brazil:** SNH/MCID and CAIXA  
**Cabo Verde:** MIOTH, through DGH and IFH

### WORKSTREAMS

**4: Regulations for Social Work and management of the social housing stock**  
**5: Pilot actions in the post-occupancy phase**

Within the framework of the cooperation, Social Work was addressed as a structuring dimension of housing policy, particularly in the context of consolidating and managing the public housing stock under the responsibility of IFH. Based on identified challenges, a technical process was structured to develop integrated regulatory and methodological instruments.

These challenges include the need to establish guidelines for the use of housing units, organise the management of common areas and support families' adaptation to new forms of living.

The discussions held during in-person missions and virtual technical sessions were planned in response to the needs identified by Cabo Verde

**Figure 8:** Discussions and follow-up of activities carried out by IFH within the framework of the cooperation



Source: Patricia Eiko Aguchiku/UN-Habitat (left) and Janaina Plessmann/ABC (right)

and had their topics further explored and expanded through the contributions of the teams working on Social Work and family support, beneficiary selection criteria, conflict mediation, financial sustainability of housing developments, and community organisation.

Brazilian institutions shared consolidated **regulatory and operational references** from national housing programmes, with particular emphasis on the structuring of Social Work. It included the participation and social integration of families at different stages of the process (including pre- and post-occupancy), the integration of its thematic components, and the articulation between condominium management and social support.

Legal frameworks related to community life and **practical experiences** implemented in condominiums were also presented, enabling reflection on Cabo Verde's territorial and social specificities.

As a result of the cooperation, two key instruments were developed:

**The Condominium Management Regulation**, which establishes, at the national level, guidelines for the use, organisation and maintenance of housing units allocated under social and/or subsidised rental schemes; and the **Social Work Guidelines**, which systematises the methodology for the continuous social support of beneficiary families.

**The establishment of the Social Support Unit within IFH institutionalised this new approach, ensuring a dedicated structure for the implementation of actions.**

The process of developing these instruments was shaped by continuous technical dialogue, including the presentation of draft versions, structured feedback and progressive refinements leading to the consolidation of proposals. The cooperation thus contributed not only with technical references, but also to strengthening the institutional design under development, reinforcing the integration between regulation, methodology and territorial practice.

**Figure 9:** Drawing contest at the Achada Leitão School (São Salvador do Mundo, Cabo Verde), as part of an awareness campaign on community living practices in state-run housing complexes



Fonte: National Institute for Land Management

## NEXT STEPS AND RECOMMENDATIONS

- Disseminate the **Condominium Management Regulation** using accessible language adapted to the realities of beneficiary families;
- Consolidate **Social Work** as a bridge between the technical regulation and its practical application, supporting understanding of the rules, conflict mediation, and the enhancing of community life;
- Advance in defining and detailing specific policies for residential, commercial, and collective uses of housing; and
- Continuously incorporate principles of social mediation, community cohesion, and technical support.



## WORKSTREAM 5: PILOT ACTIONS IN THE POST-OCCUPANCY PHASE

### OUTCOME 2

ENHANCE INSTITUTIONAL CAPACITY OF THE NATIONAL GOVERNMENT AND LOCAL GOVERNMENTS OF CABO VERDE TO IMPLEMENT TECHNICAL ASSISTANCE FOR SOCIAL HOUSING (ATHIS) IN HOUSING PRODUCTION AND SUPERVISION

#### COOPERATING INSTITUTIONS

**Brazil:** CAU/BR and CAU/SP; SNP/MCID, SNH/MCID and CAIXA for cross-cutting aspects of Outcome 3

**Cabo-verde:** MIOTh, through DGH and the Municipal Government of Sal

#### WORKSTREAMS

**3:** ATHIS in self-construction housing production

**5: Pilot actions in the post-occupancy phase**

### OUTCOME 3

INCREASE PARTICIPATION OF FAMILIES IN THE DESIGN AND MANAGEMENT OF SOCIAL HOUSING PROJECTS IN CABO VERDE

#### COOPERATING INSTITUTIONS

**Brazil:** SNH/MCID and CAIXA

**Cabo Verde:** MIOTh, through DGH and IFH

#### WORKSTREAMS

**4:** Regulations for Social Work and management of the social housing stock

**5: Pilot actions in the post-occupancy phase**

This workstream brought together, at the local level, discussions on **ATHIS** and **post-occupancy** through the implementation of pilot actions on the island of Sal. The experience focused on supporting the Municipal Government in monitoring families relocated to new housing complexes, in a context marked by rapid population growth and increasing housing demand driven especially by the tourism sector

From the delivery of new housing units and demolition of informal structures in the neighbourhoods of

Alto de São João and Alto de Santa Cruz (531 households in total for first phase), challenges became evident regarding families' adaptation to the units and life community in the condominium, as well as the sustainability of the development.

Furthermore, the predominance of socially vulnerable families required closer engagement and the development of educational tools focused on the proper use of housing units, management of common areas, payment of condominium fees and community organisation.

Figure 9: Informal settlement structures before the intervention (left) and housing complex developed under the relocation programme (right)



In this context, joint technical sessions involving the Brazilian Cooperating Institutions under Outcomes 2 and 3 deepened discussions on conflict mediation, transparency in condominium financial management and community engagement, with particular attention to the **role of local leaders and children** as multipliers, addressing as well as other priority topics for families, such as

household financial management. Discussions also included improving existing training materials, supporting the Municipal Government of Sal in restructuring the Residents' Educational Guide into more accessible and visual tools, enhancing its role as instruments for awareness and education rather than solely regulatory documents.

Figure 10: Orientation and training activities promoted by the Municipal Government of Sal



**Thematic guidance materials were developed, organised by priority areas, with a focus on ensuring the language is clear and suitable for the target audience, along with complementary resources to support training activities. Meetings with community leaders were held, and the establishment of a local association within the housing complex was encouraged, strengthening collective organisational structures.**

These initiatives integrated housing management and maintenance,

condominium management, and actions to strengthen community belonging, consolidating the post-occupancy phase as a strategic component of housing policy.

The process highlighted the potential of Social Work and the actions already developed by the Municipal Government of Sal to be adapted to future housing programmes and other contexts in the country.

It also underscored that community engagement, combined with local capacity-building processes and institutional presence in the territory, is a key factor in enhancing families' autonomy and sustaining actions in the medium and long term.

## NEXT STEPS AND RECOMMENDATIONS

- Consolidate guidance materials using **accessible language**, expanding the use of visual resources such as illustrations and infographics, and including signage within housing complexes;
- Diversify **communication and training** formats, including short videos, digital content and materials tailored to different audiences, with the participation of community leaders and families;
- Strengthen the **training of leaders and residents** who take on formal or informal roles in the management of housing developments, with specific guidance on condominium management and community organisation;
- Promote **residents' participation** in the development and validation of guidance materials and training initiatives, ensuring greater alignment with local needs;
- Systematise the methodology applied and lessons learned, creating a **repository of practices** to support replication in other contexts; and
- Ensure the continuity of **institutional presence** within housing complexes, strengthening local partnerships and the sustainability of initiated actions.

# FINAL CONSIDERATIONS

The Country Project Cabo Verde demonstrated the potential of Trilateral South-South Cooperation (TSSC) to support the strengthening of housing policies through the exchange of knowledge, experiences, and instruments among countries in the Global South. The initiative showed that technical and institutional dialogue, when built on a horizontal basis and guided by the needs of partners, can make a concrete contribution to the development of solutions adapted to local realities and to the enhancement of institutional capacities required for the implementation of such policies.

Throughout its implementation, the project contributed to advancing the debate and practices related to housing policy in Cabo Verde, bringing together different dimensions of urban and housing planning, such as data production and use, public policy instruments, Social Work, and technical innovation. Even within a relatively short timeframe, the activities carried out enabled the consolidation of diagnostics, the development of methodologies, the strengthening of institutional capacities and the expansion of dialogue among national and local stakeholders involved in the housing agenda.

Beyond the results achieved, the process highlighted the importance of jointly developing solutions and valuing the institutional and territorial experiences of each country. The cooperation fostered the creation of new spaces for dialogue, exchange among technical teams and the strengthening of institutional partnerships, contributing to consolidating important foundations for advancing housing and urban policies in Cabo Verde.

In this context, the cooperation leaves a significant institutional and technical legacy for further advancing the agendas initiated, with a focus on implementing the instruments developed, strengthening institutional capacities and consolidating participatory and integrated housing planning practices. By demonstrating the transformative potential of exchanges among countries in the Global South, the Country Project Cabo Verde reaffirms TSSC as a strategic instrument for the co-production of knowledge and for advancing global agendas aimed at sustainable urban development.



# NÔ STA JUNTO!



"WE ARE TOGETHER",  
IN CREOLE

# PROJECT FACTSHEET

## FEDERATIVE REPUBLIC OF BRAZIL BRAZILIAN COOPERATION AGENCY (ABC) OF THE MINISTRY OF FOREIGN AFFAIRS (MRE)

### **Mauro Vieira**

Ambassador, Minister of State

### **Ruy Pereira**

Ambassador, Director of the Brazilian Cooperation Agency

### **Cecília Malaguti do Prado**

Officer responsible for Trilateral South-South Cooperation with International Organisations

### **Mariana Falcão Dias**

Project Manager

### **Janaina Plessmann**

Communications Manager

### **Monica Salmito**

Project Analyst

### **Cláudia Caçador**

Communications Analyst

### **Hugo Peixoto Leão**

Project Assistant

### **Milena Lopes**

Communications Analyst

## UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME (UN-HABITAT)

### **Elkin Velásquez**

Regional Director for Latin America and the Caribbean

### **Rayne Ferretti Moraes**

Head of the Brazil Office

### **Ana Elisa Larrarte**

Programme Development, Monitoring  
and Evaluation Manager

### **Aléxia Saraiva**

Communications & Advocacy Manager

### **Julia Caminha**

Knowledge Management Manager

### **Daphne Besen**

Programme and Institutional  
Relations Manager

### **Leta Vieira de Sousa**

Resilience and Climate  
Change Specialist

### **Maria Fernandes Caldas**

Sustainable Urban Development Specialist

### **Tássia Regino**

Informal Settlements Upgrading and  
Social Housing Specialist

### **Vanessa Tenuta de Freitas**

Programme Development  
Technical Advisor

### **Fábio Donato | Laura Collazos | Tiago Marques**

Programme Analysts

### **Giselle Mansur Batista | Gustavo Aires Tiago | Pedro Araújo Patrício | Vivian Silva**

Data Analysts

**Flávia Scholz | David Morais**

Communications Analysts

**Camila Nogueira**

Graphic Designer

**Gabriela Güllich**

Junior Graphic Designer

**Jessica Blanco**

Administrative Assistant

**Adriana Carneiro**

Human Resources Coordinator

**Carina Lucena | Carolina Oliveira |****Maria Victória Maciel**

Operations Analysts

**Mariana Assad | Luana Esteves**

Administrative Assistants

**Severino Marcelino de Azevedo**

Driver

**PROJECT TECHNICAL TEAM****Laura Figueiredo**

Programme Analyst

**Patricia Eiko Aguchiku**

Programme Assistant

**LAYOUT****Camila Nogueira | Gabriela Güllich****FINAL REVIEW****Julia Caminha****FORMER TEAM****Luciana Tuszel**Programme Coordinators  
(2021–2024)**Camilla Almeida**Programme Coordinator  
(2024–2025)**Igor Rezende Vilela**

Programme Assistant (2023)

**UN-HABITAT CABO VERDE****Evandro Holz**

Deputy Director for West Africa, Focal Point for Cabo Verde

**Francisca Santos**

National Technical Analys

**FORMER TEAM****Jeiza Barbosa**National Technical Analyst, Focal Point for  
Cabo Verde (2021–2025)**Daniela Lopes**

Project Analyst



## MINISTRY OF CITIES

### **Jader Fontenelle Barbalho Filho**

Minister of Cities

### **Hailton Madureira de Almeida**

Executive Secretary

### **Guilherme Simões Pereira**

National Secretary for Peripheries

### **Augusto Henrique Alves Rabelo**

National Secretary for Housing

### **Flávio Tavares Brasileiro**

Director of Regularisation, Urbanisation and Upgrading of Peripheral Areas (SNP)

### **Luana Alves de Melo**

General Coordinator for Articulation and Planning (SNP)

### **Henrique Soares Rabelo Adriano**

General Coordinator for Slum Upgrading (SNP)

### **Samuel da Silva Cardoso**

General Coordinator for Land Regularisation (SNP)

### **Melissa Kikumi Matsunaga**

General Coordinator for Housing and Urban Improvements (SNP)

### **Amanda Alves Olalquiaga**

Director of Social Housing Production (SNH)

### **Laura Renno Tenenwurcel**

General Coordinator for Special Projects (SNH)

### **Andreza Tonasso Galli**

General Coordinator for Social Demands (SNH)

### **Julia Lins Bittencourt**

General Coordinator for Strategic Affairs (SNH)

## TECHNICAL TEAM

### **Caio Manoel de Oliveira Fabiano**

Élton Renan Kutas

Isis Bezerra Cavalcanti

Jean Nelson Pereira Gasso

Manoela Guedes Ferreira Jordão de Vasconcelos

Marcela Barbato Hoenen

Susana Freire Sousa Montenegro Borba

## CAIXA ECONÔMICA FEDERAL

**Carlos Antônio Vieira Fernandes**

President

**Inês da Silva Magalhães**

Vice-President

**Roberto Carlos Ceratto**

Director

**Noemi da Aparecida Lemes**

National Superintendent

**Eleonora Lisboa Mascia**

National Manager

**Cássia Maria da Silva Rodrigues**

Executive Manager

**Elaine de Santana Guimarães Hiath**

Head Office Consultant

**Kelly Keterine Dill | Lucas Pattaro Puime | Thiago Formigoni Dias**

Social Projects Assistants

## GOVERNMENT OF THE STATE OF MINAS GERAIS

**Romeu Zema Neto**

Governor

**Mateus Simões**

Vice-Governor

### STATE SECRETARIAT FOR PLANNING AND MANAGEMENT

**Silvia Caroline Listgarten Dias**

State Secretary for Planning and Management

#### JOÃO PINHEIRO FOUNDATION

**Luciana Lopes Nominato Braga**

President

**Mônica Moreira Esteves Bernardi**

Vice-President

#### DIRECTORATE OF STATISTICS AND INFORMATION

**Marconi Martins de Laia**

Director

**Tomaz Duarte Moreira**

General Coordinator

### HOUSING AND SANITATION COORDINATION

**Frederico Poley Martins Ferreira**

**Gabriel do Carmo Lacerda**

## COUNCIL OF ARCHITECTURE AND URBANISM OF BRAZIL (CAU/BR)

**Patrícia Sarquis Herden**  
President

**Paulo Eleutério Cavalcanti Silva**  
1st Vice-President

**Carla Tames Alvarez**  
Coordinator of the Special Commission on  
Urban and Environmental Policy (CPUA)

**Rossella Rossetto**  
Deputy Coordinator of the ATHIS  
Thematic Chamber

**Jeanne Christine Versari Ferreira**  
Coordinator of the ATHIS  
Thematic Chamber

**Sandra Maria Marinho**  
Special Advisor to the Presidency

## COUNCIL OF ARCHITECTURE AND URBANISM OF SÃO PAULO (CAU/SP)

**Camila Moreno de Camargo**  
President

**Tatiana Reis Pimenta**  
Coordinator of the ATHIS  
Standing Committee

**Isabela Rahal de Rezende Pinto**  
Executive Analyst  
– Chief of Staff Office

**Dânia Brajato**  
Deputy Coordinator of the ATHIS  
Standing Committee

**Antonio Couto Nunes**  
Head Advisor for Agreements  
and Partnerships

## REPUBLIC OF CABO VERDE

### MINISTRY OF INFRASTRUCTURE, SPATIAL PLANNING AND HOUSING

#### **Victor Coutinho**

Minister of Infrastructure, Spatial Planning and Housing

#### **Eunice Silva**

Minister of Infrastructure, Spatial Planning and Housing (2016–2024)

### GENERAL DIRECTORATE FOR HOUSING

#### **Aristides Ferreira Lima**

Director General for Housing

### REAL ESTATE, LAND AND HABITAT AGENCY

#### **José Miguel Martins**

Chair of the Board of Director

#### **Eneida Morais**

Executive Administrator

#### **Fátima Gonçalves**

Executive Administrator

#### **Valentina Oliveira**

Director of Commercial Services

### NATIONAL INSTITUTE FOR LAND MANAGEMENT

#### **Ilice Amarante**

President of the Board of Directors

#### **Mira Évora**

Head of the Service for Land Management, Spatial Planning and Urban Planning (SGOTPU)

### PROJECT TECHNICAL TEAM

#### **Queita Santos**

Ministry of Infrastructure, Spatial Planning and Housing

#### **Francisco Livramento**

National Institute for Land Management, SGOTPU

**Rivaldo Bittencourt | Dânia Baptista  
Jandira Silva | Sandra Lopes | Leida Varela  
Evilise Vaz | Janny Faria**

General Directorate for Housing

#### **FORMER TEAM**

#### **Jwilson Pinheiro**

General Directorate for Housing (2025)

#### **Claudete Silva**

Real Estate, Land and Habitat

#### **Ivete Silves Ferreira**

National Institute for Land Management (2024)

### CONSULTING

#### **Jeiza Barbosa**

Consultant for the Municipal Housing Plans in Cabo Verde

## MUNICIPAL GOVERNMENT OF SAL

**Júlio António Lopes Dos Reis**

President

**Jucelino Lima Cardoso**

Councillor

### PROJECT TECHNICAL TEAM

**Tatiana Soares**

Head of the Office for Social Cohesion and Inclusion

**Oriana Maocha**

Social Officer, Office for Social Cohesion and Inclusion

**Ginilda Martins**

Coordinator of the Office for Social Cohesion and Inclusion and Housing

**Nélida Santos**

Social Officer, Office for Social Housing

**Maria da Luz Lopes**

Coordinator of the Office for Strategic Planning and Investment

**Nadine Pires**

Coordinator of the Sal Relocation Office

**António Rodrigues**

Field Officer, Sal Relocation Office

**Hibrarin Dias**

Officer, Office for Communication and Image

## MUNICIPAL GOVERNMENT OF SÃO DOMINGOS

**Isaías Almeida Varela**

President

**Edmilson Carlos Gonçalves Almeida | Ines do Rosario Gonçalves**

Councillors

**Marco Furtado**

Head of the Technical Office

## MUNICIPAL GOVERNMENT OF SÃO MIGUEL

**Herménio Fernandes**

President

**Ermelinda Varela | Cesaltina Ribeiro | Francisco Cabral**

Councillors

### PROJECT TECHNICAL TEAM

**Nedil Vaz**

Director of Housing

**Emanuel Silva**

Social Officer

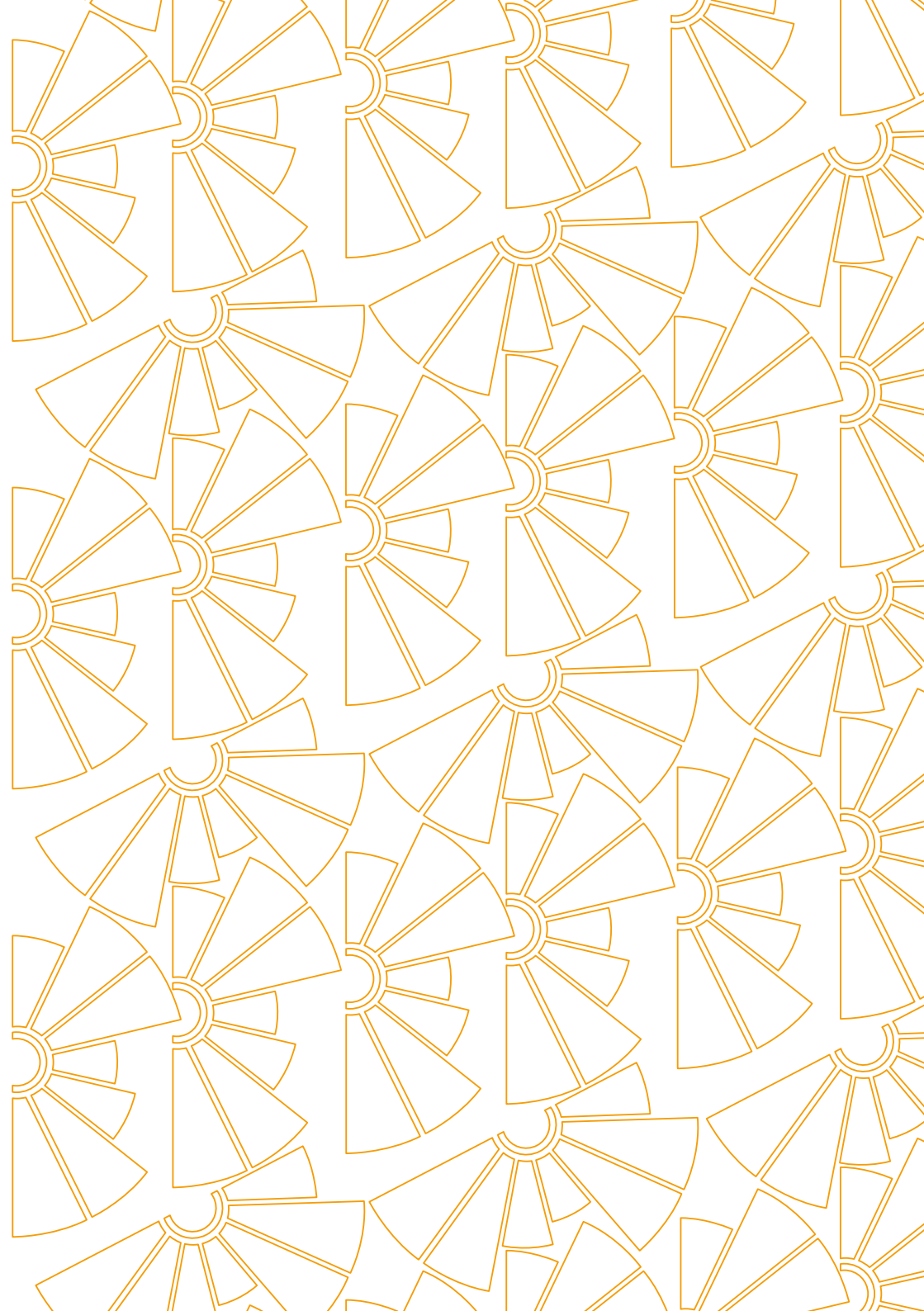
**Elaine Lima**

Legal Advisor

**Austelino Martins**

Geographer







# URBAN SYMMETRY

South-South Cooperation for the Future of Cities



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