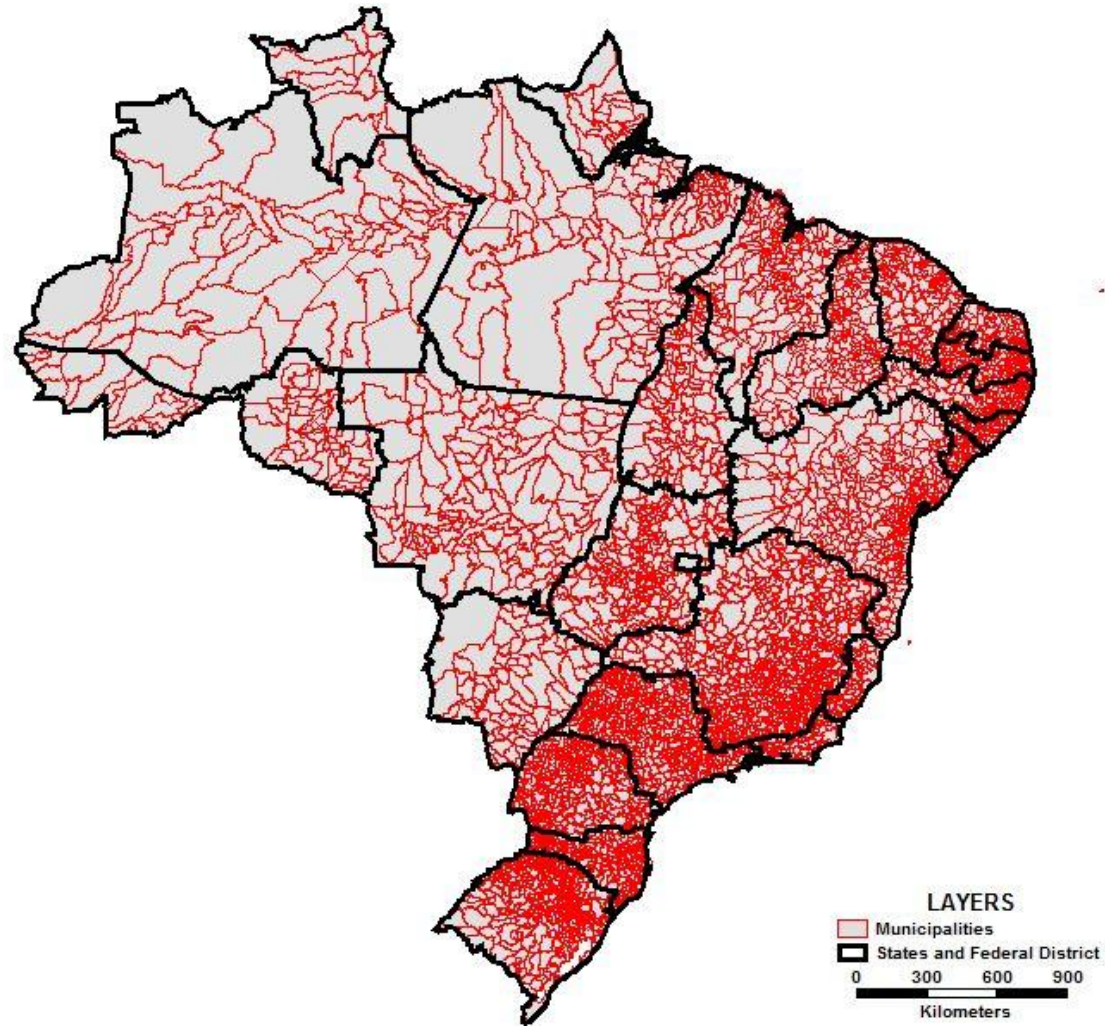
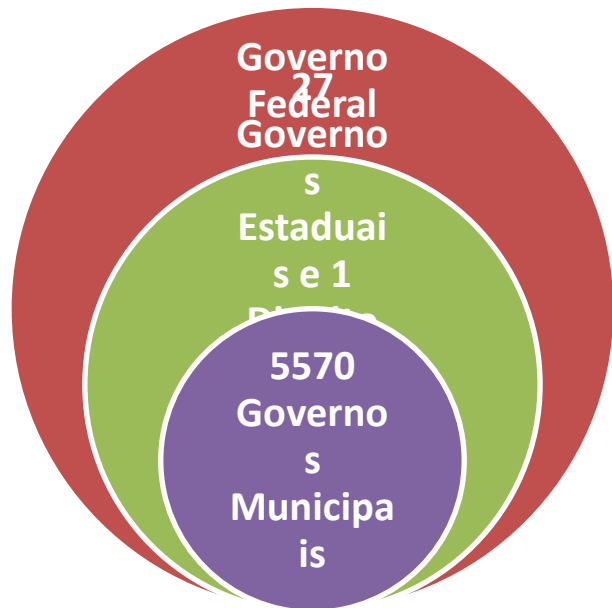


# São Paulo/Brazil

BRICS City Lab

Moscow dec 7th-9th 2016

# Brazil – Federative Structure

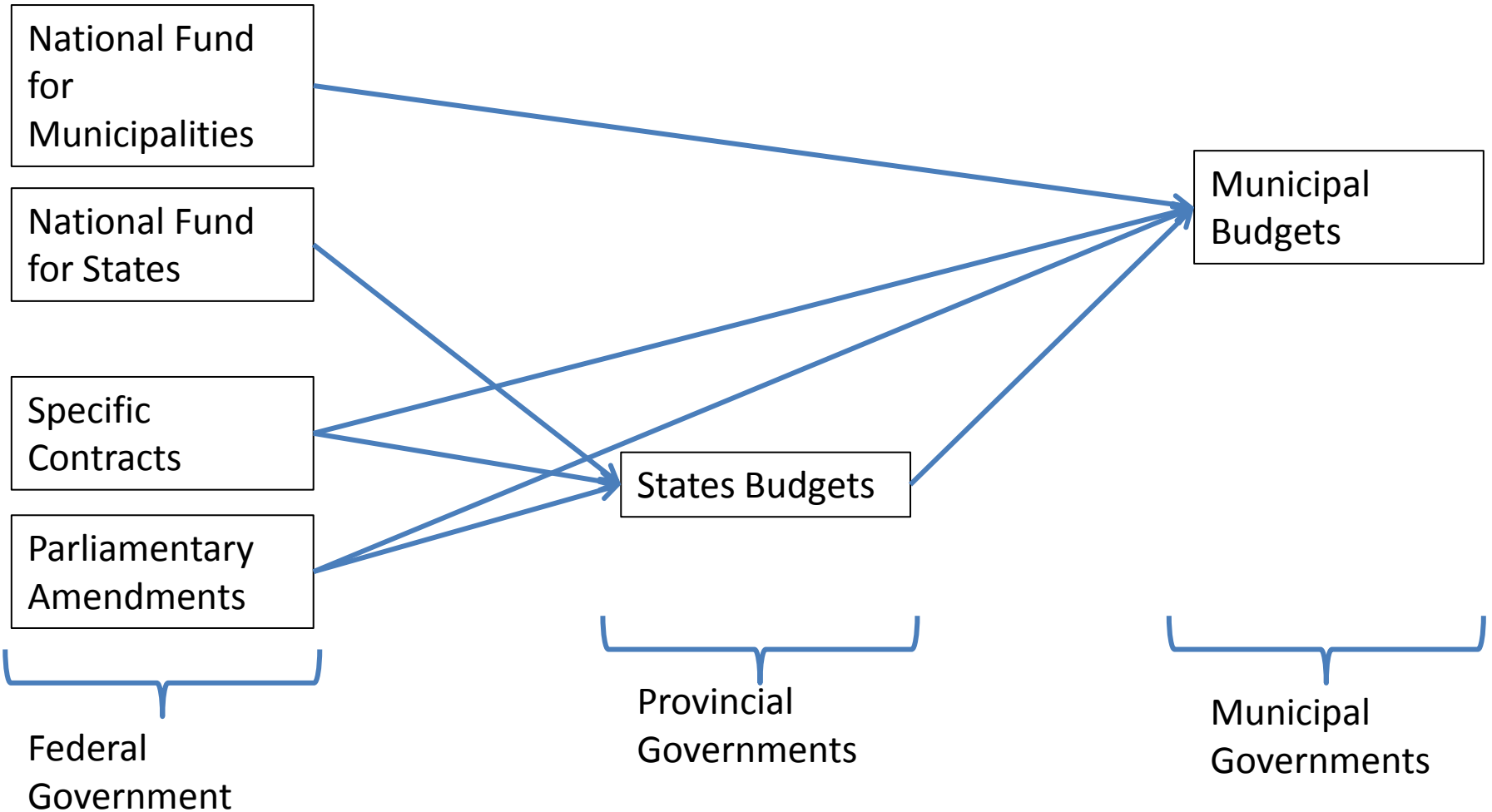


# Federative Structure of Government

## 1988 Constitution

- Municipal responsibilities
- Health Services
- Education Services
- Social Assistance Services
- Colective transportation
- Land/Urban Planning – Acomplishment of Social Function of the City/Urban Property

# Municipal Funding

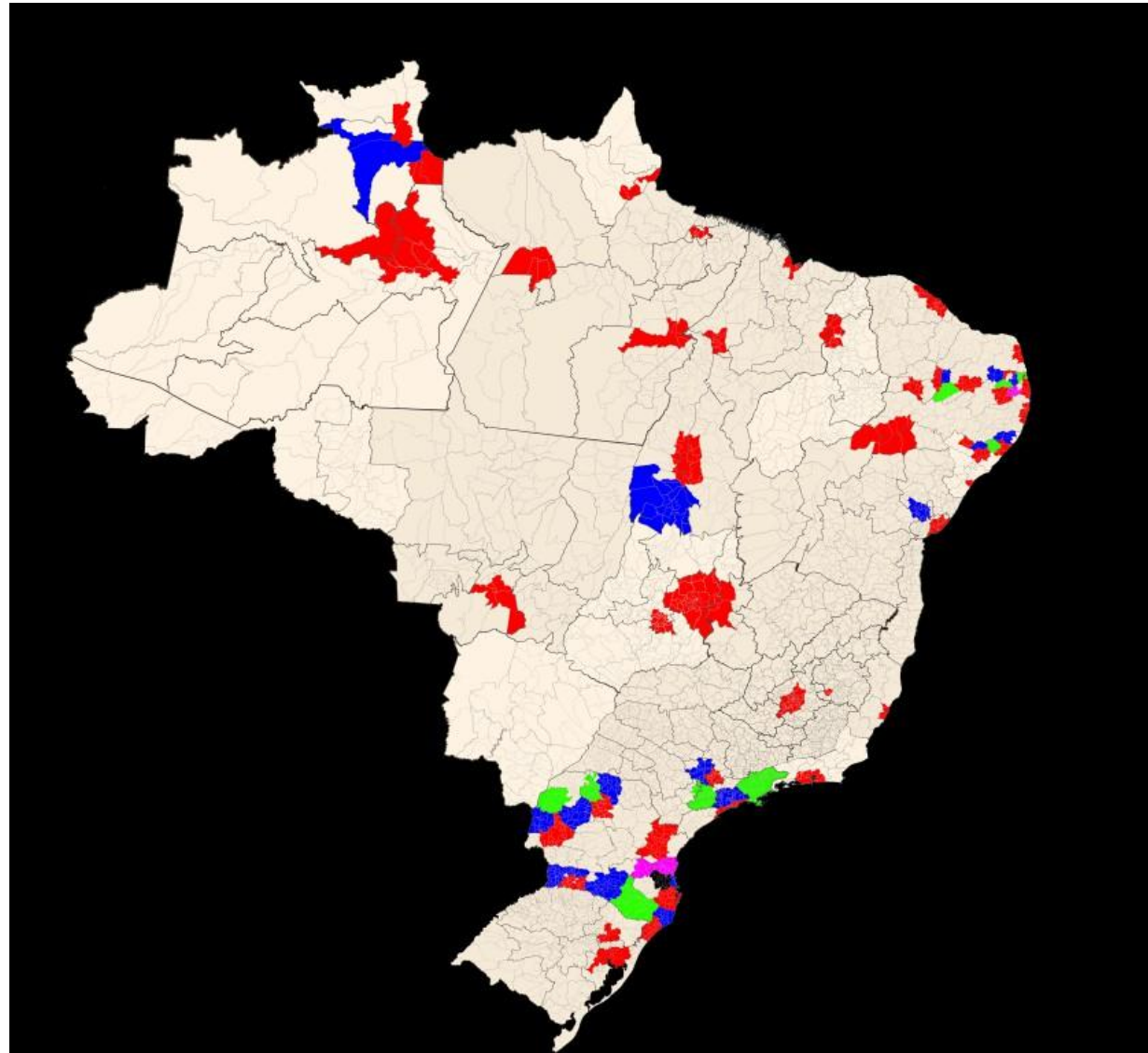


# Gaps in the Governmental Structure

- Lack of Regional Government
- Lack of Metropolitan Government

# 9 Metropolitan Regions enacted in the 1970s

## 68 Enacted Metropolitan Regions (2016)



Metro Regions (2016)

How does city government relate to political systems (officially)?

What is the relationship between civil servants and politicians (in practice)

- Elected Mayor
- Elected Municipal Chamber
- “cargos de Confiança” (“confidence positions”)
- “Funcionários de Carreira” (“regular positions”)

Have there been changes over time (e.g. greater centralisation or de-centralisation of powers)

- Decentralization - Constitution
- Recentralizacion - Law of fiscal Responsibility



# Stated Objectives of City government in relation to urban futures

- Officially the Municipality has to answer the Constitution – Welfare State
- In the Municipality: Master Plan, Plan of Mobility, Plan of Sewage, etc, all stateh the same thing: services have to be universalized.
- The track, instruments to universalization are the most important

# To what extent have long-term visions been articulated?

Municipality of Sao Paulo:

Master Plans 2002 and 2014

Master Plan 2002 (2003-2012) – redistributive and strategic visions

Master Plan 2014 (2016-2026) – redistributive, strategic and urban form

Is there a divergence between what is expressed and what is observed in the actions of government? Examples?

- Operational difficulties, administrative processes, investment capacity

# How have the preoccupations of city government changed over time/ since the major political transformations Brazil?

- Participative policies, controverse but unequivocal changes, for example policies towards Irregular settlements.

To what extent does legislation across levels of government enable or inhibit city government?

Legislation progressive and universalizing

Municipality that aims to do progressive – supported by the Constitution.

Municipality that aims to be regressive –  
Legislation is not obstacle

What is the institutional architecture of city government and is it supportive of the strategic tasks of city government?

- Sectorial action - supported
- Intersectorial Action - difficult

Human resource capability (numbers and skills) of city government and is it appropriate to the tasks at hand?

2014 – 6.5 million Municipal Officers in Brazil

4904 – commissioned officers

Overall assessment of technical capabilities in relation to the developmental challenges of the city, indicating also how these capabilities have changed over time.

In the sectors where National Systems of Public Policies exist (Health, Social Assistance, Education), capacity is higher



# What are the fiscal capabilities of city government?

- How large is the city budget in absolute and per capita terms?
- How much of the budget is allocated to capital spending?
- What proportion of city finances are raised locally? How is other funding raised?
- Give an overall assessment of fiscal capabilities in relation to the developmental challenges facing the city, indicating also how these capabilities have changed over time.

How effective is city government in co-ordinating *internally*?

What mechanisms does it use to ensure such co-ordination?

Small capacity, because the areas in the municipal government that need most internal coordination are the ones that don't have resources in the National level, therefore the most fragile.

Even sectors with structured systems have difficulties coordinating with other sectors

# Who are the other key players in city development beyond government?

- Real estate market
- Social Movements for Housing
- Defenda SP (middle class neighbouring rights)
- University – present in the councils for public policies

# What is the level of connectedness between these players and city government?

- All the segments are politically present in the City Council
- Real Estat Sector: direct contact to the Mayor / Secretaries
- University: provides officers/technicians

# What inhibits and supports adaptation by city government?

- What inhibits adaptation: administrative practices and procedures that work reasonably well and protect the public officer. The officer in charge of the procedure will resist changes.
- What supports adaptation: National Programs with resources; control and punishment by Federal Police and Public Attorney.
- Support: New young officers with stability in the job
- Support: Leadership that communicates clearly and constantly with all levels of bureaucracy.

Does the city government incentivise innovation within the bureaucracy, and beyond? What is the willingness and capability of city government to support innovation?

- When social pressure is very high, Municipal Government creates mechanisms of innovation (example: 2013 protests)
- Innovation Capacity is limited. The Mayor/City Government can not innovate everywhere – Government depends upon procedures. Some innovation can be reached in some periods.
- No internal self-evaluation. Government has no

# How does the city anticipate and deal with “shocks”?

- Environmental Schocks: Civil Defense, Firemen, Plans of Risk and Emergency
- Social Schocks : police, crisis-cabinet/Crisis-office

Are there active attempts to engage youth in city development processes?







**FESTIVAL DE DIREITOS HUMANOS 2013**

### Cidadania nas Ruas

Vamos ocupar São Paulo com direitos humanos e cidadania!

De 7 a 15 de dezembro  
Confira a programação completa no site:  
[direitoshumanos.prefeitura.sp.gov.br](http://direitoshumanos.prefeitura.sp.gov.br)



**PREFEITURA DE SÃO PAULO**  
DIREITOS HUMANOS  
E CIDADANIA



To what extent does international experience inform local governance?





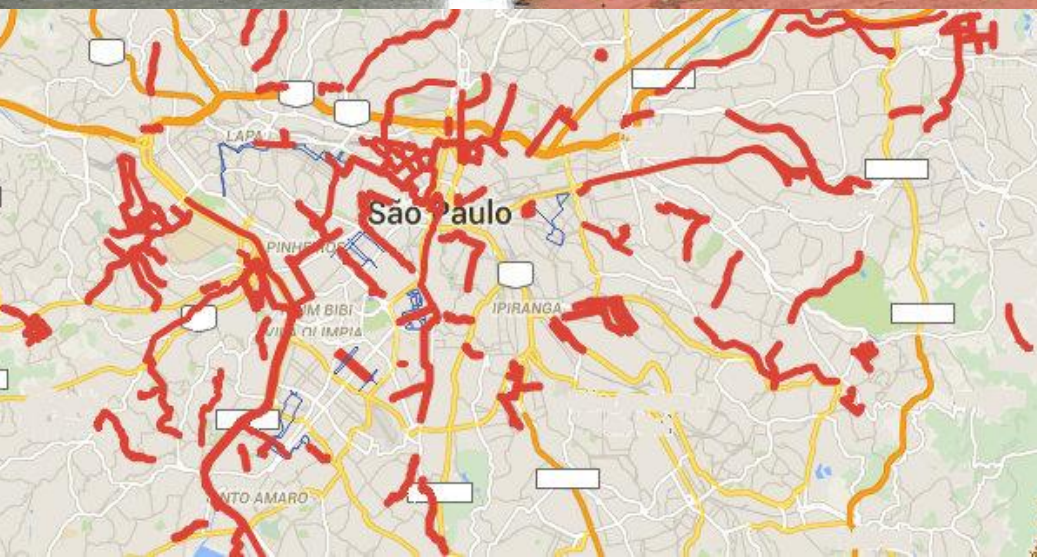
**Roman Walls**  
Excavated in 1911, Roman Walls were located in the vicinity of the Old Sydney Hospital which stands on the site from 1788 to 1828. They are the only Roman remains in the city. The walls, which were built to protect the city from attack, are now a major tourist attraction. They are also a good example of Roman masonry work, with their solid construction and the use of large blocks of stone.

Symbol	Description	Color
■	Walls	Red
■	Excavated Walls	Blue
■	Excavated Foundations	Green
■	Excavated Foundations	Yellow
■	Excavated Foundations	Purple
■	Excavated Foundations	Orange
■	Excavated Foundations	Pink
■	Excavated Foundations	Light Blue
■	Excavated Foundations	Light Green
■	Excavated Foundations	Light Yellow
■	Excavated Foundations	Light Purple
■	Excavated Foundations	Light Orange
■	Excavated Foundations	Light Pink
■	Excavated Foundations	Light Light Blue
■	Excavated Foundations	Light Light Green
■	Excavated Foundations	Light Light Yellow
■	Excavated Foundations	Light Light Purple
■	Excavated Foundations	Light Light Orange
■	Excavated Foundations	Light Light Pink

# Adaptive Governance – Cases of Success







Bike Lanes (km)  
2012 – 64km  
2016 – 380 km



**MARIA LYDIA ENTREVISTA CAMILA MANSOUR,  
PROMOTORA DE JUSTIÇA / SP**





BRASIL

## Protestos em apoio às ciclovias de SP acontecem nesta sexta

Pelo menos 23 cidades do Brasil e 14 pelo mundo terão manifestações de ciclistas

26 MAR 2015 21h29



15 COMENTÁRIOS



BRASIL

## Protestos em apoio às ciclovias de SP acontecem nesta sexta

Pelo menos 23 cidades do Brasil e 14 pelo mundo terão manifestações de ciclistas

📅 26 MAR 2015 ⌚ 21h29



15 COMENTÁRIOS

# cotidiano

aedes rio

## TJ derruba liminar que impedia criação de ciclovias em São Paulo

ARTUR RODRIGUES  
DE SÃO PAULO

27/03/2015 @ 20h43 - Atualizado às 21h09

 Compartilhar
 



 < 14 mil
  OUVIR O TEXTO
  Mais opções

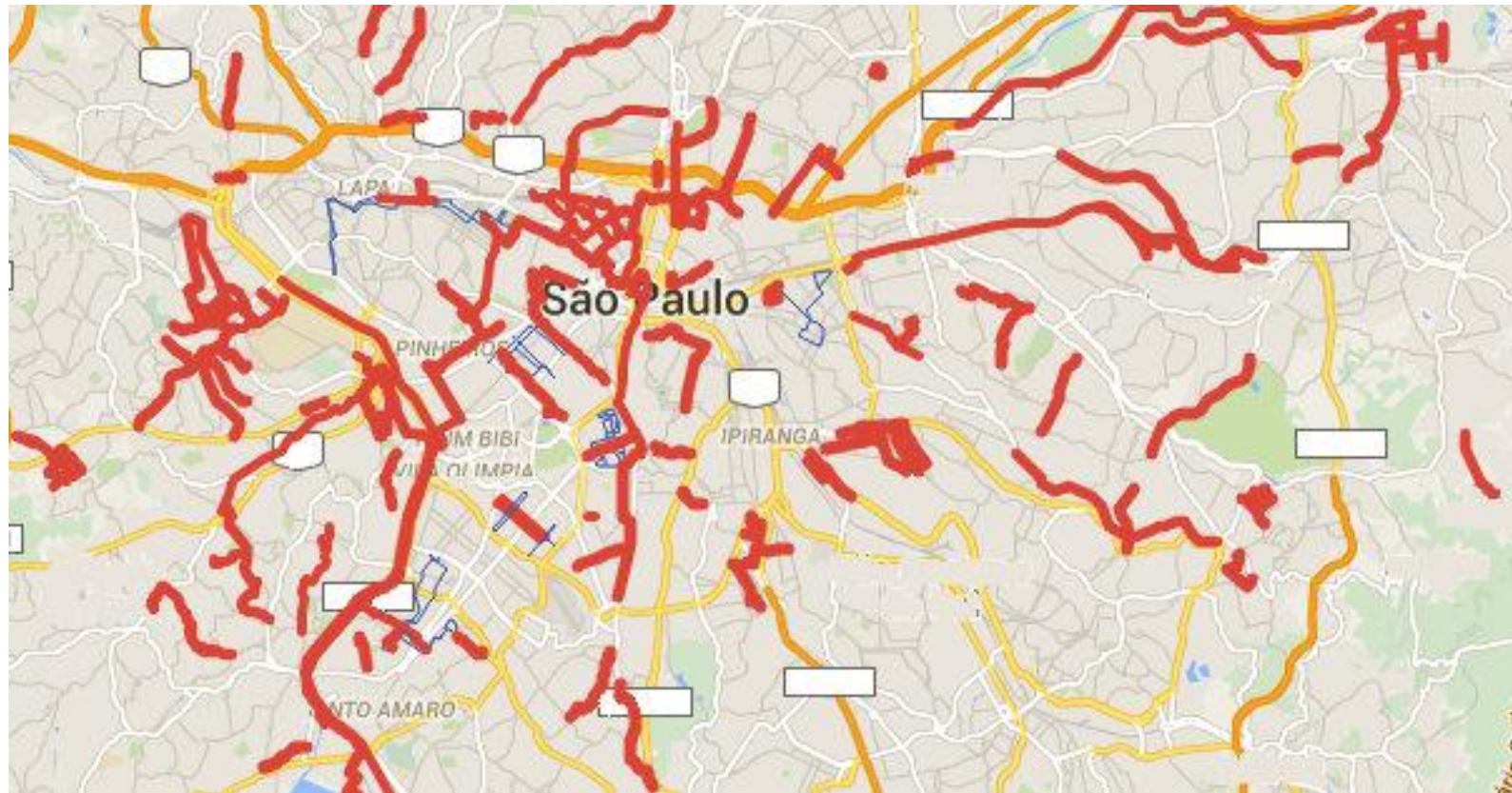
A Prefeitura de São Paulo conseguiu nesta sexta-feira (27) suspender a decisão liminar que [impedia a implementação de ciclovias](#) na cidade, com exceção da projetada para a avenida Paulista.

A decisão é do próprio presidente do Tribunal de Justiça do Estado, Renato Nalini.

Em primeira instância, a Justiça havia acolhido parcialmente as alegações da promotora Camila Mansour da Silveira, de que não houve planejamento para a criação das vias para ciclistas.

PUBLICIDADE

Minha Primeira Biblioteca  
COLEÇÃO FORTA  
APENAS R\$ 18,90  
LARGA LARGO





# Região Metropolitana de São Paulo

- Incluir mapa da RMSP com as divisas municipais e os nomes dos municípios

# Papel da Região Metropolitana de São Paulo no Sistema Urbano Brasileiro

# Principais Necessidades Sociais e Urbanas da Região Metropolitana de São Paulo

# Instâncias Regionais de Governo e Ação Pública na Região Metropolitana de São Paulo

- Companhia de Saneamento Básico do Estado de São Paulo (SABESP)
- Eletropaulo – Companhia privada de distribuição de energia elétrica
- Companhia Paulista de Trens Metropolitanos



# Estrutura Federativa de Governo no Brasil – Constituição Federal de 1988

Estrutura Básica das Receitas Públicas	% Total Arrecadado
Impostos Coletados pelo Governo Federal <ul style="list-style-type: none"><li>- Sobre a Renda de Pessoa Física</li><li>- Sobre Produtos Industrializados</li><li>- Sobre Operações Financeiras</li><li>- Sobre Propriedades Rurais</li></ul>	
Impostos Coletados pelos Governos Estaduais <ul style="list-style-type: none"><li>- Sobre Circulação de Mercadorias e Serviços</li><li>- Sobre Propriedade de Veículos Automotores</li></ul>	
Impostos Coletados pelos Governos Municipais <ul style="list-style-type: none"><li>- Sobre a Propriedade Predial e Territorial Urbana</li><li>- Sobre a Transmissão de Bens Imóveis</li><li>- Sobre Serviços</li></ul>	