


**REDE** NOSSA  
**SAO PAULO**

**FAIR**  
**DEMOCRATIC**  
**AND SUSTAINABLE**  
**CITIES**


HISTORY AND METHODOLOGY OF REDE NOSSA SÃO PAULO







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# NOTE OF THANKS

All achievements of [Rede Nossa São Paulo](#), described in this publication, were only possible because uncountable persons and organizations adopted such idea and were involved in a joint effort to make that dream come true. We sincerely thank all those that helped us in this journey.

We thank [Open Society Foundations](#) for enabling this publication as well as videos, presentations and the platform systematizing online the memory of Rede Nossa São Paulo so that our history may serve as a reference to other initiatives.



Meeting promoted by WG Education of RNSP - November 2007



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# TIMELINE



**May** - Launching of Movimento Nossa São Paulo (Nossa São Paulo Movement)

**August** - Submitting a Bill of Law on the Target Plan to the City Council of São Paulo

**September** - 1st campaign for the World free-day car and first edition of Ibope's poll on urban mobility in partnership with Ibope. Thereafter, new editions of this poll have been launched annually.

- Public act and launching of the Manifesto on Reduction in the Sulphur Content from the Diesel sold in the Country.

**October** - Launching of the study made by the WG (Work Group) Budget that disclosed the budget inequality of the city per capita and per sub district.

2007

**January** - Launching of the Citizen Observatory Nossa São Paulo and the perception poll before the citizens on the city and the institutions, in partnership with Ibope, and this poll was published annually.

**February** - The City Council approves Amendment No. 30 to the City's Organic Law, the Law on the Target Program submitted by Rede Nossa São Paulo.

**April** - Victory in the battle for improvement in the diesel level.

- 1st Fórum Nossa São Paulo.

**July** - Foundation of the Brazilian Social Network for Fair, Democratic and Sustainable Cities.

- **2008 Elections:** Delivery of 10 proposals prepared by Movimento Nossa São Paulo to the candidates for São Paulo City Hall.

**August** - Meeting with the candidates for the City Hall in the East Sub District and event with the candidates for the Council of the City of São Paulo.

**September** - Meeting with the candidates for the City Hall to discuss about Education.

**October** - Launching of the Sustainable Connections: project São Paulo–Amazônia.

- Creation of the Latin American Network for Fair, Democratic and Sustainable Cities.

**February** - Holding event supporting the implementation of the Council of Representatives in the sub districts.

**March** - Target Program: Presenting the document "Target References for São Paulo (2009-2012)".

- Presenting the first Target Program of the city of São Paulo, prepared by the City Hall.

**April** - Installation in the City Council of São Paulo of the Parliamentary Front for Implementing the Council of Representatives in the sub districts.

- Participation in all public hearings of the Target Plan.

**May** - Launching of IRBEM (Reference Indicators for Municipality Welfare).

**September** - Launching of São Paulo Project for 2022.

2009

**March** - Launching of the publication: "São Paulo in Indicators and Targets"

**June** - Debate with candidates for the Senate in São Paulo.

**July** - Launching of the Sustainable Cities Platform.

**During the whole year** - Several seminars on urban mobility, in partnership with the Council of the City of São Paulo.

2010

**February** - Presentation of the 2nd Study on Sustainable Connections: São Paulo-Amazonia.

**April** - Presentation of the balance-sheet of the first two years of the Target Program of São Paulo.

- Rede Nossa São Paulo and the Council the City of São Paulo announce technical cooperation to promote public consultation based on IRBEM.

- First meeting of the technical group that starts to develop the campaign "You at the Parliament".

**June** - Launching of the campaign "You at the Parliament".

**July** - Bill of Amendment to the Constitution that establishes the obligation to prepare the Target Plan for mayors, governors and the president of the Republic.

**August** - Launching of the Sustainable Cities Program (SCP)

2011

**May** - Partnership in holding the series of reports "Your District, Our City", broadcasted by CBN Radio. Proposals were gathered in each of the 96 districts of the city to be presented to the candidates for the City Hall.

**June** - Participation in several panels and debates at Rio + 20.

**July** - Holding of the project "World Cup, Olympics and elections: what is the legacy to your city?" in partnership with Instituto Ethos and Athletes for the Citizenship.

**October** - Delivery of the Sustainable City Award, in partnership with Catraca Livre.

- Launching of the campaign "I am a Citizen of the City of São Paulo".

**During the whole year** - Presentations and launchings of the Sustainable Cities Program (SCP) in the whole Country.

2012





2013

**February** - Direct befalling on the creation of four new municipal councils in São Paulo:

- 1 - Municipal Council of São Paulo
- 2 - Municipal Participative Council
- 3 - Council's Commission on Traffic and Transportation (CCTT)
- 4 - Participative Planning and Budget Council (PPBC)

**March** - City Hall of São Paulo presents the 2013/2016 Target Plan.

- Rede Nossa São Paulo participated in the preparation of the Monitoring System of the Target Plan ([www.planejasampa.prefeitura.sp.gov.br/metas/](http://www.planejasampa.prefeitura.sp.gov.br/metas/)).

**April** - Launching of the Sustainable City Award.

**June** - Holding of the event "The battle against the inequality and the new Directive Plan of São Paulo", which included the launching of the updated version of the Inequality Map of São Paulo.

- The Sustainable Cities Program (SCP) makes available on the Internet the indicators and targets submitted by the signatory city halls in the whole Country.

During the whole year – Holding of training courses directed to the public administrators and technicians of the municipal administrations of the signatory cities to the SCP

**February** - The Council of the City of São Paulo approved the creation of the Parliamentary Front for Implementation of Direct Democracy Mechanisms with the aim to regulate the holding of plebiscites in the Capital City of São Paulo. Result from the articulation between councilmen and civil society's representatives, among of which the Work Group (WG) Participative Democracy from Rede Nossa São Paulo.

**March** - Launching of the system "Keeping an Eye on the Targets", aiming at assisting participative councilors, citizens and civil society's organizations to follow up and monitor the fulfillment of the City Hall's Target Program.

**April** - The Sustainable Cities Program held the First International Conference on Sustainable Cities – Innovative Public Policies.

**January** - The Sustainable Cities Program held the Roundtable Discussion "Sustainable Cities and the 2014 elections". The event also launched the "Manual of use of the indicators system for building observatories".

- Workshops carried out by the Center for Civic Media of Massachusetts Institute of Technology (MIT), in partnership with Rede Nossa São Paulo (Nossa São Paulo Network), to develop a mobile application to monitor the city's Target Program.

**March** - Total priority to public transportation and proposals of Rede Nossa São Paulo for the city's future Urban Mobility Plan. The contributions prepared by the Work Group (WG) Network Urban Mobility were presented to the members of the Council's Commission on Traffic and Transportation.

**June** - A group of Brazilian civil society's organizations, among of which Rede Nossa São Paulo that guided a process to influence 2014 elections resulting in the creation of Brazil's Sustainable Agenda.

**July** - The City's Court of Auditors (CCA) and Rede Nossa São Paulo executed a technical cooperation agreement to make available social indicators and data on the public expenses per region to the citizens.

**October** - The Municipal Council of São Paulo decided to adopt the campaign "I am a Citizen of the City of São Paulo".

- Rede Nossa São Paulo, through WG Environment, takes part in the organizations integrating the Collective on the Fight and Alliance for Water.

**November** - Representatives of SCP and of the National Front of Mayors (NFM) executed a partnership agreement to promote the First International Conference on Sustainable Cities– Innovative Public Policies.

**December** - Start of Mobilization for Direct Democracy, which intends to regulate the plebiscite in São Paulo, and thus, enable the São Paulo's citizens to be consulted directly about works projects and contracts of great impact on the city. The Work Group (WG) Participative Democracy of Rede Nossa São Paulo takes the initiative and counts on the participation of other civil society's organizations and councilmen.

2015



# INTRODUCTION

A group of people gathered to work for the common welfare, showing that it is possible to improve life conditions even in the greatest metropolis of South America, promoting social justice and making the governments work, helping to improve the political system and the services performed to the society. A group of people united efforts to accomplish a dream that seemed impossible, sometimes unbelievable to help in building fairer and more sustainable cities. The Movement Nossa São Paulo resulted from this group and such dream in 2007, and was transformed into [Rede Nossa São Paulo](#) (Nossa São Paulo Network) in 2010. This is the history we are getting to know now.

Hundreds of people and dozens of organizations were involved in the construction of each step that made Rede Nossa São Paulo an action reference of civil society in the search for equality, respect, fulfillment of targets and effective life improvement in the Brazilian cities. Nossa São Paulo movement was publicly launched in 2007, and already counted on the support from 200 organizations. Currently, there are more than 700 organizations working in network, united for



Launching of Movimento Nossa São Paulo - May 2007

the purpose and the certainty that it is possible to build fairer, socially, environmentally, economically, culturally and politically sustainable cities, with respect to the human rights, opportunities, leisure, education, security and health. This is the search that propelled Rede Nossa São Paulo, and the purpose of such initiative is daring. It is not only about changing the city of São Paulo. As of the beginning, the Idea of Rede Nossa São Paulo is also to change other cities and the whole Brazil, considering that 85% of the population live in the urban areas, that is, starting by São Paulo and as of now, generate exemplarity, strategic methodologies that may be also implemented in a national sphere, so as to build a fairer and better country to live in. The action should not only be the sole path or the definitive solution for the Brazilian problems, but one of the real possibilities of paths based on common welfare and sustainable development.

With regard to 700 organizations that are part of the Network, it is important to remind that, once the organizations are very different in objectives, strategies and administra-

tion forms, their participation also varies in intensity. While some organizations are active and endeavor their efforts in the network daily, others become pleased only to have their names in the list of supporters or members so as to explain for society that they support the initiatives developed by Rede Nossa São Paulo.

The path was long since the first understandings until the involvement of hundreds of non government organizations, social movements and companies. Everybody was enthusiastic, united, interested; the first conquests have not delayed to appear. Such conquests and initiatives will be presented in details in this chapter and in the following ones. Our main objective in this publication is to serve as reference, example, present our methodology and our strategies, so that we may create exemplarity and direct to the most possible number of persons and organizations, guidelines, paths and targets that helped to build an initiative seeking to be innovative and already spread throughout dozens of cities in Brazil and in the whole South America.



WG Environment Meeting

# NONPARTISAN ORGANIZATION

*Rede Nossa São Paulo has positioned itself as of the beginning as a nonpartisan organization, and for such reason it caused strange feelings in the launching*

Once it seemed unthinkable the existence in Brazil of a group of persons and organizations interested and dedicated to the common welfare, the improvement of our cities, without any partisan interest or involvement with political parties; moreover in a country like ours with such serious and extremely urgent social demands where several cities are undergoing accelerate, uncoordinated and sometimes predatory growth processes, without concrete and transparency proposals from the governments, high indexes of social inequalities and delayed in the discussions on sustainable development.

The paths followed by Rede Nossa São Paulo, which you will get to know in details now, may serve as an example for the cities in Brazil and worldwide. They may be followed, copied and adapted to several realities, among friends, neighbors, companies or social organizations, by those willing to change life policy in the surroundings, in its groups or communities. This dream, which has already been partially achieved, to the extent that they actually succeeded in the city of São Paulo and in other Brazilian cities, may also be yours!

Debate on the challenges of the participation in the city of São Paulo - March 2013



# POLITICAL CONTEXT

*Rede Nossa São Paulo was born from a deception with the political scenario, weakened by the lack of effective speeches and proposals submitted for improving people's life conditions in the cities.*

The year was 2006 - the debates and electoral campaigns both for governor and president of the Republic have not mentioned administration or proposals to build a country based on the sustainable development guidelines. There were no proposals for Brazil, much less proposals taking into consideration sustainability, common welfare, equality and equity.

The moment was of a growing political disillusion and disbelief in the public institutions. There was a lack of projects and initiatives to recover sustainable development, ethics and participative democracy values, while there were more than enough social problems, challenges of urban mobility and several other demands that required more urgency and attention than the governments demonstrated to give.



Meeting with the candidates for the City Hall of São Paulo, on the World free-day car - 2008







## CHAPTER 1

# THE CONSTRUCTION OF A DREAM

Rede Nossa São Paulo derives from several experiences and dreams of its founders. In this chapter, you will know how this dream came true.

# FIRST STEPS

*A Rede Nossa São Paulo se impôs, desde o começo, como apartidária, e por essa razão causou estranhamento ao ser lançada.*

The first understandings about what would later be Rede Nossa São Paulo were held in the Annual Conference of [Global Reporting Initiative](#) (GRI) – an international entity in charge of preparing rules for balance-sheets and social/environmental reports of the companies –, at the end of the same year - 2006 – in

Amsterdam, Netherlands.

The idea to create Rede Nossa São Paulo appeared in a dinner where some Board of Directors' members of [Instituto Ethos de Empresas e Responsabilidade Social](#) were convened: Oded Grajew, his wife Mara Cardeal, Guilherme Leal and Ricardo Young.

**“We talked about the absence of programmatic contents and strategic thoughts on Brazil, and the poor political process”**, reminded Oded.

**“Our initial discussions held in the**

**GRI event resulted in ideas that led to the creation of Movimento Nossa São Paulo [“Nossa São Paulo Movement”] that afterwards became Rede Nossa São Paulo [“Nossa São Paulo Network”]”**, he said.

Back to Brazil, Oded Grajew embraced the cause and undertook the responsibility for transforming the ideas generated during the event in Amsterdam into effective actions. Its first initiative was to reunite a work group formed by persons that already had a long record of activities directed to sustainable development through its entities and

corporations. They were not first timers, but still, it should be necessary to know how to use that experience so that the civil society could have a stronger, more concrete and articulate performance to change that poor logic, without public administration programs and its own development model.

At that moment, it was discussed how it would be possible to change Brazil, where to start, who would accept to face this challenge. After several thoughts, the group considered strategic starting by the cities and São Paulo was chosen as starting point.

Therefore, new debates involved a greater number of leaders and associations. The proposal was to share this idea and hear people's opinion, and the intention to change the political process, exercise pressure and follow up governments and public policies; however, it was not known yet how to do it. Such an initiative is only possible with a lot of conversation and thought; they are not imposed or individual ideas, but thoughts that become deeper, are transformed into strategic decisions. Such principle pro-

pels Rede Nossa São Paulo and the dozens of organizations belonging to the same; a thought that involves people, civil society organizations, governments and also the means of mass communication that give suggestions, make proposals based on their knowledge about urban life. The media is always an important partner on these occasions, not only as information broadcasters, but as transformation and education agents for citizenship.

Engaging the most number of organizations and persons, in addition to keeping a close relationship with the media, is important to acquire political force. Excellent ideas are not sufficient. They need political force to become feasible; therefore, the importance to engage a large number of persons and organizations.



Launching of Movimento Nossa São Paulo - May 2007

# SEARCHING FOR INNOVATIVE CITIES

*Bogota, Colombia, and several other foreign cities served as inspiration for the movement that started in Brazil. A group of 20 persons among of which entrepreneurs, members of social movements and a public administrator went to Colombia's capital to know this process.*

**M**eetings were held with the mayor and former mayors, entrepreneurial and social leadership. Bogotá managed to improve a very complex reality in terms of violence and poverty, and the Brazilian group wanted to understand which actions enabled such improvement. The city has undergone dramatic moments on account of violence, lack of public policies and inexistence of effective

proposals for improving urban conditions and following up the actions of the public authorities until the society decided to organize itself and act, with objectives somewhat similar to the ones that guided the first steps of Rede Nossa São Paulo. Then, after much work and untiring persistence of the public administrators and civil society's organizations, Bogotá was transformed into a better city to live in.

Antanas Mockus, former mayor of Bogotá, participates in the event promoted by Nossa São Paulo - May 2007





Several ideas appeared related to opportunities for the young, libraries, public spaces and transportation, and actions from the citizenship education resulted in violence reduction and improvement of life quality conditions in the metropolis. Such actions could be reconsidered, adapted and copied in the Brazilian cities.

The importance of the government programs in the electoral process was another differential factor in Bogota. The one elected that failed to fulfill the program was subject to an action of society aiming at a new election.

The city counts on the civil society's organization *"Bogotá Como Vamos"* (Bogota, how are we) that follows up the city's indicators and the Council of the City.

Several other cities inspired the creation of Rede Nossa São Paulo, among of which Amsterdam, Copenhagen and Barcelona. In Brazil, the experiences in Porto Alegre in relation to the participative and transparency processes have also been considered, as well as in Curitiba with its BRT (Bus Rapid Transit) system that inspired Bogotá to create the Transmilenio.

The positive and sustainable changes in several cities worldwide that are references for the public municipal administrators showed that it is possible to change reality.

Amsterdam, Netherlands.  
(Image: Joshua Doubek/ Wikimedia Commons)



Barcelona, Spain.  
(Image: Nigel's Europe & beyond/ Flickr)



# WHY STARTING BY SÃO PAULO?

*The dream consisted of a performance in the national sphere promoting actions to change Brazil, but a starting point was necessary. The São Paulo Capital, due to its dimension and complexity, concentrates problems that may be found in the whole country with great potential to create exemplarity, a huge possibility of showing the other cities that the transformation is possible, regardless of the extent of the challenge.*

**T**he cities are strategic to conquer those objectives once 85% of the Brazilian population lives there, where political, economic, social and environmental decisions are taken, that is, where the Nation's decisive paths are defined. Opting to start by São Paulo is due to being the most possible chaotic and challenging scenario. Social prob-

lems, unemployment, underemployment, traffic jam, insufficient public transportation, bad quality in the public health and education services, shortage of day care facilities for children, remaining pollution, increase in the number of slums, poor dwelling of many citizens in São Paulo, social exclusion and inequality, lack of opportunities, disrespect of basic hu-

man rights, lack of civility, absence of cordiality in the daily relationship are only some of the glaring problems in the city.

The idea was to evidence that even in a city like São Paulo it is possible to influence public policies, engage candidates and administrators to fulfill and transform the campaign promises into government targets.

When the Movement Nossa São Paulo was launched on **May 15, 2007**, the indicators referring to the São Paulo State Capital only increased as well as the certainty that this was the best place to start. A metropolis with **11 million of inhabitants, 1.509 km<sup>2</sup>, 1.000 km<sup>2</sup>** of which correspond to the urbanized area, about **3.5 million of permanent domiciles**, the

3rd highest GNP among the Brazilian federal units – behind the Union and the State of São Paulo –, **17.260 Km of public roads**, a fleet of **5 million**, of which **3.8 million are cars and 490 thousand motorcycles, 60.2 km of subway lines, 983 bus urban lines** with a fleet of **15 thousand vehicles, 112.9 km of railway lines and 31 sub districts** divided into **96 districts**.

The Movement Nossa São Paulo wanted to make good use of the city's capacity, its social organizations, communities, economic organizations, management powers, public and private institutions, leadership, talents, action and energy capacity, in addition to economic, financial,

technological, educational and cultural resources.

It was known that many proposals and projects have already been prepared and executed by the society and that the public power succeeded. At least, it was considered that with the least change, the city

became better than if nothing had been done.

However, an articulation among the society's forces, coordination among society's projects and government policies, improvement of the administration and continuity of the public policies.

# FOUNDING GUIDELINES

*Some principles guided the creation of Movement Nossa São Paulo. There was a conscience that the proposal was to create something innovative, but it was known the need to learn with successful experiences such as the case of Bogotá and other cities had successful cases in specific proposals of mobility, environment and sanitation.*

**T**here was the need to learn with such experiences and innovate, dare in the proposals on an assertive basis. Mobilization meant raising awareness of society's actors and the governments in the search for a fair and sustainable development and was clearly necessary, but also, creating sound, effective and feasible proposals, that is, ones which actually could be implemented by uniting efforts of public authorities, civil society and companies.

For such purpose, it was necessary to seek technical capacity aiming at producing knowledge, many times specialized, which would only be possible with the participation of persons and institutions that knew the subjects to be broached.

It was also necessary to assume the use of new information, promoting citizenship education and social mobiliza-

tion to increase the capacity to pressure the governments. Since Rede Nossa São Paulo was created, it has worked with the purpose of pressuring, mobilizing, and encouraging the governments to fulfill their role as citizenship agents, servants at the service of common welfare.

The purpose was to transform São Paulo into a more sustainable city, with a better life quality, so that it became possible to overcome the inhabitants' problems, to show that a new form of activity, in network, could generate similar movements, able to encourage and help society and the governments to work for a fairer, more sustainable and ecologically responsible development.



Sustainable district in Stockholm, Sweden



# STRATEGIES

**A**iming at turning São Paulo into a better city to live in, which could serve as example to other cities, it was necessary to create life quality indicators in the city to serve as basis for political parties preparing their proposals and for governments and civil society committing them.

And, in order to follow up the fulfillment of those same proposals, it was necessary to monitor and make available publicly the development of the indicators so that the society could systematically access them. On the other hand, once the change depends on the action from society

and not only from the governments, the objectives also included actions and campaigns that encouraged the change in the population's behavior, the revaluation of public space, contributing to improve the citizens' self-esteem and to increase the belonging feeling to the city, a place for everyone and that everyone must take care.

Partnerships among companies, non government organizations, sub districts and municipal secretariats also needed to be done to encourage more urgent social programs and to implement actions and campaigns.

Another very important action, which was one of the main focuses of Rede Nossa São Paulo, was to consolidate the reliability before the communication means and to obtain spaces to disclose the work. As of the beginning, there was the awareness of how important was to disclose the proposals, firstly from the Movement Nossa São Paulo, and then from Rede Nossa São Paulo.

The reason was to permanently encourage the inclusion of new leadership, companies and social organizations and create exemplarity to support the construction of new networks in other Brazilian cities.

Meeting with the candidates for the City Hall in the South Sub district - September 2008





# GUIDELINES FOR PERFORMANCE AFTER START WORKING

*Rede Nossa São Paulo was created as a nonpartisan organization, without the participation of political parties or candidates; an initiative whose intention was to interfere with public administration on an unbiased and transparent basis could not be different.*

**S**uch initiative was idealized as a civil society's organization, autonomous and independent, open for the participation of people and non political institutions interested in contributing to objectives of common interests to the city's inhabitants.

The initiative has the dialogue as one of its most important tools and seeks in its attempt to establish a relation

with governments and civil society's entities solutions for the city's problems.

Rede Nossa São Paulo not only monitors or questions the public administration processes, but it also has as one of its main strategies the availability of concrete proposals for the governments aiming at a fairer and more sustainable development for the cities.

## THE PERFORMANCE OF REDE NOSSA SÃO PAULO IS BASED ON 4 GREAT THEMATIC FOUNDATIONS:



## FINANCING MODEL

**A**s an independent movement of civil society, Rede Nossa São Paulo does not accept resources from public sources. There is no binding to governments, or to

elected representatives, likewise there is no support to candidates in electoral processes. The financing is made through Brazilian and interna-

tional private companies and foundations. Part of the resources also derives from voluntary work and organizations' pro bono work.

## ADMINISTRATIVE STRUCTURE AND GOVERNANCE

**R**ede Nossa São Paulo has a horizontal structure connecting all its members. Their organizations that are part of Rede Nossa São Paulo do not compete among

themselves, and the members of Rede Nossa São Paulo are structured in executive secretariat, a supporting collegiate body, work groups

and intergroup work, always bearing in mind that the interaction is one of the main aspects within the sustainability view.



Meeting of the WG Mobility from RNSP

## • EXECUTIVE SECRETARIAT

**W**ith an administrative character organizing the process, the Executive Secretariat was created to operationalize the movement and to contribute for preparing its proposals and actions, to be in charge of communication, technical production and mobilization. It has its own initiatives as Executive Secretariat and is also in charge of the themes required by the

Collegiate Body and the Work Groups (WGs), with the feasibility of the proposals both from the collegiate and the WGs.

As of the beginning, the idea of the Executive Secretariat was to keep a lean professional structure, for which purpose the attempt was to conduct the work with less bureaucracy and as agile as possible, setting forth priorities for shared actions and

the strengthening of causes and objectives of the partners and organizations integrating the network.

The Executive Secretariat has a transparent performance, as expected from the governments; therefore, everything done is public, including the monthly trial balances and the annual balance sheets. In addition, all accounts are audited by independent external audit.

## • WORK GROUPS

**T**he creation of the Work Groups was the manner found out to offer people and entities interested in contributing to the objectives of Rede Nossa São Paulo, and at the same time, insert in the specific knowledge into its own network, acquired with the participation of a greater number of experts and organizations acting in several themes.

The knowledge of the participants of those groups, of which citizens, non government organizations and social movements are part, is essential to prepare proposals. The purpose is to add efforts, seeking to accelerate conquests, advance proposals and to improve social control before the public powers.

The Work Groups appeared from certain strategic matters, requiring

greater knowledge and attention in the following areas that became WGs: Indicators, Communication, Mobilization, Education, Health, Environment, Participative Democracy, Children and Adolescents, Youth, Urban Mobility, Municipal Budget, Follow up of the City Council. Work and Income, Sports, Social Assistance, Companies, Citizen Security, Regionalization.

## • INTERGROUP WORK

The Intergroup Work was created to increase the interaction among the Network's participants where several WGs specialized in several subjects participate. In practice, the Inter-WG exists because the themes are interconnected in terms of sustainable development. Education, for example, is related to mobility, which is re-

lated to environment, which in its turn related to health, therefore, discussing such themes without considering the others would be limited. Many times, Inter-WG participates in meetings held by the Supporting Collegiate Body, to provide specific information on the themes, and thus, help them in the strategic decisions.



WG Participative Democracy promotes act supporting the Council of Representatives -February 2009

## • SUPPORTING COLLEGIATE BODY

The Supporting Collegiate Body is a type of council created to deal with more details the most strategic discussions so that they do not become only within the sphere of the Executive Secretariat.

Persons, leadership more involved with the movement as of its first steps were chosen. The Supporting Collegiate

Body, held monthly to deal with more strategic themes, has a political role and is responsible for the general coordination of Nossa São Paulo.



# THE CHANGE IN THE NAME

**T**he name of the initiative changed from Movement Nossa São Paulo to Rede Nossa São Paulo for strategic reasons. As the principle has always been to carry out an inclusive action, it was noted that this has not always been so because a movement has a verticalized hierarchical structure, with a chain of command that takes the decisions.

That was not the purpose; the idea has always been to take joint decisions, not based on hierarchy, for which

reason it was noted that the initiative could not be called movement any longer, but network. Then, the name was changed to Rede Nossa São Paulo, where each organization may take decisions on its own account without needing to consult all members and without needing an authorization from the officers. The actions are in network where only the decisions referring to subjects that are part of the general guidelines are taken and each organization has autonomy to conduct individual decisions.

**REDE** NOSSA  
**SAOPAULO**





## CHAPTER 2

# SOME OF OUR ACTIONS

The purpose of Rede Nossa São Paulo is to transform the country, through the transformations of the cities into better places to live in, with life quality, social justice and sustainable development. Throughout its history, the organizations that integrate Rede Nossa São Paulo systematized a series of actions. Get to know some of its actions.

# WORLD FREE-DAY CAR

*Calling the attention to the problems and challenges on traffic in big cities, Rede Nossa São Paulo is one of the organizers of the World free-day car since 2007.*

**A** The date is an opportunity to discuss the urban swelling in the big cities, the blocking of their traffic routes and all the consequences to the cities. It is also time to make proposals, indicate alternatives associated to a deep change in the behavior of civil society's behavior so as to involve it in solving the traffic problems.

The mobilization of the World Free-day Car envisages helping urban mobility to ease the problems caused by the “automobile culture” embodied in our routine, and shows that individual transportation is an option that the public administrators, and also the society, need to reconsider.

The initiative cooperates with

the discussion about the mobility concept that serve as starting point to discuss themes as inequality, urban planning, health, environment, among others.

Every year on the World Free-day Car an Ibope's (Brazilian *Institute of Public Opinion and Statistics*) poll is surveyed on the mobility status in the city of São Paulo, and the poll shows



Public demonstration on the World free-day car - 2007

indicators about how the population lives and feels the mobility question: daily time in the traffic, opinion on the CicloFaixa [Bicycle lanes], a means of transportation used to go to work, etc. Such poll also serves as

a manner the government makes us to follow up, as of which is possible to note whether the traffic conditions are improving or not.

Once the proposal of Rede Nossa São Paulo is to provide solutions in-

stead of only showing problems, the poll serves as a diagnosis, based on which indicators are specified and paths are indicated for changes.

Cyclists at Avenida Paulista on the World free-day car - 2007





# SUSTAINABLE MOBILITY PLAN

*In 2010, Rede Nossa São Paulo promoted together with the City Council of São Paulo several seminars on the theme “Sustainable Mobility and Transportation”.*

The purpose was to build an agenda involving civil society and public power to broach the challenges of mobility in São Paulo, from an evaluation of the technical indicators, the relation between transportation and health and the proposals connected with the municipal and state budgets.

The proposal, based on the commitment from Rede Nossa São Pau-

lo to submit solutions for the city’s problems, was to encourage the creation of a Municipal Plan for Sustainable Mobility and Transportation, which among others, prioritize pedestrians, public transportation and build bicycle paths.

Several groups involved themselves in preparing the proposal of the Municipal Plan for Sustainable Mobility and Transportation, to wit:

Work Group for Urban Mobility of Rede Nossa São Paulo, City Council’s Commission on Traffic Transportation, Economic Activity, Tourism, Leisure and Gastronomy. (For better details on the Sustainable Mobility Plan, access the website of Rede Nossa São Paulo:

[www.nossasaopaulo.org.br/portal/planomobilitade](http://www.nossasaopaulo.org.br/portal/planomobilitade)

THE MOBILITY PLAN ENDED UP INSPIRING THE CHANGE CURRENTLY UNDERGOING IN SÃO PAULO. THEREAFTER, THE CITY HALL STARTED TO GIVE MORE PRIORITY TO PUBLIC TRANSPORTATION AND THE CONSTRUCTION OF BICYCLE PATHS AND BICYCLE LANES.



## • A VAGA VIVA [THE LIVING CAR SPACE]

*Aiming at showing how the street may be better used, Rede Nossa São Paulo created The Living Car Space, occupation of car spaces in the city's streets.*

Ludic and political activities were carried out to call the population's attention to the need for improving life quality, valuing the public spaces, respecting pedestrians and cyclists and reducing the traffic and pollution. The Idea is to show that the space occupied by the car may be destined to society's activities.

The initiative of Vaga Viva generated the current legislation on parklets in São Paulo – a temporary urban intervention that discusses the public space and soil use democratically, with the purpose of influencing people's life quality by means of improvement in the urban infrastructure.



The 'living' car park (Vaga Viva) near Paulista Avenue on Sept /2011



Parklets are occupations as temporary extensions of the pavements in order to better use the public spaces, allowing the community to access a space suitable for interaction, and thus, improving the urban landscape. They may also be installed in car spaces to show that the society may make better use of such spaces reserved for the cars.

IN BRAZIL, SÃO PAULO THE PARKLETS APPEARED FOR THE FIRST TIME IN DISCUSSIONS AND CONSIDERATIONS RAISED BY VAGA VIVA, IN 2012. THE CITY HALL OF SÃO PAULO REGULATED THE PROPOSAL IN APRIL, 2014.



Vaga Viva held near to Avenida Paulista – September 2007

# IBOPE'S PERCEPTION POLL

*The perception poll from Ibope/Nossa São Paulo was submitted by the first time in the city's anniversary, in 2008.*

*Data on the perception of the population were made available on several items: life quality, opinion on public administration and on the services offered in the city.*

## • PUBLIC CONSULTATION

In the following year, the questionnaire in the poll of Ibope/Nossa São Paulo was deeply reworded through an ample participative process. A public consultation held from June to October, 2009, 37 thousand persons helped to choose the most important questions to report the life quality in 25 areas. Both objective aspects (such as public policies and social conditions) and subjective aspects (such as private life questions) were taken into consideration. The first stage of this poll counted on an online version and a printed version. Both questions were answered spontaneously and not proportionally to the distribution of the population per region.

1.512 persons were interviewed in the second stage carried out between the 2nd and the 16th days of the same year. Ibope verified the satisfaction level of the population with the items chosen in the public consultation such as the most important ones for its welfare. At that time, the sample was drawn proportionally to the profile and to the number of inhabitants per region. Also, the institute broached the trust index of the population in the institutions and the satisfaction level with public services and municipal administration in addition to the population's perception on security in the city.

Thus, through such change, as of 2010, the research on the perception of the population made by Nossa SP Ibope was called IRBEM [Reference Indicators for Municipality Welfare].

Adaptation of Irbem's questionnaire to children from 10-15 years





## • IRBEM [REFERENCE INDICATORS FOR MUNICIPALITY WELFARE]



Frei Betto during the launch of IRBEM research. Jan/2010

IRBEM's purpose is to organize a set of indicators so that the civil society itself, governments, companies and institutions are acquainted with the conditions and life styles of the citizens so that public and private actions focus mainly on people's welfare.

The indicators are created as of the public consultation mentioned previously. Ibope uses 169 indicators to analyze the population's satisfaction level. In the poll, the interviewees analyze each one of such indicators including 25 themes related to life quality through a scoring from 1 to 10, and based on which it is possible to build the quality life map of São Paulo.

IRBEM enabled the civil society from the city of São Paulo started having an improved evaluation about the city's social/environmental, economic, political and administrative status as well as about its 32 sub-districts and 96 districts.

The launching of each IRBEM issue, always on the day preceding the anniversary of the city of São Paulo celebrated on January 25, generates



Launching of IRBEM's research - January 2010

a great repercussion on the means of communication and on the society. Rede Nossa São Paulo is aware of the importance of such impact as well as of the disclosure and transparency of the data held. The research furnishes a deep diagnosis of São Paulo and contributes to know and understand the issues that the population considered important.

This population may make requirements based on facts, indicators and indexes referring to the city's real situation. In view of the same information, the civil society's organization and companies may also propose and propel changes. **(To know more, access: [www.nossasaopaulo.org.br/portal/irbem](http://www.nossasaopaulo.org.br/portal/irbem))**

## INEQUALITY MAP

**O**n account of IRBEM, it was also possible to build the Inequality Map which identifies the inequality level among the richest and poorest regions of São Paulo, in addition to indicating the “zeros”, that is, in which regions in the city the indicators are zeroed, that is, where there are

equipment and public services considered important for life quality, for example: libraries, sports equipment, etc. The map also shows the unbalances and needs of public services and equipment in all the districts.

## THE DIESEL BATTLE

**T**he Cleaner Diesel Oil Campaign is among the actions of Rede Nossa São Paulo for the population’s welfare and health. Rede Nossa São Paulo and other entities, decided to require from the federal authorities and vehicle assemblers the fulfillment of resolution 315/2002 of Conselho Nacional do Meio Ambiente (National Environmental Council) (Conama). In January, 2009, this resolution defined

that the diesel commercialized in Brazil would have, at most, 50 sulphur particles per million (ppm), that is, it would be 10 times cleaner and less pollutant; however, sulphur is a highly carcinogenic substance is responsible for the death of three thousand people per year only in the Capital City of the State of São Paulo.

Although the resolution was approved in 2009, five years



March at Avenida Paulista protesting for diesel with less sulphur

after the approval of the resolution, it has not yet started to be fulfilled by the main actors responsible: Petrobras, which supplies the fuel and the automobile industry that should produce vehicles with less pollutant engines. The pollution rates and consequent diseases increased every year.

In an attempt to revert this situation, Rede Nossa São Paulo and other organizations participated aiming at Cleaner Diesel Oil, mobilized the mass media and involved the Public Services Department, expecting answers from the authorities so as to have measures taken more quickly and seriously.

The mobilization of several actors and the pressure exercised by the society managed to actually include Resolu-

tion 315 in the agenda of the National Agency of Oil, Petrobras and the automobile industry. After all efforts, those organizations had to sign a Conduct Adjustment Declaration (TAC) to fulfill a schedule for executing the Resolution.

It was a great victory! The campaign for the Clean Diesel serves as an example of efficacy to monitor the public powers, shows that organization, pressure and mobilization, as of consistent information and indicators may generate effective conquests and changes in favor of the population's well-being.



March at Avenida Paulista protesting for diesel with less sulphur



# BILL OF LAW ON THE TARGET PROGRAM

**T**he Bill of Law on the Target Program was the most decisive proposal of Rede Nossa for the city. The purpose was to ensure, according to the law, the commitment of the mayors to prepare and fulfill a target program and enable the society to follow up the administration and ask about the campaign promises. The initiative was daring and discerned a radical change in the manner under which public administrators deal with the administration of the city of São Paulo.

It was a hard way until obtaining the law approval. It is no easy task to approve an amendment to the city's Constitution. After the general lines were discussed internally, the proposal received legal treatment to be raised to the category of Amendment to the City's Organic Law.

Several meetings were held with all parties' leadership from the City Council as well as Public Hearings with the participation of society's

representatives, entrepreneurial sector and popular movements. At several times, we filled the auditoriums in the city's legislative.

The Law on the Target Program was submitted in 2007 and approved in February 18, 2008, in a historical session at the Municipal Chamber where 54 councilors out of the 55 existing councilors in the City Council voted in favor of the Target Law and was attended by a full plenary.

Submitting of Bill of Law on the Target Plan to the Council of the City of São Paulo - August 2007





# THE TARGET LAW

**T**he Target Law is more than a law; actually a legislation existing in the City's Organic Law, a change in the organization of the city. As of the enactment of the Target Law, the elected or re-elected mayors have the obligation to submit the Target Program for their administration, within ninety days as of taking their office, under the penalty of even becoming ineligible. The program

shall contain the priorities, strategic actions, indicators and quantitative targets for each of the sectors of the Municipal Public Administration, Sub districts and City Districts of the City of São Paulo.

The Target Plan enables to follow up and objectively evaluate the municipal administration, taking into consideration criteria such as the promotion of sustainable develop-

ment, social inclusion and promotion of the human rights. The public hearings (thematic and regional, per sub districts) in the 30 days following the submitting of the Target Plan are assumed to be held. The mayor shall also render accounts to the population every six months and publish an annual report on the development of the targets.

The Council of the City of São Paulo had full attendance for voting the bill of law on the Target Plan – February 2008



## THE TARGET LAW RESULTED IN EFFECTIVE CHANGES IN THE PUBLIC ADMINISTRATION OF THE CITY OF SÃO PAULO, WHICH BECAME A REFERENCE TO DOZENS OF BRAZILIAN AND LATIN AMERICAN CITIES THAT ADOPTED THE SAME MODEL.

The first administration under the new Target Law already permitted the society and the means of communication to monitor the performance of each target in its several execution stages. The mayor submitted the 2012 Agenda, containing 223 targets available for following up on a website.

The Target Law showed that the City Hall's team in charge needs to know more about the city and its budgetary possibilities; and much more administrative and manage-

ment capacity.

The administrators have also become very careful in their electoral promises during their electoral campaigns.

The Target Law also improved the public administration with much more transparency. It also became a civilization and regulatory landmark of the programmatic and electoral debate among the political parties. It enabled more serious electoral debates and referred to in the Target

Program.

In the second administration grounded on the Target Law, the targets were built on a participative basis, validated in public hearings held in the 32 Sub districts of the City. Currently, the development and the completion of the targets defined by the municipal administration may be followed up on the website *Planeja Sampa* ([www.planejasma.prefeitura.sp.gov.br/](http://www.planejasma.prefeitura.sp.gov.br/)).



The Target Program analyzed the Movement Nossa Zona Leste - March 2014

# CITIZEN OBSERVATORY

**O**n January 25, 2008, Rede Nossa São Paulo introduced the Citizen Observatory: a virtual database with about 140 social, environmental, economic and political indicators about the city and its sub districts. It was the first Internet space with data and information on the most several areas.



Launching of the Citizen Observatory  
Nossa São Paulo – January 2008

Those indicators are constantly updated, evaluated and disclosed to the company. The data are gathered in the city map and geo-referenced by the city's districts and sub-districts.

Together with IRBEM, Citizen Observatory, Inequality Map and the Target Plan, the Citizen Observatory means a step in terms of transparency and disclosure of data on the city and in the capacity of understanding of their problems.

The Citizen Observatory became public policy with the Observatory of the City of São Paulo. The City Hall adopted the technology of Rede Nossa São Paulo to build the City Observatory.

THIS IS ONE OF THE PURPOSES OF REDE NOSSA SÃO PAULO: BUILD REFERENCES TO CREATE PUBLIC POLICIES AS IN CASE OF VAGA VIVA.



Launching of the publication "São Paulo in Indicators and Targets", in the south sub district - May 2010



# THE ENCOURAGEMENT TO THE CREATION OF MUNICIPAL COUNCILS

One of the central strategies of Rede Nossa São Paulo is to increase the society's participation so that the governments do not stand alone in the fulfillment of their commitments. In this regard, Rede sought to reactivate councils that were instituted, but they have not worked.

The presence of the councils increases the participative

budgeting and the following up of the Target Plan, increasing the propositional participation, the integrated planning, the social control and the monitoring through permanent indicators.

Since the beginning of 2013, 3 new councils were created in the city:



## MUNICIPAL COUNCIL OF SÃO PAULO

In principle, 140 leaders from São Paulo society were organized and participated actively in the plenary meetings and Work Groups. The objective is to assist the mayor in the implementation of actions for the economic, social and environmentally sustainable development of the city and in the formulation of policies, normative indications and specific governmental actions. The City Council also debates, guides and examines proposals of public

policies and structural reforms submitted by the Mayor, besides suggesting, proposing, preparing and submitting reports, studies, projects, agreements and opinions, gathering contributions from several sectors of the civil society. Finally, the City Council organizes, promotes and follows up debates on measures for promoting sustainable development in the city.

## MUNICIPAL PARTICIPATIVE COUNCIL

**T**he Council aims at increasing popular participation and transparency in the Sub district. The councilors have to exercise social control over the planning, inspecting the actions and the public expenditure and suggesting public actions and policies. The mission is to follow

up what is happening in the sub districts and the development of public administration services. The participative councils were created in 32 sub districts, and those councils are elected by the population, which means another great victory of Rede Nossa São Paulo.

## CITY TRANSIT AND TRANSPORT COUNCIL

**S**uch council was created to promote society's participation in the decisions referring to urban mobility and all related to transport policy in the city of São Pau-

lo so that social movements and entrepreneurs know the spreadsheets, may make suggestions, inspect and evaluate public transportation in the city.

## PLANNING AND PARTICIPATIVE BUDGET COUNCIL

**T**he Council has propositional and participative character in issues related to the preparation, execution, monitoring and evaluation of the planning and budgetary cycle of the City Hall of São Paulo. Among its attributions, there is the proposition of guidelines and methodolo-

gies to prepare the proposal of the Target Program and the promotion of the participation of the population in preparing planning and budgetary instruments of the City Hall of São Paulo. The Planning and Participative Budget Council also follows up the Target Plan.

# MEETING WITH THE CANDIDATES

**A**iming at increasing society's in the electoral process and its interest in politics at each election, meetings are held with candidates for public offices. The proposal is to make the candidates talk about their government programs, and if possible, about the targets to be developed if they are elected, It is an opportunity and a manner to make the candidates declare and commit themselves to fulfill their campaign promises, in addition to make them think about programs and publicly undertake the commitment sustainable development.

The Meeting with the candidates envisages solving one of the greatest frustrations with the Brazilian electoral process, which propelled the creation of Rede Nossa São Paulo: the failure in following up the campaign processes in the country.

Meeting with Serra and Haddad, candidates for the second round in 2012 municipal elections. Mediation of the journalist Milton Jung



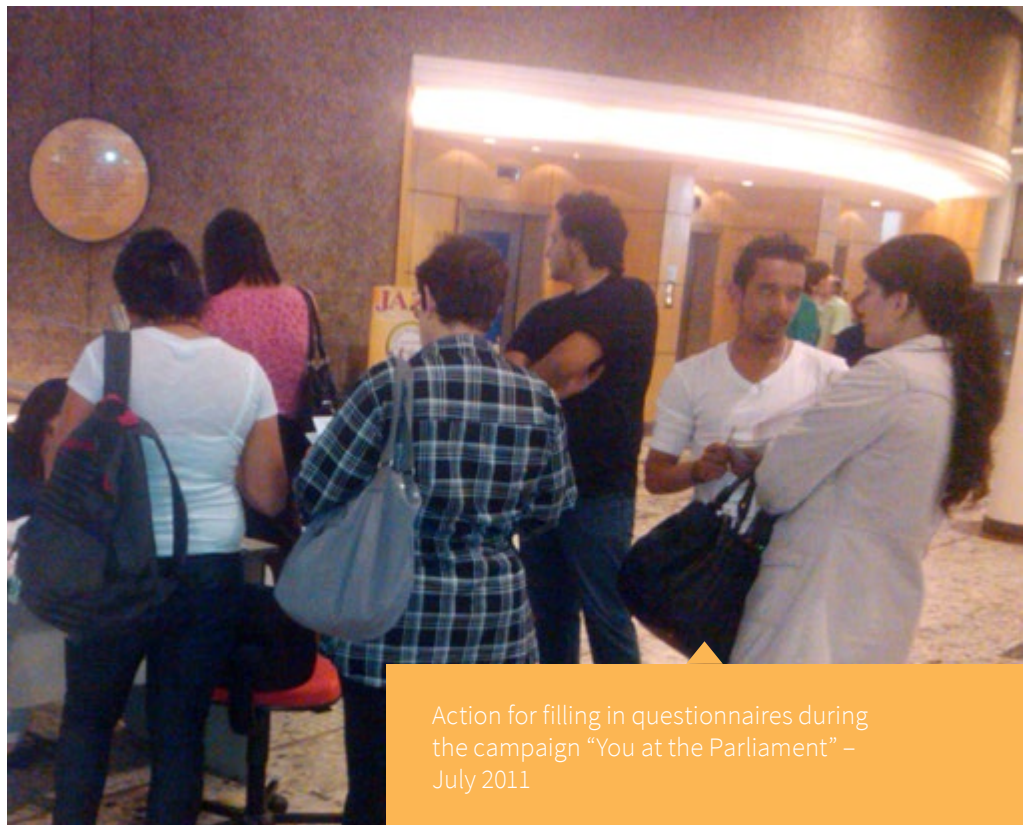
# VOCÊ NO PARLAMENTO [YOU AT THE PARLIAMENT]

The campaign *You at the Parliament* was an initiative held in partnership with the City Council, to invite the whole society from the city of São Paulo to list the priorities in several areas, and then, guide the councilors' work. The Idea was to get the Legislative closer to the society, and contributed to guide the wording of law bills, amendments to the city's budget and other initia-

tives under City Council's responsibility in a more articulate manner with the population's interests.

The campaign, a call from the population of the city of São Paulo, aimed at guiding the public administrators to direct their work based on the real needs of their electors, and also, to offer the population one more opportunity of following up, inspecting and demanding from their representatives.

A technical team composed by representatives from several institutions as USP, FGV, Government School and Ibope, besides Rede Nossa São Paulo and the City Council, prepared a questionnaire in online and print versions, for the holding of public consultation (between June 15 and August 15, 2011), which result served as basis to guide the Executive Branch's work.



Action for filling in questionnaires during the campaign "You at the Parliament" – July 2011



## FOLLOWING UP THE CITY COUNCIL

**B**ased on the guidelines of the Sustainable Cities Program, Rede Nossa São Paulo also prepared an evaluation system of the legislative work of the Capital City of São Paulo. The proposal is to watch the global production in the City Council (and not the work of each councilor), seeking to value initiatives whose objective is to reduce inequalities, increase the city's right and improve the services performed. The distinguishing tool is the Sustainable Cities Program so as to verify whether the proposed or approved projects are going to implement

the Sustainable Cities Program. For such purpose, the projects are compared to one or more thematic foundations of the Sustainable Cities Program.

This system will enable to analyze the bills of law submitted and approved according to its improving or worsening potential of the participation of the local community in taking decisions in the urban economy and in the preservation of the natural resources, social equity, territorial planning, urban mobility and biodiversity conservation.

## KEEPING AN EYE ON THE TARGETS/APPLICATION

**R**ede Nossa São Paulo, built in partnership with Avina Foundation and MIT Media Laboratory in Massachusetts, developed the Project [“Keeping an Eye on the Targets”](#) to help participative councilors, citizens and civil society's organizations to follow up and monitor the public authorities' commitments such as the fulfillment of the Target Program, budget and allocation of resources.

The following up tools allow the online contribution of the citizens, with suggestions, critics and questions about the implementation of the targets, via website or the applicative. The initiative also helps the civil society's organizations to include and divulge information on the municipal targets.

# I AM A CITIZEN OF THE CITY OF SÃO PAULO [SOU CIDADÃO PAULISTANO]

In order to encourage the population of the City of São Paulo to appropriate the city, to exercise the citizenship and be involved on actions of collective interest, Rede Nossa São Paulo created the campaign “I am a Citizen of the City of São Paulo”.

The campaign was based on three main principles:

1. AN IDEAL CITY MAY BE DISTANT, BUT A BETTER CITY IS POSSIBLE;
2. CERTAINLY, THERE ARE NEEDS FOR GREAT MEASURES OF GREAT EXTENTS THAT DEPEND ON LARGE POWERS. HOWEVER, 11 MILLIONS OF SMALL ACTIONS WILL CAUSE A GREAT TRANSFORMATION;
3. THE REWARD IS NOT ONLY THE IMPROVED CITY. THE ACTION ITSELF INCLUDES US IN A NEW POSITION OF CITIZEN PERFORMANCE THAT IS PLEASANT BY ITSELF.

The proposal is to encourage the citizens to practice small actions for the welfare of the city – actions that based on the above concepts could be translated into concrete attitudes such as “I catch a ride”, “I recycle the garbage” or “I respect the pedestrian”, “I do not throw garbage on the street”, “I save water”.

The City Council adopted the campaign.





## CHAPTER 3

# ACTION STRATEGY AND WORK METHODOLOGY

Rede Nossa São Paulo acts in the mobilization of several segments of society to turn São Paulo into a fairer and more sustainable city. The work is done through partnerships with public and private partnerships. It is no easy task. Articulation, actions, preparation of targets and collective commitment to the welfare of the city are necessary.

Even if not simple, Rede Nossa São Paulo believes in this Idea that the city can be fairer as of a better income distribution of the citizen's development and with worthy opportunities for the workers.

The city may also be healthier, if the pollution is controlled, the collection of the proper garbage, the completion of the sewage system, and more efficient if the public transportation becomes more efficient and human.

Rede Nossa São Paulo fights for a more democratic and supportive city, multicultural, have its creativity, sensitiveness and work of its citizens valued. It fights for a city that, in addition to being more functional, to be beautiful and pleasant, with well treated public spaces.

THESE ARE SOME OF DREAMS OF REDE NOSSA SÃO PAULO, AND TO ACHIEVE THEM THE NETWORK DEVELOPS SEVERAL STRATEGIES BASED ON THE WORK METHODOLOGY YOU WILL GET TO KNOW BELOW.



First workshops with representatives from MIT when "An Eye on the Goals" Project was developed on Jan/2014



# METHODOLOGY

**1** In order to build an initiative such as Rede Nossa São Paulo, the first step is to organize a political force able to transform the ideas into concrete results with capacity to execute them through the network, articulations, mobilizations, with a social base and partners.

**2** Then, the second step is to create an Executive Secretariat to encourage a network of participants and partners, including the media, supporters, financiers and organizations.

**3** The third step is to create a Supporting Collegiate Body, with a role more political and responsible for the network general coordination, giving the strategic guidance and increasing the discussions in the executive secretariat.

**4** The fourth step shall be organize the Work Groups (WGs) to provide an opportunity to the persons and organizations willing to participate and make their knowledge at the disposal of the network.

**5** In order to such groups work connected and the themes dealt with in a cross-party way, the fifth step is to organize the intergroup work (inter WGs), which is necessary for discussions on education involving other areas such as mobility, health and environment, for example.

**6** With such whole available structure, the last step is to create indicators to get to know the city better. To gather a set of data and information providing an idea of the territory, allowing indicating solutions, evaluating the advancement and the retrocession and understanding if the situation of the city under several aspects is improving or worsening. This is the basis that will act as a political instrument to pressure and improve the indicators, in addition to offering subsidies to prepare new proposals.



Debate on the administration of Solid Waste - April 2008

This is the methodology of Rede Nossa São Paulo; these are the organization and strategy that enable the Network to develop their actions, being proactive, encouraging the society's involvement in the city's problems, encouraging and demanding from the governments, fighting for a better city.

# GUIDELINES

**R**ede Nossa São Paulo was created to encourage and help the society and the governments to ensure a fair, sustainable and ecologically responsible development of the city.

Therefore, Nossa São Paulo exercises its activities, working in favor of:

- Respect for the laws and the Constitution;
- Freedom without prejudices and all forms of violence that harm mainly the excluded youth;
- Actions to fight against structural unemployment and to encourage the reduction in the growing distance between high and low family incomes;
- Commitment to continue the approved projects;
- Transparency and disclosure of information by public institutions;
- Maintenance of the natural heritage inherited and built throughout the history;
- Civility and cordiality in the dimension of the routine in the city as well as sensitivity to the others' suffering and respect for the Human Rights;
- Social and environmental commitment by private and public organizations;
- Assurance of reputable dwelling so that the human beings do not need to live on the streets, in slums and below normal dwelling conditions and/or coping with the floods;
- Construction and maintenance of supporting sports and leisure areas, mainly in the surroundings and public education of low quality;
- Awaiting weeks or months for medical consultation or examination;
- Valuing of urban mobility so that the persons do not daily lose precious hours of our lives in chaotic transit and transportation.
- Reduction in the inequality.

# TIPS FOR BUILDING A MOVEMENT

**A**lso, get to know some important issues that may ease the creation of initiatives similar to Rede Nossa São Paulo:

## • POLITICAL INDEPENDENCE

Articulate a non partisan movement of the civil society; a movement whose intention is to monitor the government actions and policies and the fulfillment of its targets and promises of an accurate campaign, first of all, being politically independent such as Rede Nossa São Paulo. In order to have autonomy, it is not possible that a a movement which purpose is to dialogue, make proposals and inspect municipal governments and legislative is financed by political parties or candidates.

## • JOINT WORK

Structure the movement to favor the joint work. Rede Nossa São Paulo was structured so that the potentiality of each participative actor is of good use, for which purpose the work groups were created to deal with specific themes and to give subsidies to other more strategic areas with information about the themes they control. The work, from the indication of the problems to the proposal of resolutions, is done on a joint and integrate manner.

## • ORGANIZATION

Create a movement in a horizontal network. All the members of the movement shall be interconnected in network, which shall not have competition. The purpose is to strengthen the actors and organizations that are part of the same, so that they work united for their common interests: a better, fairer and sustainable city.

## • ENGAGEMENT

Maximize the fights and objectives to improve life quality in the city. Some urgent and glaring demands need attention, organization and mobilization to be met by the public administrators. Engage in an articulate manner in the fights for your city. Get to know the problems, inform yourself and help to strengthen the actions to solve these problems.

## • OBJECTIVES

Wish a fair, democratic and sustainable city. Work considering that the changes, even the smallest ones, are extremely important to the city. Maintain the focus of your objective on the construction of better cities for their citizens.

## • WORK AGENDA

Create work agenda. Encourage the creation of new discussions and propose new work themes coinciding with interests common to the city's inhabitants with proposals aiming at the city's sustainable development.

## • INDICATORS

Build the Citizen Observatory. Create a digital database with technical indicators derived from public sources and make available the information to the society. Gather data on the most several areas: education, health, security, environment and culture. Use our software free of charge.

## • TRANSPARENCE

Give transparency and disclosure the most possible number of data. Information and indicators on all public policies areas, budgetary resources and life quality of the city shall be disclosed. The citizens and organizations shall access them. Submit all the available information.

## • PUBLIC POLICIES

Create a public policy agenda. Propel the creation of public policies directed to life quality and the sustainable development.

## • CITIZEN MOBILIZATION

Organize or participate in mobilization campaigns which aim is the city's welfare. Inspire yourself by the examples of actions and campaigns that Rede Nossa São Paulo has participated throughout these years such as the Free-Car Day, the Urban Mobility Week, the Cleaner Diesel Campaign and I am a Citizen of the City of São Paulo. Help to mobilize and involve the society in actions such these one, described in details in the previous chapter.

## • EXEMPLARITY

Generate exemplarity. Show that it is possible to cause changes in the society's behaviors, encourage public administrators and monitor governments in favor of better cities.



## • TARGET PROGRAM

Work for the implementation of the Target Program. Fight to implement this measure in your city. Mobilize sectors from civil society and campaigns for clarifying how the Target Program can contribute to improve the city's public management. Demand that the governments fulfill strategic actions planned for the new term of office.

## • TOOLS

Submit tools to other movements and cities. Encourage the creation of new actions and exchange experiences with other groups that wanted to develop similar actions.

## • POLITICAL INCIDENCE

Increase the participation of civil society: better planning and management mechanisms in the administration. Encourage political participation of the citizens and offer opportunities, through tools, information or activities to follow up the government they elected and demand a better performance from their candidates or parties.

## • POLLS

Perform perception surveys with research institutes or universities. It is important to know the city, its problems and the expectations of their inhabitants to prepare proposals more connected with reality. Research Institutes and universities can be excellent partners for this type of work.

## • COMMUNICATION

Create a News Portal and develop ties with journalists and means of means of communication. Since Rede Nossa São Paulo has started, operate, it recognized the importance of communication to achieve its objectives. Rede Nossa São Paulo acknowledged the importance to contact with professionals from the area of means of communication and to create its own structures as a news portal or specific products like videos, publications and thematic hotspots. In addition, establishing partnership com newspapers, magazines, radios or websites is interesting to divulge information, create programs or sections broaching themes of the population's interest and disclose data or considerations about the city.

## • CONQUESTS

Show conquests; they result from the serious work of the movement and need to be made public. Celebrate and publicize each one. Divulging the results of work is as important as developing the work with competence.

## • CITIZEN OBSERVATORY

Follow up the City Council's routine. Monitor systematically the councilors' work, follow up the Municipal Budget and also the Executive. Analyze the quality of the Executive's projects – if they are indicating the sustainability. Perform annual perception surveys of the population on the several municipal actions in all the administrative regions of the city. Encourage the citizens' participation at meetings.



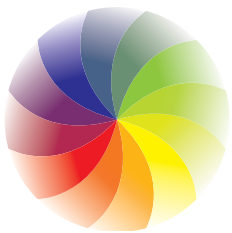
## CHAPTER 4

# FROM SÃO PAULO TO BRAZIL: FROM A LOCAL ACTION TO A NATIONAL PROGRAM

Since the conception of Rede Nossa São Paulo, its intention has been to cause and encourage changes in the cities of the country, The idea was to generate exemplarity from actions in the city of São Paulo.

Through the initiatives you are going to know below such as the [Sustainable Cities Program](#), Brazilian Social Network for Fair, Democratic and Sustainable Cities and the fight for the approving the [Proposal of Amendment to the Constitution \(PEC\) of the Target Plan](#), Rede Nossa SP has conquered national reach. By consolidating the [Latin American Network for Fair, Democratic and Sustainable Cities](#), such force has become global and multiplied even more, involving countries of Latin America.

# SUSTAINABLE CITIES PROGRAM



## PROGRAMA CIDADES SUSTENTÁVEIS

**T**he *Sustainable Cities Program* was launched in em 2011 by pela Rede Nossa São Paulo in a partnership with Brazilian Social Network for Fair, Democratic and Sustainable and Instituto Ethos.

With focus on 2012 municipal elections, the program included the Sustainable Cities platform developed in the previous year and innovated by submitting tools for the commitment of the candidates and the following up by civil society.

The meetings with the candidates mentioned in chapter integrate the Sustainable Cities Program. Hundreds of meetings were held in several regions of the country involving candidates to all Brazilian City Halls, which was possible through partnerships established with organizations and national and international entities and the support from dozens of private companies.

In the subsequent year, 2013, the elected mayors could confirm their commitment to sustainable development by signing the letter commitment.

# SUSTAINABLE CITIES PLATFORM

In 2010, Rede Nossa São Paulo and the Brazilian Social Network for Fair, Democratic and Sustainable Cities launched the Sustainable Cities Platform, supported by Fundação Avina and the partnership and sponsorship from several organizations and companies.

The Sustainable Cities Platform gathers indicators and good practices of sustainability and provides an agenda for urban sustainability broaching the public management in 12 thematic foundations inspired on the Aalborg Commitments that resulted from the 4th European Conference of Sustainable Cities and Villages” “Inspiring the Future - Aalborg +10”, a political pact with the sustainable development which has already been signed by more than 650 cities, mainly European.

Such commitments consider, among other aspects, “the participation of the local community in taking decisions, the urban economy preserving the natural resources, the social equity, the correct territorial planning, urban mobility, global climate and biodiversity conservation”.

Aiming at adapting Aalborg Commitments to the Brazilian reality, some changes were made in the items proposed and two new thematic foundations were included: “Education for Sustainability and Life Quality and “Culture for Sustainability”.

Each foundation in the Sustainable Cities Platform is separated into several items and each one is associated to an indicator and a good practice so that it becomes totally clear what is a sustainable city, what shall be measured or what is good practice.

## 12 FOUNDATIONS

### 1 GOVERNANCE

**GENERAL OBJECTIVE:** Strengthen the decision-making processes by promoting the participative democracy instruments.

**SPECIFIC OBJECTIVES:**

- Continue developing a long-term common perspective for sustainable cities and regions;

- Promote the capacity of participation and action regarding sustainable development both in the communities and in the local and regional administrations;

- Call all the sectors of the local civil society to participate effectively – at councils, conferences, public hearings, and referenda, among others – in the decision-making, moni-

toring and evaluating processes;

- Make public, transparent and open all information of the municipal administration the city’s indicators and the budgetary data;

- Promote cooperation and partnerships among the neighboring municipalities, other cities, metropolitan regions and other administration levels.



## 2 COMMON NATURAL ASSETS

**GENERAL OBJECTIVE:** fully undertake the responsibilities to protect, preserve and ensure the balanced access to the common natural assets.

**SPECIFIC OBJECTIVES:**

- Establish targets to reduce non renewable energy consumption

and increase the use of renewable energy;

- Improve water quality, save water and use the water from a more efficient ;

- Protect, regenerate and increase biodiversity, increase the protected natural areas and the urban green spaces;

- Improve the soil quality, preserve lands ecologically productive and promote the agriculture and the sustainable reforestation

- Improve the air quality substantially, according to the patterns of the World Health Organization (WHO-UN).

## 3 EQUITY, SOCIAL JUSTICE AND CULTURE OF PEACE

**GENERAL OBJECTIVE:** Promote inclusive and supportive communities.

**SPECIFIC OBJECTIVES:**

- Develop and implement programs to prevent and overcome the poverty condition;
- Ensure equal access to the

public services, education, health, opportunities of employment and professional vocational training, cultural and sports activities, information and digital inclusion with access to the Internet;

- Promote social inclusion and equality among genders, races and

ethnicities and respect to the respect for sexual diversity;

- Increase the community's security and promote the culture of peace;

- Ensure the dwelling right under social and environmental conditions of good quality.

## 4 LOCAL ADMINISTRATION FOR SUSTAINABILITY

**GENERAL OBJECTIVE:** Implement an efficient administration involving the planning, execution and evaluation stages.

**SPECIFIC OBJECTIVES:**

- Reinforce the processes of Agenda 21 and others envisaging local and regional sustainable development and fully integrate them with the administration operation in all levels; Perform an integrated and efficient

administration for sustainability, based on the precautionary principle regarding the Urban Environment and its surroundings;

- Establish concrete targets and terms in view of the Commitments of the Sustainable Cities Platform as well as a monitoring program directed to these Commitments;

- Ensure the importance of the sustainability issues in the deci-

sion-making processes in the urban and regional levels as well as an administration policy of resources based on sound and inclusive sustainability criteria;

- Ensure the administrative transparency and involve several actors to monitor and evaluate the administration performance, in view of the reach of sustainability targets established.

## 5 URBAN PLANNING AND DESIGN

**GENERAL OBJECTIVE:** Acknowledge the strategic role of the urban planning and design in approaching the environmental, social, economic, cultural and health issues for everyone's benefit.

**SPECIFIC OBJECTIVES:**

- Reuse and regenerate abandoned areas or socially degraded;
- Avoid the urban expansion in the

territory, giving priority to the urban density and development inside the built spaces with the recovery of the degraded urban densities, ensuring appropriate urban densities;

- Ensure the compatibility of soil uses in the urban areas, offering proper balance among employments, transportation, dwelling and social, cultural and sports equipment, giv-

ing priority to the residential density in the city centers;

- Ensure proper conservation, renewal and use/reuse of the urban cultural assets;
- Adopt sustainable urban design and construction criteria, subject to and considering the natural resources and phenomena in the planning.

## 6 CULTURE FOR SUSTAINABILITY

**GENERAL OBJECTIVE:** Develop cultural policies that respect and value cultural diversity, pluralism and the defense of the natural heritage, constructed and immaterial, and at the same time promote the preservation of the memory and the transmission of the natural, cultural and artistic heritages as well as encourage an open view of the culture where supportive, symbolic and cross-cultural values are based on dialogic, participative and sustainable practices.

**SPECIFIC OBJECTIVES:**

- Work for formulating cultural pa-

rameters (conceptual and methodological references for the public policies of each action or equipment).

Construct ample social dialogue to develop concepts and practices that reconnect the human being to nature, seeking to develop the human culture with the sustainability principles;

- Promote the participative administration, involving community, professionals from the cultural area and public administrators;
- Ensure ample access to the existing cultural spaces, promoting multi-

ple uses before the local population as well as spread them throughout the regions that have not them yet;

Promote the creation and cultural production in the communities, always subject to the value of the popular cultural traditions;

- Establish access on a free of charge basis or at symbolic prices for the equipment and public cultural spaces;
- Promote the sustainability culture as integration among the several sectors from the municipal administration.

## 7 EDUCATION FOR SUSTAINABILITY AND LIFE QUALITY

**GENERAL OBJECTIVE:** Include both in the formal and informal education values and skills for a sustainable and healthy life style.

**SPECIFIC OBJECTIVES:**

- Provide everyone, children, teens, young, adult and elder people with educational opportunities allowing them a main role in the local and regional sustainable development;
- Ensure the implementation of the sustainability issue in a transversal manner in the resumés and pedagogical proposals;
- Encourage the role of the mass media in the awareness of the social and environmental challenges and on the cultural changes necessary for sustainability;
- Acknowledge the importance of ethics education based on values for a sustainable life condition;
- Ensure the universalization and education quality in all levels as well as the participation of the community in the school administration; Provide everyone with educational sports learning as a manner to promote self-esteem, personal development, team work, respect for diversity and health.

## 8 LOCAL, DYNAMIC, CREATIVE AND SUSTAINABLE ECONOMY

**GENERAL OBJECTIVE:** Support and create conditions for a local, dynamic and creative economy ensuring access to employment without harming the environment.

**SPECIFIC OBJECTIVES:**

- Introduce measures to encourage and support local employment, decent work, contracting of apprentices and organization of companies; Cooperate with the local business structure to promote and implement corporate social responsibility;
- Develop and implement sustainability principles and indicators for the companies since the most appropriate location for each one, its processes and products to sustainability of the production chains integrating them;
- Promote the local creative productions market;
- Implement the local sustainable tourism.

## 9 RESPONSIBLE CONSUMPTION AND LIFE STYLE OPTIONS

**GENERAL OBJECTIVE:** Adopt and provide the responsible and efficient use of the resources and encourage a sustainable production and consumption pattern.

**SPECIFIC OBJECTIVES:**

- Avoid and reduce the waste, increase reuse and recycling with the social inclusion of the cooperatives of pickers and recyclers;
- Supervise and treat waste according to sustainable techniques and models;
- Avoid energy waste, improve energy efficiency and encourage self-sufficiency;
- Adopt a strict policy of sustainable public procurement;
- Promote, actively, the sustainable production and consumption, encouraging and regulating production chains with certifications, environmental labels, organic, ethic and fair-trade products.

## 10 BETTER MOBILITY, LESS TRAFFIC

**GENERAL OBJECTIVE:** Promote sustainable mobility, recognizing the interdependence among transportation, health, environment and the right to the city.

**SPECIFIC OBJECTIVES:**

- Reduce the need for using individual motor transport and promote

means of collective transportation accessible to everyone at low prices; Increase the number of trips made by public transport, on foot or by bicycle;

- Develop and maintain a good infrastructure for locomotion of pedestrians and disabled, with proper

sidewalks and crossings;

- Accelerate the transition to less pollutant vehicles;
- Reduce the impact of transport on environment and public health;
- Develop on a participative basis an urban mobility plan, integrated and sustainable.

## 11 LOCAL ACTION FOR HEALTH

**GENERAL OBJECTIVE:** Protect and promote health and welfare of our citizens.

**SPECIFIC OBJECTIVES:**

- Divulge information so as to improve the general level of the population's knowledge about the essential factors for a healthy life, many of which are located outside the restricted sector of health;

- Promote the urban planning for the healthy development of four cities, ensuring integrated actions to foster public health;

- Ensure equity in the access to health with special attention to the poor, which requires the regular preparation of indicators on the progress in the reduction of the disparities;

- Promote studies for evaluating the public health, participative administration and social control over the health system;

- Determine that the urbanists integrate health conditions in the urban planning and design strategies; Promote the practice of physical activities – individual and collective – aiming at pointing out the values of a healthy life.

## 12 FROM LOCAL TO GLOBAL

**GENERAL OBJECTIVE:** Undertake the global responsibilities for peace, justice, equity, sustainable development, climate protection and biodiversity.

**SPECIFIC OBJECTIVES:**

- Prepare and follow a strategic and integrated approach to minimize the climate changes, and work to reach sustainable levels of emissions

of greenhouse gases;

- Integrate the policy of climate protection into the policies of energy, transports, consumption, waste, agriculture and forests;

- Divulge information about the causes and probable impacts of the climate changes, and promote social and environmental preventive measures;

- Reduce the impact on global environment and promote the principle of environmental justice;

- Reinforce the regional, national and international cooperation of cities and develop local answers for global problems in partnership with other local and regional governments and other relevant actors.



# INDICATORS

The indicators available in the Sustainable Cities Platform are essential for the development, execution and evaluation of public policies aiming at planning more sustainable cities.

The Sustainable Cities Program has more than 300 general indicators in a collective construction process and associated to the foundations of the Platform.

# TARGETS

The indicators are important instruments for developing, executing and evaluating public policies in the planning of more sustainable cities; however, it is necessary to fix result goals so that the sustainable development is consolidated and the results may be evidenced as well as it is essential to promote the participation of the civil society in the decision-making process in the city.

Get to know more about sustainable cities, access the publication Sustainability Targets for the Brazilian Cities

Also, a system with 100 basic indicators was developed for those signing the letter commitment. The number of indicators suggested may be differentiated for the cities with less than 50 thousand inhabitants. Cities where the administrators intend to make progress in the public policies in favor of sustainability may include general indicators to the basic indicators.

([www.cidadessustentaveis.org.br/downloads/publicacoes/publicacao-metas-de-sustentabilidade-municipios-brasileiros.pdf](http://www.cidadessustentaveis.org.br/downloads/publicacoes/publicacao-metas-de-sustentabilidade-municipios-brasileiros.pdf)).

Such publication shows, in relation to all the indicators, which targets need to be sought; targets based on exemplary practices or on recommendations from international organizations. For such purpose, the publication indicated above was made, and shows the target to be sought for each indicator.

# GOOD PRACTICES

Aiming at inspiring public administrators, companies and other organizations willing to promote actions for the urban sustainability, the Sustainable Cities Program makes available national and international of excellence in a Good Practices Bank. Actions are inserted that have already obtained concrete results referring to the urban sustainability.

The bank is also participative. Any person may suggest the inclusion of a good practice as long as such person provides the main information about the initiative. The team of the Sustainable Cities Program evaluates the suggestions, and if the suggestions meet the criteria, they will be inserted in the website.

In Spain, Vitoria Gasteiz received the title of the European Green Capital - 2012



Exemplary cases of the whole world may be known in <http://www.cidadessustentaveis.org.br/boas-praticas>.

# LETTER COMMITMENT

**B**ased on the examples of the experiences of Sustainable Cities Platform in 2010, a letter commitment was issued and directed to the candidates for the government of the State and the Federal Senate to make state the commitment of the possible future administrators with the fair and sustainable development in the cities.

In the document, the candidate undertakes the commitment to the Sustainable Cities Platform, agrees “to elaborate an instrument of Diag-

nosis of the Current Status containing at least the basic indicators of the Sustainable Cities Platform and that serves as reference to establish a Target Plan contemplating the 12 thematic foundations of the Platform for the four years of the administration”, if committed to present within 120 days as of this signature, the Diagnosis and the Target Plan.

The candidate also agrees to “update and divulge at least the basic indicators of the Platform at the end of each year of the administration”,

“publish and divulge a report of rendering of accounts containing at least the basic indicators of the Platform and the first balance-sheet of the Target Plan in progress” and submit the information in the Public Hearing at the end of the second administration year, in addition to “publishing and divulging the balance-sheet of the Target Plan of the administration as well as submit them in the Public Hearing within up to five months before the Public Hearing is completed”.



Execution of the letter commitment of SCP by Fernando Haddad – May 2012

# MY VOTE FOR SUSTAINABILITY

In 2012, the Sustainable Cities Program launched the campaign “*I Vote for Sustainability*” directed to the electors, but also to the political parties and candidates for the City Halls in the elections of that year, so that they adopted platforms with their electoral programs. The campaign was developed in partnership with the agency DPZ and counted on the voluntary participation of the athlete Raí Oliveira and the actress Beatriz Segall.

Also, an *institutional video* was produced and directed by the film maker Luciana Burlamaqui, with the purpose of

calling the society to be involved in the challenge to build a new model of sustainable urban development.

With the slogan “I Vote for Sustainability”, the civil society’s organizations developed a campaign to invite electors to vote in candidate for mayor committed to sustainability. The action also encouraged citizens to verify, before voting, if their candidates signed the letter commitment through a consultation tool with the name of all candidates signing the letter, listed by alphabetic order, city or political party.

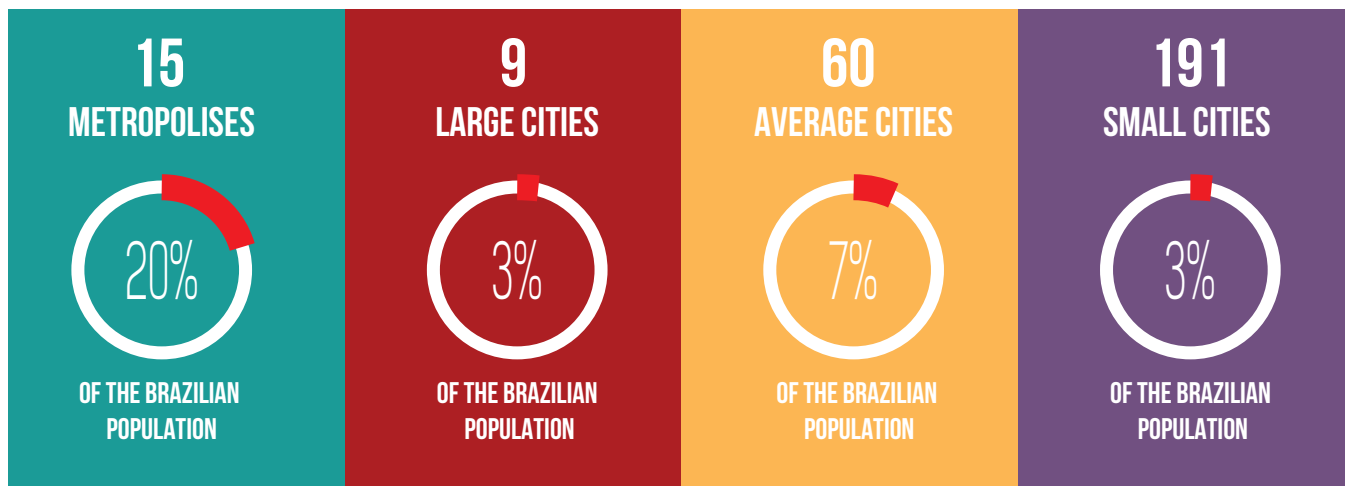
Participation of Raí Oliveira in the campaign “My Vote for Sustainability”, created voluntarily by DPZ Agency – March 2012



# RESULTS FROM THE SUSTAINABLE CITIES PROGRAM

The Sustainable Cities Program filled with enthusiasm several candidates and their teams that actually included the program in the materials and proposals of their campaigns. After the 2012 elections, about **270 ELECTED MAYORS** the Sustainable Cities Program committed themselves.

AT PRESENT **275 CITIES** PARTICIPATED IN THE PROGRAM.



Among the signatory cities, **21 ARE CAPITAL CITIES**, which shows the scope of the program among the main cities in the country.



# BRAZILIAN SOCIAL NETWORK FOR FAIR AND SUSTAINABLE CITIES

The intention to make available methodologies, knowledge and contacts to other cities in Brazil has existed since the creation of Rede Nossa São Paulo. The founders of Rede Nossa São intended, besides other objectives to help other cities to create similar initiatives and propel local sustainable development programs to solve needs regarding social planning, instruments of transparency and social control.

In this regard, firstly a social network was organized with other cities, with the support from organizations such as Instituto Ethos de Empresas e Responsabilidade Social and Fundação Avina. With the support of these organizations, Rede Nossa São Paulo articulated a network of contacts in several Brazilian cities, involving persons that demonstrated interest in what was being developed in São Paulo.

Three months after Rede Nossa São Paulo was launched, the movement [RioComoVamos](#) was created in Rio de Janeiro. Afterwards, in the North coast of the State of São Paulo, [Nossa Ilha Mais Bela](#), with methodology and objectives similar to the initiative of the city of São Paulo. These movements allowed a huge exchange of experiences about public administrations and political cultures of the cities.

Within a short time, more cities started to inspire themselves on Rede Nossa São Paulo to create their own movements, which is the case of Teresópolis; Ilhéus, Belo Horizonte, São Luís, Salvador, Recife, Betim and so many other ones.

In May, 2008, the Social Forum Nossa São Paulo gathered initiatives and movements from Brazilian and Latin American cities. The articulations started to be strengthened towards the formation of even larger networks.

The Brazilian Social Network for Fairer, Democratic and Sustainable Cities was founded in July 8 of the same year in Belo Horizonte. The network is formed by non partisan and inter-religious organizations whose objective is the exchange of information and knowledge to support and strengthen each local experience.

They are part of movements and initiatives aiming at promoting life quality in the cities, involving the society and committing governments with the fair and sustainable development.

The mission of the Brazilian Social Network for Fair, Democratic and Sustainable Cities is defined in the Charter of Principles, “compromising the society and successive governments with ethical behaviors and the fair and sustainable development of your cities”. See below the items of this letter adopted on 06/05/2012:



Meeting of the movements of the Brazilian Social Network for Fair, Democratic and Sustainable Cities in Ilhabela (SP) - November 2014

The movements/initiatives willing to integrate the Cities Social Network shall be subject to the principles comprising such legitimated by its members.

**1.** The mission of the Cities Social Network is to articulate, on a joint and several liability basis, the efforts of the movements and local movements for the construction of fair and sustainable cities and territories, with the participative democracy as the essential value.

**2.** The Cities Social Network is characterized for being a nonpartisan space, non-governmental and nongovernmental and non confessional, acting on a horizontal fashion, in the performance of local, regional, national and/or continental agendas.

**3.** The Cities Social Network also gathers nonpartisan, non-governmental and non confessional movements/initiatives, and do not intend to be a representative instance of its members.

**4.** The Cities Social Network will not be constituted as an Organization, will not have officers, but only persons in charge democratically to ease the decision-making and the support to the new local movements.

**5.** The reunions and meetings promoted by the Cities Social Network among its members may have a deliberative character, according to

their purpose and the provisions stated on its Governance Protocol. The decisions shall be preferably taken by consensus, whether among the ones in charge chosen or by all members.

**6.** The Governance Protocol is a guiding document seeking to ease the work dynamics and the flows of relationship among the members of the Cities Social Network approved by the majority of its members.

**7.** In order to accomplish the mission of the Cities Social Network, its members will try to follow up the public policies and budgets, preferably through indicators and perception polls with the population. These surveys may be of great use for enabling comparative analyses and reference patterns of life quality and social equity among the cities. The Cities Social Network will also encourage that each Movement/initiative has a sound constituent of education and citizen mobilization.

**8.** The members of the Cities Social Network undertake to mobilize efforts for constructing and setting common agendas in regional, national and/o continental sphere.

**9.** The members of the Cities Social Network are autonomous and carry out their local activities on an independent basis, using the space to exchange information, carrying out campaigns and joint actions, subject to this letter of principles they signed.

**10.** The members of the Cities Social Network are free to adhere or not to the national common, and these activities may be resized according to the operating capacity of each local initiative.

**11.** The movements/initiatives undertake themselves to share with the members of the Cities Social Network, at no costs, the information about all their activities so that, by means of a mutual learning, they are able to strengthen and improve the performance of each one.

**12.** If the members of the Cities Social Network wish, they may unite themselves spontaneously and voluntarily to carry out common actions and partnerships.

**13.** The Cities Social Network and its members will seek to create similar initiatives in other Brazilian cities.

**14.** The Cities Social Network will respect and value the diversity of its members, considering their possibilities, characteristics, peculiarities and limits;

**15.** The Movements/initiatives will have the same rights and duties, and the same time, total freedom to develop local activities, preserving the values and principles expressed in this Letter.

# LATIN AMERICAN NETWORK FOR FAIR, DEMOCRATIC AND SUSTAINABLE CITIES

Simultaneously to the expansion of the movement throughout Brazil, an articulation in the Latin America has started to be made in the same period, in 2008, with the Argentinean cities of Cordoba and Mendonza that were interested in the initiative of the City of São Paulo. The movements *Nuestra Mendoza* and *Nuestra Córdoba* were created and start to organize a national network in that country. Throughout time, other Argentinean cities have also joined the initiative.

A seminar was held on Cities and Citizenship in the City of Bogotá, in Colombia with the purpose of propelling the exchange of experiences among the South American movements. In this event, the first steps were given towards the creation of a Latin American Network of Cities, which during seven years (between 2008 and 2015) involved 33 cities of nine countries: Argentina, Bolivia, Chile, Colombia, Ecuador, Mexico, Paraguay, Peru and Uruguay, in addition to the 39

cities that are part of the Brazilian Social Network for Fairer, Democratic and Sustainable Cities.

The Latin American Network work in three different levels: local, national and regional, always promoting decentralizing practices and sharing knowledge to construct better urban spaces and fairer cities in Latin America, seeking the strengthening, the horizontality and the cooperation among the participant organizations.

The network was also constituted as a nonpartisan movement of the civil society in a democratic and decentralized space, the network acts in the monitoring of indicators of life quality, promotion of citizenship participation and the active citizenship, incidence on public policies, defense of transparence in the access to information, favoring of the dialogue with the local governments and the private sector, among others.



Rede Latinoamericana de  
Cidades e Territórios Justos,  
Democráticos e Sustentáveis.



Countries integrating the Latin American Network for Fair, Democratic and Sustainable Cities

# PEC (PROPOSAL OF AMENDMENT TO THE CONSTITUTION) OF THE TARGETS

The Target Plan, through the Bill of Amendment to the Constitution (PEC) 10/2011, is among the actions that Rede Nossa São Paulo fights for being of a national scope. The PEC of the Targets claims that the Target Plan is adopted in all Brazilian cities, in all the states and also by the federal government, on a mandatory basis, provided for in Constitution.

The objective is to bring to the national sphere planning, administration, governance, transparency and social control already conquered in dozens of Brazilian cities.

According to the proposal, all the mayors, governors and presidents elected will have up to 90 days after assuming the office to submit a Target Program with the planned strategic actions to this new term of office and must render accounts of the program during the term of office.

The adoption of the Target Plan makes the electoral process more responsible and improves the quality and the transparency of the public administration, and further encourages the participation of the company and the conscious vote.



Material for mobilizing the approval of the PEC (Proposal of Amendment to the Constitution) of the Target Plan - February 2015



# QUALIFICATION IN CITIES

Other actions were developed in a national level to invest with powers the cities as regards the commitment to the fair and sustainable development. By means of the Sustainable Cities Program, the municipal governments have started to require from the Executive Secretariat of the Sustainable Cities Program that the established partnerships continue, mainly in the qual-

ification of technicians and administrators of the City Halls to strengthen the knowledge on the program and the use of its methodology and software.

To meet this demand, Rede Nossa São Paulo started to organize dozens of qualification courses in cities of the whole country, implementing the use of techniques and tools focused on the cities of the whole country,

implementing the use of techniques and tools focused on the Sustainable Public Administration. The courses are totally free of charge, according to the work philosophy of Rede Nossa São Paulo that is not to receive public money.

Rede Nossa São Paulo also created the “Guide for Sustainable Public Administration” (GPS), which has a sustainable public administration model and proposes the promotion, as of the city halls, of synergies among the scientific/technological, social/cultural and institutional sectors harmonizing the processes and impacts of the development in a local level, turning it into sustainable. The objective is to always encourage the participation of the citizens as a manner to contribute to improve the life quality of each region, making use of the exchange of information and experiences in local and global levels.

GPS is a guidance manual on how to implement the Sustainable Cities Platform, is composed of a fully detailed publication and guidance videos.

The “Guide for Sustainable Public Administration” may be accessed on:

[www.cidadessustentaveis.org.br/sites/default/files/gps/arquivos/guiagps-cidadessustentaveis.pdf](http://www.cidadessustentaveis.org.br/sites/default/files/gps/arquivos/guiagps-cidadessustentaveis.pdf)



Training for the SCP in Colatina, Espírito Santo  
– July 2014

# SUSTAINABLE CITIES AWARD

The award aims at encouraging the public administrators to create, maintain and modernize the Observatories in their respective cities, containing indicators, target programs and relevant information on public policies directed to life quality and sustainable development, Rede Nossa São Paulo created the Sustainable Cities Award. The initiative counts on the partnership with the Brazilian Cities' Association (ABM) and the National Front of Mayors (FNP).

The public of the Sustainable Cities Award is restricted to the City Halls signatory of the Sustainable Cities Program (Only to the ones that have already signed the Letter-Commitment formalizing the adhesion to the program).

There are four award categories, each one including cities that have a range of inhabitants: small cities (from 500 to 100 thousand inhabitants), medium cities (from 101 thousand to 500 thousand inhabitants), large cities (more than 500 thousand inhabitants) and metropolises (more than 1 million inhabitants). This division was established based on the study of the profile of the cities signatory of the Sustainable Cities Program.

The Award has a national scope and its first edition was held in 2014, with the participation of 57 cities and 15 Brazilian states, and the best Observatories were awarded once they are essential to ascertain the indicators, and afterwards, make the necessary changes in the city.

The creation of Observatories was one of the great initiatives of the Sustainable Cities Program that provided a publication of how to construct observatories, offered the technology, a free of charge software and contents with which is important to exist in each observatory. Several cities used this software, as the city of São Paulo, with its 11 million inhabitants.

“Guide for using the system of indicators to construct the Observatories” may be accessed here:

[www.cidadessustentaveis.org.br/downloads/arquivos/guia-uso-sistema-indicadores.pdf](http://www.cidadessustentaveis.org.br/downloads/arquivos/guia-uso-sistema-indicadores.pdf)

The Sustainable Cities Award was launched in 2015 and will be granted in 2016. Each foundation will have a specific foundation and also a general award to each city category (small, medium, large cities and metropolis).

Goiânia (GO), one of the winners of 2014 edition of the Sustainable Cities Award



# INTERNATIONAL CONFERENCE ON SUSTAINABLE CITIES

In April 2015, the Sustainable Cities Program, an international conference on the subject “Innovative Public Policies” with the purpose of pointing out successful exper-

iences of public policies in Brazilian cities and in the world. Mayors from several cities were invited to submit concrete experiences of excellence in administration.





## CHAPTER 5

# DEPOSITIONS

Read here the deposition from some persons that followed up and helped in the construction of the history of Rede Nossa São Paulo.



“

**ANA MOSER - INSTITUTO ESPORTE EDUCAÇÃO**

The Movement Nossa São Paulo was a pioneer in gathering the society around common objectives and targets, uniting persons and institutions of the city to see, think and claim a better city for everyone. Nossa São Paulo helped to develop the participation and representation culture where the force of each one increases in the alignment to others. As a result, emblematic issues were achieved and, social and territorial, themes became mandatory agenda. It is a great example of force that the organized society could and should have in the life management or in a city like São Paulo.

”

“

**BELOYANIS BUENO MONTEIRO - FUNDAÇÃO SOS MATA ATLÂNTICA, ENVIRONMENT WORK GROUP**

Rede Nossa São Paulo was essential for the city of São Paulo for having surveyed several pieces of information through IRBEM, for example, and this how Nossa São Paulo indicated what is important for the city development. One of the other important issues is also the participation in the City's Council. Formerly, this following up was treated as of less importance; however, today Rede Nossa Paulo does it systematically keeping an eye on the Target Plan. They are essential instruments for our citizenship.

”

“

**FATHER TICÃO (ANTONIO MARCHIOND) - MOVIMENTO NOSSA ZONA LESTE (MOVEMENT OUR EAST SUB DISTRICT)**

As of 2007, when Rede Nossa São Paulo was created, a great hope has borne. The organization introduced a new practice with the purpose of cooperating in building a socially fairer city. One of its great innovations was the proposal of the Target Plan, which needs to be prepared based on the promises of the one elected. Rede Nossa São Paulo is committed to dialogue with everyone so that the city's administration is ethic and aims at the sustainable development for the 11.3 million inhabitants. The Network also makes a research every year to help the São Paulo Capital City to ensure life quality for everyone and extinguish the inhuman exclusions in the richest city of Brazil. The leadership of Oded Grajew has brought light to thousands of people that love and wish well our dear São Paulo. Rede Nossa São Paulo made and makes a huge difference to the city so that it becomes a human, fraternal and fair space of coexistence.

”

“

**DANILO SANTOS DE MIRANDA**  
**REGIONAL OFFICER OF SESC SÃO PAULO**

Today, the Movement Nossa São Paulo was created with the mission to mobilize several segments of the society so that, in partnership with public and private institutions to construct the city of São Paulo on a fair and sustainable basis, and thus be identified with the mission of Sesc.

Sesc, which throughout its history, has been innovative and social transformation agent develops an extensive list of actions through informal and permanent education. Thus, Sesc seeks citizenship development, participation in the construction of the collective welfare and the respect of social/cultural diversity by valuing the contact and the interaction with different expressions and ways of thinking, acting and feeling.

The objectives of both Sesc and Rede Nossa São Paulo are achieved, among other manners, by divulging qualified information, its ample discussion and ample application in the decision-taking and in the activities of the public authorities, the active organizations in the city as well as the city. We have much in common.

”

“

**CHICO WHITAKER - BRAZILIAN COMMISSION**  
**FOR JUSTICE AND PEACE (CBJP)**

In my opinion, the great merit of Rede Nossa São Paulo is the insistence of those who make it work facing various problems with cooperation among its members. It was important the idea to mobilize the civil society to fully exercise its control right (and also helps, as the case may be) on who we elect to take care of the collective interests. It is also important the organization capacity and the creativity of Rede Nossa São Paulo to multiply initiatives (and, the leadership of Oded Grajew has been essential, at the service of the objectives of Rede Nossa São Paulo and not for himself). However, nothing flourishes without insistence because there are always many obstacles and we are many who are more directed to indulge in navel gazing than to construct an equal and fair society. May Rede Nossa São Paulo continues for a long time to help us to be citizens in the true sense of the word.

”

“

**CARMEN CECÍLIA DE SOUZA AMARAL - PASTORAL FÉ E POLÍTICA**

The performance of RNSP is a significant example that the organization of citizens in entities based on objectives of political value aiming at improving life quality in the city results in significant fruits, mainly in the case of RNSP, whenever for its structure and methodology favors the union of entities that fight for the same objective.

RNSP's staff characteristics are the generosity, creativity, gratuitousness, civic spirit, capacity to seek consensus, and such characteristics enable reaching the objectives proposed by the entities acting together with RNSP, since the time of Fundação Entusiasmo. Acting enthusiastically and proposing new challenges are not missing in RNSP!

”

“

**GUILHERME LEAL - NATURA**

When we created Rede Nossa São Paulo, in 2007, Brazil was undergoing the beginning of the judgment of the accused in the “Mensalão”. We were frustrated by the political process in the country, likewise thousands of Brazilians and thought how to contribute to improve our democracy and its institutions. For Oded, Ricardo and I, there was no way other than a more watchful and participative civil society. It was necessary to help such society to articulate itself and create better instruments to monitor and require ethics and results from its representatives. The city of São Paulo, with its good and bad superlatives was the ideal laboratory to launch such idea. Since then, RNSP has established local and international alliances, increased agendas, helped the city to better understand better its priorities. Nossa São Paulo obtained important victories that increased the population’s performance spaces in the municipal administration, required planning from administrators and ensured the continuance of public policies. Above all, Nossa São Paulo demonstrated the potential of the articulated civil society to transform the surrounding reality. This is only the beginning, naturally, and the challenges to make the cities better, fair and sustainable, still so huge. However, the example is given, and the company’s direct participation in constructing solutions is a way with no return.

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**FATHER JAIME (JAMES CROWE),  
SOCIEDADE SANTOS MÁRTIRES (SAINT MARTYRS SOCIETY)**

Acostumados a olhar São Paulo do ponto de vista do Jardim Ângela e a lamentar a violência, o abandono e a falta de políticas públicas para essa população carente, juntamos as forças vivas da região e criamos, em 1996, o Forum em Defesa da Vida. Dez anos depois (em 2006), fiquei animado quando o Oded Grajew me procurou e propôs juntarmos a sociedade civil para pensarmos uma outra cidade possível, necessária e urgente. Assim, logo começou a Rede Nossa São Paulo. Uma das primeiras atividades foi conhecer a experiência de Bogotá, na Colômbia. A visita mostrou que a mudança é possível, o que nos motivou. Entre as ações importantes desenvolvidas pela Rede estão: a construção de indicadores; a proposta de zerar os zeros da cidade (em equipamentos públicos); o Programa de Metas; e a pesquisa IRBEM. Tudo isso tem proporcionado um grande suporte ao Forum em Defesa da Vida do Jardim Ângela e à periferia da Zona Sul em geral. Essas ações nos tira do isolamento. Nos ajuda a olhar a capital paulista e nela fazer a diferença, para que São Paulo seja uma cidade para todos.

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**JORGE LUIZ NUMA ABRAHÃO - INSTITUTO ETHOS**

Rede Nossa São Paulo is one of the most advanced initiatives in the world. It has a unique sensibility regarding the society's issues, is reliable through the commitments and social participation and transmits didactically the guiding principles, data and indicators. Easing the access to such information serves as an encouragement, listing public policies with the civil society is an institutionalization issue, in addition to a great advancement for democracy.

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**MARIA ALICE SETÚBAL - CENPEC**

I followed up closely the first years, between 2006 and 2010, the creation of Nossa São Paulo, which had an important role for the concept and the application of urban mobility, and for the population to have a better view of the city of São Paulo. One of the conquests was the approval of the bill of law that makes the mayor talk about projects and targets. In addition, furnishing information, data, qualification and following up at the Legislative Branch and this formerly has not existed. Rede Nossa São Paulo has an innovative role that generated other cities' networks.

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**JOSÉ VICENTE - AFRO-BRAZILIAN SOCIETY OF SOCIAL/CULTURAL DEVELOPMENT**

The evaluation is extremely positive, important and with great capacity to improve, increase and value the creation of public administration, thus permitting to achieve the sustainable development principle.

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**NINA ORLOW  
ARCHITECT OF THE ENVIRONMENT WG**

I have always worked, as a voluntary, with agenda 21 in the city of São Paulo, and Rede Nossa São Paulo complemented such initiative because increased the knowledge participation through qualified information about the city. For example, the budget has always been difficult to be understood by those acting in the communities and became clearer. It is important that everyone know how the city's budget works in order to know how and when to make the requirements. Sometimes, the movements required things that could not be executed because they were not included in the budget on that occasion. I learned a lot in such process, without mentioning the Work Groups that eased and boosted the experiences of the persons that, if it were not for such environment created, they would not have had the opportunity to meet. Some of those connections were so strong that they enabled results which have not been conquered through the direct action of Rede Nossa São Paulo, but through the opportunity that Rede Nossa São Paulo had caused.

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**MAURÍCIO BROINIZI - EXECUTIVE COORDINATOR  
OF REDE NOSSA SÃO PAULO**

Without false modesty, the conquests of Rede Nossa São Paulo, mainly the institutionalization of the Target Plans and the Municipal Observatories of Indicators, initiated in São Paulo and multiplied, in dozens of cities in Brazil and in Latin America - through the Sustainable Cities Program and our networks of the civil society - are causing significant transformations in the public administration. This is the type of incidence of the civil society on the public powers that result in long-lasting benefits, overcome specific agenda and contribute in double to the maturity and modernization in the Society / State relationship in Brazil: increase the level of efficiency, predictability and capacity of planning and administration of the governments and increase the level of transparency, participation and social control for the populations of these cities.

In addition, both the guidelines of the Target Law and of the Sustainable Cities Program allow instituting in the cities a systemic view of their territories, diagnostics and public policies, encouraging the integrated planning among all governmental sectors where the sustainability may be noticed in a cross-party way in all public policy areas; however, although these conquests are substantially significant, Brazil is huge, very unequal and still short of instruments and tools providing the governments and civil society's organizations with the best conditions to face the challenges of the fair and sustainable development. Thus, the conclusion is that the fight must continue once there are still immense challenges and conquests to deal with!

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**ODED GRAJEW – COORDINATOR OF  
REDE NOSSA SÃO PAULO**

When we started, we had no idea about what could happen. We knew what should be done: empower civil society to cause impact on public municipal policies, starting by São Paulo, reaching the whole country and helping to promote the sustainable development. In that regard, we actually were able to create a network, empower the networks and promote an action to change the relationship of the society with the city's administration. We managed to make the society increase its participation and establish targets for sustainable development. Beginning by São Paulo, we were able to act in a national sphere as we wished. We conquered many accomplishments, but, at the same time, we know that we still have much to do. We wish – and that takes time – to free governments and public administrators from the dependence and the commitments they undertake with the financial sponsors of the campaign that, often exert their power to impose their business demands, most of them not committed to democracy, ethics and sustainable development. We wish governments that promote sustainable development and are ethic, democratic, transparent and efficient.

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**ODILON GUEDES - INSTITUTO PÓLIS/  
FAC. OSWALDO CRUZ**

Rede Nossa São Paulo was very important for our city for having developed a citizenship spirit among the inhabitants and a more active participation. In such regard, I point out the fact of Rede Nossa São Paulo having obtained the approval of the Target Law in 2008. Now, the mayor has a 90 day term as of the election to present what he is going to do for the city, based on the electoral promise. Another important issue is the development of the city's indicators per regions and sub districts. Thus, the citizen knows how his region is and may compare it with other places.

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**SÉRGIO HADDAD - EDUCATIONAL ACTION**

Rede Nossa São Paulo is a sound instrument to transform the city where we live into something better than only using what already exists: to be able to transform it according to our will and collective interest. The individual and collective actions can transform unequal and unfair cities, marked by the violence contained in the hegemony of the capital interest and the intolerance and marginalization of social sectors, like in São Paulo, in cities where they may transform the differences into citizenship value, provided that based on equal rights. Rede Nossa São Paulo has been one of such collective actions that help making our city a better place.

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**XIXO/MAURÍCIO JORGE PIRAGINO - ESCOLA DE GOVERNO (GOVERNMENT SCHOOL),  
GT DEMOCRACIA PARTICIPATIVA (PARTICIPATIVE DEMOCRACY WG)**

The sustainable development will only be actually feasible if we overcome the social/economic model we are undergoing, for which purpose it is necessary to change the mentalities and consequently, will change our usages and social/political relations. The win-win behavior, the individualism, the private interests prevailing over the public ones, the profit as the divinity of our times will end up by killing us, and is already killing us. The signs are present in our routine, as for instance, in the shortage of water combined with floods and in the violence shown as a product sold daily by our media. The importance of Nossa São Paulo has been increasing because we are willing that the sovereign Brazilian people have more voice and control over all powers. For such purpose, we have been fighting politically to increase the participation spaces of the organized civil society, and encouraging each citizen to be active.

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**RICARDO YOUNG - COUNCILOR**

Currently, we have the platform of the Sustainable Cities Network with great influence all over Brazil, international acknowledgment, sustainability indicators of the institute and IRBEM, and this shows how not only the city of São Paulo needed an initiative as Rede Nossa São Paulo, and now it is an unquestionable reference in terms of principles of Sustainable Cities. It would not be even possible to think about a directive plan if we had not Nossa São Paulo that thinks and rethinks the city continuously.

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# CONCLUSION



This is only a part of the history of Rede Nossa São Paulo. All the articulations, mobilizations and efforts made for Rede Nossa São Paulo achieving this point would not have sufficient space to be told in a book.

Certainly, this path was a great learning for those who participated in the same. We wrote here a little of this consolidated experience to serve as inspiration to other movements and initiatives in Brazil and worldwide.

The conquests of Rede Nossa São Paulo described here evidence that it is indeed possible to interfere in order to improve the public administration, influence the decision-making, involve civil society in the city issues and promote an actual improvement in life quality of their inhabitants.

With such publication, we expect to record some experiences and those results so that such change spirit spreads more and more.

More information may be found on the websites of Rede Nossa São Paulo ([www.nossasaopaulo.org.br](http://www.nossasaopaulo.org.br)) and of Sustainable Cities Program ([www.cidadessustentaveis.org.br](http://www.cidadessustentaveis.org.br)). The definition of “sustainable cities”, a recurring term in this text is stated on the indicators and on the technical sets and materials of the program platform. Do not miss to access them.

On the website Rede Nossa São Paulo it is also possible to find documents, presentations and videos with the history of Rede Nossa São Paulo. All the assets of Rede Nossa São Paulo, including a magnificent image bank of the actions and activities of the network, is being organized to make available for the public.

# CREDITS

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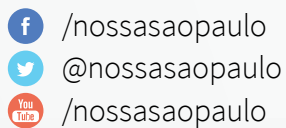
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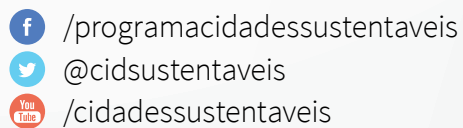
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