

TRANSCRIPTION OF THE KEYNOTESPEECH OF HIS EXCELLENCY, MR. JOSÉ ALBERTO FOGAÇA DE MEDEIROS, MAYOR OF PORTO ALEGRE, ON THE OPENING CEREMONY OF THE DEMOCRATIC GOVERNANCE IN CITIES INTERNATIONAL SYMPOSIUM. PORTO ALEGRE, NOVEMBER 24TH 2009.

I will speak from the pulpit, but that does not mean I'll get more time, just so I can see here the passing of our presentation. I believe we had two very interesting presentations made by Silva D'Anibale, with great knowledge, talking about freedom, the power of decision, the empowerment of communities and Mr. Copestake, bringing the issue of his country, England: How local arrangements works for the production of solutions; how does this local governance works in a country, which he says, is highly centralized, but the importance of politics to mobilize forces, to establish relationships policies to build forms of aggregation, association, cooperation and thus to produce solutions. It seemed to me also very important the experience brought by the State of Mexico. This is also a Brazilian problem, the lack of a metropolitan authority; we have a chaotic situation through the interoperability of municipalities in the metropolitan region of Porto Alegre, as we have also in Sao Paulo, as we have in Rio de Janeiro, probably in the other Brazilians capitals in the northeastern, the same way as in the others large metropolitan areas. The municipalities have no articulation with each other, no governance, and therefore it often results in a non-optimization of resources, a poor use of existing initiatives. I found it interesting that in Mexico is created an authority, a body and beside it also is created a fund to support policies that are engaged in this metropolitan vision. It is really an experience of municipal governance that Brazil does not have and that often we miss. For example, how to make a policy of sanitation in Porto Alegre, in an estuary, in a watershed as the one we have, if in the environment we have more than 20 municipalities that also contribute to the pollution of river water? We have a project of nearly 400 million reais, or 200 million dollars, but that only refers to our council. Therefore, we are doing one part, because the others parts, of the other municipalities, will still be missing after we implement the environmental program. So then, I here reiterate the gratitude of the Municipality of Porto Alegre on the testimony brought by both Mexico and the United Kingdom, and the initial introductory words of the beloved Silvia D'Anibale. But I want to talk to you about our governance model, our management model and what are the axis upon which we build our choices of government. From the beginning, since 2005 when this administration begun, we had the clear idea that the government had to rely on three main institutions axis: establish a new management model, implement the Local Solidary Governance in partnership with UNESCO and maintain the Participatory Budget; This three policy pillars upon which we all would develop our government program. We have here with us people who come from other experiences, that come from other communities and everybody knows, as I know, it is not easy to speak of immaterial issues. In general it is easier for people to present projects of brick and cement, concrete, saying that we will build many bridges, saying that we build buildings, that we will urbanize entire regions, that we will build many works which will change it's the city's character and appearance. But we understand that none of this becomes legitimate if all the material renovation project of a city is not

preceded by a model of democratic management, efficient and participatory which involves, which promotes the collective engagement of communities. Communities not only have to understand what is happening, but they must be participants, they need to be proactive, they must have a responsible party. Mr. Copestake spoke in co-participation, we here speak of community co-responsibility, to generate the spirit of co-responsibility. Well, our new management model was based on the idea of government by programs, by goals, as opposed to ruling by sectors, breaking with what is called: *Silo Mentality*. Overcoming the silo mentality and trying to transversalizes, trying to join, integrate the various parts of government to work together, with goals, with indicators. Today every action, every government program has its goal to achieve and has its indicators. These indicators will result in better resource, in a prize for certain sectors that need to show performance and operate a system of ongoing evaluation, create a Management Portal on the Internet so that anyone can access. Open the internet and see how the programs are developing. At first this caused, produced a major unconformity, a great misunderstanding in the City Council, council members did not understand what is happening: where is the money for education? Where is the money for education? It is not in the Department of Education? Where is the money for health? It is in the Department of Health? Our government has split the money not by departments or agencies, but give the resources to objectives and programs. So the "Children's Place is in the Family and School" is one of four programs of the social axis. This program has in Porto Alegre, about 300 million dollars, 600 million reais and this money is for the program and its goals. Within the program is the Education Department, is the Department of Culture, is the Department of Health, is the Technical Assistance and Social Welfare, is also the Department of Governance, are several departments which work integrated, joined together, that embody to achieve the goal. So the model of governance seeks to be innovative, has a focus, has a goal, it must be participatory, the community must participate, must be transparent, exposed, be absolutely naked on the Internet, in the Portal Management. All problems appear also and must be committed to results. There are 12 programs in four areas: the Environmental Axis, Social Axis, the Economic and Financial Axis and the Management Axis. To get an idea, the program "Revenue is Health", from the Social Axis, demands nearly 800 million reais, or 400 million dollars, is the largest program. But he embraces all activities that may in one way or another serve to improve public health conditions in Porto Alegre. All the integrators arrangements with the federal government, with the state government, the community, with private partners, with college foundations, finally, a management model based on integration. To get an idea of how a program works, the "Children's Place is in the Family and School", in FASC we have the ECLP, which is the Eradication of Children Labor Program, a program designed for families where children worked. The aim is to take children out of the work and give them attention at school and the right to play. Then we have raised and widened the PETI, the expansion of SASE that we have almost doubled. What is SASE? The SASE is the second shift school system, it is a program designed to attend children from the regular school, but in the opposite shift. We have increased the number of Child Guardian Counselors in the city of Porto Alegre, we have created two more micro-regions, expanded by ten the number of Child Guardian

Counselors. For those who do not know it, the Child Guardian Counselors is produced here, the Children and Teenagers Statute. The Counselor is the adviser who monitors and protects the right of children and adolescents in Brazil. It is a law that has existed since the National Constituent Assembly of 1988. The program of day-care centers received a notable expansion. We have built 38 community day-care centers in four years, we have introduced an extension to the system of social families and homes, which is being expanded now. We have redistributed the homes for minors. These homes were and are considered a true repository of children, in the three existing homes in Porto Alegre, more than 100 children were there. Now with the social housing, with the homes, not more than 12 children live in each home. Houses located in middle class districts, distributed throughout the city. The "Street Action", which is a program designed to work with homeless kids, is 17 teams across the city, working with children in the monitoring, without exerting any act of authoritarianism. As you know, in Brazil is prohibited to force the child to anything, the child must be invited. Then the "Street Action" is a great monitoring, very efficient. 600 children in two years, it managed to reduce by 50% the number of homeless kids in Porto Alegre and it has been gradually reduced so that today, the homeless kids issue is no longer a severe problem in Porto Alegre. The "City School", which means giving additional support and complement to the children and teenagers in primary schools, there is a second shift, the so-called second shift school system. An activity-oriented art, focused on cultural training, aimed to support more effectively in Mathematics and Portuguese, sport, social life, and community life. And it is called "City School", because instead of the children staying in their own school, they are stimulated to use the community facilities. Today we have almost 5,000 children who use the *Sport Club International* facilities for sports and for computer classes. There is also the partnership between the Roldinho Institute and the City Hall, which keeps 1,500 children in the second shift school system. This program is called "City School", because in the morning the Municipal Department of Education is in charge to provide education for children, while in the afternoon, is the city that educates. This reduces costs and generates a huge integration. Just to show you our Electronic Management Model, there is in there every program, showing their outcome. Everything is green, but not always, because the programs are measured, so some of them are in red, as you can see here. So the most important of this management model, is not that everything goes okay, not everything is perfect, not everything goes as swimmingly. But there is the control and the knowledge about the progress of the programs, besides the performance of each sector and what needs to be corrected. The Centers of Management corrects the problems. Well, about the maintenance of the participatory budget. As everyone knows, we have the annual cycle of the participatory budget, divided into 17 regions, where people decide on the budget to be invested, and the priority works in their region. There are regional assemblies in 17 regions, when every citizen has the right to vote, as well as the Regional Representatives Forums that are held also in 17 regions. We have also the *Local Solidary Governance* Program, which is the experience of Porto Alegre, was established through a partnership with UNESCO. Porto Alegre is a city that has a political history: in the 1950's, the characteristic of social struggles in Porto Alegre was the resistance. Poor communities that have organized themselves into

neighborhood associations struggled not to leave the land where they were. Those neighborhood associations, called *Communities of Resistance*, were important in the 1960's and the 1970's. From the 1980's on, those communities were formed all over the city, and this represented an evolution, because *Communities of Claim* demanded the right to be best served, to be addressed more fairly in the budget. The UAMPA, the Union of Associations Residents of Porto Alegre, in 1985 required the right to intervene in the budget of the municipality. We are in the 21st century, almost the end of this first decade of the 21st century, in 2009, already rising to nearly 2010, and we promote the idea that a "community of resistance" does not need to renounce being a community of resistance to become a community of claim. And a "community of claim" does not need to renounce being a community of claim to reach a new level, evolved, a *Community of Initiative and Projects*. It means a community that is proud of their future, of their world view, of the way it wants to follow, the ideas it has for itself. Therefore, any community is no longer a community of resistance. Any community is no longer a community of claim. But a community becomes a socially superior community with social progress, when it is a community of initiative and project. When this community assumes responsibility, when it shares responsibility, takes the initiative, the plans for the future, and becomes partner with the government, it leads its own project, its own life trajectory. These communities are beginning to rise gradually in Porto Alegre. And that's why there is the *Local Solidary Governance*, that's why we created a Municipal Department of Governance, to create communities of trust, initiative and cooperation. Conversely to what many people think, it is not the adversarial struggle between communities that allows a community to evolve. The adversarial struggle between communities leads to a zero-sum result. What makes a community evolve is the confidence, initiative and cooperation among its members. And that community must be able to establish alliances within the group and between this one in relation to other social groups. Belonging to a particular social group or a class can no longer be seen as a destination. But it should be seen, rather as a social situation that must be overcome, must be broken. Encourage responsibility as a principle and practice. Every time that our city will clean up a creek, will dredge a stream, we make the community sign a pledge, a commitment term of the neighborhood association: "we are committed to work with the city not playing more garbage in the stream", this is co-responsibility. It is a little thing, but nobody realizes what a great budgetary value is implied in this attitude. In the most developed communities, where no one throws trash in the stream, maybe this attitude is not worth anything. But in communities where the stream is used as a dump, as a garbage dump, in these communities, each time they advance a little in terms of responsibility, there is also a major step towards the creation of a new budget. It is important to promote visions of future, associated with the individual and collective progress and with the support to form social networks. My time is up. I'm not going to speak of the Project "Mother Art", and the Project "Social Sailing", in which children are learning to work with boats. Young people, teenagers getting involved with learning, finally. The Local Solidary Governance is serving for many things, for example: to restore our largest outdoor theater. A company, theater producer, associates itself with a large company of the communication sector and with the Department of Culture of the City Hall, and, by

this integrating arrangement, appears a theater in the city without a penny from the City Hall. Where was this budget? This budget is being put as a service to the city, serving the public interest, serving the community. Where was this budget? Nowhere. So the Governance congregates elements to produce resources, to generate new resources that are used so a stream no longer have either refrigerators threw in it or mattress, as it also can serve to build a theater. We will implement a model, a system called "City Portals", ultra modern, similar to the model used in Bogotá and Curitiba, similar to what is being done in Salvador, similar to what are doing now more than 80 cities in the world, what will also require a partnership with companies that will build the buses terminals, with public transportation agencies that will acquire the fleet of the city, which will implement and improve the express transport system. So, the big element of Local Solidary Governance is the one where the City Hall will probably spend about half as much as it would if doing the project by itself, if there was not a Solidary Governance to help on the development of this project. Day-care centers, such as those that will be built, are a product also of this arrangement of goodwill and solidarity. The City Hall provides the field, a company builds the day care center and the local community, by hiring local teachers, manages the day care center. The City Hall establishes the rules, makes an agreement and disposes resources for the maintenance of the teachers and for the payment of school meals. So the City works with the community and companies. This is Governance generating opportunities for early education of childhood, for thousands and thousands of children. In the city, there are 38 day care centers that have been delivered to the community in those four years, all of them with this model, some of them also built by the City Hall itself. I wanted to talk about one example here, very important, that is the case of "Nossa Senhora Aparecida das Águas". When this government started, under a bridge there was, as you can see there, a gloomy, cold, wet, stinking place, where people worked recycling trash. There was no exits, look at this, there is no window, nothing. The place obviously has caused diseases to these people, garbage recyclers. The Police gave protection to them, a company built the recycling center, they formed a cooperative and the municipality has increased the supply of trash through daily delivery by a recyclable garbage truck. We deliver the volume that is capable to generate a reasonable income for the cooperative. So there is a way to dignify the lives of people by the simple act of governance, there is not a penny from the government in there. There is only communitarian intelligence, unified intelligence, with the collectivization of feelings, so they produce results for the common benefit. Here we are, signing an incredible document, unimaginable. In this document the City Hall commits itself to repair the lights of the street, of the neighborhood. But what is the president signing there? The president is signing something amazing, the community's commitment to take care and not let thugs break the lamps. This signature was made three years ago. We never had to go back there to change the lights. So, with co-responsibility, the Local Governance has generated an extraordinary budget. We had to change the lights there every six month; three years from now, this scenario has chanced. This is also a square, taken by the community and therefore does not need more resources from the City Hall. It is an aggregation of social values, economic initiatives that generate products and services, social initiatives that generate

mutual trust and civic spirit, initiatives for the formation of communication and cooperation networks, promoting welfare, initiatives that promote the flow of information and coordinated actions. All the assets of individual and collective achievements help to improve the economic and social profiles of the community. Hundreds and hundreds of demands from the participatory budget were implemented with funds generated by the Local Solidary Governance. Those resources did not come from the public budget; they came from the pro-activity and from the pro-activism of the community. I thank you all, thank you for your attention.