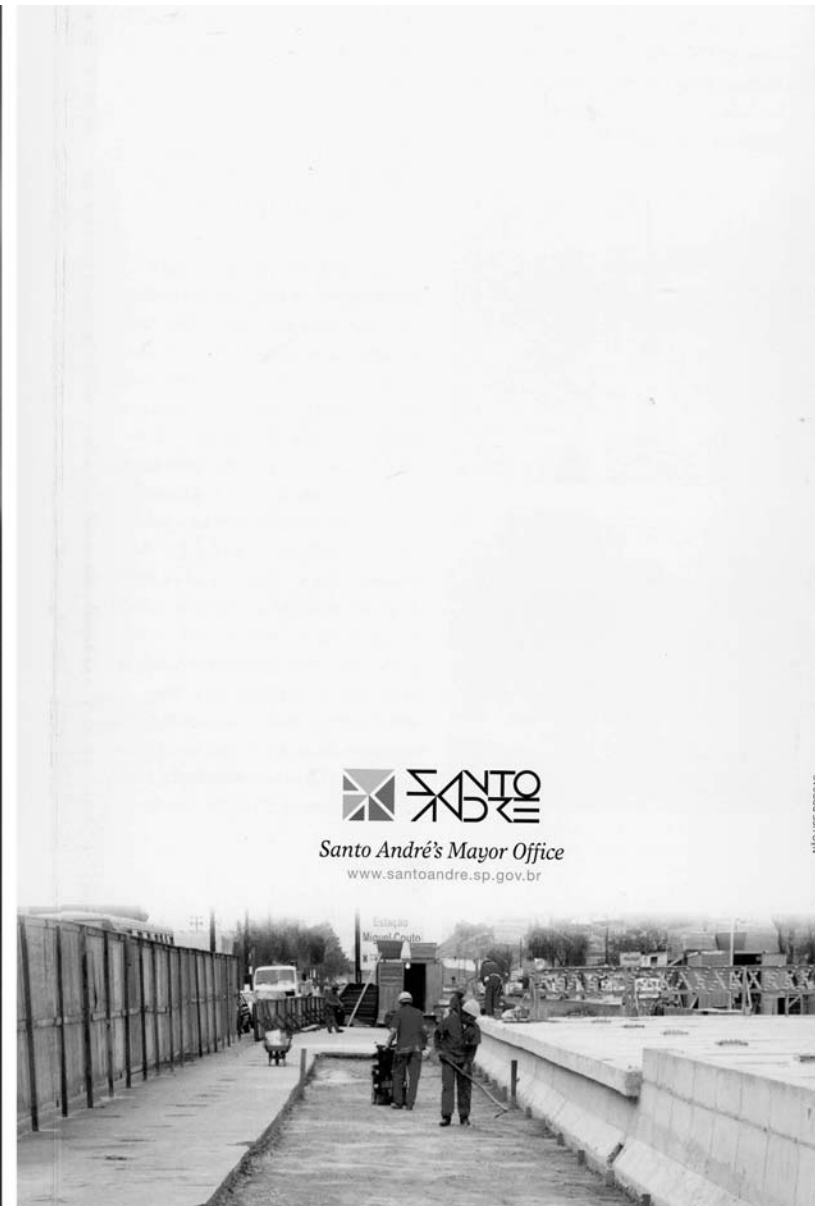
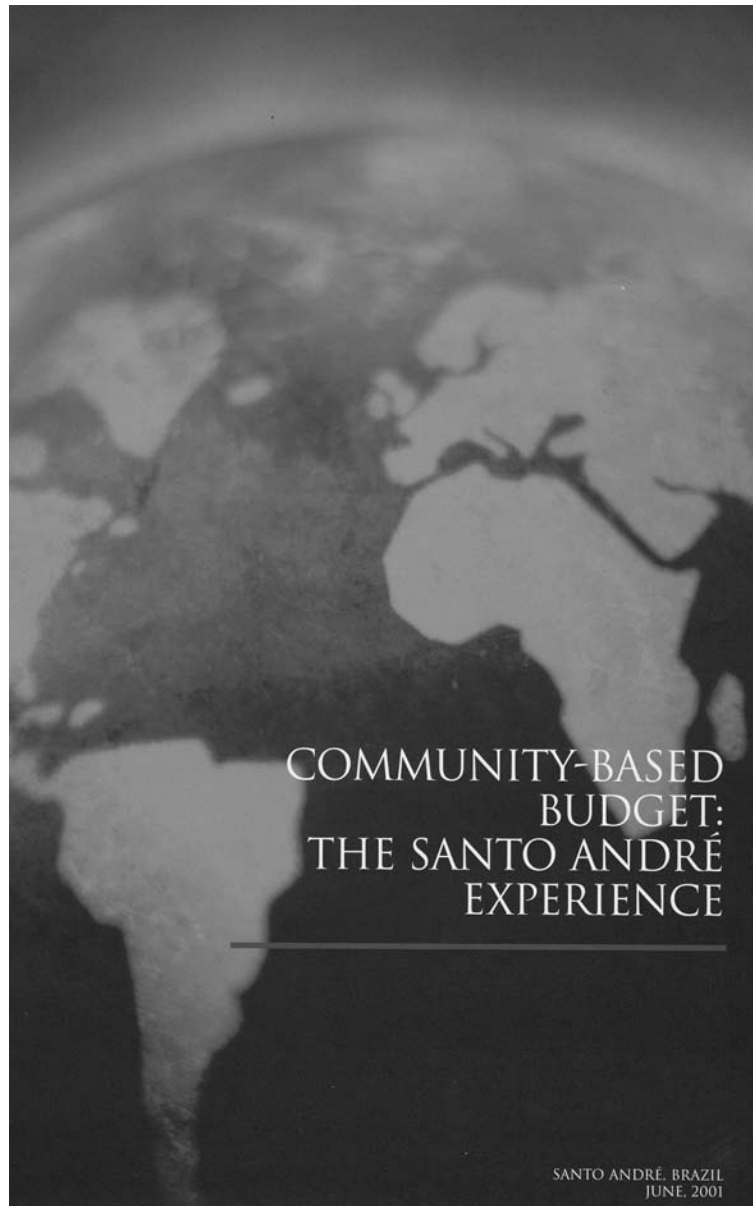


Excerpts from:

COMMUNITY BASED BUDGET:

The Santo Andre Experience

August 2001



SANTO ANDRÉ: A CITY IN TRANSFORMATION

Santo André is a city of 648,433 inhabitants, according to the Brazilian population survey carried out in 2000, and is located southeast of the metropolitan Greater São Paulo, Brazil. The city is going through a transitional period: with a strong industrial past, it now counts on the remaining industries which are modernizing and saving labor and an expanding tertiary sector. Despite the fairly good economic indicators - the municipal Gross Domestic Product per capita is approximately US\$9.8 thousand - and quality of life markers - the Human Development Index is 0.8739 -, the city reproduces the striking contrasts between wealth and poverty characteristic of Brazil.



CITY OF THE FUTURE AND COMMUNITY-BASED BUDGET WORKING TOGETHER TO EDUCATE THE POPULATION

Starting this year, Community-based Budget and the City of the Future have started working closer together. Although the budget only deals with immediate needs, and the City of the Future establishes guidelines, goals and actions for the next 20 years, both practices are closely related.

Some of the goals established by the City of the Future will be undertaken by the government and therefore will require public funds for their implementation. Thus, it was decided that short-term city planning initiatives would be discussed by the Municipal Budget Council (MBC). The intention is to elaborate a long-term plan that takes into account the needs raised at budget discussions. On the other hand, it is expected that when the population demands actions, they have in mind medium and long-term plans, and that they take them into consideration when presenting their proposals.

Another objective is to encourage the audience of the City of the Future to participate in city budget discussions, and to

take part in the definition of guidelines for the future of Santo André at the plenary sessions of the Community-based Budget. During a first transitional phase, the plenary sessions of the Community-based Budget will deal with the same issues as the City of the Future: environmental quality, State reform, economic development, urban development, education, social inclusion, cultural identity, health and ways to fight urban violence.

In this first phase, the proposals established by the City of the Future will be supported by government representatives at the Municipal Budget Council (MBC). Moreover, the discussion groups of the City of the Future will nominate, among members of the civil society, one senior representative and a respective deputy, who will be entitled only to participate in the discussions, but not to vote. The purpose is to enhance and strengthen the participation of community members of the City of the Future Project in the Municipal Budget Council.



COMMUNITY-BASED BUDGET - THE SANTO ANDRÉ EXPERIENCE

The Community-based Budget is a practice that consists in the preparation of the city budget based on priorities pointed out by the population which are analyzed within the range of government projects. For the Community-based Budget in Santo André, the city was divided into 19 regions; two plenary sessions are held for each one of them, one informative and the other deliberative, in which all citizens are invited to discuss and point out the priorities for their neighborhood and region.

In the first phase, the informative session, the government presents information about the municipal budget and expenses, the investment capacity antici-

pated for the following year, renders accounts of the previous year and introduces the rules of the Community-based Budget.

After this, interim meetings are held in the different regions. During these meetings the municipal government team provides technical and cost information to help the population establish their priorities.

In the second phase, the deliberative session, the population presents and

chooses priorities, elects a counselor and his/her respective deputy.

The same process is used in the Thematic Plenary Sessions: urban development, economic

development, environmental quality, social inclusion, education, cultural identity, State reforms, health and ways to fight urban violence.

From this year on, in addition to the representatives of the Municipal Budget Council (MBC), the participants of each

regional plenary session will elect members of the committee to follow up the activities. Their role will be to monitor step by step the implementation progress of the demands that were approved in the budget.

Upon the election of the counselors and definition of priorities, the MBC, made up of the representatives elected in the plenary sessions and an equal number of representatives nominated by the government, based on the information about the financial status of the administration, establishes the Budget proposal for the following year. In order to assist with the negotiation process of the budget, the counselors participate in the Priority Caravans, when they take a bus to visit all the regions of the city, so that they can learn about the conditions of each area and neighborhood where the budget priorities were presented.

In this phase of the process, training activities are held about budget elements, income sources, anticipation of administration costs and other issues related to the municipal budget.

During the negotiation process the government presents its projects to be evaluated by the counselors representing

the civil society.

The priorities established by the MBC are included in budget proposal of the Executive Branch and submitted to the Municipal Council for appraisal and further approval by the Legislative Branch.



The MBC is also responsible for the evaluation and definition of the methodology to be applied in the Community-based Budget for the following years, follow up and make sure the actions proposed in the budget are undertaken. This self-regulatory



procedure adopted by the Council enables the improvement of the process every year, based on the evaluation of all stakeholders.

CITY OF THE FUTURE PROJECT - LOCAL AGENDA 21

The City of the Future Project is a strategic planning proposal for the city of Santo André, which counts on the active participation of the community, for the next 20 years - Local Agenda 21 - aiming at reaching an integrated and sustainable development (economic, social and environmental). This planning is based on nine fundamental discussion axis: Economic Development, Urban Development, Environmental Quality, Social Inclusion, Education, Cultural Identity, State Reform, Health and Ways to Fight Urban Violence. Each of these axis is dealt by a Work Group (WG) which includes technicians from the municipal government and citizens interested in the subject (the groups are permanently open to participation). A Municipal Secretary and a member of the civil society coordinate the Groups. Furthermore, the structure of the project includes a Coordinating Group (consultive forum) which includes approximately 85 people, from the



government as well as from different segments of the civil society, political parties (community representatives, businessmen representing several industries, union members, artists, educators, environmentalists, etc.); by an Executive Group including the coordinators of the Work Groups (WG) plus a group of citizens nominated by the Coordinating Group. A Coordinating Group representing the public administration and

reporting to the Mayor's Office was created to give operational support to the Project.

The deliberative forum for the City of the Future Project is the City Conference, which is held once a year, where Project representatives vote (members of the WG, the Coordinating Group and the Executive Group).

From September 1999 to April 2000, the WGs established guidelines and goals for each axis; based on these reports, a Systematization Committee prepared a single document, which was sent to approximately 720 representatives who, on an individual basis, could propose amendments. A total of 120 amendments were proposed. The document and its amendments were voted during the City Conference held in April 2000 and the outcome is a document called "Scenario for a Desirable Future", which establishes the main guidelines and goals for the city.

Besides these participatory opportunities, the project also invests in several diversified mechanisms of community participation: surveys, meetings with the community, workshops at schools, University Exhibits. The proposals are systematized and forwarded to the Working Groups.

On the first conference of City of the Future - Santo André 2020, about 10,000 people sent over 33,000 proposals. Furthermore, over 1,600 students from state public schools participated in video, photography, graffiti and recycling workshops related to themes of the program.

