

Entrepreneurs invest in improving of cities utilities

While Brazil is plunged into one of its worst crisis, a group of business men, social entrepreneurs, mayors and public employees come innovating public management and changing the scenario in Brazilian cities through the Juntos pelo Desenvolvimento Sustentável (Together for Sustainable Development).

The program focus on unity between civil society, private actions and public sector to improve management and public services offered to the Brazilians.

Since then, more than R\$ 35 million were invested in stocks in 12 cities in six States in areas such as improving management, fiscal balance and health. The projects to be performed are defined in shared decision with the cityhalls.

The program presents a set of 23 working fronts, divided into five axis: management; Innovation; Strengthening Leadership; Engagement; Partnerships Hubs.

Only in the action of fiscal balance (revenues and expenses), reached a ROI (Return on Investment) over R\$ 40 for every \$ 1 invested. In this context, the ROI of the amount invested by the program refers to the financial gains obtained city halls.

Programa Juntos

The Juntos pelo Desenvolvimento Sustentável is present in 12 brazilian cities: Campinas (SP), Curitiba (PR), Juiz de Fora (MG), Paraty (RJ), Pelotas (RS), Santos (SP), Teresina (PI) and Itirapina (SP) - in consortium model with Brotas, Corumbataí, Limeira and São Carlos, all in São Paulo state.

The selection of participants takes into account a range of criteria, being the main, the profile management. There needs to be innovative vision, openness to measures leading to the efficiency of services and the available for a transparent and shared management.

It is also important that the Mayor is in his first term, which ensures that there is time to implement the changes adopted by Juntos.

The program is developed by Comunitas, civil society organization that aims to encourage the engagement of society and the public and private sectors in the development of the country.

IMPACT ON CITIES

1. Campinas be in black after 20 years

As a result the front of fiscal balance in 2013 in Campinas (SP), the city hall took the public accounts of the red for the first time in 20 years. This was possible after careful analysis and adjustment of revenue and municipal expenditures. From the initial diagnosis, a series of measures was proposed to leverage revenue and reduce expenses, without increasing taxes or prejudice the citizen and agreed monthly goals.

Another program initiative - unprecedented in the country - was the creation of Aprovação Responsável Imediata - ARI (**Immediate Approval Responsible**), which makes possible the issue of the licence of execution of Work on the same day of submission of the application building single-family developments. The same goes for trades of up to 500 m² and institutional buildings (churches, clubs, schools) up to 1,000 m².

The ARI will be drawn up by the engineer or architect responsible for the project. In the document, the person responsible is committed to comply with all applicable technical standards required for the work. Later, the city hall supervise the work. Currently, low-impact projects account for about 80% of real estate projects approval requests with the city hall and takes, on average, 72 days for approval.

2. First real estate re-registration in Paraty

One of the major initiatives of Juntos in Paraty was the re-registration of real estate residential and commercial, readjusting the declared films and consequential adjustments of the collection of property tax. Serious distortions and irregularities in a 15000 properties database were identified. 30% of them it was found that expansion works had not been communicated to the municipal government, and 3000 units that had never collected property tax. There were inns that were still registered as residences.

3. Innovation in stations and servers Pelotas

In Pelotas, one of the projects implemented was the creation of a new concept of health care, focusing on prevention: Rede Bem Cuidar (Well Care Network), which delivered in January of this year, basic health unit (UBS) Bom Jesus, completely reworked. Until 2016 two other health facilities will be part of the network. The population was involved in each stage of the processes of creation and implementation of the new structure. Residents, doctors, nurses and staff simulated the physical limitations of the elderly, pregnant women and people with disabilities, coming up with creative solutions and results.

The UBS Bom Jesus is the first city to rely on computerized services, psychological care, district pharmacy, physical activities for seniors, community garden, playroom and so-called health superagents, visiting patients with tablets, which allow data processing, feeding the patient's history and indicating trends by region of the city.

4. Municipalities of São Paulo unite to improve finances

Town of about 17,000 inhabitants in the São Paulo, Itirapina leads an innovative consortium model in the program - the first of Juntos - and has on-site and constant consultancy. The other

participating municipalities receive periodic visits to guide the actions and improve of the fiscal situation. They have also developed a Bank of purchases, information-sharing system for the buying public. The tool will collect information from suppliers and products, working as a shared database of participants in the consortium, ensuring access to better prices and opportunities.

5. Curitiba reduces spending on public administration and improves fiscal result

In Curitiba, fiscal improvement targets were established to \$ 238.8 million. The tax revenue, which in 2014 was R \$ 2.015 billion, is projected to R \$ 2.130 billion in 2015. The forecast expenditure of R \$ 1,966 billion this year, lower than the R \$ 2.089 billion last year. In the first quarter of the year, the primary result surpassed the R \$ 113 million. Among the major economies performed especially the review of routine cleaning and the reduction of leased vehicles fleet. Collaborated in increasing revenue disclosure in social networks of Good Invoice (electronics) and the reminder of the salaries of the monthly installments of tributes in the City Hall site.

6. Diagnosis of payroll prepared in Juiz de Fora

One of the works in Juiz de Fora, closed several weeks ago, was the diagnosis of payroll, with the objective of assisting the municipality to reduce presented inconsistencies. In 2013, the sheet represented 46% of current primary expenditure of the municipality. The work pointed to the possibility municipality gains through the review process.

7. Planning for three decades in Santos

In the city, Juntos promotes actions for the fiscal balance and fronts to reduce the infant mortality rate and rapprochement between the public schools and the community. The next project to be developed is the Santos 500, city planning until 2046, when Santos will complete a half century. Goals and guidelines will be established to strengthen the municipal government,

further contributing to the recognition of Santos as a reference city in life balance, economic and social development and educational and tourist hub.

8. Teresina is one of the cities with managers awarded scholarships

The Juntos develop in Piauí state capital the collaborative governance platform Teresina e-você, which will gather people's suggestions for improvements and initiatives to combat youth violence. In Teresina, fiscal balance actions are performed and training of public managers. Two municipal secretaries are also fellows of Comunitas, as well as secretaries of other cities. With the aim of improving management, the Juntos offers scholarships for Master's degree in public administration from Columbia University and Master in Public Leadership and Management, postgraduate with international module at the Kennedy School of Government at Harvard.