GRI REPORT SUSTAINABILITY OF RIO DE JANEIRO CITY HALL

2011

RIO PREFEITURA

HUMANITARE

SUMMARY

(GRI)

The indicators of the Global Reporting
Initiative - GRI are numbered and marked
in red. These markings allows the
identification of the profile, governance and
performance items, that are part of the
GRI Sustainability Report of the
Rio de Janeiro City Hall.

MESSAGE FROM THE MAYOR

The city of Rio de Janeiro is going through unique times and has a mission to make the most of this historic opportunity. The Rio+20 this year, the World Cup in 2014, the Olympic Games in 2016 all represent an era of transformation. We have started this process successfully and there are positive signs of progress. The city has begun to reinvent itself. The Olympic dream that inspires so many athletes and spectators, symbolizes this ideal.

Rio is the city where the sea meets the mountains, the metropolis meets nature, the new and the old, where social inequalities are reduced. The city should seek a balance between economic, social and the environment to evolve fairly. In other words, look for sustainability, one of the cornerstones for this transformation.

Monitor, evaluate and report on sustainable practices is vital to consolidate them. In this way, focus, transparency and engagement are important values for the athlete in the Olympic way for the Civil servant and the citizen – we all take turns in this marathon. This practice that came from the private sector should be spread as a management tool in public administration.

Publication of this first sustainability report of the Rio de Janeiro City Hall follows the Global Reporting Initiative (GRI). It is an important step. The collective effort of reflection, evaluation and reconstruction of the city is summarized into one document. (1.1)

EDUARDO PAES
Mayor of Rio de Janeiro
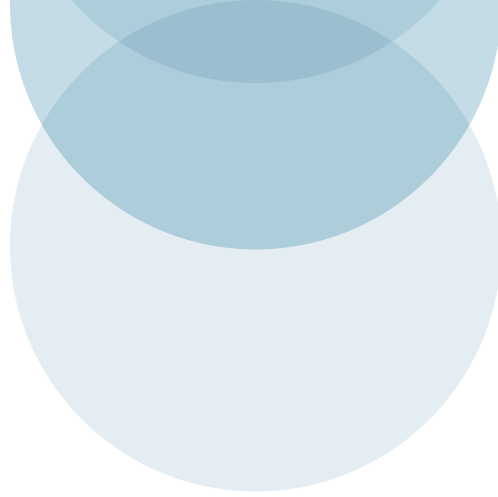
> "An experiment is a question which science asks nature, a measure is the recording of nature's response."
>
> Max Planck – German Physicist

The world discusses the common denominator elaboration at the evaluation of progress towards sustainability. The measurement and monitoring of our actions allow us evaluate and improve paths when seeking well-being. The challenge has been one of building effective methods for this follow-up.

The City Hall of Rio de Janeiro innovates when publishing its first sustainability report by the Global Reporting Initiative (GRI) methodology, inspired by the main organizations of the private sector in the world. It's a pioneer practice in public management. Less than 2% of the sustainability reports registered by GRI are published by governmental institutions. We hope that the example disseminates among the public administrators.

The guidelines established by GRI are allied in the search for public management principles, such as efficiency, publicity and impersonality. The process is moving and at the City Hall of Rio de Janeiro the experience has proved to be rewarding and structuring.

We must proceed with the initiative in order to improve the level of transparency, the quality and the scope of the information. Without any fear of observing deficiencies and identifying virtues. The main outcome of this process is the multiplication of the reflection over sustainability among public management servants, among actors and employees at the private sector, the third sector and the citizens of Rio de Janeiro.

RODRIGO ROSA
Special Advisor to the Mayor's Office
GRI Sustainability Report Coordinator of the City Hall of Rio de Janeiro
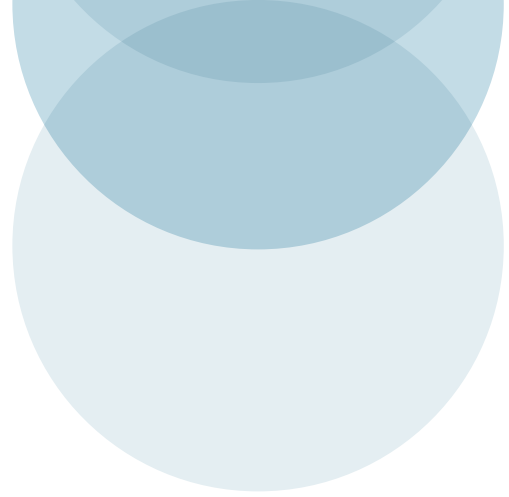
The world gets together in the city of Rio de Janeiro

After 20 years of Rio 92, a milestone in the history of global sustainability, Rio de Janeiro once more opens its arms to welcome, this time Rio +20.

The meeting, which relies on a large positive schedule, also brings some good news. One of them is the sustainability report of Rio de Janeiro City Hall. It was developed in accordance with the guidelines of the Global Reporting Initiative (GRI) and is the result of the strategic vision of the Municipality, in line with what the city is building and hoping for its future in the coming years.

An initiative such as this could not fail to have the support of Institute Humanitare, which has as one of its guidelines to foster unity and solidarity, through universal principles and purposes, connecting individuals to the institutions and encouraging the formation and recognition of new leaderships. We work to help create multiplying models and globally responsible leaders who aim at positively impacting governance and public policies as a way to leverage transformation actions.

Certainly this report will guide further initiatives and help build ties among all city inhabitants, so that together they can work and achieve the sustained development and growth that Rio de Janeiro so craves.

SHEILA PIMENTEL
President of Instituto Humanitare

ABOUT THIS REPORT

Rio de Janeiro City Hall publishes its first sustainability report following the Global Reporting Initiative (GRI). This document covers the period between January 2011 and December 2011 and is biennial.

Since we are evolving, this year we have opted for Application Level C, Self-Declaration being checked by GRI. However City Hall is committed to an incremental approach to reporting. The next release is expected to be an externally validated report.

This report is published in Portuguese and English as printed versions (full and summarized) and a full version on the web which is fully accessible to the reader. For an understanding of GRI guidelines and indicators used in this report, visit *www.globalreporting.org* . [3.1; 3.2; 3.3]

SUSTAINABILITY REPORTING

The sustainable development challenge that large cities face has mobilized governments, stimulating work that brings together policy and public management with good sustainable practices. Large United Nations (UN) events such as ECHO 92 and WSSD (World Summit on Sustainable Development) in 2002, brought to light the urgent need to review government agendas that have a civil responsibility to properly manage their assets and resources public.

For this reason, the GRI has created a pilot version of the sector supplement that addresses specific topics on the administrative efficiency of the public sector. The proposal is the transparent reporting practices of the organization and shows how these practices relate to public policy. In addition, the GRI report provides centralized sustainability information in a document, the dialogue with stakeholders and also continuous management improvement.

Looking to achieve this goal in this report, the City Hall brings together its internal management practices and demonstrates strategies to manage public resources for the benefit of citizens. It is set out in two central chapters - Administrative Efficiency and Urban Integration. It makes things relative such as a strategic management proposal by the current government to interfere in improving the quality of services provided to Rio residents.

THE GRI REPORT AND STRATEGIC PLAN

The GRI protocol is chosen as a method to objectively report accountability and identify aspects that could be improved on, as globally agreed, and allows the comparison of practices and performance. The publication of the report complements work that began in 2009 when the City Hall developed its first Strategic Plan - built on various stakeholder discussions - setting out its Vision of the future which regains the economic dynamism and political leadership necessary to make Rio a sustainability benchmark and, above all, improve the living conditions of its population.

Thus, among the various City Hall initiatives, this Sustainability Report seeks to further demonstrate the professionalism and transparency of its administration. To do so, it presents the City Hall management approach and performance for economic, environmental and social issues, as suggested in the GRI sector supplement, and presents the policies that allow these issues to be rolled out to all citizens.

The present report aims at encouraging dialogue between all stakeholders at the City Hall, this way identified by the Staff of the President on the Strategic Planning. These stakeholders are the groups considered to be essential to the City Hall in order to be successful in its management, such as: servants, suppliers, other public organs, non-governmental organizations, companies, trade associations, among others, but above all, the citizens of the City of Rio de Janeiro. (3.5, 4.15)

Definitions of topics which make up the structure of the report take into consideration a survey of key stakeholders *(see the result of the survey on page 9)*. Also aligned to the practices of public administration are the results of the Strategic Plan over the last three years and the main challenges and opportunities of municipal public management are still the actions that have already been taken and the proposals for the coming years.

SCOPE AND MATERIALITY

The report covers the organizations that make up the direct and indirect management of the City of Rio de Janeiro. (3.6;3.8)

A definition of the structure and content, including performance indicators (materiality), considered to be the principles and objectives of the City Hall, as set out in the Strategic Plan, stakeholder expectations and the availability of data and information. (3.5; 4.17)

This process happened as follows:

I) CONCEPTUAL ALIGNMENT AND PRESENTATION OF GRI GUIDELINES
Through meetings between consultants and project coordination by the City Hall, a work schedule with a rapporteur committee, the group responsible to collect information and make strategic decisions. Additionally, the implications of the Sustainability Report publication under GRI standards were presented.

II) MAPPING AND PRIORITIZATION OF ISSUES AND INDICATORS

II.A) INTERNAL MATERIALITY

Workshops were held with the Rapporteur committee and other municipal employees to define the topics and indicators considered most relevant, as well as the availability of data and information. A total of 48 indicators were selected. Among these, we were able to report more than 46 full and 14 partial. [3.7]

II.B) EXTERNAL MATERIALITY

Through an internet survey of more than 60 institutions, the Rio de Janeiro City Hall sought to identify key stakeholder perceptions and expectations regarding the publication of its first Sustainability Report and Sustainable Development. Respondents were representatives of other public agencies, private companies, trade associations, universities, non-governmental organizations, among others.

The three main challenges for sustainable development considered in the replies were: administrative efficiency (16.7%), urban mobility (14.3%) and sanitation (11.9%). The survey showed the following priority topics for the report [4.17]:

Table 1 - MAIN CHALLENGES FOR SUSTAINABLE DEVELOPMENT

PRINCIPAIS TEMAS	PERCENTUAL
Urban Planning	67.9%
Urban Mobility	64.3%
Solid Waste Management	50.0%
Transparency and Results Release	50.0%
Strategic Planning	39.3%
Management of water consumption and waste generation	35.7%

Source: Stakeholder survey (PCRJ).

II.C) BENCHMARKING

Compared to reports published by other City Halls around the world, which follow GRI guidelines, it allows for the analysis of scope, materiality and implementation as set out in the Sector Supplement aimed at government agencies, allowing the Rio de Janeiro City Hall report to go through a learning process. And based on this overlap of interests and references, we have defined the indicators to be reported.

III) DATA AND INFORMATION COLLECTION

III.A) GRI indicators: Data and information was collected from some 100 respondents from all Departments directly managed and Public Utilities, Local Government and Foundations Indirectly managed.

Since this was the first Sustainability report from Rio de Janeiro, there were difficulties with data collection since we had to get a significant number of people to reply without affecting daily activities. However, we have learned from all our problems which will enhance the development of future reports.

III.B) Interviews: The information was also collected from 22 interviews with representatives from the following agencies and institutions: Department of Education, Department of Health and Civil Defense, Department of Social Services, Department of Culture, Ministry of Public Order, Department of Sports & Recreation, Department of the Environment, Department of Tourism, Department of Urban Planning, Department of Finance, Department of Administration, Technical Chamber of Sustainable Development and Metropolitan Governance (CADEGOM), Chief of Staff, The Mayor's Office, The Pereira Passos Institute, The Planetarium Foundation.

A BIT OF HISTORY TO START WITH

Rio de Janeiro is known as 'Cidade Maravilhosa' or the Marvellous City around the world. It was officially founded on March 1, 1565 by Estácio de Sá, but was disputed by the French and Portuguese for 10 years. Its natural wealth and privileged location contributed to the Portuguese court making the strategic decision to make it the capital of the Empire.

Over the years, the city's infrastructure has been developed with buildings that were essential to economic and social development at the time, and that even today have survived.

Some points retain this memory such as the Arcos da Lap, where the aqueduct responsible for supplying water to the city was located, and the Port of Rio de Janeiro, the main exporter and importer center for the towns of Minas Gerais, where gold and left diamonds left and slaves and various manufactured products entered.

Over the past three years, the port area has been revitalized looking to recover some of its importance which counts for more than the just the history of Rio. It is also part of the socio-economic project and cultural growth of the city for decades to come. *See the Porto Maravilha Project - Page 46*

The city of Rio de Janeiro, now 447 years, is the second largest Brazilian city and third in Latin America. It covers 1,182.296 km² and has about 6 million inhabitants. The economic potential of the city, tourism, along with other sectors such as oil and gas, information technology and communication, and research and development, means that the city has the second largest GDP in the country, estimated at about U.S. $ 60 billion, representing 50% of the state's GDP (Source: Rio Negócios/2012). Another index of paramount importance, and that reflects the city's growth, is the HDI (Human Development Index Municipal) that reached 0.842 in the last count verified by the UN, putting the city of Rio de Janeiro among the top 100 of more than 5,000 Brazilian municipalities. (Source: PNUD/2000). (2.4; 2.5)

Rio is responsible for creating some of the best known Brazilian brands in the world: the Maracanã, Copacabana, Ipanema, Corcovado, Pão de Açúcar, Samba, and Bossa Nova. Not to mention the Rio brand, nestled in the imagination of people worldwide. Among other important tangible and intangible assets of the city, they undoubtedly form the 'Beauty Capital'. (2.2)

Thus, Rio de Janeiro is projected onto the international scene, not only as a Tropical Paradise, but as a city being fully developed, which among its challenges and opportunities, seeking to progress in the long run. It has already hosted the United Nations Conference on Environment and Development in 1992, where important decisions were made such as the institution of the Biodiversity Convention and the Climate Convention. Twenty years later and Rio de Janeiro again hosts the decisive world event, the United Nations Conference on Sustainable Development, or Rio +20.

THE CITY HALL AND THE CITY OF RIO DE JANEIRO

Rio de Janeiro City Hall is the seat of the executive branch of the city represented by the mayor and cabinet secretaries as proposed by the Federal Constitution. As a public agency, the City Hall is not constituted as a legal entity and, yes, as the central administrative unit of the municipality, which ensures the management of public resources and services, prioritizing the quality of services rendered to the population. Besides direct administration, the City Hall has other organizations that are: Local Government, Foundations, Public Companies, Mixed Economy Societies. (2.1; 2.2; 2.6; 2.7) *See structure details – Page 17*

Also in the City Hall, municipal, state and federal policies are integrated as well as enhancing its ability to invest through partnerships with the private sector and other spheres of government apart from looking after and improving the city of Rio de Janeiro's assets. (2.2)

In 2011, the City Hall's budget was R$ 17.801 billion. Of this amount, R$ 3.273 billion was given to the Federal Government, R$ 1.815 billion to the State Government for tax collection. The remainder was from other sources. This can be seen in *Budget Planning - Page 27*. (2.8; EC4)

Currently, it is staffed in part by 97,945 civil servants, selected by public tender in accordance with Law No. 94/79 and over 23,405 contractors under CLT. (2.4; 2.8)

ENTRAL OBJECTIVES:

The City Hall has established a set of goals to guide their policies and practices by 2016. These goals are aligned with the needs of the population and subsidize the Government Plan:

- Improve the quality of public services in the municipality;
- Protect and restore the public space and natural assets in our city;
- Ensure greater equality opportunities for young people and children in Rio;
- Establish the necessary conditions for sustainable economic growth;
- Promote the development strategic sectors for the Rio's economy;
- Make Rio a more integrated city in urban and cultural terms;
- Reduce current levels of poverty and destitution in the city;
- Place Rio as an important political and cultural center in the international arena. [2.2]

THE FOLLOWING BODIES WERE ESTABLISHED IN 2011:

- Fundação Instituto das Águas do Município do Rio de Janeiro - The Institute of Water Foundation for the city of Rio de Janeiro (RIO-ÁGUAS)
- Empresa Olímpica Municipal – The Municipal Olympic Company (EOM)
- Secretaria Extraordinária de Proteção e Defesa do Consumidor - Special Department for Consumer Protection(SEDECON)
- Coordenadoria Geral de Promoção de Eventos - General Coordinator for the Promotion of Events (CVL/CGPE)
- Central de Atendimento da PCRJ - Central 1746 - PCRJ Call Center (CVL/1746)
- Coordenadoria de Estruturação e Acompanhamento de Concessões de Serviços Públicos e Parcerias Público-Privadas - Coordination of Structuring and Monitoring Public Service Concessions and Public Private Partnerships (CVL/CPPP's)
- Assessoria Especial Administrativa - Special Administrative Advice (CVL/AEA)
- Instituto Fundação João Goulart - The João Goultart Foundation Institute (CVL/FJG)
- Coordenadoria de Novas Mídias Digitais - Coordination of New Digital Media(GP/CMD)
- Coordenadoria Especial da Diversidade Sexual - Special Coordinator of Sexual Diversity(GP/CEDS)
- Instituto Rio 2016 - the Rio 2016 Institute (GP/IRio)
- Assessoria de Monitoramento Estratégico - Office of Strategic Monitoring (IPLANRIO/PRE/AME)
- Diretoria de Administração e Finanças - Board of Directors and Finance (IPLANRIO/PRE/DAF)
- Gerência de Contratos com Clientes - Contract Management with Customers (IPLANRIO/PRE/DAF/GCC)
- Instituto Rio 2016 - the Rio 2016 Institute (DE/IRio)
- Subsecretaria de Gestão de Pessoas - Department for People Management (A/SUBGEP)
- Gerência de Mudanças Climáticas e Desenvolvimento Sustentável - Management of Climate Change and Sustainable Development (MA/GMCDS)
- Coordenadoria Geral de Projetos para Domicílios Precários - Cimento Social - General Project Coordinator for Precarious Households – Social Cement (O/CGPDP)
- Coordenadoria de Licenciamento de Empreendimentos da Copa 2014 e Olimpíadas 2016 - Coordination of Licensing and Business for the 2014 World Cup and 2016 Olympics (U/CGPE/CLO)

OTHER BODIES WERE EXCLUDED:
- Coordenadoria Especial de Agricultura e Abastecimento - Special Coordination of Agriculture and Food Supply (CVL/CEAA)
- Coordenadoria de Estruturação e Acompanhamento de Concessões de Serviços Públicos e Parcerias Público-Privadas - Structuring Coordination and Monitoring of Public Service Concessions and Public Private Partnerships(CVL/CPPP's)
- Gerência de Gestão de Gente - People Management (CVL/GGG)
- Coordenadoria Geral de Administração - Coordination of Administration (IPLANRIO/PRE/CGA)
- Diretoria Financeira - Finance Board (IPLANRIO/PRE/DFI)
- Secretaria Especial da Copa 2014 e Rio 2016 - Special Department for the 2014 World Cup and Rio 2016 (SERIO)
- Subsecretaria de Relações Internacionais - Department for International Relations (DE/SUBRI) (2.9)

VISION OF THE FUTURE

RECOGNIZING THE CHALLENGES TO INVEST IN OPPORTUNITIES

The brand 'Rio de Janeiro' is associated with sustainability. This is one of the few cities in the world that bring together a built up environment and exuberant nature and potential for sustainable development.

The city has many natural assets. In Rio there are the two largest urban forests in the world, Pedra Branca, covering 152 km^2, and the Tijuca Forest, covering 105 km^2, with the second being replanted in the nineteenth century under the orders of D. Pedro II. Not to mention, the Guanabara and Sepetiba Bays and also the vastly wealthy sea coast that bathes the city.

The undeniably natural, cultural, economic and historical relevance of Rio de Janeiro celebrates the qualities of this city, but also has a lot of problems to be faced. When considering that today, sustainability is at the center of the governmental agendas, these features bring great challenges to governments. However, it is the aim of many opportunities to consider these economic, social and environmental aspects.

There are lots of challenges. Like other cities in the world, especially metropolitan ones, the city of Rio de Janeiro faces the challenge of urban mobility. The mobility agenda is already underway - investments in roads and cycling - and is expected to develop together.

However, integration of the city requires more investment in public and alternative transport, and are necessary strategies and investments for urbanization, sanitation, efficient energy, public infrastructure, green areas (parks and squares), improving the quality of jobs, education, health, safety, as well as on other fronts.

The City Hall reinforces this report, from a commitment to build an integrated and competitive city in the near future. It should be planned and synergistic, working together with the ministries and public agencies. And, over the past four years, we have worked towards this, developing short-term concrete actions, but aiming towards being perpetual and sustainable.

KEY CHALLENGES AND OPPORTUNITIES OF THE CITY HALL

Currently Brazil and Rio de Janeiro is going through a favorable economic period with development opportunities and great exposure for the city, such as the Pre-salt oil extraction and major events taking place. Aligned with federal and state governments, Rio de Janeiro has directed its efforts to reconcile economic development, so providing quality of life for everyone in harmony with the environment.

The expectation of being the capital of the 2014 World Cup and winning the 2016 Olympic Games provides an opportune time for change. The recognition of what the main challenges of the city are, contribute to the definition of feasible strategies, published in the 2009 Strategic Plan - City Hall, 2012. In 2011, the Plan's targets were reviewed and now the City is committed to implement activities developed until 2016. As well as indicating the opportunities to construct a city sustainable.

STRATEGIC INITIATIVES REVIEW OF STRATEGIC PLANNING				
HEALTH	TRANSPORT	PUBLIC ORDER AND CONSERVATION	ENVIRONMENT AND SUSTAINABILITY	CULTURE
• Current Health • Restructuring of Urgent care and Emergency • Outpatient care - homecare for elderly and hospital beds • Smart Health	• Streamlining and Physical Integration Fare - Single Carioca Ticket • Bus Fleet modernization • TransOeste • TransCarioca • TransOlímpica • TransBrasil • VLT Centro • Water Transport Project • Intelligent Traffic • Plan for Sustainable Mobility • Rio Boa Praça	• Rio in Order • Integrated Management of Public Roads • Preservation of Special • Roads and Tunnels • Network Modernization of Public Lighting • Accessible Rio	• Expansion of Sanitation • Flood Control • Urban Water Quality • Rio Bicycle Capital • Rio Sustainable Capital • Rio Green Capital	• Review the network • of cultural facilities • Promotion of cultural production • Cultural Zone Hub Harbor • Rio Heritage - Center
EDUCATION	HOUSING AND URBANIZATION	PUBLIC MANAGEMENT AND FINANCE	ECONOMIC DEVELOPMENT	SOCIAL DEVELOPMENT
• Full-Time Carioca School • Child Development Area • School Support • Schools of Tomorrow • Rio Global Child • Health at School	• Living Carioca - Urbanization • Living Carioca - My Home My Life • UPP Social • Bairro Maravilha (Marvelous Neighborhood) • Porto Maravilha (Marvelous Harbor) • The Olympic Park • Rio Verde – Transformation of Rio Branco • Revitalization of Cidade Nova	• High Performance Government • Rio Smart City • Carioca Rating 2.0 • Network Modernization of Fiscal and Tax • High Value People • City Hall Present	• Rio Business Environment • Rio Energy Capital • Rio Tourism Capital • Rio Creative Industry Capital • Sector Development Plan	• Carioca Family Card • Psychosocial Care • Rio in Olympic Form

GOVERNANCE AND SUSTAINABILITY

UNDERSTANDING HOW THE PUBLIC SECTOR GOVERNANCE FACILITATES UNDERSTANDING THE IMPORTANCE OF THE ORGANIZATIONAL STRUCTURE TO MANAGE FINANCIAL, HUMAN, SOCIAL AND ENVIRONMENTAL RESOURCES OF THE CITY TRANSPARENTLY

STRUCTURE OF GOVERNANCE

The governance model of Rio's City Hall is ruled by development policies that involves management responsibilities, transparency and compliance with legal public sector requirements.

The organizational structure of the City Hall refers to the way activities are defined, directed, organized and coordinated, and is divided up into 26 directly managed bodies and 20 indirect managed bodies. They work together in pursuit of excellence of the services developed. (4.1)

CITY HALL ORGANIZATION CHART (2.3)

Some government agencies have transverse roles in the City Hall's governance structure, liaising between other departments. This gives greater synergy in developing strategies and efficiency of the public administration.

CITY HALL OF THE CITY OF RIO DE JANEIRO

DIRECT MANAGEMENT

DEPARTMENTS	Office of the Mayor- **GBP**	Municipal Civil House - **Civil House**	Controllership Department of the City of Rio de Janeiro - **CGM**	General Attorney of the City of Rio de Janeiro - **PGM**
Work Department - **SMO**	Urbanism Department - **SMU**	Transport Department - **SMTR**	Financial Department - **SMF**	Management Department - **SMA**
Culture Department - **SMC**	Education Department - **SME**	Social Work Department - **SMAS**	Health and Civil Defense Department - **SMSDC**	Work and Employment Department - **SMTE**
People with Disabilities Department - **SMPD**	Environment Department - **SMAC**	Sport and Recreation Department - **SMEL**	Housing Department - **SMH**	Conservation and Public Services Department - **SECONSERVA**

SPECIAL AND EXTRAORDINARY DEPARTMENT	Special Department of Public Order - **SEOP**	Solidary Economic Development - **SEDES**	Science and Tehcnology - **SECT**
Health Ageing and Life Quality Special Department - **SESQV**	Animals Promotion and Defense Special Department - **SEPDA**	Tourism Special Department - **SETUR**	Consumer Protection and Defense Protection - **SEDECON**

INDIRECT MANAGEMENT

AUTARCHIES	GM-RIO (SEOP)		IPP (Civil House)	Previ-Rio (Civil House)	
FOUNDATIONS	RIO-ZOO (SMAC)	FPJ (SMAC)	Geo-Rio (SMO)	Rio-Águas (SMO)	Planetário (SMC)
PUBLIC COMPANIES	Iplanrio (Civil House)			IC (Civil House)	
MIXED ECONOMY SOCIETIES	RIOLUZ (SECONSERVA)	COMLURB (SECONSERVA)	RIO CENTRO (SECONSERVA)	RIOFILME (SMC)	CET-RIO (SMTR)
	CDURP (GBP)	EOM (GBP)	RIO-URBE (SMO)	MULTIRIO (SME)	RIOTUR (SETUR)

GOVERNMENT FUNCTIONS

• MUNICIPAL CHIEF OF STAFF

This body is directly linked to the Mayor, the Chief Executive of the City Hall, and helps to govern the city. Together with his advisers they drive the strategic plan in accordance with the needs of the population. The Chief of Staff works as an office for City Hall solutions. It is responsible for planning and implementation of most strategic projects and the management of municipal administration. The department is also in charge of institutional and administrative policy coordination. The Chief of Staff integrates government actions, evaluating and monitoring actions of Municipal Public Administration bodies and entities. [4.2]

• THE MAYOR'S OFFICE

The main duties of the Mayor's Office are: assist the Mayor to carry out his constitutional responsibilities and to encourage political and administrative relations with the organized civil society and public and private entities. It is also the responsibility of the Mayor's Office to articulate government axtivities as the government plan.

STATE FUNCTIONS

• COMPTROLLER GENERAL OF THE MUNICIPALITY (CGM)

The CGM is responsible for exercising accounting, finance, budgeting, operational and property control in Direct and Indirectly Managed entities as to the legality, legitimacy, economy, fairness, subsidy applications and revenue waivers.

• MUNICIPAL ATTORNEY GENERAL (PGM)

The PGM legally represents the Municipal Executive together with the judiciary in all courts and tribunals as well as legal advisor to the Mayor. The Attorney presses for excellence, aiming at public interest and an efficient service to citizens to prevail. Also, they crucially and significantly contribute to the reduction of tax evasion and promote the implementation of outstanding debt.

INTEGRATION OF SUSTAINABILITY IN CITY HALL GOVERNANCE

Looking to put even more sustainability in City Hall strategies, a Technical Chamber of Sustainable Development and Metropolitan Governance (CADEGOM) was established under Decree No. 30339 on January 1, 2009. Being similar to a committee, CADEGOM meets 'technical bodies' from different City Hall agencies to discuss topics related to sustainability and how to incorporate them in public administration and management. It is linked to the Chief of Staff and is represented by a holder who serves as a member on all the boards and committees to integrate management in the Rio de Janeiro City Hall.

FEATURES OF INDIRECT MANAGEMENT

• LOCAL AUTHORITIES

Local Authorities are entities created by a specific law, with legal personality under public law, equity and own revenues, to perform typical public administration activities that require financial management and decentralized administration for better implementation. Local authorities in the Rio de Janeiro City Hall structure are: the Municipal Guard (GM-RIO), The Pereira Passos

Institute (PPI) and PREVI-RIO.

• FOUNDATIONS

Public foundations are organizations with separate legal identity under public law. They are non-profit being created for a specific public interest to perform social, educational or cultural activities such as health, education, culture, environment or other social assistance as well as research. The foundations that are part of the Rio de Janeiro City Hall are: RIO ZOO; FPJ; GEO-RIO; RIO-ÁGUAS and the PLANETÁRIO (The Planetarium).

• PUBLIC COMPANIES

A Public company is a legal entity through private law. It is managed exclusively by the Government, with the purpose described in Law and is the sole property of the state. It is specializes in unusual activities of the public administration when an economic activity plays a part. It can perform usual State activities where it is treated as a public service. The Rio de Janeiro City Hall Public companies are: IPLANRIO and the City Press-IC.

• MIXED CAPITAL COMPANIES

Mixed Capital companies are legal entities under private law, created by specific legislative authorization with public and private capital and state the control of economic activity to perform economic activities for the public interest. It should only be a type of corporation with a majority of voting rights in the hands of the government. Mixed capital companies in which City Hall holds a majority interest are: RIOLUZ; COMLURB; RIOCENTRO; RIOFILME; CET-RIO; CDURP; EOM, RIO-URBE; MULTIRIO and RIOTUR.

RISK MANAGEMENT

With public finance, City Hall risk management goes through two stages: the Municipal Comptroller General (CGM) and the Municipal Department of Finance (SMF). The CGM has a risk matrix to facilitate audit planning, focusing efforts on priority areas and the relevant municipality.

Several variables were considered to prepare this matrix, among which were funding budgets and entity investment, the previous year's budget execution, the impact of services on the citizen, the rules of engagement, the type of audit certificate for previous years, among others.

With regard to the Municipal Department of Finance, the Law of Fiscal Responsibility addresses aspects relating to the "Fiscal Risk" where contingent liabilities are assessed along with other risks that may affect public accounts.

TRANSPARENCY AND ACCOUNTABILITY

The City Hall has different institutional mechanisms for transparency and stakeholder consultation. The message that the Mayor sends to the City Council (CMRJ) during the Opening Session of the Legislature is an institutional mechanism for communication, where an assessment is made up of the main Municipal activities in the previous year, and presents strategies for the upcoming year. Another form of accountability is embodied in the various economic and financial reports that the Law of Fiscal Responsibility (LRF) requires to be published. Additionally, as an initiative of this administration, two economic-financial reports are published - the Report on Fiscal Transparency

(RTF) and the Medium-Term Expenditure Framework (MGMP) - and Strategic Planning. The RTF takes stock of what has happened and the other two present prospects for the future. Channels of communication are also available such as the Ombudsman, Central 1746, Public consultations, forums, City Council and the City Hall Portal on the Internet.

RIO TRANSPARENTE (TRANSPARENT RIO)

Since 2006, A citizen from Rio can follow any fiscal action taken by the government, through the Rio Transparente application, available on the Municipal website. It publishes detailed reports on payments made within or outside the budget, funds raised, and all existing contracts.

Rio Transparente provides information in real time, with daily updates on all entities directly managed, municipalities, foundations, funds and public dependant companies, as determined by Federal Decree No. 7185 of 27 May 2010. The information provided refers to the current year and three previous years.

To facilitate access to the information and get a better understanding of Rio Transparente, there is a user manual with step by step guide. See the website through the link: http://riotransparente.rio.rj.gov.br/

MOVING TOWARDS SUSTAINABLE DEVELOPMENT

The City Hall has positioned itself strategically for the challenges and opportunities of the city of Rio de Janeiro. Since 2009, two guidelines have been followed with respect to Sustainable Development.

The first, the Municipal Policy on Climate Change and Sustainable Development Law 5248, was established on January 27, 2011. To develop this, the City Hall in conjunction with the City Council, based it on international commitments assumed by Brazil in state law on the issue (Law No. 5690/2010) and Law No. 12187 of December 29, 2009, establishing the National Climate Change Policy.

The Municipal Law has set targets to reduce city emissions. However, they have focused on mainstreaming aspects:

- Climate Change: establish a strategy to reduce human emission of greenhouse gases in the city and a policy to adapt to the effects of climate change;

- Production, Consumption and Transport patterns: establish mechanisms to encourage change in patterns of production and consumption, economic activities, transport and the use of urban and rural land, focused on environmental processes and the mitigation of greenhouse gas emissions;

- Renewable Energy Sources: take action to increase the share of renewable sources in the energy grid in the city;

- Research and Technology into Sustainable Development: stimulate research, development and scientific innovation related to climate;

- Solid Waste Management: stimulate the development, implementation and transfer of technologies, practices and processes that reduce or prevent human emission of greenhouse gases;

- Eco-efficiency: promote full disclosure on issues relating to climate change.

Besides the Policy, the Rio de Janeiro City Hall Strategic Plan *[see details page 23]* addresses various aspects relating to sustainable development. These aspects are directly related to the administration of City Hall and the implementation of public policies under its responsibility, supported by the four pillars of ambition: social, economic, environmental and political. In these four pillars, the City Hall looks in detail at the following objectives for the city of Rio de Janeiro:

- In the social field, it aspires to be the capital of the Southeast with the largest growth in the Human Development Index (HDI) and the greatest reduction in inequality over the next decade;

- In the economic field, the goal is to be the capital with the lowest unemployment rate and the highest average income for workers across the south east by the end of the decade;

- In the environmental field, the ambition is for Rio to become the national benchmark in sustainability and environmental preservation over the next ten years; and

- In the political field, it aims to enhance the city's importance politically and culturally, both nationally and internationally. (PA1; PA3; PA4)

ADAPTING TO CLIMATE CHANGE: STRATEGIC CONNECTION FOR CITY PLANNING

The city of Rio de Janeiro stands out among other Brazilian cities when it comes to adapting to climate change.

A publication, written in 2008 under the coordination of the Pereira Passos Institute (PPI) and the Municipal Department of the Environment, called 'Rio: next 100 years - global warming and the City 'was the first step to demonstrate Rio's concern to the risks faced with global warming, reinforcing the urgency to investment in urban and environmental planning.

Since then, City Hall has inserted development and strategies into public policy as a central theme. In 2010, City Hall installed a Risk Management system (SIGERIC) - under the Municipal Decree No. 31888 of February 5, 2010 - extending the concept of risk and determining the development of contingency plans for the city of Rio de Janeiro. This view is also contained in the new Master Plan, Supplementary Law No. 111/11, which prohibits urban settlement in hazardous areas with a transparency and legal rigidity and incorporates mitigation and adaptation to climate change among the environmental guidelines and structures actions of system environmental management.

Another important initiative was the inauguration of the Rio Operations Center, a platform that brings together 30 municipal, state and utilities to monitor events, including weather that may affect the population. The Center is the world's first to integrate all stages of crisis management, using technology with over 560 cameras across the city.

Investment in high technology has prioritized the prevention of natural disasters. Some of the most important data received by the Center comes from the weather radar installed in Morro do Sumaré. The equipment, which has a range of 250 km, assists in the monitoring and may forecast which regions of the city that will be affected. The City Hall network of rain gauges is one of the largest in the country, with over 100 devices that assist a team of full-time Alerta Rio meteorologists in the operations center.

The great challenge of the Rio Operations Center is updating the human resources and the preparation of the people involved in the process. To expand coordination and capacity, the Civil Defense Department, together with the Department of Health and the Environment has developed a project to train agents for activities in the community with the creation of Civil Community Defense Centers (Nudec). The goal, among public officials, is to prepare local community leaders and residents to act appropriately in emergency. We have established a strategy in high risk communities and about 1,800 agents of the Family Health Program are prepared to act in these situations.

BOLSA VERDE

Another initiative combines finance and Rio's preparation for sustainable development. Rio's Bolsa Verde (BVRio) is a nonprofit organization whose aim it is to provide an institutional environment to create and negotiate (in stock) environmental assets.

It has been jointly created by Rio de Janeiro City Hall and the State Department for the Environment - Green Economy Department with the private sector aims to:

- Promote market mechanisms to ease the implementation of the environmental regulatory requirements;

- Contribute to the development of a Green Economy in Rio de Janeiro and Brazil;

- Place Rio de Janeiro at the forefront of Environmental Economics. (EC2)

STRATEGIC PLAN AFTER 2016

In 2009, the City Hall developed its first Strategic Plan (for the period 2009-2012) aimed at improving competitiveness and integration in the city after 2016, the year of the Olympic Games in Brazil. It represents a milestone for Rio de Janeiro before the changes occur caused by international events.

With the support of external consultants, the document was discussed and drafted up by the government with citizens taking part - through diagnosis and interviews with a group of stakeholders. It resulted in a total of 46 goals and targets with priorities in the following areas: Health, Education, Public Order, Employment and Income, Urban Infrastructure, Environment, Transport, Culture, Sport and Recreation, Social, and Management and Public Finance. From this, 36 strategic initiatives were developed with specific actions for immediate implementation. (PA4; PA5; PA7) Veja detalhes do Plano Estratégico em: http://www.rio.rj.gov.br/web/guest/exibeconteudo?article-id=126667

To track and monitor all of this work, Governance was established in the Chief of Staff to create two structures: Department of Result Monitoring - to track the progress of the 46 objectives and targets; Office of Project Management - to track the progress of the 36 initiatives.

Follow-up meetings occur weekly with the Mayor and monthly to present a review of government targets. Every three months the 'Department Meeting' is held with all the top governmental people. Goals and strategic initiatives of each department are discussed.

Every six months, results of targets and initiatives are disclosed to the public through the press. And at the end of every year an overall assessment is done. Results are presented with targets and agreements renegotiated with departments. Strategic Plan targets were assigned in these agreements and are generally other goals deemed relevant are included.

In the Chief of Staff overview regarding performance of goals and initiatives, 80% of those in the Plan have already been completed or will be completed by the end of 2012. [PA6] *See details in Urban Integration starting on page 44.*

In 2011 the second phase of the Plan started through a review and extension up to 2016 which considers national and global changes. This revision aligned the goals and initiatives even more for sustainability as strategic guidance for City Hall.

The same strategy as the first plan was followed - diagnosis was conducted to understand the strengths and weaknesses perceived by stakeholders involved to draw up this document.

The creation of the City Council was new. It consists of 150 people or professionals who live or work in Rio de Janeiro to monitor the Plan by means of six monthly meetings on accountability, organized into 10 areas of result. [PA5; PA7]

EFFICIENT RESOURCE MANAGEMENT

IN THIS CHAPTER, WE CAN SEE HOW CITY HALL'S FINANCIAL AND HUMAN RESOURCES ARE MANAGED, AS WELL AS WHAT INITIATIVES THERE ARE TO REDUCE CONSUMPTION OF NATURAL RESOURCES IN THE CITY

ADMINISTRATIVE EFFICIENCY

Rio de Janeiro's City Hall assesses best management practices in public and private sectors and brings them together into its own administration. Agreed Results were negotiated to improve how the Strategic Plan was monitored, which represents a management tool used in public administration to ensure greater involvement of the whole 'public municipal machine' with City Hall results.

39 agencies had signed the agreement up to 2011, covering approximately 83% of Rio's City Hall servants.

Thus, the City sought to implement a performance management model that centrally focuses on planning and meritocracy to improve services to the population. Achievement of Plan targets is tied to pay for meritocracy, practice and even innovation in Rio's City Hall. In total, 39 departments and agencies have achieved their targets in whole or in part and the servants have gotten a 14th or even a 15th monthly salary. The Agreement award based on 2011 results paid R$ 250 million, $ 90 million more than in 2010.

RESULTS OF THE STRATEGIC PLANNING OF THE MUNICIPALITY:

TARGET DESCRIPTION	UNIT MEASURE	REFERENCE	TARGET SET FOR 2011	RESULT
Develop results agreed between City Hall and all direct and indirect bodies by the end of 2012.	Number of agreements	1	30	39

MANAGEMENT SYSTEM

City Hall is investing in upgrading their operating systems to facilitate the receipt of demands made by citizens, to accompany them and meet them within the deadlines set by strategic planning, to provide better services, greater interaction with the population and provide timely and reliable

management information.

Alongside this restructuring work, City Hall has planned, with bidding under way, to integrate City Hall's legacy systems and General Service's Integrated Management System (SIASG) a Federal Government electronic purchasing portal. The Integrated Management System (SIGA) will optimize processes involved in the management of purchases and bids, contracts, inventory, fixed assets, property and fleets within the Municipality, automating the processes involved in monitoring process management.

RELATIONSHIP WITH STAKEHOLDERS

For City Hall's relationship with its stakeholders, it is essential to ensure transparency and identify opportunities to improve public management. In this respect, City Hall actions are based on expectations to steadily strengthen ties with key stakeholders: citizens, servants, public and private companies, governments (municipal, state and federal) and non-governmental organizations (NGOs). (4.14)

Each municipal body has specific mechanisms to communicate with their audience. Among the available communication channels, we highlight the relationship that the City Council has between the citizen and City Hall, the Ombudsman, the City Hall portal on the Internet and Central 1746. *(http://www.rio.rj.gov.br)* There are other specific channels, such as the City Council, the Carioca Forum on Climate Change and Strategic Planning. (4.4; 4.16)

CENTRAL 1746

In 2011, Rio's City Hall launched the communication channel 1746, a unified central call centre at City Hall.

The service is provided 24 hours a day and allows people to obtain information, make requests or complaints. The follow-up actions can be done through central online or through a free 1746 applications on iPhone and Smartphones. The user can also choose to receive text messages with the service number and progress information.

1.5 million calls were attended in 2011. Services most request were: removal of debris and unserviceable items - COMLURB; repairing broken lights - RIOLUZ, cleaning parks - COMLURB; inspection for possible Dengue Fever outbreak - Health (SMSDC); vehicles parked on the sidewalk - GM Rio.

In 2011, 94% customer satisfaction for Governing Bodies was attained with 75% for Departments in Central 1746. (4.17)

RESULTS OF THE STRATEGIC PLANNING OF THE MUNICIPALITY:

TARGET DESCRIPTION	UNIT MEASURE	REFERENCE	TARGET SET FOR 2011	RESULT
Increase the number of remote consultations (internet and telephone) with a positive evaluation (good or excellent) by at least 100,000 / month by the end of 2012.	Thousand consultations/ month	0	75,000	112,87

FINANCIAL RESOURCE MANAGEMENT

BUDGET PLANNING

The government's budget is planned at the beginning of the previous financial year that it refers to. The three main sources of revenue for the City Hall come from tax revenues, current transfers (State and Federal transfers) and contributions (additional pension contributions, for example).

In 2011, City Hall collected R$ 17,820 billion, which was distributed to all operational areas. Resources are allocated through detailed discussions between the Mayor and the municipal departments being lead by City Hall's Strategic Planning. The final result of this process comes from comparing the Strategic Plan, public policies and the ongoing City Hall budget constraints. (EC1)

See all revenue sources, as well as values and resource allocation by area, in: *http://www.rio.rj.gov.br/web/smf/exibeconteudo?article-id=105702 (click on LOA)*

Table 2 - DISTRIBUTION OF VALUE ADDED (IN THOUSANDS OF REAIS):

DESCRIPTION	2011	2010	2009
Direct Economic Value Generated (EVG)	17.820.566	15.243.212	11.667.182
Tax Revenues		5.747.921	5.059.928
Revenue from Contributions	2.159.853	948.654	793.059
Equity Revenue	1.080.133	945.039	567.728
Industrial Revenues	6.714	5.007	5.048
Service Revenues	335.874	305.442	206.407
Current Transfers	5.106.718	4.675.326	4.055.356
Other Current Revenues	1.069.772	1.091.808	663.760
Loans	1.098.119	1.005.425	29.970
Disposal of assets	76.587	127.677	60.631
Loan Repayment	101.560	106.090	104.611
Capital Transfers	118.417	284.823	120.684
Other Capital Revenues	25	-	-

DESCRIPTION	2011	2010	2009
Economic Value Distributed (EVD)	18.723.102	14.278.900	10.770.146
INVESTMENTS	3.347.157	1.560.063	400.729
Works and Facilities	2.637.631	1.212.358	302.303
Third Party Services - Corporate	352.647	73.090	26.729
Other Investment Expenses*	356.879	274.614	71.697
FINANCIAL INVESTMENTS	77.776	58.230	84.359
Lending and Financing	48.838	45.087	82.862
Constitutional or increase in capital of a company	23.375	6.304	10
Other Financial Investment Expenses **	5.562	6.839	1.487
CURRENT EXPENSES	5.200.560	4.025.124	3.006.165
Consumables	483.346	455.435	347.438
Tax and obligatory contributions	153.531	128.978	107.184
Third Party Services - Corporate	3.766.304	2.839.674	2.066.056
Other Current Expenses**	797.378	601.036	485.487
OTHERS	10.097.610	8.635.483	7.278.894
Personnel and Social Charges	8.426.691	6.677.190	6.222.400
Interest and Debt Charges	512.621	625.675	679.796
Amortization of Debt	1.158.298	1.332.618	376.697

DESCRIPTION	2011	2010	2009
Accumulated (EVG-EVD)	921.606	964.312	897.035

Revenue performance is determined by the variation of main sources each year which mainly reflect national and local economic fluctuations. With regard to revenue streams, it is important to note that the unusual behavior of revenue contributions between 2010 and 2011 was due to a change in an accounting procedures for Supplemental Pension Contributions (intra revenue budget of about R$ 1. 0 billion) included in the financial statements (for both revenue in personnel costs, with net amount of zero).

Expenditure reflects the allocation decisions as described above and the ongoing process of rationalization over the last three years. More specifically, City Hall has been working towards a larger tax area for structural investment expenses under the Strategic Plan. A decisive factor for success with this was a loan from the World Bank. This enabled us to swap the more expensive debt with the Union for cheaper one.

ICMS VERDE (GREEN ICMS)

Rio's City Hall belongs to a list of 92 municipalities that receive ICMS Verde. It is 10th in the state rankings. The initiative, created in 2009 by the State Government of Rio de Janeiro favors municipalities that invest in environmental preservation such as the creation of conservation units, the replacement of landfills or improve sanitation.

The city of Rio de Janeiro applied the amount received on projects to Collect and treat Wastewater, a Conservation and Destination Unit and Waste Solutions. In 2011, the City received a total of R$ 2,969 million relating to ICMS Verde, 2.6% of the amount collected by the state. Areas that contributed most to this result collected and treated sewage and conservation areas. Legislation requires that 25% of the ICMS (Tax on Circulation of Goods and Services) collected in the state should be allocated to municipalities according to criteria established by the Government.

The incentive created by Law 5100 in October 2007, includes ecological variables on redistribution criteria of the tax as follows: 45% for conservation areas, 30% for water quality, and 25% for solid waste management. The better the results, the more resources the local governments receive. (EC4)

NOTA FISCAL CARIOCA

Since 2010, City Hall has provided Electronic Invoice Services (NFS-e) - Nota Carioca. The service aims to improve the business environment in the city making it fairer, since it reduces the chances nonpayment. Additionally, the Note Carioca system standardizes and improves the quality of tax data and reduces costs further by dispensing with paper documents.

The system also optimizes operational work to efficiently control the tax information, allowing real-time tax monitoring by the Finance Administration.

To encourage the public to request the Nota Fiscal Carioca, City Hall offers benefits such as discounts for paying property tax as well as raffles for cash prizes.

RESULTS OF THE CITY HALL STRATEGIC PLANNING:

TARGET DESCRIPTION	UNIT MEASURE	REFERENCE	TARGET SET FOR 2011	RESULT
Increase City Hall's investment capacity by an average of 10% of the total budget between 2010 and 2012.	%	0	10%	17.5%
Electronic Invoice in all sectors of service providers in the municipality by the end of 2012.	Thousand Invoices / Month		3,500	9558

TAX RESPONSIBILITY

City Hall follows the guidelines set out in the Fiscal Responsibility Law, No. 101 in 2000 which stands for responsibility in tax management being planned and transparent to prevent risk and possible deviations that may affect the balance of public accounts. The Law stipulates net targets between revenue and expenditure and imposes limits and conditions on issues such as creation of personnel expense, for example.

From 2009, the fiscal management policy of City Hall sought to reconcile the tax balance with investment capacity. The financial management strategy adopted over the last three years has been recognized by international risk assessment agencies (ratings) - Moody's and Fitch - which gave Rio de Janeiro's finances a rating of Baa2 and BBB Investment Grades, respectively. This City of Rio de Janeiro's rating is the same as the Union and even institutions like the Banco do Brasil and Petrobrás.

In 2011, City Hall ended the year with levels of indebtedness falling within the limits imposed by law with the following parameters:

Table 3 - LEGAL LIMITS FOR MUNICIPAL DEBT AND THE CITY HALL RESULTS:

ACT	INDICATOR	LIMIT	MRJ 2009	MRJ 2010	MRJ 2011
Senate Resolution 40/2001 (LRF)	Consolidated Net Debt/ Net Current Revenue (RCL) annual	120%	34%	21%	39%
Senate Resolution 43/2001 (LRF)	Average of the annual debt service up to 2027/RCL annual	11.5%	6.29%	5.39%	5.0%
MP 2185-35	Total Gross Contractual Debt / Annual Real Net Revenue (RLR)	100%	101%	85%	81%

Source: Municipal Department of Finance (SMF)

See official report at:
http://www.rio.rj.gov.br/web/smf/listaconteudo?search-type=transparenciafiscal)

RESPONSIBLE PURCHASING

In aligning improved management with public finances, City Hall has created mechanisms to classify goods and services purchased within financial, social and environmental aspects.

In 2009, City Hall established Municipal Decree No. 30.538/2009, a Procurement Policy to press for the implementation of corporate procurement for goods and services with special procedures to register prices. The policy also requires that bids should be made for the purchase of specific materials within each agency or entity concerned.

The purchase of sustainable goods and services for public agencies and the city were encouraged. In 2011 City Hall created a Sustainable Catalogue of Goods and Services based on Federal Law

12.349/2010 which allows the inclusion of social and environmental criteria in tender bidding for the purchase of materials and services acquired or hired, including setting targets for the years 2012, 2016 and 2020 and ensuring that materials purchased by City Hall met the specifications of the Municipal Administration. A Brand Certification program is being implemented to monitor and ensure quality and control of materials received. It identifies the most relevant families of items bought.

Rio de Janeiro City Hall paid more attention to procurement contracts, increased trading hires and reducing emergency hires. The Strategic Plan provides for an increase in the rate of excellence in these hires by 50% by the end of 2012. The target set for 2011 (10.1%) was fulfilled, reaching 17.9% of total purchases. This initiative seeks to ensure the appropriate use of public money. However, the City recognizes that a lot still needs to be done. (EN1; PA11)

RESULTS OF CITY HALL'S STRATEGIC PLANNING:

TARGET DESCRIPTION	UNIT MEASURE	REFERENCE	TARGET SET FOR 2011	RESULT
Increase trade hires and reduce emergency hires, raising the level of excellence in procurement by 50% * by 2012 compared to 2008.	%	7.4	10.1%	17.9

HUMAN RESOURCE MANAGEMENT

The City Council believes that people are fundamental to provide quality services and therefore invests in training, health, safety and satisfaction of its servants to achieve the levels of excellence in public services required by management.

The Civil servants are managed by the Department of Administration (SMA), the central Human Resources agency which looks for new practices to ensure a continued quality of service developed in municipal management.

By Coordinating the Value of the Civil servant, City Hall promotes and encourages that the Civil servant is valued on a personal, professional and social level developing health programs at work aimed at quality of life; medical checks; and agreements with private companies in various areas to benefit the Civil servant.

Many actions taken by Management are based on Civil servant suggestions and complaints registered on the Ombudsman system. Currently, the Ombudsman is a communication channel between the SMA Department and Civil servant. However, it is establishing a Service Center exclusively for current and retired employees.

Control of a number of City Hall Civil servants is divided into direct and indirect management. Direct Management is made up of bodies (departments) within the City Hall administrative structure. Indirect Management, however, is made up of corporate entities. They perform decentralized City Hall activities, such as local authorities, public enterprises, mixed capital companies and public foundations.

The indirectly managed Civil servants are CLT hired (Consolidation of Labor Laws) and the statutes are Directly Managed. They are selected by public tender under Law No. 94/79 (Statute of the Civil servant) or are appropriate for the position. Positions are freely appointed by the Mayor or are delegated.

In 2011, Direct Management had 95,077 people enrolled with a possibility of being registered twice, while the Indirect Management had 23,426 people enrolled.

Table 4 – DISTINCTION BETWEEN THE NUMBER OF CIVIL SERVANTS AND ENROLLED AS DIRECT MANAGEMENT:

AMOUNT OF LINKS	CIVIL SERVANTS	ENROLLED
1	79,401	79,401
2	7,838	15,676
Total	87,239	95,077

Source: SMA

Of total enrollment of 65% are women and 35% men and 55% are aged between 31 and 50 years old considering both direct and indirect management. [LA1]

Table 5 - NUMBER OF ENROLLMENTS BY GENDER:

	DIRECT ADMIN	INDIRECT ADMIN	TOTAL	%
Male	22,882	18,386	41,268	35%
Female	72,195	5,040	77,235	65%
Total	95,077	23,426	118,503	100%

Source: SMA e CODESP

Table 6 - NUMBER OF ENROLLMENTS BY AGE GROUP.

	DIRECT ADMIN	INDIRECT ADMIN	TOTAL	%
18 to 25 years old	1,976	1,226	3,202	3%
26 to 30 years old	6,429	4,527	10,956	9%
31 to 40 years old	21,149	5,614	26,763	23%
41 to 50 years old	31,531	6,278	37,809	32%
51 to 60 years old	26,525	4,351	30,876	26%
>60 years old	7,467	1,430	8,897	8%
Total	95,077	23,426	118,503	100%

Source: SMA e CODESP

Table 7 – CIVIL SERVANT BY TYPE OF CONTRACT (PERIOD).

TYPE OF CONTRACT	INDIRECT ADMIN	%
Full time	23,199	99.0%
Part time	227	1.0%
Total	23,426	100.0%

Source: CODESP

This type of result was not verified in the Direct Administration.

BENEFITS

Statutory benefits of Civil servants are provided for in the Statute of the Civil servant and extend to retirees and CLT Civil servants to receive benefits provided by law, as required by CLT.

Another benefit to the Civil servants is the statutory Pension Fund Trust of the Municipality of Rio de Janeiro (FUNPREVI), their own Pension and Welfare for Civil servants of the Municipality of Rio de Janeiro, regulated by Law No. 3.444/2001 and managed by the Pension and Welfare Institute of the City of Rio de Janeiro (RIO-PREVI). An 11% contribution is deducted monthly from the wages the statutory Civil servant.

City Hall also offers bonuses on meritocracy to all its Civil servants, CLT and statutory since through this agency, Civil servants fulfill goals stipulated in the Agreement of results. (L.A3)

TRAINING

A concern of City Hall is to keep the Civil Servant updated on industry best practices. In 2011, 6,296 Civil servants from Indirect Management were trained on various topics, as required by each agency, such as graduate school, languages, treasury, accounting, elect. (LA10)

In the same year, 4,860 direct Civil Servants were trained in the following functions: training of announcers, trade bidding and contracts, materials management, inquiry management, administrative inquiry, SIGMA, strategic management in public administration, videotape editor, administrative investigations for the Municipal Guard and Corporate Communications. Motivational seminars, forums and lectures several human resources among others also took place totaling 5,634 hours of training.

Table 8 – AVERAGE TRAINING TIME PER CIVIL SERVANT

	TOTAL CIVIL SERVANTS	TRAINING HOURS *	AVERAGE TRAINING TIME (HOURS) PER CIVIL SERVANT
Indirect Management	23,426	18,344	0.78

Source: SMA

Data not broken down for Direct Management in 2011.

* Refers to the course hours: training of announcers, materials management, inquiry management, administrative inquiry, SIGMA.

DIVERSITY

Ensuring diversity in the workforce is assured by City Hall tenders open to all citizens indiscriminately, provided they meet requirements such as age and education for the position sought. Still, within the parameters required by law, City Hall reserves 5% of vacancies up for tender for people with disabilities and 10% for apprenticeship positions. Additionally, through Decree No. 21083 of February 20, 2002, City Hall requires that contracts with third parties comply with minimum quotas for hiring blacks and women. It is City Hall's responsibility to check compliance with this decree and oversee contracts within each agency, since contracts are decentralized.

In 2011, there was no report of discrimination in City Hall in the Municipal Department of Administration. (HR4)

A CITY FREE FROM PREJUDICE

In order to transform Rio de Janeiro in a city free of discrimination and prejudice, making it receptive and welcoming to lesbian, gay, bisexual and transgender (LGBT), the City instituted in February 2011, the Special Coordination for Sexual Diversity (CEDS).

Law No. 2475/1996, regulated by Decree 33.033/2008, was the flagship to start CEDS. The Department promotes lectures to train municipal employees (Clinical Family and Municipal Guard, for example) and, in partnership with SindRio (Union of Bars, Hotels and Restaurants in Rio de Janeiro), these classes are also available in various establishments throughout the city. Once trained, establishments receive the Rio Sem Preconceito (Rio Without Prejudice) sticker.

Allegations of businesses or government offices in the city that discriminate against people because of their sexual orientation or gender identity can and should be sent to the Special Coordinator of Sexual Diversity.

On the site *www.cedsrio.com.br* you can find all the legislation (municipal, state, federal and international) dedicated to LGBT. In addition to awareness and tourism campaigns run by CEDS since it started just over a year ago.

SEARCH FOR EQUALITY

The Special Coordinator for Promotion of the Gender Equality Policy sets out actions to prevent and combat all forms of violence against women, ensuring their rights, by strengthening the autonomy of the social, cultural and political women. This work contributes to the eradication of extreme poverty and the full citizenship of women in Rio.

The fight against racial prejudice is also another issue considered in the policies adopted by City Hall. The Municipal Council for Black Rights (COMDEDINE) was established in 1998, Law No. 1370, to advise the City in developing a policy to combat racism in all its manifestations, as well as advise, coordinate projects, campaigns and proposals in the interest of the black population. (HR4)

COMBAT CORRUPTION

City Hall presses for ethical conduct in its management. The Civil servant Code of Ethics (Decree No. 13.319/2004) guides Civil servants with a set of principles, values, rights and duties to be followed. In 2011, to reinforce the commitment to ethics, the City Hall established *Ficha Limpa* (Clean Record) under Decree No. 34.629/2011 for commissioned positions or positions of trust. Based on the Federal Constitution and the Federal Supplementary Law 135/2010, the system evaluates situations that prevent occupation of these positions or functions in the Municipal Public Direct or Indirect Management.

To ensure against corruption or conflict of interest, the city monitors municipal expenditure through audits by the Municipal Comptroller General. The organizational structure is the responsibility of the Special Comptroller for Institutional Management of Chief of Staff, to ensure no conflict of interest. (SO4)

City Hall shies away from nepotism under the decree prohibiting the appointment of relatives to positions, jobs and public functions. Moreover, the Court of the City Hall is responsible for auditing the public accounts and the City Council is responsible for the actions of the executive branch.

Allegations of possible corruption can be made by citizens through Central 1746, the Public Ministry, the City Council, Court and Attorney General of the municipality. Complaints are verified through an enquiry.

In 2011, five cases were reported by the SMA, three related to Civil servants and two with suppliers. City Hall adopts punishments ranging from dismissal with warnings for Civil servants and also breach of contract with suppliers.

HEALTH AND SAFETY OF CIVIL SERVANTS

Ensuring the welfare and health of its Civil servants is a concern for City Hall. In 2011, through the National Health and Safety at Work (PNSST), Decree No. 7602, City Hall extended practices related to health and worker safety to statutory Civil servants and CLT servants, according to the CLT (Consolidation Labor Laws). We highlight the creation of an Internal Commission for Accident Prevention (CIPA) that involves the employee and employer and is aimed at health and safety in the workplace. In Multirio, for example, the Internal Prevention of Accidents (SIPAT) is held annually for a week. It is organized by CIPA. The event promotes lectures, courses, training and other activities aimed at integration and awareness of the Civil servants on the importance of conserving and protecting the health and its physical integrity.

Other activities to promote health are run by the Program for Medical Control of Occupational Health (PCMSO), supported by assessments carried out by occupation safety engineers or technicians, the Programs for Risk Prevention (PPRA) and the Technical Report for Work Conditions (LTCAT). (LA6)

In Indirect Management, 52.9% of organizations offer prevention programs, 41.2% have mentoring programs, 35.3% send treatment and 23.5% offer formal training related to health and safety at work, which are extended families and communities. (LA8)

In 2011, in the Comlurb, street sweepers had the highest incidence of disease. In these cases, the City Hall provides a Social Service area which advises on issues relating to benefits, schedules tests or surgeries under the health plan and reallocation, if necessary.

In RIOLUZ, training on the use of Individual Protection Equipment (PPE) and EPCs is reinforced to ensure the security of Civil servants exposed to electricity, noise, gases and explosives among others. Modernization of equipment and tools also minimizes risks and prevents disease. Due to the heavy number of works visits, all CDURP employees have been vaccinated against tetanus, and trainings and suitable treatment for tendinopathy are carried out in ImplanRio.

To account for fees and data relating to occupational safety in 2013, the Percia Module system (PNAFM resource) will be implemented.

PUBLIC HEALTH CAMPAIGNS

Public officials raised awareness with more than 23,000 people about garbage, cleanliness and health, emphasizing dengue mosquito prevention and combating this in Social UPP communities. Below are some City Hall programs, especially for the 'Compass' project, which monitor employees with disabilities: (LA8)

Table 9 - EXAMPLES OF CITY HALL HEALTH PROGRAMS:

Counseling	The *DE BEM COM A VIDA* (GOOD WITH LIFE) program - Monitoring individuals with chemical dependency.	Inclusion of employees in the group accompanying drug users.
Counseling	Organizational Partner Program - PSO - employees who received a negative evaluation in the monthly performance assessment.	Social support and employee referral to psychology, medical and safety work in accordance with the assessment made by the social worker.
Counseling	COMPASSO - Project follow-up to employees with disabilities, emphasizing both social and professional aspects.	It has been an effective instrument to monitor people with disabilities in their routine work and shows encouraging results regarding inclusion and participation of employees in the overall context of the productive activities of Company employees.
PCMSO - Program for medical control for occupational health.	Medical occupational health control program is essentially a preventive program, which oversees the activities of the company by monitoring the health of their workers. From entry to exit from the company. Checking is done according to function or age of the worker	Better quality of life of our employees. Improve the performance of the company.

PPRA	A survey of risks existing in the workplace for operational managers and the preventive measures that should be adopted to eliminate or reduce environmental risk to reduce accidents.	Improve working conditions and reduce the number of accidents.
PPP	Pension document with the necessary information for retirement from work.	Essential for employee retirement.
LTCAT	Expert Technical Report - in which activities are valued by employees and the environmental conditions in which it is performed. Checking whether they follow Annexes NR-15 Regulatory Standards - Unhealthy Activities and NR-16 - Hazardous Activities.	When the technical report that features the activity is unhealthy or dangerous indicates what unhealthy or risk percentage premium should be granted to the employee.

Source: Rio de Janeiro City Hall

MANAGEMENT OF NATURAL RESOURCES

City Hall has the authority to properly manage various resources that it makes use of. The Climate Change Act provides for an Eco-Efficient Program whose goal is to establish efficient integrated management of natural resources and, above all, includes criteria and targets to reduce consumption. The Incentive Law also looks at carbon credits on several projects, such as waste management, transport, energy and reforestation, among others.

THE CITY'S ENERGY

Electric energy consumed by the city of Rio de Janeiro is supplied by Light SESA through Federal concession. Among the services provided by the concessionaire, we highlight the new connection service, increased load, removal from network, removal of poles, scheduled shutdown and reconnection, urgent reconnection, check voltage levels, gauging the meter and consumer unit inspection.

To meet the city's demand, Light acquires part its electrical energy from other companies and generates the other part itself. In 2011, 69.14% of the city's energy came from renewable energy - hydroelectric, wind and biomass - and 30.86% from non-renewable energy - power plants. (EN4)

According to ANEEL, Light earmarked 0.5% of its net operating revenue, about R$ 30 million, for energy efficiency initiatives. The community benefits from 60% of this resource and the remainder is invested in public buildings, hospitals, educational institutions and water and sewer treatment. Among the cities that Light supplies electricity to Rio de Janeiro benefits the most by receiving more than 80%. In 2011, a total of R$ 24.8 million was invested. About 50% of this benefited residents of low-income communities highlighting the exchange of inefficient bulbs and refrigerators. The Company also encourages selective waste collection in the communities, giving deductions to electric bills.

To avoid blackouts in the city Light invested in an Emergency Maintenance Plan in 2011 that includes underground network recovery, intervention in the overhead network and modernization of the distribution network in several communities.

CITY HALL ENERGY CONSUMPTION

In 2011, 223,705,415 kWh (805,339 GJ) of electrical energy was consumed in public buildings and more than 440,374,027 kWh (1,585,346 GJ) in street lighting.

City Hall is improving its integrated energy efficiency management and recently revised the Strategic Plan to included reduction and efficiency targets. Today there are some government building actions to be more efficient, such as using low energy light bulbs and even solar energy projects in principal Municipal Natural Parks.

An example of these actions occurred in the Prainha and Penhasco Dois Irmãos Municipal Natural Parks, where photovoltaic panels were installed to transform light energy into electrical energy from the sun. The PV system has a bank of batteries large enough for up to three days without sun. It produces about 330 kWh/month capable lighting the park with fluorescent lights, a computer, a printer, a ceiling fan, TV, fridge, water machine among other small equipment. [EN6]

Table 10 - ENERGY EFFICIENCY PROJECTS IN 2011:

2011 - PCRJ - EFFICIENCY	DESCRIPTION	KWH SAVED IN 2011 (ESTIMATE)	GJ	KWH SAVED PER YEAR (ESTIMATE)	GJ	R$ INVESTED (2011)
CASS 1	Illumination	Concluded in 2012	Concluded in 2012	296,700	1068.12	378,948.93
CASS 2	Illumination	Concluded in 2012	Concluded in 2012	251,800	906.48	310,097.19
State School Units	Illumination 36 municipal schools 20,000 illumination points more efficient (lamps, ballasts and lighting).	1,333,600	4800.96	1,333,600	4800.96	2,252,766.51
Jesus Mun. Hospital	Illumination and acclimatization Modernize illumination and air-conditioning.	534,500	1924.2	534,500	1924.2	372,776.08
SMTR II (CET Rio)	Replacement of a lot of the lighting system for traffic signal with LED lights, which consume less energy and have a longer life.	Concluded in 2012	Concluded in 2012	5,170.66	18.61	3,806,519.57
Miguel Couto Hospital	Illumination and acclimatization Modernize illumination and air-conditioning.	1,653,400	5952.24	1,653,400	5952.24	664,446.56
TOTAL		3,521,500.00	12,677.40	4,075,170.66	14,670.61	372,776.08

Fonte: Light.

CIDADE ILUMINADA (ILLUMINATED CITY)

Public lighting is managed in the city of Rio de Janeiro by RIOLUZ. It is linked to the Municipal Department of Conservation and Public Services of City Hall. Currently, the city has 418,269 illumination points.

In 2010, RIOLUZ began to overhaul these points by replacing old and obsolete lights in each neighborhood which increase brightness by 30% and reduced. In 2011, 45,557 points were reworked and 7,234 new points installed.

RIOLUZ was aware of energy efficiency and used equipment which used low energy consumption and greater luminosity, such as LED lighting in the Cycle path around Lagoa Rodrigo de Freitas, at the Metropolitan Cathedral and Morro dos Prazeres. The agency also joined the National Program of Public Lighting, RELUZ, a federal government funding program which promotes efficient lighting systems as well as enhancing urban spaces at night which contributes to the improvement of public safety and quality of life.

The project, which starts in 2012, includes 32,480 lighting points and has a total investment of over R$ 14 million. It is estimated that after the project the City Hall will save around R$ 7 million per year and increase the illumination by 7%. [EN5, EN6]

WHERE DOES THE CITY'S CONSUMABLE WATER COME FROM?

The city of Rio de Janeiro's consumption and water treatment is the responsibility of the Companhia Estadual de Águas e Esgotos - the State Water and Sewage Company (CEDAE) - under an agreement in accordance with Federal Law 11.445/07 which establishes national guidelines for this segment. The Company operates and maintains the collection, treatment, supply, distribution networks and water collection, transportation, treatment and disposal of sewage.

The main source of water supply for the city is the Guandu River Basin, which is joined to the basin of the Rio Paraíba do Sul basin in Rio de Janeiro through transpositions. Currently the sources of rio Paraíba do Sul and outflows of Ribeirão das Lajes feed into Rio Guandu.
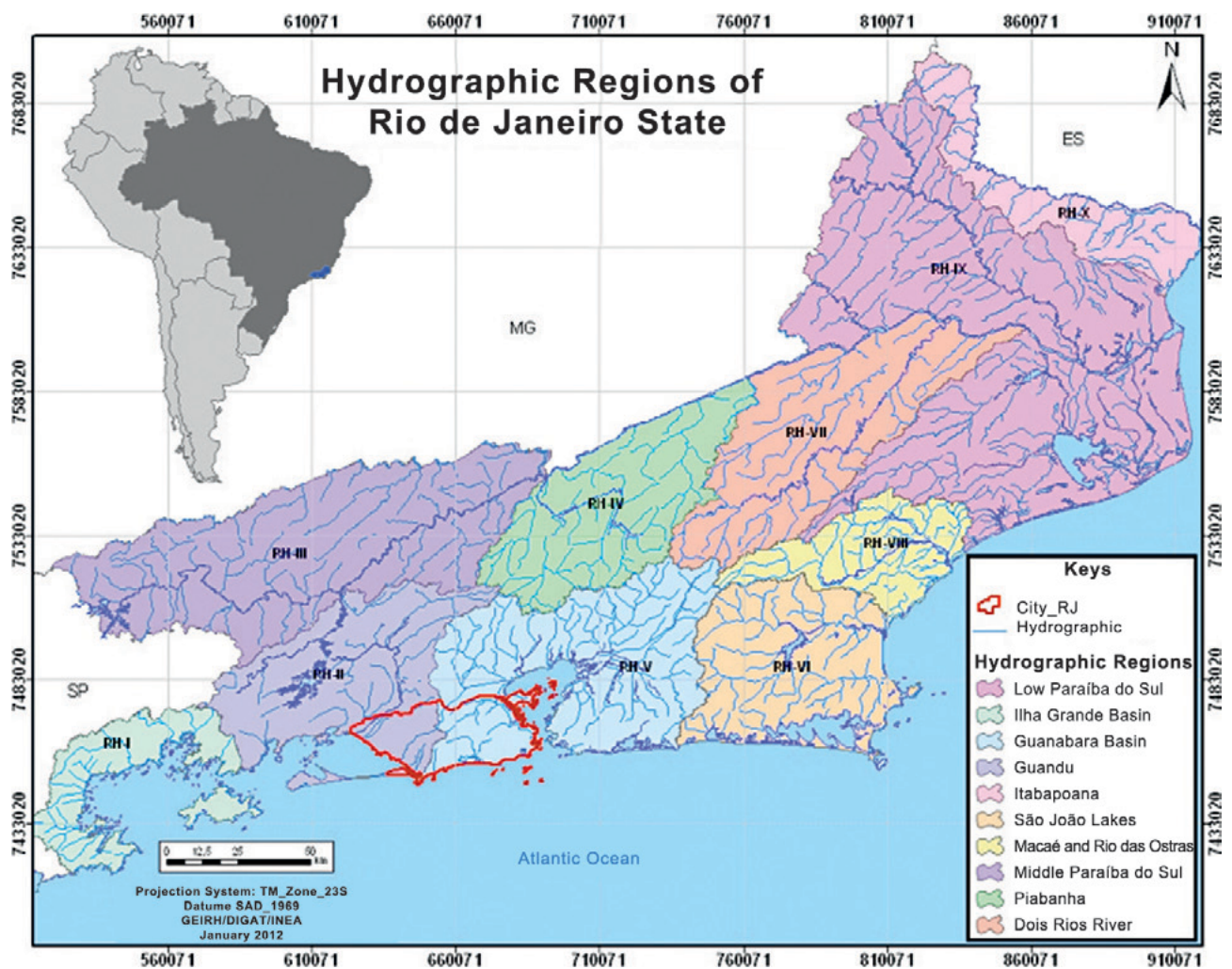
Figure 1 - Hydrographic Regions in the State of Rio de Janeiro. Source: INEA

VOLUME DISTRIBUTED BY CEDAE IN RIO DE JANEIRO CITY AND PMCRJ CONSUMPTION IN 2011						
Supply System	City where the uptake occurs	Volume distributed in Rio de Janeiro City (millions m³/ year)	Type of water origin	Volume distributed in Rio de Janeiro City (millions m³/ year)	Volume consumed by the City Hall (millions m³/ year)	% consumed by the City Hall
Guandu	Nova Iguaçu	957.59	external (water imported from other cities)	1,087.78	7.822	0.72
Ribeirão das Lajes	Piraí	129.29				
Imunana Laranjal	Guapimirim	0.9				
Small watersheds	Rio de Janeiro	13.04	Internal (water collected in the very city of Rio de Janeiro)	13.04	0.023	0.18
Total (external + internal)				1,100.83	7.845	0.71

The outflow Q into Rio Guandu has been set based on the State Plan for Water Resources of the Rio Guandu basin - PERH Guandu (2006)[1]. Estimated surface water availability at the mouth of Rio Guandu corresponds to 121.16 m³/s. The collected water is treated at the Guandu WTP (water treatment plant) and supplies 92% of the population of the City of Rio de Janeiro. (EN9)

Table 11 - WATER BALANCE IN THE GUANDU RIVER BASIN:

Allotted flow in the Guandu River Basin	121.16 m³/s
Allotted flow - uptake	98.21 m³/s
Allotted flow - release	23.44 m³/s
Minimum flow at the mount of the São Francisco Channel	25.00 m³/s

Source: SEHID, INEA.

Extraction of water above 0.4 l/s for surface extraction and 0.058 l/s for groundwater extraction in the city of Rio de Janeiro, as in other districts of the State of Rio de Janeiro, requires to be awarded for water use (authorization) issued by the State Environmental Institute (INEA)[2]. Below these values the user also needs to be regulated, but receives a certificate with little use.

In 2011, the INEA issued grants amounting to about 103 million m³ of water to the city of Rio de Janeiro, being little more than 80 million m³ of surface capture and almost 23 million m³ of groundwater abstraction. Of this total, approximately 51% is used for industry, 13% home use, 16% for thermoelectric use and the remainder divided between animal husbandry, sewage, irrigation, mining, and others. (EN8)

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1 The water balance is the result of the amount of water which is withdrawn and introduced into a basin. This balance is important to ensure a minimum flow in rivers.

2 Meet the INEA accessing *http://www.inea.-rj.gov.br/index/index.asp*

Table 12 - WATER CATCHMENT GRANTED IN THE CITY OF RIO DE JANEIRO:

CATCHMENT BY SOURCE	M³	%
Surface capture	80,259,765	77.96%
Groundwater abstraction	22,690,009	22.04%
TOTAL	102,949,774	100%

INTENDED USE	M³	%
Supply	13,355,064	12.97%
Livestock	12,672	0.01%
Drainage	1,202,794	1.17%
Industry	52,406,435	50.90%
Irrigation	9,089	0.01%
Mining	526,272	0.51%
Thermoelectric	16,207,578	15.74%
Others	19,229,871	18.68%
TOTAL	102,949,774	100%

Source: SEORH/INEA.

Other bodies of water that supply the city are: Rio Boa Vista, Rio Tijuca, Rio Gávea Pequena, Rio Palmeiras, Rio Camorim, Rio Mendanha, Rio Quininha / Batalha, Rio Caboclo, Rio Coqueiro / Andorinha / Tachas, Rio Sacarrão and Rio Grande. There are also small springs which represent about 1.2% of the flow of water distributed in the city. This supplies isolated communities that do not have to be met by the conventional system.

DISPOSAL OF EFFLUENT

In 2011, approximately 17,000 l/s of water from residential, commercial and industrial (the latter being previously treated) was discarded at sea or estuaries through Sewage Treatment Plants and underwater CEDAE ducts.

Part of the effluent is treated at the Wastewater Treatment and Sewage plant (ETE) Penha and enables water to be reused in cleaning the streets, among other services. In 2011, about 20 l/s of ETE Penha was reused which corresponds to 630 000 m3/year of the city's water. [EN21; EN10; EN26]

WATER RESOURCE MANAGEMENT IN RIO DE JANEIRO CITY HALL

Water resources are managed by the City Municipal Department of Environment in City Hall, more specifically by the Water Resources coordinator, whose main functions are: implement the Water Resource Use Policy in the City of Rio de Janeiro, together with other city agencies interacting with other levels of government; Planning, coordination, implementing and maintaining a database of information to support municipal management water resources, among others.

In 2011, City Hall's water consumption was 600,000 m³ mainly used in its public buildings, restrooms and drinking fountains among other purposes. Corresponding to consumption, disposal of effluent (sewage) was 480,000 m³. [EN8, EN9, EN21]

CONSUMPTION OF MATERIAL

Among the various administrative functions of City Hall, it acquires, maintains and controls the use of materials. Managing the use of materials is crucial, especially because of the financial investment involved. Consequently City Hall gives guidance to civil servants on their correct use.

City Hall acquires a variety of material to meet both internal administrative demand, such as office supplies and computers, and items that directly serve the public such as a building material or school kits.

The separation between City Hall and the city presents the main[3] items acquired by the Municipal Administration (SMA) and decentralized though other agencies which representing 54% of investments. [EN1]

Table 13 - MAIN MATERIALS USED IN CITY HALL

NON-RENEWABLE MATERIAL	QUANTITY	UNIT
Multimedia projector	11,693	Unit
Netbook	13,063	Unit
Rede equipment	440	Unit
Aluminum sulfate	12,466,500	Unit
Microcomputer Workstation Type 1	3,447	Unit
RENEWABLE MATERIAL	QUANTITY	UNIT
Photocopy Paper, A4 White	546,853	Ream
Toilet Paper, White, Double Sheet	4,696,367	Role

Source: SMA

Table 14 - MATERIAL ACQUIRED BY CITY HALL, USED BY THE CITY

NON-RENEWABLE MATERIAL	QUANTITY	UNIT
School Uniforms – Complete kit	819,983	Sets
School Bags	1,004,747	Unit
School Student Sets	281,213	Sets
School Sets – Special Education	481,584	Unit
Asphalt	10,430	Ton
Gravel "0"	75,213	Ton
Powder, Rock	88,400	Ton
Plastic bags	4,520,000	Unit
RENEWABLE MATERIAL	QUANTITY	UNIT
Books / Brochures	2,141,604	Unit

Source: SMA

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3 Of the remaining 46% investment in the purchase of materials made by various bodies of the municipality, about 20% relates to civil construction without specifying input and 26% refer to more than 4,000 smaller ticket items when analyzed individually.

URBAN INTEGRATION

INTEGRATION OF THE CITY HAS BEEN THE CHALLENGE OF CITY HALL OVER THE PAST FOUR YEARS

The idea of integrating various neighborhoods in the city has already been discussed a long time ago by governors. This is because it's a huge challenge and also requires a lot of investment. Investing in urban mobility eases traffic by reducing the time to travel for the public from one point to another, but the question of urban integration proposes something even greater: social inclusion through improved access to culture, education, health, employment and income, and other services provided by the City Hall.

That is why the City Hall has been working and gradually implementing a series of actions aimed at sustainable development. In 2011, the Master Plan for Sustainable Urban Development for the City of Rio de Janeiro was drawn up containing guidelines and actions to be implemented together by all sectors and city policies with civil society taking part. This Master Plan is aligned to the Strategic Plan and followed by all the Departments. It has already shown results which can be seen below.

URBAN OCCUPATION ALLIED TO ENVIRONMENTAL CONSERVATION

The investments in urban infrastructure take into account the city's landscape noted by the presence of mountains covered with forest vegetation, very close contact with the beaches, lagoons, swamps marshes, mangroves and salt marshes.

MAPPING AREAS AT RISK

The City Hall through the Department of Environment (SMAC), Rio Águas and Geo Rio have developed a risk matrix of the city that is mainly linked to unorganized urban sprawl on the slopes and near beaches which contributes to the creation of landslide risk areas, falling rocks and floods which are responsible for large economic losses and social benefits for the city.

This unorganized urban sprawl is slowly losing ground to programs provided in Rio's housing policy. Among the programs include Morar Carioca and Minha Casa Minha Vida, which have guidelines to use drainage techniques in the streets with greater permeability; cycle paths linked to the existing network in the city, reforestation and environmental restoration of surrounding areas; Voluntary Delivery Points (ENP) to collect bulky waste, trash and recycling, cut vegetation, among others.

Another way to inhibit occupation in areas of risk is through Intensive Forestry Programs organized by the Department of the Environment. This project involves the communities living in these places directly getting involved by looking to preserve forested areas and environmental regeneration of the city.

The project is present in about 150 communities in the city and counts on the work of 800 people looking after a reforested area of over two thousand acres. Here more than 6 million seedlings were planted from more than 150 species of trees mostly native to the Atlantic Forest.

Through the Environmental Education Center, SMAC performs community awareness work of the importance of green areas, to ensure the integrity of forested areas and inhibit the growth of communities on areas of risk or environmental protection. Through the Bairro Maravilha program, the City has also recovered areas of the city with the services of asphalt paving, sidewalks, drainage system, and sewers were deployed.

UPP SOCIAL PROMOTES THE INTEGRATION OF PACIFIED COMMUNITIES

Launched in 2011, the Social UPP program is responsible for the mobilization and coordination of actions in municipalities benefited by Pacifying Police Units (UPP) and its links with initiatives from other levels of government, private sector and civil society, to promoting social integration and fully urbanize these areas together with the city of Rio de Janeiro.

It is coordinated by the Pereira Passos Institute (IPP-Rio). The program looks to give more access to essential public services such as garbage collection, education, health and social care to residents of these territories of a similar quality to other areas in the city. UPP Social also works to promote urban settlement and economic, social and environmental development with cultural values in these territories.

The program runs in 19 UPPs in the city of Rio de Janeiro as well as three occupied territories - Rocinha, Alemão and Penha - covering 118 communities and approximately 400,000 people. After a peacekeeping police unit is established within the area, UPP Social coordinates and supports an intensive effort to expand and improve urban conservation services, cleaning and garbage collection and street lighting. After new standards have been implemented to provide regular services, such as the program 'Let's agree on a Cleaner Community' focusing on the classification of garbage for collection in the UPP areas by Comlurb and the Municipal Conservation Department and Public Services in partnership with UPP Social. The new collection logistics have special equipment to operate in the shanty towns and is based on community participation within six UPP areas.

The program is structured to include regional management teams in each community which are dedicated to regular dialogue with residents and local organizations to identify needs and to support local implementation of actions by various agents. An institutional management network, made up of representatives from all departments and agencies linked to City Hall, works to respond to specific demands and improve integration into the municipal activities of the territory.

Another important part of the program is generating and managing information as well as monitoring public activities in the UPP areas. UPP Social works to produce and improve databases, maps and indicators on the pacified areas. The production of Participatory Quick Maps (MRPs) for all UPPs is an ongoing project. Through these MRPs, it is possible to classify territories into micro areas from looking at variables such as quality of buildings, access to services and conditions of public roads. This and other initiatives have already given us a lot of information on UPP areas which can be used by City Hall to plan and manage activities in pacified areas.

MORAR CARIOCA (CARIOCA LIVING)

The Morar Carioca Program provides urbanization of all Rio communities by 2020, promoting urban development with social inclusion and improved quality of life. Basic services to conserve the infrastructure such as lighting, paving, drainage, cleaning will be implanted and unauthorized housing will be controlled under the supervision of the Special Department of Public Order (SEOP).

R$ 8 billion will be invested in the project with funds from City Hall, the Federal Government and Banco Interamericano de Desenvolvimento (BID) and will benefit 260,000 households by 2020. The Morar Carioca Project will be set up all around Rio benefiting the city as a whole not just the residents of the areas directly affected.

PORTO MARAVILHA (MARVELLOUS PORT)

The Urban Porto Maravilha Operation, created by the Municipal Law 101/2009, is one more City Hall initiative before the new economic model that is driven by major events happening in the city in coming years. The purpose of this operation is to restructure the location, expanding, link and reclassify the region's public spaces. Rather than creating working conditions, housing, transport, culture and recreation for the community, the Operation encourages economic development in the region together with the environment, creating specific regional urban and environmental parameters in that new buildings should reuse storm and waste water, use clean energy among others.

The project covers an area of 5 million square meters between Avenues Presidente Vargas, Rodrigues Alves, Rio Branco, and Francisco Bicalho.

In 2011, the second phase of work began which included redevelopment of the region by 2015 and will introduce new standards of quality for urban services, including efficient and economic garbage collection and street lighting. To make it easier to get to the site, the Raised Perimeter has been demolished, access to Avenida Rodrigo Alves is now via the expressway, a new route has been established provisionally called Binário do Porto and 70 km of roads have been rebuilt. And to appreciate the historic Porto Maravilha region, in partnership with Fundação Roberto Marinho, new cultural projects such as the Art Museum of Rio de Janeiro (Mar) in Praça Mauá, and the Museum of Tomorrow at Píer Mauá have been put into place.

The project has the support of State and Federal Governments, and the entire implementation process is coordinated by the Urban Development Company of the Port Region of Rio de Janeiro (CDURP), a mixed capital company, controlled by the Municipality. CDURP's main functions are to implement and manage public construction works and services in the region as well as managing the property and financial resources for the project.

Some of the money invested in restructuring Porto Maravilha comes from the purchase of Potential Additional Construction Certificates (see details *http://portomaravilha.com.br/web/ sup/OperUrbanaApresent.aspx*) authorized by law No 101/2009 which allows for construction beyond current limits except in areas of conservation, cultural heritage and architecture, and buildings intended for public service.

Track the progress of the restructuring of Porto Maravilha accessing the site: *http://portomaravilha.com.br*

EXPANSION OF SANITATION TO ZONA OESTE

In 2011, the City Hall began the construction of a sewage treatment system to attend to the city's Zona Oeste, considered one of the most substandard areas. It is expected to be in City Hall's Strategic Plan and aims to increase treated sewage disposal coverage by 30% by 2012.

Expansion of sanitation improves public health and quality of life as well as reducing untreated sewage being dumped into rivers and bays.

INSPECTION AND ENVIRONMENTAL EDUCATION

Since the construction industry in Rio de Janeiro is booming, SMAC has decided to invest in improving the city's licensing system. In 2011, with the growing demand for environmental permits, the City Hall has invested in mapping processes, hiring personnel and technical training to deal with the largest amount of environmental permits per square meter already issued by SMAC.

The reason it is licensed environmentally is to insist that companies with polluting or potentially polluting activities adopt best practices, equipment and systems. Pollution controls minimize the risk of soil, water and air contamination. Potentially, the main areas of contamination are in filling stations and industrial areas. SMAC works to prevent this.

Through the Environmental Education Center, staff who award permits and monitor the environment work with private organizations to spread the importance of developing good environmental practices to different sectors of the economy. This work of environmental awareness, through various aspects, goes out to the population.

Most SMAC inspections are the result of citizens' complaints. Upon complaint verification, the agency identifies irregularities and takes appropriate steps for the situation which can range from interdiction or a banning notice on the location in question. Establishment of Central 1746 *(see details on page 26)* has contributed to the increase in complaints in 2011.

In 2011, City Hall imposed 303 violation notices to third parties due to non-compliance with environmental laws and regulations, a total of R$ 1,882 million. Most of these fines, about R$ 1,562 million, relate to the work of the Environmental Patrol responsible for responding to urgent complaints. The main types of violations relate to deforestation, environmental licensing and noise pollution during construction work. [EN28]

RESULTS OF CITY HALL'S STRATEGIC PLAN:

URBAN INFRASTRUCTURE				
Target Description	**Unit Measured**	**Reference**	**Target set for 2011**	**Result**
Promote the construction of 50,000 new social housing units in the city in partnerships with the private sector and other spheres of government by the end of 2012.	Thousands of units built	0	35	37.93
Recover 300 km of public roads in Zona Norte by the end of 2012.	Km	9	166	290,8
Reduce the areas occupied by slums in the city by at least 3.5% up to 2012, compared to 2008.	%	0	2	1.8
Reduce the number of critical flooding points in the city by at least 20% up to 2012 compared to 2008.	Number of critical flooding points	230	207 points	206 points
Finish the first phase of the Porto Maravilha project (including opening the Pinacoteca, reformation of the Maua Pier, recuperation of warehouses on the docks, the revitalization of the Saúde neighborhood, the underground garage at Praça Mauá, and construction of a new access road to the port).	Score (The evaluation scores are defined according to specific criteria adopted by the Secretaries agreed on in the results agreement)	0	8	5 (score based on the progress of defined milestones, according to the schedule of construction work)
Increase coverage of the sewage disposal system to 30% with AP-5 treatment up to 2012.	%	5	12%	12.41%

PROTECTION OF GREEN AREAS IN THE CITY

The city of Rio de Janeiro is covered by 42.2% vegetation when you consider the 77 federal, state and municipal urban parks taking reforestation, agriculture, exotic vegetation, and the Atlantic Forest, one of the most diverse biomes in Brazil.

The City Council is responsible for maintaining these areas since they are essential to improve quality of life for local people as well as having a National importance. Most municipal areas are classified for sustainable use where they are located as well as public and private areas.

Two of the most bio diverse icons in the country are located in the city. Tijuca Forest, the fully protected area, and the Botanical Gardens, listed by the National Historic and Artistic Heritage (IPHAN) for its relevance to knowledge and conservation of biodiversity in various regions of Brazil.

Among the activities that aim to maintain biodiversity is the implementation of Conservation Units (UC) which observes ecological criteria and planning related to the environment of these parts in an urban environment, looking to reconcile conservation of local biodiversity and control human pressure.

Currently the city has 49 UC municipalities. The Tijuca National Park is under shared management with the municipality and Chacrinha and Grajaú state parks. SMAC manages it. [EN13]

Table 15 - EXTENT OF PROTECTED AREAS IN THE CITY OF RIO DE JANEIRO:

	MUNICIPAL		STATE		FEDERAL	
	No of areas	Km^2	No of areas	Km^2	No of areas	Km^2
Sustainable use	35	333,908	1	1,716	-	-
Heritage	5	6,880	13	2,996	1	1,348
Total protection	17	26,883	4	162,904	2	40,237

Source: CMA/ SMAC.

The Strategic Plan sets a target of 1,500 ha to be reforested by the city by 2012. In 2011, the City reforested 609.53 ha. This work was carried out by the Reforestation Effort Project which was shown by hiring a company specialized in ecological restoration techniques aimed at self-sustainability of these reforested areas.

RESULTS OF CITY HALL'S STRATEGIC PLAN:

ENVIRONMENT				
Target Description	Unit Measured	Reference	Target set for 2011	Result
Reforest 1,500 ha up to 2012	Hectares	0	600 ha	609.53 ha

BIODIVERSITY MANAGEMENT

City Hall ensures that all guidelines, objectives, instruments, policies, as well as targets and actions according to the Master Plan for Sustainable Urban Development of the City of Rio de Janeiro should include environmental and landscape variable to ensure sustainable development of the City. (EN14)

This ensures the integrity and quality of protected areas, thus reducing the vulnerability of species affected. It is aimed at protecting and restoring Nature, considered the most valuable asset of the city, and also unit activities from all levels of government and promotes initiatives of common interest relating to the policies of transport, environment, environmental sanitation, the coastal area, urban equipment, public services and economic and sustainable development. See the Master Plan: *http://www.rio.rj.gov.br/web/smu/exibeconteudo?article-id=138989*

Along with the Master Plan, SMAC has developed a System of Planning and Environmental Management which aims to integrate the various public policies regarding effective protection and appreciation of the environment. The Department also evaluates the Urban Structuring Project (PEUs) presented by the Municipal Urban Planning Department which analyze the effects of changes in urban planning in the neighborhood on the quality of the local environment.

Qualitative and quantitative analysis is carried out on proposed urban parameters which ensure balanced spaces and provide environmental services that add quality to the environment built at the same time as preserving the natural landscape of the city. Proposals to amend the districts of Tijuca, Praça da Bandeira, Maracanã, Andaraí, Vila Isabel, Grajaú, Joá and part of Barrinha (Barra da Tijuca) have been analysed. (EN14)

CORREDORES VERDES (GREEN BELTS)

The Corredores Verdes Project was created in 2011 by SMAC and consists of a strip of land connecting Marapendi and Chico Mendes Municipal Parks with protected areas to restore native Atlantic vegetation. Besides increasing the number of wild animals with some species returning to the region, the project contributes to the preservation and conservation of landscape as well as the Malha Verde Municipal together with social and economic development of the city.

The Project provides vegetation management, which is carried out by the Parks and Gardens Foundation (FPJ), reforestation, fencing, among other activities put in place by SMAC. During the course of the project, there will be educational campaigns for the surrounding residents carried out by Environmental Agents from the Education Center - CEA to demonstrate the importance of the work and share responsibility for the preservation and conservation of green areas of the city.

Corredor Verde is one of the Mosaic Carioca tools - integrated management of all parks and other protected areas of the city under the municipal, state and federal management. It is estimated that by 2012, 1,300 meters of native vegetation will be reforested. (EN14)

Figure 2 - Green Corridors. Source: FPJ.

RESOLUTIONS FOR SOLID WAST

The Solid Waste Coordinator, the Secretary for the Municipal Department of the Environment (SMAC), has to coordinate different agencies within the municipal public management and civil society to develop solutions for municipal solid waste in the City of Rio de Janeiro. The Chamber for the Permanent Sector of Waste Management for the Municipal Council for the Environment of the City of Rio de Janeiro – CONSEMAC is an important forum for these discussions.

CONSEMAC

The Municipal Environment Council of the City of Rio de Janeiro, created under Law 2390 of 01/12/1995, is the deliberative regulatory and supervisory body of System Planning and Environmental Management of the Municipality. The duties of CONSEMAC are to safeguard other duties established by Law: define, monitor, supervise, promote and evaluate policies, actions, projects and programs concerning matters relating to the environment. It is equally represented by members of the executive branch and civil society, enabling various segments of the population to take part and monitor the environmental policy of the city.

Chambers:

• Technical Chamber - Basin Draining in Guanabara Bay

• Technical Chamber - Basin Draining in Sepetiba Bay

• Technical Chamber - Basin Draining in Costeiras Lake

• Technical Chamber - Environmental Policies

- Permanent Sector Chamber - Environmental Law

- Permanent Sector Chamber - Licensing and Environmental Surveillance

- Permanent Sector Chamber - Environmental Conservation Units

- Permanent Sector Chamber of Environmental Education

- Permanent Sector Chamber of Waste Management

- Permanent Sector Chamber - Environmental Monitoring

- Permanent Sector Chamber of Environmental Conservation Funds

- Temporary Sector Chamber - RIO 2016

- Temporary Sector Chamber RIO+20

Learn more about CONSEMAC by accessing: *http://www0.rio.rj.gov.br/smac/consemac/index.shtm*

As well as managing waste from Rio de Janeiro City Hall, it collects solid domestic waste (residential and commercial), public waste (streets and beaches), health service waste and municipal building waste through the Companhia de Limpeza Urbana (COMLURB).

According to the Municipal Act 3273 from 06/09/91 - the Urban Sanitation Law - COMLURB is responsible for implementing all technical activities together: operational, regulators, legislative, administrative and finance required for planning, implementation and supervision of activities related to urban sanitation in the city. In 2011 COMLURB collected and disposed of about 3.6 million tons of waste properly. Of this, more than 8,000 tons was recycled and more than 17,500 tons made into compost, with the remainder put in city landfills. [EN22]

SOLID WASTE DESTINATION BY COMLURB IN 2011 (T)

Recycling	8,029
Made into Compost	17,562
Landfill	3,542,123
Total	3,567,714

Source: COMLURB

Also according to the Urban Sanitation Law, it is the responsibility of the entity to dispose of its waste if producing more than 120 liters or 60 kg of waste per day. It is for the waste producer to choose the best destination - recycling, landfill, etc. - for each type of waste generated by them. Disposal destinations are required to be licensed by the competent environmental agency.

The City Hall organizes lectures and distributes informative material to inform the public about the importance of managing waste by putting it out appropriately and reusing it where possible.

Today City Hall selectively collects garbage door to door in 42 of the 160 city districts, going round

main thoroughfares once a week. With the Agreement between the City Hall and BNDES of R$ 52 million in signed in December 2010, it is possible to increase the selective waste collection throughout the whole city. BNDES is responsible to investment unrecoverable funds in the order of R$ 22 million and City Hall for R$ 30 million. In all, six Sorting Centers will be built with a capacity of 20 and 30 t/day with the social inclusion of up to 1,500 waste collectors, 150 t/day of recyclables processed. The Sorting Centers will be managed by collector cooperatives and filled with recyclable materials collected by the selective residential waste collection service, according to new logistics developed to meet the Project. With these measures, the City Hall operates selective Domestic Waste Collection twice a week around all city districts. It is estimated that the current 1% of selective waste collected, 40% of potentially recyclable domestic waste will go up to 3% in 2012 and to 4% and 5% in 2013 and 2014, respectively, when all six Centers will be in operation. To encourage productive recycling, City Hall has approved the priority environmental licensing and simplified waste processing companies.

LOCATION OF SORTING CENTERS:

PENHA
20t/DAY
200 SCAVENGERS

IRAJÁ
20t/DAY
200 SCAVENGERS

BANGU
30t/DAY
300 SCAVENGERS

CENTRAL DO BRASIL
30t/DAY
300 SCAVENGERS

CAMPO GRANDE
30t/DAY
300 SCAVENGERS

VARGEM PEQUENA JACAREPAGUÁ
20t/DAY
200 SCAVENGERS
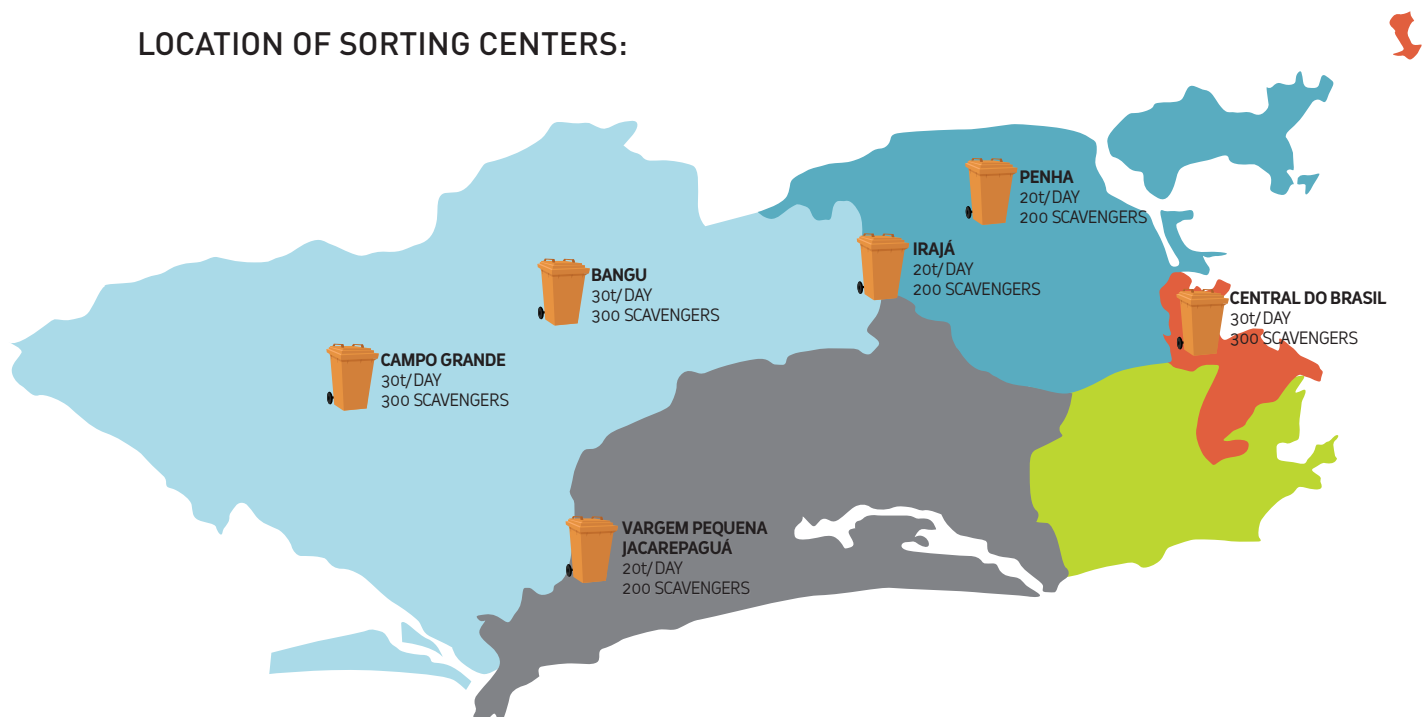
Aiming to reduce volumes of waste disposed of, saving natural resources, reducing the flow of trucks in circulation and consequently the reduction of GHG emissions, City Hall has determined through Decrees 34.873/2011 and 33.971/2011 the compulsory use of asphalt mixtures containing unusable rubber tires in road and highway paving and compulsory use of recycled construction aggregates - in RCC construction works and engineering services performed by the city. These actions are now required to obtain an environmental permit and the recent construction works undertaken by the City Hall, for example, the Maracanã and the Sambódromo being reformed, as well as construction work at the Port and the BRT's.

For example, in 2010, 33,024 tires were recycled and used as one of the materials in the production of 167,765,310 tons of asphalt mix and in 2011 a further 43,458 tires were also used to produce 201,190,940 tons of mix. [EN2; EN 22] Another project, the Coco Verde, promotes separation and collection of coconut shells consumed at weekends from the main Zona Sul beaches. They are reused in waste processing projects and contribute to the declining demand for waste destined for landfills. 600 tons of coconut shells were collected throughout the year.

According to ARERJ – the Association of Recyclers of the State of Rio de Janeiro, companies located in the state consume 68,600 tons each month of raw material collected in the city, such as plastic (16,000 t), PET (1,600 t), metals (36,000 t), paper/cardboard (15,000 t), and glass (400 t) where only glass and PET processing companies exists in the city. Other recyclables are processed in other municipalities. (EN26)

THE SEROPÉDICA WASTE PROCESSING CENTER

In 2011, the city has benefited from a new Waste Treatment Center (RTC) in Seropédica. This initiative follows the National Solid Waste Plan which shares responsibility for waste generated in the municipalities between civil society, the Government and private institutions. Gradually it will disable the Gramacho landfill in 2012. With a capacity to initially receive about a thousand tons of garbage per day from the city of Rio de Janeiro and the municipalities of Itaguaí and Seropédica, CTR brings together groundbreaking technologies in Latin America to ensure the disposal of trash without risk to the environment. Among the main technologies employed are triple layers of soil sealers made from reinforced high density polyethylene (HDPE) webs and sensors connected to software to indicate any abnormalities in the soil. Another innovation is the treatment of manure, liquid waste resulting from decomposition which is eventually transformed into reusable water and biogas, the main pollutant generated by decomposing garbage. It will be converted into energy, generating carbon credits.

Reducing emissions of Greenhouse Gases (GHG) emissions resulting from implementation of the CTR will help Rio de Janeiro City Hall fulfill its target set in 2009 of reducing GHG emissions. The Rio Sustainable Plan will be presented before the United Nations Conference (COP15) in Copenhagen. The goal is to reduce emissions by 8% by 2012, 16% by 2016 and 20% by 2020.

RECLAIMING GRAMACHO

In 1996, the City began the process of deactivation and recovery of the Gramacho landfill which involves a series of initiatives relating to the care of the soil, air, and also the future of the garbage pickers and their source of income.

The site has become the largest project to reduce greenhouse gases in the country with the installation of a biogas plant with 320 capturing wells located the whole surface area of the landfill. This will prevent about 75 million cubic meters of methane being released annually into the atmosphere over the next 15 years. There is an estimated reduction of 6 million tons of carbon dioxide over the next seven years.

This system of biogas exploration is part of the Clean Development Mechanism - CDM - under the Kyoto Protocol, which allows for the sale of carbon credits resulting from emission reductions of greenhouse gases into the atmosphere. With an estimated reduction of emissions, the project will ensure the landfill maintenance for another 15 years after it has closed paying particular attention to environmental and geotechnical monitoring.

The concession contract is signed by the Novo Gramacho Consortium. This provides some of the gains from the sale of carbon credits to revert to two funds; one is for the renovation of the Jardim Gramacho neighborhood and the other is to train the garbage collectors with new waste recycling techniques to be implemented after the landfill is closed.

The landfill renovation process also counts on a Wastewater treatment plant able to treat 1,920 m^3 of slurry daily which requires proper treatment before being disposed of in rivers, lakes and bays, among others.

RESULTS OF CITY HALL'S STRATEGIC PLAN:

ENVIRONMENT				
Target Description	Unit Measured	Reference	Target set for 2011	Result
Stop sending the city's solid waste to the Gramacho landfill by the end of 2011.	Score (The evaluation scores are defined according to specific criteria adopted by the Secretaries agreed on in the results agreement)	0	8*	800%

* The Strategic Planning rates between 0-10. A score of 8 was given to this item because waste was sent to Gramacho landfill although it had been reduced significantly in 2011. It will only be completely sent to CTR - Central Waste Treatment in Seropédica - In 2012.

LESS CO$_2$ IN THE ATMOSPHERE, MORE MOBILITY ON THE STREETS

Under the Municipal Policy on Climate Change and Sustainable Development, Law 5248, City Hall has a directive to reduce greenhouse gases emissions (GHGs) associated to spreading concepts and practices of sustainability and encouraging the use of clean technologies.

To map the main sectors of emissions, City Hall has published the first inventory and greenhouse gas emission scenario for the city of Rio de Janeiro in 2011. Prepared by the Alberto Luiz Coimbra Institute for Graduate Studies and Research in Engineering (COPPE-UFRJ) using a methodology developed by the IPCC compared to 2006. The emissions inventory accounts for the city of Rio de Janeiro in 2005. It includes emissions from the activities of City Hall. 11,371 million tons of CO2 equivalent was emitted in 2011. (EN16, EN17)

To help strategic planning and public policy development on the subject, three 2025 GHG emissions scenarios were presented. The graph below shows the share of emissions in these sectors and points to the road transport sector as the highest GHG emitter in the city.

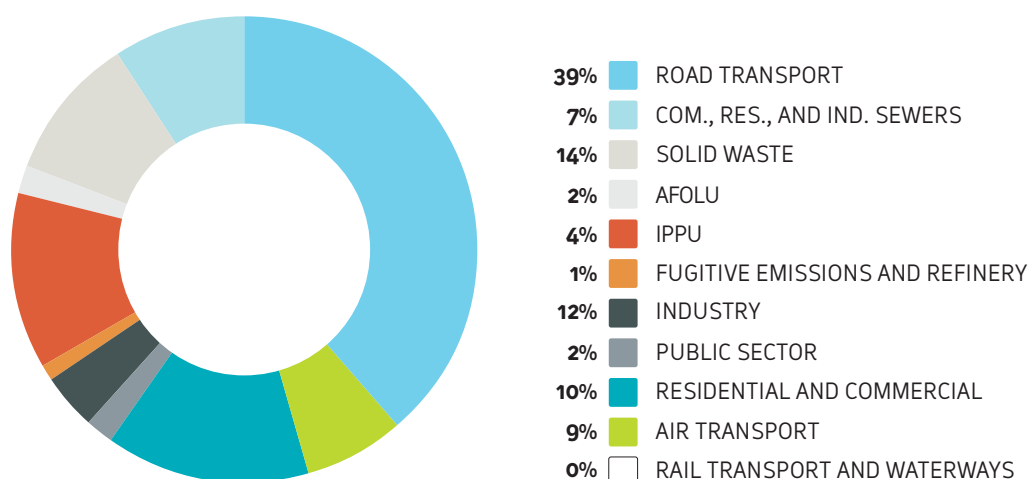| 39% | ROAD TRANSPORT |
7%	COM., RES., AND IND. SEWERS
14%	SOLID WASTE
2%	AFOLU
4%	IPPU
1%	FUGITIVE EMISSIONS AND REFINERY
12%	INDUSTRY
2%	PUBLIC SECTOR
10%	RESIDENTIAL AND COMMERCIAL
9%	AIR TRANSPORT
0%	RAIL TRANSPORT AND WATERWAYS

Figure 3 - Inventory of GHG emissions in the city of Rio de Janeiro (2005). Source: Coppe/UFRJ.

This data is relevant and drove City Hall to invest in the development of actions aimed at mitigating measures linked to the city's integration plan. In 2009, it initiated the deployment of BRT (Bus Rapid Transit) and BRS (Rapid Bus System) systems and the expansion of the city's cycling network. The BRT system is the use in the corridors which connect the TransOeste access (Barra da Tijuca - S. Cruz and Campo Grande), TransCarioca (Barra, Jacarepagua, Madureira, Penha and Tom Jobim International Airport) and TransOlímpica (Barra, Jacarepaguá - Deodoro). It's a very frequent service with automatic ticketing and the buses have room to transport bicycles.

Since the BRS, preferential bus corridors will be put into place on 21 city streets. There are 39 bus stops indicated by BRS1, BRS2 or BRS3.

The goal is to rationalization lines, improve traffic and decrease distances to promote a higher quality life for the Rio population. They can get from one neighborhood to another in 40% less time. Not to mention that high mobility of these two systems will result in carbon emission reduction. It will contribute to the target to reduce emissions that effect greenhouse gases, set at 8%.

In addition, City Hall has linked cooperative agreements with the Federation of Passenger Transport Companies in the State of Rio de Janeiro (FETRANSPOR) and the Federation of Freight Transport in the State of Rio de Janeiro (FETRANSCARGA) with the goal of developing technological alternatives for transport system and the use biofuels in fleets. On the other hand, technical training of civil servants, scientific-technical consultancy, physical-chemical and biological analysis to be done and manuals and technical guides and manuals on environmental control needs to be produced. (EN18)

RIO DE JANEIRO, A BICYCLE CAPITAL

Being aware of traffic problems that the Brazilian cities face, the Federal Government has established a concept of sustainable urban mobility which aims to promote access to urban spaces prioritizing public transport and non-motorized transport. In line with federal guidelines and state initiatives, the Municipality of Rio de Janeiro has created the "Rio Bicycle Capital".

Today, with 260 km of bike and shared lanes, the city has the highest mileage of bike lanes built in the country and is second in South America The program envisages the construction of over 150 km of bike paths in four years as well as implementing bicycle and equipment support for the rider in different parts of the city. The routes provided by the SMA allow you to connect to other modes of transport such as Metro, as well as integrating existing sections by establishing a cycle lane system.

To further encourage the use of bicycles as a means of transport, the City has a system of rental bikes, 60 bike racks in 14 districts in Zona Sul providing 600 bicycles for hire. We predict that by 2013, more than 160 bike racks will be deployed.

QUALITY OF AIR

Since 2008 City Hall has been responsible for the continuous job of monitoring air quality in the city. This is done through the Department of Environment (SMAC) in partnership with the World Bank and an agreement with Petrobras which operates MonitorAr-Rio. With this system, the network which monitors GHG emissions will be re-established and amplified, making Rio de Janeiro the first megacity in the southern hemisphere to use such technology.

Currently, the city has 10 fixed and mobile stations scattered throughout the municipal area as well as meteorological sensors installed at all the stations to measure temperature, relative humidity, pressure, wind speed and direction and precipitation.

Since the network has been re-established, stations have published daily air quality bulletins on the SMAC home page. Air quality information is also continuously sent in real time to the Operations Center at City Hall.

In 2012, City Hall - contracted along with the State Environmental Institute (INEA) and the companies ARIA Technologies, ARIA do Brasil, Gerdau SA and UTE Norte Fluminense - will implant a system that simulates atmospheric dispersion of pollutants, allowing to assess what actions can be taken to improve air quality in the city, and predict air quality for 48 hours after the MonitorAr-Rio measurements. (EN26)

RESULTS OF CITY HALL'S STRATEGIC PLAN:

ENVIRONMENT				
Target Description	Unit Measured	Reference	Target set for 2011	Result
Reduce the average journey time of the 20 main routes into the city by at least 10% between 2009 and 2012.	Minutes	21,38	19.67 minutes	19.54 minutes
Reduce the average daily cost to users of public transportation of at least 10% between 2009 and 2012.	% of people benefited by BUC in the total number of customers	10	14%	13,02%
Reduce the rate of traffic accidents with victims by at least 10% between 2008 and 2012.	Number of accidents with victims/100 thousand cars	803	670.4 (number of accidents)	826.37 (number of accidents)
A system has to be implanted all around the city that allows the citizen to take up to 3 public transport rides (subway, train, bus or vans) within a two hour single ticket by the end of 2012.	Score (The evaluation scores are defined according to specific criteria adopted by the Secretaries agreed on in the results agreement)	0	Score of 8	Score of 8
Deploy the TransCarioca stretch Barra/Penha/Airport by the end of 2012. The Mayor has the milestones.	Score (The evaluation scores are defined according to specific criteria adopted by the Secretaries agreed on in the results agreement)	0	Score of 8	Score of 8
Deploy the Trans Oeste stretch Barra/Santa by the end of 2012 (the project).	Score (The evaluation scores are defined according to specific criteria adopted by the Secretaries agreed on in the results agreement)	0	Score of 8	10
Deploy the Trans Oeste stretch Barra/Santa by the end of 2012 (execute).	Score (The evaluation scores are defined according to specific criteria adopted by the Secretaries agreed on in the results agreement)	0	Score of 8	9.1

ENVIRONMENT				
Target Description	Unit Measured	Reference	Target set for 2011	Result
Reduce emission of greenhouse gases by 8% by the end of 2012 compared to 2005 emissions inventory.	%	0	8%	Data not available yet. Measured in 2012
Double the city's cycling grid by 2012 compared to 2008.	Km	150	250 km	256.4 km

CITY IN ORDER

Founded in 2009, Seop aims to improve the management of public order in the City and contribute to the effectiveness of a public security strategy, which is a function of the Rio de Janeiro state government. Enforcement of activities such illegal parking or using the sidewalk for tables and chairs are geared towards the recovery of public space. It frees it up from degradation and abandonment so helping to reduce petty crime rates such as robbery and theft of passersby.

SEOP works on the principle of prevention, educating citizens, regulating and supervising economic activities and the use of public space without conflict to encourage a trustworthy and transparent relationship with the population. To plan public space, the Department relies on the Municipal Guard, the Department of Urban Control (the body responsible for supervision of fairs and street trading), the Coordination parking inspection and towing the cars away and the Coordination of licensing and Inspection (issuing permits, monitoring economic activities and advertising in public and private areas) and partnerships with other departments.

MUTUAL ACCOUNTABILITY

To get effective results, SEOP looks for input from citizens. The department has invested in educational campaigns through the media, manuals, brochures, informational pamphlets and banners. With these tools, Seop has started to inform and has raised awareness with the public about their actions. An example is a bar or restaurant placing excessive tables and chairs on the sidewalk which undermines the right of people to come and go. The same was done for illegal parking. Seop increased parking inspection and towing away cars that are parked on sidewalks.

To work with the population explaining aims educates the public. It encourages a responsible individual by showing that each person must do their part for the common good. Playing sports

on the beaches at appropriate times, no illegal advertising, not offering to look after someone's car for a charge or by parking in forbidden places are also examples of practices that contribute to a more just city.

Citizens can help with the City planning using the Service Center 1746, a phone channel to report irregularities, request services or information and make suggestions.

RIO IN ORDER

Created in 2011, the Rio em Ordem project established five Public Order Units (UOP) in the Tijuca neighborhood, Centro, Leblon, Ipanema and Copacabana. These are areas of high concentrations of people and public disorder[4]. Municipal guards work seven days a week, 24 hours a day in these regions. The Information Analysis Center (CAI) of the UOPs accompanying the actions, define and evaluate targets (percentage of demands met, length of service and level of satisfaction).

In the first three months that the UOP was implemented in Tijuca, for example, data from the 6th Battalion showed a 35% reduction in theft rates on the bystander compared to the period prior to implementation of UOP.

To deploy the UOPs, the City has invested R$ 60 million to expand the effectiveness of the Municipal Guard (CG-Rio) and retrained personnel. With a total of 6,500 agents, GM-Rio has became the largest in the country. 1,200 new guards were hired just in 2012. Of this total, 2,200 patrol the streets daily, the target stipulated in the Strategic Plan of the city.

UOP guards are equipped with radios and PDAs (handheld computers). Thanks to advanced technology used, irregularities are recorded and reported in real time to the control center to be immediately resolved. Irregularities out of UOPs scope, needing the update of other departments are also recorded and sent to Service Center 1746 which triggers the agencies responsible.

One of the differences of the UOPs is that there is an effective turnover, ensuring that a certain group of guards always look after the same area and create a bond with the citizen. With the re-training of GM-Rio, the Guards Training Course now has classes geared to driven by service to the citizen, ethics and the basic knowledge of 38 disciplines, among them, notions of law, technical operations, first aid, traffic and self-defense, as well as case studies, practical classes and motivational activities. Guards also receive manuals on Standard Operating Procedures and Operational Management which standardizes actions according to new assignments. Another important factor that has contributed to the improved performance of GM-Rio happened on October 15, 2009 when the Municipal Guard of Rio became an independent agency. The following year, City Hall amended the rules for hiring CLT guards to be statutory which increased the salary, stability and motivation of staff.

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4 Irregular trades (street), irregular parking, use of sidewalks for bars, restaurants and established shops and irregular advertising among others are all considered public disorder.

RESULTS OF CITY HALL'S STRATEGIC PLAN:

PUBLIC ORDER				
Target Description	Unit Measured	Reference	Target set for 2011	Result
Have, at least, an effective 3,000 municipal guards operating daily on the streets by 2012.	Number of guards	1.700	2,000	2.297
Deploy 400 new security cameras in public spaces by 2012.	Number of cameras	0	335	392
Make the 25,000 traders official that operate in public spaces by 2012.	Number of traders made official (including auxiliary and proposals)	7.354	23,000	26.833

HEALTH FOR ALL

The Municipal Health and Civil Defense (SMSDC) Department for Rio has restructured the way the health of the city is managed, implementing public policies that look for preventive health actions. These actions are associated with appreciation of the welfare of people by looking after their body and environment.

Accordingly, the Department has invested in expanding projects such as Family Health *(see details on page 62)*, which offers services in homes. They map health needs of the population and provide guidelines for disease prevention. In addition, the Department conducts several campaigns related to issues such as drug addiction, STDs, cancer and dengue. There were 150 campaigns across the city in 2011.

Promotion, prevention and health care are also spread to students at local schools through the School Health program launched in 2011 by SMSDC in partnership with the City Department of Education (SME). The program includes health rooms in 151 Schools of Tomorrow *(see details of the Schools of Tomorrow on page 66)* aiming to advise students and tutors on basic hygiene and direct them to public health service when necessary. The program has over 160 experts in education and health and nine mobile units that provide specialist care. They provide services such as ophthalmology, dentistry, audiometry and psychology among others.

EXPANDING THE SERVICE NETWORK

To guarantee the right to health for all citizens, the Department opened 10 Emergency Care Units (PSUs) between 2009 and 2011, fulfilling the target set in the Strategic Planning and benefiting 1.5 million people from Rio. By 2012, more than 10 units will be built, totaling 20 municipal PSUs in the city. They will work together with A&E hospitals easing demand for care in the hospitals. The PSU service system is being reorganized to increase the number of hospital beds (including intensive care) to renew the supply system and expand and renovate central regulation along with

increased availability of diagnostic exams.

Municipal hospitals also receive investment. Over the past three years, the Department has invested in modernizing and restructuring its hospital network. It has invested R$ 36 million contributing to strengthening the calibre of professionals and optimizing the emergency services offered in the city.

Today, the four main city hospitals rely on a reception and risk classification system to assess the clinical conditions of patients arriving in A&E. It sets the severity of your case and directs you to the specific sector. It reduces waiting time for emergencies by about 20% on average. In 2011, the average monthly attendance in city hospitals was 144,000.

FAMILY HEALTH PROGRAM

The Family Health Program aims to reorganize primary health care making it proactive, allowing professionals to look for health needs of the population and provide care through prevention, education and rehabilitation.

Medical care, carried out by a multidisciplinary team, can happen in health units (PSF) or home visits, not only targeting comprehensive care for the patient but also the stimulation of community organization and participation.

FHP teams accompany the health of the general public in its catchment. It builds a bond with the community, checking problems and needs of families enrolled and organizing assistance for priorities discussed with the population. Patients with mobility problems and situations that preclude them from going to the PSF health center have home visits priority. Home visits can also be done if the team feels the need to evaluate special situations relating to the living conditions and the family dwelling.

Services are targeted towards primary care and child health (monitoring of growth and development, attention to the common childhood diseases), women's health (low risk prenatal, gynecologic cancer prevention, family planning), monitoring chronic diseases like hypertension, diabetes, leprosy and tuberculosis, as well as the immediate needs of the patient. Health education activities are also carried out.

Apart from care, City Hall also coordinates Family Health in another program, Home Medicine, ensuring receipt of the necessary medicines at home for patients with hypertension and diabetes.

In two years, coverage in the city of Rio de Janeiro has increased from 3.5% in late 2008 to over 31% in 2012. A total of 58 family clinics have cared for about 2 million people from Rio in the program over the last three years.

CARE FOR THE ELDERLY

Along the same lines as the Family Health program, the Department of Health, in partnership with the Special Department for Healthy Aging and Quality of Life (SESQV) has implemented the Home Care Program for the Elderly (PADI).

PADI was created in 2010 aimed at providing care at home for people over 60. It decreases hospitalization and rehabilitation of patients in hospitals. PADI staff is made up of physicians, nurses, physiotherapists, nursing staff, social workers, nutritionists, speech therapists, psychologists and occupational therapists. In 2011, the program performed 57,277 procedures.

RESULTS OF CITY HALL'S STRATEGIC PLAN:

HEALTH				
Target Description	Unit measured	Reference	Target set for 2011	Result
Reduce infant mortality rate by at least 11% by 2012 compared to 2008.	Unit per thousand live births	13.7	12.7	12.7
Reduce infant mortality rate by at least 19% by 2012 compared to 2007.	Unit per thousand live births	62.2	54.6	51.9
Reduce the waiting time in emergency rooms of public hospitals by at least 20% by 2012 compared to 2009.	%		-15%	-13%
Increase the coverage of Family Health in the city tenfold until 2012 compared to 2008.	%	3.5	25	27.3%
Creation of PADI (Home Care Program for the Elderly) with 45,000 attendances per year by 2012.	k/year	2.3	45	57.3
Build 20 new UPAs up to 2012	Number of UPAs	1	13	12

QUALITY EDUCATION

Rio de Janeiro City Hall has invested in basic and infant education with a view of comprehensive and long term development. During this administration, City Hall through the City Department of Education (SME) has developed a set of strategies and actions for social transformation through education. Today the city of Rio de Janeiro has the largest municipal education network in Latin America, with 1,064 schools, 51 spaces for Child Development, 249 own crèches and 179 other outsourced. With 40,149 teachers, the SME serves 677,450 students. The Municipal Department of Education is responsible for Early Childhood Education (0-5 years), Fundamental Schooling (1st to 9th grade) and Youths and Adults. The mission is to development an educational policy for the city of Rio de Janeiro, coordinate implementation and evaluate results. Look to ensure excellence in education and early childhood education so as to contribute to educating individuals and enable them to develop professionally and as citizens. For this, we have created a unique city curriculum with bimonthly testing. It brings together Portuguese, Mathematics, Science and Writing, an annual external assessment, teaching classes and digital books, to be projected in the classroom.

School management needs the participation of all the school staff, the families and the general population through a democratic process to elect the school Board of Directors. Each year targets are set and plans to monitor the actions drawn up. You can already see the results. There was a significant decrease in the functional illiteracy rate from 13.6% in 2009 to 6.5% in 2011. The dropout rate also reduced from 2.6% in 2008 to 2.31% in 2011. In the areas of greatest vulnerability, reduction was greater from 5.1% to 3.18% by attending the Schools of Tomorrow.

Following the Strategic Plan's guidelines, the Department established an educational process model for early childhood education, creating an area of Child Development (EDI) and Early Childhood Comprehension, increasing attendance at daycare with over 14,273 new jobs and also getting kids that still hadn't attended day care on Saturdays and allowing parents in the School once a week.

The SME is gradually organizing the entire network to operate 7 hours per day on single shift. For fulltime students, children have more time for lessons and also after-school activities such as arts, sports and school reinforcement.

RESULTS OF CITY HALL'S STRATEGIC PLAN:

EDUCATION				
Target Description	Unit Measured	Reference	Target set for 2011	Result
Get an average score (between the public schools) greater than or equal to 4.3 for the final IDEB years in 2011.	IDEB/IDERIO score	4.3	4,3	Data not available yet. Results in July 2012

EDUCATION				
Target Description	Unit Measured	Reference	Target set for 2011	Result
Get an average score (between the public schools) greater than or equal to 5.1 for the initial IDEB years in 2011.	IDEB/IDERIO score	4.5	5,1	Data not available yet. Results in July 2012
Create 30,000 new jobs in public or outsourced day care centers by 2012.	Number of enrollments	43,527	56,527	56,620
Ensure that at least 95% of children under 7 years of age are literate at the end of 2012.	%	73	85%	88%
Reduce the rate of functional illiteracy to less than 5% among students from the 4th to 6th grade in 2012.	%	15	9%	6.50%

TEAM TRAINED FOR SUSTAINABILITY

Looking to keep qualified teachers over the last few years, the SME has invested in the teacher education, providing training and specific training in areas of expertise.

In addition, teachers are trained to use an interdisciplinary approach to sustainability and, in 2011, this work was reinforced by teacher training on Rio +20, from the creation of working groups and seminars in classrooms. The goal is to include sustainability in the school curriculum across the board, so that the theme goes throughout the teaching process.

School personnel, students, families and the community took part in the seminars taught by members of the Rio +20. Material will be taught to the students during classes as well as through complementary teaching tools including multimedia features.

INCLUSIVE SCHOOL

Since 2009 the City of Rio de Janeiro, through the City Department of Education, has created strategies aimed at including disabled children in municipal schools.

The Helena Antipoff Municipal Institute together with EMS has developed teaching methodologies and material through their pedagogical expertise and is responsible for training teachers who work directly with students with disabilities.

A partnership with the family is fundamental in this process and, therefore, City Hall has created a Working Group of Parents of Students with Disabilities Representatives. The group discusses and suggests the best learning tools and creates an environment to exchange experiences between parents to analyse specific cases.

MAIN SME PROGRAMS

SCHOOL SUPPORT CLASSES

For automatic approval, three key measures were implemented in the municipal schools: by adopting a single curriculum for all schools, conducting bimonthly tests and an intensive and continuous tutoring.

The Department of Education has also introduced a strong program of school support classes which gives extra literacy to students identified as functionally illiterate. It accelerates studies, corrects age/grade levels and supports those with poor performance in bimonthly tests or external evaluations.

In 2009, 28,000 students from 4th to 6th years were identified as functionally illiterate. Between 2009 and 2011, 25,500 students were retaught, while other 33,300 students corrected age/grades in 2010 and 2011. This year, over 7,000 students are being retaught and over 34,000 are being accelerated.

The School Support Class program is already showing results. Functional illiteracy in the 4th to 6th years reduced from 13.6% in 2009 to 6.5% in 2011. The age/grade in the 6th year has already fallen from 22% in 2009 to 10.3% in 2011. You can also see a reduction in failure rate, which dropped from 16.4% in 2009 to 10.3% in 2011.

SCHOOLS OF TOMORROW

The program, created in 2009 by the City Department of Education, aims to reduce truancy and improve the performance of students who live in areas of conflict of the city. Among the main proposals of the project, which happens in 151 school units all over the city, are: full-time education offering art workshops, sports, after school tutoring, science labs in each classroom, and the presence of health professionals in schools.

Since the program began, the dropout rate from schools has shown a marked decline, down from 5.1% in 2008 to 3.2% in 2011. The number of teachers in these school units has also increased by 54%. This shows the effectiveness of the project. Over 105,000 students are enrolled in the program. See program details on City Hall's Portal: *www.rio.rj.gov.br/sme* .

HEALTH AT SCHOOL

The project started with a different look at children in the first year with special attention to those with learning difficulties. The current model of the health care program was thereby created in 151 Schools of Tomorrow program. It maintains health professionals to guide students on basic hygiene and also to direct them to the public health network when necessary. Mobile health units provide specialized services monthly to schools. They provide services such as: ophthalmology, dentistry and audiometry among others.

The process is followed by the Centers for Health in Schools and in Crèches. They involve the family and the community at monthly meetings.

EDUCOPÉDIA

Founded in 2010, Educopédia is an online platform that offers digital classes for all disciplines, from the 1st to 9th grades of primary school. It follows curriculum guidelines set by the Municipal Department of Education. The platform, whose content was produced by about 300 teachers in the same network, aims to make teaching more attractive and getting children and adolescents to use it as well as providing teacher tools, providing support materials, lesson plans, educational games and videos and other tools.

Educopédia presented Math and Portuguese in its first phase and in 2011 the platform began to adopt a new infrastructure, with chats, post-its and applications, a literacy course and new subject content for *Ginásio Carioca.*

EXPERIMENTAL *GINÁSIO CARIOCA* (COLLEGE PREPARATORY)

The Experimental Ginásios Cariocas were created in 2011 to improve the quality of education offered to adolescents, serving students from the 7th to 9th grade at school. Centers act as distributors of methodology innovation and cutting-edge educational technologies. Focused on academic excellence, it offers a difference to college preparatory for education projects, interdisciplinary and multi-purpose performance of teachers. Students also have teachers who help them in preparing their "life plan". There is a lot of emphasis on youth participation, with film societies, theater groups, science clubs, and school newspapers.

Currently, Experimental Ginásios Cariocas work in 19 units located in all regions of the city. Inspired by this model of education, EMS and City Hall has expanded the program. In 2012 the Ginásio Olímpico has started which offers the opportunity for students to develop their sporting skills potential, without giving up an education of excellence.

Among some of the GEO actions are: comprehensive education, with two hours of sports, daily lessons in English, reading rooms has a collection of books aimed at different ages with research material about the sports and classic literature, and activities that support the athletes to prepare for a life in sport.

RIO EDUCA

Rio's Education Portal is a communication space, an experience and learning report among teachers and other educational civil servants to improve the quality of public education.

Participants use social networks as an interaction channel. Learn more at http://www.rioeduca.net/

CULTURE AS A PRIORITY FOR DEVELOPMENT AND SUSTAINABILITY

The Municipal Culture Department (SMC), within the context of sustainable development, promotes permanent actions that validate the cultural identity of the City of Rio de Janeiro. We based on guidelines from three actions that make up the development of structured cultural programs, and even sent out programs that foster cultural production through notices or direct support to projects in different areas. Thus, SMC develops programs and projects that seek to democratise and spread culture without prejudice and discrimination ensuring creative freedom and autonomy of artists, but also ensuring people's access to the Rio culture.

DEVELOPMENT OF STRUCTURED CULTURAL PROGRAMS

One of the key roles of the SMC is to think of culture as a formative process and not just as entertainment, working to transform its vision.

Thus, the Municipal Culture department looks to focus on building a structured cultural policy with continuous activities and quality. It will contribute to the preserving and spreading culture and knowledge in the city of Rio de Janeiro.

The Department highlights some goals it considers relevant in various programs to promote culture in Rio de Janeiro, such as:

ART-EDUCATION: projects "Diverse Africa", "Gamboa in Sight" and "Cultural Second Shift" have the role to enrich the individual and also to facilitate the spread of knowledge acquired through cultural and artistic workshops, and lectures and exhibitions;

READING INCENTIVE: SMC offers a number of projects related to access to reading. The Municipal Public Libraries always promote meetings with authors, lectures, literary workshops and courses. We have the following projects in this area: "Paixão de Ler", which annually takes reading to various locations for free around the city and the project "Estação Pensamento & Arte" which get renowned authors and literary critics to discuss on relevant issues monthly in the Botafogo Public Municipal Library;

PRESERVATION OF MEMORY PROGRAM: The City of Rio de Janeiro's General Archive is a very important institution to preserve the history of the city. It looks to permanently restore and revitalize the institution's collection though various projects which will contribute greatly to preserve the City's memory;

ART APPRECIATION: "Rio Dança" and "Rio Música" are programs that have revitalized the Choreographic Center of the City of Rio de Janeiro and Reference Center for Rio's Music with concerts, shows, lectures and workshops for free or R$ 1. All activities were offered up, but not only, to the local population around tijucana, permanently favouring knowledge through art education for all ages. Consequently, programs entertain as well as serve to culturally enrichment the individual giving them the opportunity pass culture and knowledge on get to know the regional cultural in the city. Reactivation of these centers reinforces a reference point on the subject of each of them and the importance of this type of program in this city;

CREATIVE ECONOMY: encourage the creation and maintenance of projects aimed at a Creative Brazilian Economy "dynamically appreciated, protected and promoted in a diversity of national cultural expressions." A successful example is the "Parque Criativo do Flamengo" which happens twice a month, in Flamengo. The event is part of the circuit which integrates cultural centers,

theaters, cinemas, bars, galleries, bookstores and the surrounding residents;

PROGRAMS TO SPREAD CULTURE: The Municipal Department of Culture offers a lot of theater, dance and music in streets and squares of the city. It is free and open to all. The events are aimed to increase access to artistic production, with veryt affordable prices as well as the creation and/or occupation of spaces for shows with specific demands. SMC promotes "Tiradentes Cultural" events in a fixed calendar which brings music, dance and circus to Praça Tiradentes, the "Guignol Theater" aimed at kids and "Domingo no Parque" which happens in public squares. This takes shows, dance performances and thearter to police occupied communities as well as the projects supported by SMC such as the "New Jazz Lapa" which takes place around Praça Tiradentes;

CULTURAL MICRO PROJECTS IN PEACE TERRITORIES: Project developed in partnership with the Ministry of Justice and the Ministry of Culture, as part of the Mais Cultura de Apoio a Microprojetos Program in the peace territories within Rio de Janeiro. The program operates with Notices to reward the best projects.

In all, 322 projects were awarded in 12 segments: visual arts, performing arts, music, literature, audiovisual, crafts, African-Brazilian culture, popular culture, Indigenous culture, design, fashion and integrated arts.

NOTICES AND INCENTIVE LAWS

In the 2011 edition of FATE (Theater Support Fund) three other editions to encourage culture were launched this year: The Support Fund for Dance (FADA), the Support Fund for Music (GEF) and the Support Fund for Visual Arts (Visual Arts-Pro).

This has seen a record increase in funding for the Support Notice to projects in different areas. Some were even selected as the best in the year by specialized critics. R$ 26 million was invested in 2011, more than 300% more than the 2010 investment. *See details on the notices in: http://www.rio.rj.gov.br/web/smc/*

Municipal Law for Cultural Incentives - Law 1940/92, allows companies to use part of the Service Tax of Whatever Nature (ISSQN) to finance cultural projects approved by the Rio Commission to Promote Culture - SCCP, formed by representatives of civil society and municipal government.

In 2011, a tax waiver budget of R$ 13,271,679.58 contributed to this. The amount of resources generated compared to 2010 increased by approximately 15% as an incentive for the projects. With this 54 projects encouraged to take part.

DIRECT PROMOTION: PROJECT SUPPORT

Through the Support Projects, the Municipal Department for Culture allows the culture to boom, enabling various cultural and artistic events to spread throughout the city of Rio de Janeiro, such as:

PANORAMA OF DANCE: The most important Dance Festival in Latin America had its 20th edition featuring several shows. It lasted for 17 days and had an intensive program, bringing well known Brazilian and internationally dancers to the Rio stage. As well as the presentations, the Panorama Festival held important Dance activities such as the seminar "com.posições.políticas.", a tribute to choreographer John Saldanha through re-enacting and exhibition from his repertoire and the Panoraminha Festival which dedicated part of its program to children. It involved about 18,000 spectators;

TIME FESTIVAL OF THE ARTS: One of the most important and traditional performing arts festivals held in Rio In 2011, there were many shows in different places and was sponsored by several entities, among them Rio de Janeiro City Hall, which through the SMC, supported the project and made it viable;

METRONOME: The project developed by the Petrobras Symphonic Orchestra received support from the municipality, mainly because of social and educational achievements.   The project presented educational concerts to students of the Municipal Network and UPP SOCIAL, reaching more than 3,000 spectators. In addition, the orchestra also did a presentation in the Reference Center for Music, leading strings and brass formations took part in the project Music in the UPPs.

FESTLIP: The Festival of the Portuguese language takes place annually and brings together many artists from Portuguese speaking countries in Brazil. The Festival is internationally recognized and happens in City Hall areas, more specifically at the Carlos Gomes Theater and the Ziembinski Theater;

SPRING BOOKS: This fair is held annually and is an important event to stimulate reading. Our participation is though the Department of Art and Education which supports it as well as several other literary events in the city, such as: Children's and Young people's Book Fair, Biennial Book Biennial Book, etc. They are all have a City Hall/SMC stand which functions as a mobile library and also serves as a space for debate. They take part because they are supporting the event;

THEATRE FOR ALL CAMPAIGN: This campaign is the initiative of the Association of Theatre Producers of Rio de Janeiro – APTR. It is partly sponsored by City Hall/SMC and is close to the theatre public and brings new audiences. During the month, Rio can enjoy the best theatre shows in town at affordable prices;

RIO COMICOM: This is an international festival of comics, dedicated to spread and recognize comics as folk art through the visual arts, cinema and television, over the Internet and social networks. The activities developed were cultural competitions, national and international exhibitions, conferences, debates, workshops, movies, animation videos and music and dance activities, these occurred along with event. The way of comic art in Brazil and abroad was presented and discussed. It took place in Leopoldina Station;

LOUISE BOURGEOIS EXHIBITION: Sponsorship to set up the exhibition "The Return of forbidden desire". The exhibition presented a broad overview of the production of French-American artist, born in Paris in 1911. It brought 112 new works, including drawings, objects, paintings, sculptures

and installations, designed from 1942 to 2009. It took place at MAM Rio celebrating exactly 100 years since the birth of the artist;

SÔNIA ANDRADE EXHIBITION: It was set up at the Hélio Oiticica Cultural Centre and interpreted as an Exhibition of Contemporary Art. It was based on the theme of 20 years of artistic contribution by the artist Sonia Andrade in the contemporary art scene. The project is still considered to be made up an educational program with guided tours of the exhibition, round table discussions and launch of a catalog;

STREET ART: The project took place in Gamboa to generate an integrated urban revitalization movement through art. This event helped to promote, enhance and spread the Rio Urban Art subculture from the first main artistic intervention around the Port Zone. During STREET ART, there were lectures and discussions on the issue of urban art.

RIOFILME

RioFilme is a Rio de Janeiro City Hall company linked to the Municipal Culture Department. It is a distributor, supports the expansion of the exhibition market, and encourages the formation of public and promotion of audiovisual production aimed at the effective development of the Rio audiovisual industry.

Under the current management, RioFilme has opened up new areas of work and created strategic projects to promote the city's economic development through investments in the audiovisual sector. RioFilme's current investment policy includes diversity and investment in new talent through auditions but also send investment to projects that combine artistic and commercial value. This generates a return for the company (thus relieving City Hall and creating a sustainable model for a public company) and the municipality as a whole because there is a high return on the image of the city of Rio de Janeiro as well as creating jobs and taxes paid by the producers addressed.

The social impact is also significant: RioFilme supports projects such as the Cinema na Praça which offers free sessions to the public, festivals and events such as the Curta Cinema with free tickets. It is also responsible for the CineCarioca cinema equipment. Currently it is currently only the Complexo do Alemão but it is expected to expand to other areas needing cultural equipment, rooms, at affordable prices and commercial programming. It has been successful with an occupancy rate of 47.8% (the highest in the city).

PLANETARIUM FOUNDATION

Founded in 1970, the Planetary Foundation in the city of Rio de Janeiro is the largest institution of its kind in the southern hemisphere and is among the largest in the world. Since 2011, the Foundation works with a Strategic Plan which aims to provide education, culture and science for all. In 2011 this concept has evolved with the implementation of Marketing 3.0 ideas to Planetarium 3.0.

More than just a space devoted to astronomy, the Rio de Janeiro Planetarium promotes sustainability of the planet and works with humanitarian values and social causes in three ways: economic, social and environmental.

On economic issues, the Planetarium is on the way to gain financial sustainability. Currently, it has different sources of funding, such as ticket sales, permits (restaurants), outsourced services

(parking), among others. These are responsible for 47.52% collected. The Foundation also has investments from City Hall, private companies and the Rouanet Law incentive among others.

With regard to the social, the Planetarium has two high-profile projects: The planetarium Social and the Intelligent Child club. The Planetarium allows Third Sector organizations and cultural institutions among others to present their cultural projects, such as theater and dance, at the Planetarium. These projects are for children from poor communities. The initiative seeks to value them, praising the artistry that is presented to an audience of, on average, 500 people per show. Besides being actors in the presentations, children have the opportunity to visit the Planetarium and increase their knowledge.

Intelligent Child Club started in 2010 to encouraging children between the ages of 5 to 13 from the community of Santa Marta to be interested in science. They offered weekly classes in astronomy after school, theatre presentations, ecological and hygiene campaigns, games and recycling work.

As for the environmental question, the Planetarium seeks to align awareness with all projects. The structure of the site was set up to capture rainwater and reuses it in the air conditioning system and gardens irrigation. This initiative led to a reduction of 18% new water use. They are also used solar panels to power the irrigation system pumps and an energy efficiency project responsible for saving 68% energy costs was developed. These initiatives are explained step by step to Planetarium visitors who learn about the careful use of water and energy with a practical and successful example. To see details about the Foundation access: *http://www.planetariodorio. com.br*

RESULTS OF CITY HALL'S STRATEGIC PLAN:

SPORT AND LEISURE				
Target Description	Unit Measured	Reference	Target set for 2011	Result
Score 10 "Cultural Canvas" in operation and build four new ones in Zona Norte (AP-3) and in Zona Oeste (AP-5) until 2012.	Score (The evaluation scores are defined according to specific criteria adopted by the Secretaries agreed on in the results agreement)	0	8	10
Increase the number of local films viewed by over 50,000 viewers by at least 50% by 2012, compared to the annual average between 2006 and 2008.	Number of Films	13	18	14

Formalization work and income is a major challenge for City Hall. According to Sebrae studies for each formal company in Rio de Janeiro, there are two informal ones. The informality of the work in Rio de Janeiro is related to its history and culture. For years indicators showed negative economic growth.

To hold the informality in the city's economy, Rio de Janeiro City Hall has invested in projects to formalize the professional as well as a business.

This commitment has been formalized in the Strategic Plan and aims to ensure that 80% of requests for permits to be issued for low-risk activities (environmental and health) are met within three days by 2016. To meet this goal, City Hall has created a Charter program which grants the License Permits to the Establishment (ALE) immediately and simply. The entire process, from initial application to final approval, including payment of license fee, is done over the Internet without having to go to the Regional Inspectorate for Licensing and Inspection (IRLF) or produce documents and paper forms. In 2011, the program exceeded the target and issued 93% of the demand for permits within three days.

Through the Empresa Bacana program, City Hall has encouraged small entrepreneurs and vendors to access the city's formal market, by becoming registered, have training and micro credit. This enables sustainable development of the business. The program is coordinated by IPP and has the following partners: SEOP, SEDES, SECT, SMTE, SMSDC, SMU, SMH, Comlurb, Rioluz, SESCON, SEBRAE, INSS, Light, Santander and Cielo. To date 2,027 micro entrepreneurs have been formalized. Actions are focused on pacified communities where we can explain how it is dealt with: Cidade de Deus, Borel, Providência, Complexo do Alemão, Turano, Santa Marta, Andaraí, Formiga, Salgueiro, Tabajaras/Caritos, Pavão/Pavãozinho/Cantagalo, Macacos, Chapéu Mangueira/Babilônia and São João. There were also actions in Campo Grande e Largo da Carioca.

SOCIAL ECONOMY AND CREATIVITY

Rather than encourage social and economic growth in the city, the City Hall looks for solutions to ensure a creative economy, equitable and just. The aim of an equitable economy is to develop the entrepreneurship collectively that not only benefits the producer but also the communities where the business is located, using local labor and suppliers.

In partnership with Banco do Nordeste in Brazil, the City Hall launched the program CredAmigo in 2009. Its purpose is to lend money at low interest rates, to supply chains, mapped as potential business such as: food, crafts and small books, fashion and business related to aesthetics.

The sum of the microcredit projects for public policy has made a difference in places with the Pacification Police Units (UPP) for example. Since the program began R$ 25 million has already been borrowed. And to facilitate the sale of products developed in partnership with a public financial institution, the City Hall has strategically set up Rio Ecosol in the sustainability kiosk on Copacabana beach. It exposes the products made by over 250 entrepreneurs of the solidarity economy in the Rio de Janeiro communities.

Another project, the Rio Ecosol, aims to promote inclusive production. The project is responsible for mapping economic practices, initially in four areas of the city: Complexo do Alemão, Complexo de Manguinhos, Cidade de Deus and Santa Marta. Along with this assessment, solidarity economy

and fair trade workshops are promoted, strengthening existing businesses and encouraging the creation of new enterprises and production networks.

VALUING THE LOCAL PRODUCER

SEDES is mostly stimulated by having the potential for local production as well as capacity. The Department seeks alternatives to expose and enhance the activities. Accordingly, the Rio Circuit of Organic fairs was organized. 180 producers that were connected to the Biological Farmers Association of the State, in the State of Rio de Janeiro (ABIO) have the opportunity to increase their market and customer base for products grown without using pesticides and agrochemicals.The producers of ornamental plants from Ilha de Guaratiba also benefited from the Garden Exhibition in Rio which has boosted sales and has also strengthened the Guaratiba image as a place to buy ornamental plants. The exhibition also gave visitors the opportunity to increase knowledge and practices in the fields of botany, gardening and environmental workshops and floral and ornamental plants.

RESULTS OF CITY HALL'S STRATEGIC PLAN:

EMPLOYMENT AND INCOME				
Target Description	Unit Measured	Reference	Target set for 2011	Result
Ensure that the monthly average rate of unemployment in the city in 2012 is equal to or less than 68% of the average rates in the metropolitan areas of Sao Paulo, Belo Horizonte, Rio de Janeiro, Porto Alegre, Salvador and Recife.	%	69	88%	81,9
Ensure that the average monthly income from work in the city in 2012 is at least 25% above the average income in the metropolitan areas of Sao Paulo, Belo Horizonte, Rio de Janeiro, Porto Alegre, Salvador and Recife.	%	24	25	25
Ensure that by 2012 at least 60% of workers in the city are formalized.	%	57	59	60,4
Ensure that 80% of requests for issuance of permit for low-risk activities (environmental and health) are met within three days from 2010.	%	67	>= 80%	91.9%

The work of City Hall is ruled by the construction of a society for all that depends on basic factors such as access to health, education, employability, safety, culture and leisure and sport. Develop strategies and programs to ensure the minimum of these rights is a challenge. This added to another which is even greater, the rehabilitation of people in situations of extreme vulnerability in the process.

To succeed, the City Department of Social Services (SMAS) works together with other municipal departments and agencies to implement social assistance programs that aim to guarantee basic supply and the recovery of self-esteem of these people.

THE SOCIOASSISTENCIAL NETWORK

The Municipal Social Welfare Department bases its principles on the Federal Constitution, the Organic Law of Social Assistance (LOAS), the Social Assistance System (SUAS). The types of social protection offered by Rio City Hall are divided by levels of complexity - Basic and Special - through the services, programs, projects and actions carried out in our Public Service Units, located in the areas of Ten Social Welfare Coordinators.

The structure of the SMAS consists of 48 Social Assistance Reference Centers (CRAS), 16 Specialized Social Welfare Reference Centers (CREAS), 12 Guardianship Councils, about three thousand vacancies in units for children, young people, adults and the elderly and 160 vacancies in specialized units in the care of children and young people with chemical dependency.

CARIOCA FAMILY CARD

Created in 2010, the Rio Family Card is a program that aims to reduce extreme poverty in the city, providing a monthly income supplement to families in the Federal Family Allowance program. The amount of benefit depends on monthly income and the number of people in the family.

Within the Rio Family Card, the Rio Family at Home program was launched in 2011. SMAS has the responsibility to accompany the families benefiting through home visits every six months. The aim of the visits is to diagnose social risks and direct them to the social assistance network service at City Hall. This work also maps core needs of the communities, to formulate more efficient social policies and a higher impact on people's lives.

In 2011, the Rio Family at Home made 62,500 home visits to care for about 420 thousand people. The target for 2012 is to carry out further 60,000 visits.

COMBATE AO CRACK

Chemical dependency is a reality for many people living on the streets. The actions against the crack, carried out by SAMS, go beyond acceptance and provide specialized care for drug users. They also aim to contribute to the reintegration of these people in society.

The work is performed by SMAS staff with psychologists, educators and social workers. After the police have identified the problem, everyone is welcomed and sent to shelters in the Special Protection Network of the city. Adults go to the Paciência shelter and children and adolescents to the Central Rio Reception. Children identified with high degrees of addiction are sent to one

of four compulsory units where they are all treated for the problems caused by addiction, such as malnutrition, sexually transmitted diseases and psychological problems among others. Then these young people begin a process of social reintegration and begin to have contact with education, sports, recreational activities and family reintegration.

Among the main areas jointly run by SMAS over this last year are the communities of Jacarezinho, Parque União, Morro do Cajueiro, Manguinhos, Ilha do Governador, Favela da Patolinha, Central do Brasil, and other points of drug use in the neighbourhoods of Madureira, Irajá, Cachambi, Catete, Lapa, Tijuca, Vila Isabel and Lins de Vasconcelos.

Since March 31, 2011 when the SMAS began to work along with law enforcement agencies to confront the crack epidemic, 79 main actions were held in the main "cracolândias" (crack using communities) in the municipality. In all, 3762 were taken in: 3205 adults and 557 children and adolescents.

RESULTS OF CITY HALL'S STRATEGIC PLAN:

WELFARE				
Target Description	Unit Measured	Reference	Target set for 2011	Result
Reduce the Rio population that is below the extreme poverty level by at least 15% by the end of 2012 compared to 2007.	%		3.6%	Data not available yet
Increase coverage of the Bolsa Família to 95% by 2012 compared to 2008.	%	73	95%	103%

SOCIAL ACCEPTANCE THROUGH SPORT AND RECREATION

The Municipal Sports and Recreation Department (SMEL) promotes social inclusion through sport. They provide Rio resident with free access to practice sports, quality of life and human development.

Currently, the department has 14 Olympic Villages, two Sports Centers, two parks, a club, 425 centers for the Rio em Forma Olímpico program and 23 outsourced centers between the Ministry of Sports, Ministry of Justice and City Hall called PELC/Pronasci. There are also partnerships with other City Hall bodies such as the Municipal Department of Education, Public Works, the Municipal Department of People with Disabilities, Culture, IplanRio and the Pereira Passos institue.

In 2011, major investments SMEL focused on building Olympic villages, Centers in Rio being built and the improvement of management, supervision and the monitoring of Social Organizations (OS). Over the next few years, the challenge will be to open new Olympic Villages as well as increase the service capacity of the existing ones, to expand centers of Rio in Olympic shape, contribute to finding talent and supporting the development and practice of sport in the county, giving the Rio citizens the public equipment to be able to do this.

RESULTS OF THE CITY HALL STRATEGIC PLANNING:

SPORT AND LEISURE				
Target Description	Unit Measured	Reference	Target set for 2011	Result
Building 100 sports courts in parks and public schools by 2012.	Number of courts	0	70	71
Complete the work at the Mato Alto, Vila Isabel and Caju villages by 2010 and build four new Olympic Villages up to 2012.	Number of villages	0	5	2

PRONASCI

Created in 2009, PRONASCI aims to provide opportunities for social reintegration of young people in conflict with the law or being social vulnerable by finding motivation in the sport for personal and social education. The project relies on a partnership with the Federal Government and aims to reduce the percentage of youths in conflict with the law, aged between 15 and 24 years old. In 2011 the project helped 2,925 young people and had an investment of R$ 1.335m.

RIO IN OLYMPIC SHAPE

Rio in Olympic shape was created in 2010 to provide sports activities that promote quality of life mainly for children, youths or adults. The project is focused on emotional and educational values being capable of bringing sport and leisure into action.

The centers are being set up in communities which have appropriate physical spaces available for the activities and also in the Schools of Tomorrow, where students get low results from the MEC exam. The project offers sports, cultural, social, ethics and health From Monday to Fridays. All instructors are qualified and registered in the appropriate bodies.

With an annual investment of R$ 13.788m, the project has helped 23,271 people in 2011.

Rio de Janeiro City Hall believes that tourism can contribute to the economic development, cultural of the city, as well as preserve and conserve the environment, benefiting both the hosts and visitors.

The City Hall, through the Special Department for Tourism (Riotur) is aimed at developing sustainable tourism and welcoming visitors at the same time as generating benefits for the city and especially for its residents.

World events such as Rio +20, the 2014 World Cup and 2016 Olympics which will be based in Rio de Janeiro has boosted City Halls investments in several improvements in the city, especially in infrastructure. This infrastructure will be a major legacy that these events will leave the city. Such events also advertise the city widely, especially on the international market.

The expansion of a hotel chain is another initiative by the City Hall to encourage tourism. Apart from attracting new investors, the initiative increases jobs in the city and encourages the preservation of the environment by requiring buildings based on sustainable concepts. To prepare and qualify the city's workforce to work in tourism, Riotur offers training courses and qualifications such as "Rio Mais Hospitaleiro" where 4,000 people were qualified as service providers in different areas of the tourist industry in 2011.

The City also supports all forms of segmented activity, such as ecotourism, adventure tourism, cultural tourism for the disabled, elderly and LGBT (lesbian, gay, bisexual and transgender) among others. It is publicizing the city for each type of public, providing the infrastructure needs to cater for everyone.

Moreover, Riotur encourages conservation and preservation of the natural and cultural heritage of the city. It revitalizes natural and deprived urban areas and tipping sites and local heritage and cultural assets among others.

The main Riotur activities in 2011 were aimed at attracting and supporting events like the World Economic Forum, World Military Games, the Preliminary Draw, UFC Rio and Rock in Rio among others, and the revitalizing the Sambódrome and the Samba Terreirão and promotional campaigns for LGBT audiences with the preparation of publication material in the city and participation in fairs and others.

ATTENTION TO SEX TOURISM

Given the challenge to curb sex tourism, Riotur has announced Disque 100, a national number for complaints of child sexual exploitation. It is maintained by the Special Department of Human Rights of the Republic for its advertising campaigns.

The Municipal Social Welfare has also conducted campaigns against sexual exploitation, especially against children and adolescents and maintains a service of coping with this operation in 14 Specialized Social Welfare Reference Centers (CREAS) where there are Municipal psychosocial and network access services to these people.

RESULTS OF THE CITY HALL STRATEGIC PLANNING:

TOURISM				
Target Description	Unit Measure	Reference	Target set for 2011	Result
Increase the average hotel occupancy to 70% in 2012.	%	65.8	70	84.13%

AWARDS AND RECOGNITION

Given the difficulty in compiling all the awards and recognitions of the City Hall during 2011, the following list does not reflect all of them. City Hall is committed to improve this item during the next reporting process.

AWARDS

• **HUMAN BEING AWARD:** Comlurb received the Association of Human Resources Award (ABRH - RJ) for the Creation and Management of Networks case: A Strategy for Learning, Innovation and Creative Solutions. The award aims to disseminate best practices for Human Resources and Personnel Management.

• **WORLD TRAVEL GUIDE 2011:** The prize is one of the most important in the Global tourism sector and has given the New Year's Eve party in Copacabana the title of the world's best.

• **THE 10TH INTERNACIONAL DE CINE NUEVA MIRADA FOR CHILDREN AND YOUTH FESTIVAL:** The episode Planeta Molhado in the Detetives da Ciência Series from MultiRio was awarded to address the need for careful use of water, its cycle and why it is becoming increasingly rare. The goal of the series is to present the scientific topics in a pleasant and exciting way, with language that brings attention to the relationship between science and ordinary testing.

• **THE BIBI VOGEL III AWARD:** The City Department of Health and Civil Defense won the award sponsored by the Ministry of Health which recognizes the development of activities to protect and support breastfeeding. It was developed in 2009 and 2010.

RECOGNITION

• Moody's Risk Rating for Rio Investment Grade Baa22.
• Fitch's Risk Rating for Rio Investment Grade BBB. (2.10)

GRI INDEX (3.12)

● ATTENDED   ● PARTIALLY ATTENDED   NA NOT ATTENDED

GRI DESCRIPTION	LOCATION OF INDICATOR	SCOPE	GRI SCOPE
1.1. Declaration by the Presidency	Page 4	–	●
2.1. Name of the organization	Page 12	City Hall	●
2.2. Main brands, products and/or services	Pages 12; 13	City Hall / City	●
2.3. Operational structure of organization, major divisions, operating units, subsidiaries and joint ventures	Page 16	City Hall	●
2.4. Location of headquarters	Pages 11; 12	City Hall	●
2.5. Number of countries where the organization operates, and names of countries where its main operations are located or are particularly relevant to the sustainability issues covered in the report	Page 11	City Hall	●
2.6. Type and legal nature of ownership	Page 12	City Hall	●
2.7. Markets served (including geographic breakdown, sectors served and types of customers / beneficiaries)	Page 12	City Hall	●
2.8. Size of the organization	Page 12	City Hall	●
2.9. Main changes in the year	Page 13	City Hall	●
2.10. Awards received in the reporting period	Page 79	City Hall	●
3.1. The reporting period	Page 7	–	●
3.2. Previous report	First report	–	●
3.3. Frequency	Page 7	–	●
3.4. Contact details	Page 89	–	●
3.5. Content definition	Page 8	–	●
3.6. Report limit	Page 8	–	●
3.7. Report scope	Page 9	–	●
3.8. Basis for preparation of the report	Page 8	–	●
3.10. Consequences of restatement of information	First report	–	●
3.11. Significant changes	First report	–	●
3.12. GRI Index	Page 81	–	●
4.1. Governance structure	Page 16	City Hall	●
4.2. Indicate whether the President of the highest body of governance is also an executive officer	Page 18	City Hall	●

GRI DESCRIPTION	LOCATION OF INDICATOR	SCOPE	GRI SCOPE
4.3. For organizations with a single board structure, state the number of independent or non-executive directors of the highest body of governance	The organization does not have unitary administration structure	City Hall	🟢
4.4. Mechanisms for shareholders and employees to provide recommendations or direction to the highest body of governance	Page 25	City Hall	🟢
4.14. List of the organization's stakeholders	Page 25	City Hall	🟢
4.15. Identification of stakeholders	Page 8	City Hall	🟢
4.16. Approaches to stakeholder engagement	Page 25	City Hall	🟢
4.17. Key stakeholder topics and concerns	Pages 8; 9; 25	City Hall	🟢

ECONOMIC DEVELOPMENT		SCOPE	GRI SCOPE
EC1. Economic value generated and distributed	Page 26	City Hall	🟢
EC2. Risks and opportunities related to climate change	Page 22	City Hall	🟡
EC4. Significant financial assistance received from government	Pages 12; 28	City Hall	🟢

ENVIRONMENTAL PERFORMANCE		SCOPE	GRI SCOPE
EN1. Materials used by weight or volume	Pages 30, 42	City Hall	🟡
EN2. Percentage of recycled material used	Page 53	City	NA
EN4. Indirect energy consumption by primary source	Page 37	City Hall / City	🟢
EN5. Energy saved due to conservation and efficiency	Page 38	City Hall / City	🟢

ENVIRONMENTAL PERFORMANCE	SCOPE	GRI SCOPE
EN6. Initiatives to provide products and services with low power consumption, or use energy generated by renewable resources and reduction in energy requirements as a result of these initiatives	Page 37; 38	City Hall / City	🟢
EN8. Total water used by source	Pages 40; 41	City Hall / City	🟡
EN9. Water sources significantly affected by water use	Pages 40; 41	City Hall / City	🟢
EN10. Percentage and total volume of water recycled and reused	Page 41	City Hall / City	🟡
EN11. Location and size of area owned, leased or managed in protected areas, or adjacent to them, and areas of a high biodiversity value outside protected areas	Page 48	City Hall / City	🟡
EN13. Protected or restored habitats	Page 48	City Hall / City	🟢
EN14. Strategies, current measures and future plans to manage the impact on biodiversity	Page 49	City Hall / City	🟢
EN16. Total direct and indirect emission of greenhouse gases, by weight	Page 58	City	NA
EN17. Other indirect emission of greenhouse gases, by weight	Page 58	City	NA
EN18. Initiatives to reduce emission of greenhouse gases and reductions achieved	Page 55	City	NA
EN21. Total water disposal by quality and destination	Page 41	City	NA
EN22. Total weight of waste by type and disposal method	Page 51	City	NA
EN26. Initiatives to mitigate environmental impacts of products and services and extent of impact mitigation	Pages 41; 53; 55	City	NA

ENVIRONMENTAL PERFORMANCE		SCOPE	GRI SCOPE
EN28. Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Page 46	City	NA
EN30. Total investments and environmental protection expenditures by type	Data especially on personnel expenses with environmental protection in 2011, namely R$ 2,053,486.24 with employees of the Environmental Protection Agency (CPA) and R$ 16,261,274.77 with other employees of the Municipal Department of Environment (SMAC) and an additional of R$ 1,215,322.99 referring to the 14th salary due to the Results Agreement (performance contact based on performance indicators)	City Hall	🟡

PERFORMANCE - LABOR PRACTICES AND DECENT WORK		SCOPE	GRI SCOPE
LA1. Profile of workers	Page 31	City Hall	🟡
LA3. Benefits offered to full-time employees who are not offered temporary or part-time work, by major operation	Page 32	City Hall	🟡
LA8. Education, training, counseling, prevention and risk control in place to assist employees, their families or community members regarding serious diseases	Pages 34; 35	City Hall	🟢
LA10. Average training per year in hours per employee by employee category	Page 32	City Hall	🟡
LA13. Composition of groups responsible for corporative governance and discrimination of employees by category, according to the gender, age, minorities and other diversity indicators	Pages 31; 32	City Hall	🟡

PERFORMANCE - HUMAN RIGHTS		SCOPE	GRI SCOPE
HR4. Incidents of discrimination and measures taken	Page 33	City Hall	🟢

PERFORMANCE - SOCIETY		SCOPE	GRI SCOPE
SO4. Actions taken in response to incidents of corruption	Page 34	City Hall	🟡

SECTOR INDICATORS - PUBLIC SECTOR		SCOPE	GRI SCOPE
Administrative Efficiency. Describe the evaluation results of efficiency and effectiveness for services provided by the public agency, including the measures taken to achieve improvements in service delivery	From Page 24	City Hall	🟢
PA1. Describe the relationship with other governments or public authorities and the public body's position within the governmental structure	Page 21	City Hall	🟡
PA3. Identify the aspects for which the organization has established sustainable development policies	Page 21	City Hall	🟢
PA4. Identify the specific goals of the organization for each of the aspects listed in PA3	Pages 21; 23	City Hall	🟢
PA5. Describe the process by which the aspects and goals and indicators in PA3 and PA4 were set	Page 23	City Hall	🟢
PA6. Detailing the objectives of PA4	Page 23	City Hall	🟢
PA7. Describe the role and engagement of stakeholders in relation to the items disclosed in PA6 indicator	Page 23	City Hall	🟢
PA8. Gross expenditures broken down by type of payment	Pages 26; 27	City Hall	🟡
PA11. Describe procurement policy of the public body and how it relates to sustainable development	Page 30	City Hall	🟡

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Statement
GRI Application Level Check

GRI hereby states that **Rio de Janeiro City Council** has presented its report "Rio de Janeiro City Council Sustainability Report 2011" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level C.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 7 June 2012

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative

GRI REPORT
GRI CHECKED

The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: *Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 31 May 2012. GRI explicitly excludes the statement being applied to any later changes to such material.*

TABLE OF ACRONYMS

ABIO	Biological Farmers Association of Rio de Janeiro State
ALE	License for Establishment Permit
AP - 5	Planning Area
APTR	Rio de Janeiro's Theatre Producers Association
ARERJ	Recyclers Association of Rio de Janeiro State
BID	Inter-American Development Bank
BNDES	Economical and Social Development National Bank
BRS	Bus Rapid System
BRT	Bus Rapid Transit
BVRIO	Rio de Janeiro's Bolsa Verde (Green Stocking)
CADEGOM	Technical Chamber of Sustainable Development and Metropolitan Governance
CAI	Information Analysis Center
CASS	São Sebastião Administrative Center
CCPC	Rio de Janeiro's Cultural Promotion Commission
CDURP	Urban Development Company
CEA	Environmental Education Center
CEDAE	State Company for Water and Sewage
CEDS	Special Coordination of Sexual Diversity
CET-RIO	Traffic Engineering Company
CGM	Inspector General Office of the City of Rio de Janeiro
CIPA	Internal Commission for Accident Prevention
CLT	Consolidation of Labor Laws
CMA	Coordination of Environmental Monitoring
CMDS	World Summit on Sustainable Development
COMDEDINE	Municipal Council of Defense of Black People's Rights
COMLURB	Municipal Company of Urban Cleaning
COPPE-UFRJ	Alberto Luiz Coimbra Institute of Engineering Graduation and Research
CRAS	Reference Center for Social Assistance
CREAS	Specialized Reference Centers Social Assistance
ECO 92	World Conference on Environment and Development
EDI	Child Development Space
EOM	Municipal Olympic Company
EPC	Collective Protection Equipment
EPI	Personal Protection Equipment
ETA	Water Treatment Station
EVD	Distributed Economic Value
EVG	Generated Economic Value
FETRANSCARGA	Freight Transport Federation of Rio de Janeiro State
FETRANSPOR	Passengers Transport Company Federation of Rio de Janeiro State

FPJ	Parks and Gardens Foundation
GBP	Mayor's Office
GEE	Greenhouse Gases
GEO	Experimental Olympic Gymnasium
GEO-RIO	Geotechnical Institute Foundation of the City of Rio de Janeiro
GJ	Gigajoule (Measurement Unit)
GM-Rio	City Guard
GRI	Global Reporting Initiative
IC	Graphic Arts Municipal Company – City Press
ICMS	Tax on Goods and Services
IDEB	Basic Education Development Index
IDE-RIO	Rio de Janeiro's Education Development Index
IDH	Human Development Index
IDH–M	Municipal Human Development Index
INEA	Environment State Institute
IPCC	Intergovernmental Panel on Climate Change
IPHAN	Institute for National Artistic and Historical Heritage
IPLANRIO	Computer Municipal Company of the City of Rio de Janeiro
IPP	Pereira Passos Municipal Institute of Urbanism
IPTU	Tax on Building and Territorial Urban Property
IRLF	Regional Inspectorate of Licensing and Inspection
ISSQN	Tax on Services of Any Nature
LED	Light Emitting Diode
LGBT	Lesbians, Gays, Bisexuals, Transvestites, and Transsexuals
LOAS	Organic Law of Social Assistance
LRF	Law of Fiscal Responsibility
LTCAT	Technical Report of Working Conditions
MAM	Museum of Modern Art
MDL	Clean Development Mechanism
MEC	Ministry of Education
MP	Public Prosecutor
MRJ	City of Rio de Janeiro
MRP	Quick Participative Maps
MULTIRIO	Municipal Multimedia Company
ONG	Non-Governmental Organization
ONU	United Nations Organization
OS	Social Organizations
PADI	Home Care Program for the Elderly
PCMSO	Occupational Health Medical Control Program
PCRJ	City Hall of Rio de Janeiro
PEU	Urban Structure Project
PEV	Voluntary Delivery Points
PGM	Attorney General's Office of the City of Rio de Janeiro
PIB	Gross Domestic Product - GDP

PNSST	National Program of Health and Labor Safety
PPRA	Preventing Programs of Environmental Hazards
PREVI-Rio	Fund of Assistance of the City of Rio de Janeiro
PRONASCI	National Program of Citizenry Public Security
PSF	Program of Family Health
PSO	Socio-Organizational Program
RCL	Current Net Revenue
RIO+20	United Nations Conference on Sustainable Development
RIO-Águas	Rio Águas Foundation
RIOCENTRO	Rio de Janeiro Centre of Fairs, Exhibitions and Congresses
RIOFILME	Empresa Distribuidora de Filme S.A. (Distributor Company of Films)
RIOLUZ	Municipal Company of Energy and Public Lighting
RIOTUR	City of Rio de Janeiro Tourism Company
RIO-URBE	Municipal Company of Urbanization
RIO-ZOO	Zoo Foundation of the City of Rio de Janeiro
RLR	Real Net Revenue
SECONSERVA	City Department of Conservation and Public Services
SECT	Special Department of Science and Technology
SEDES	Special Department of Outreach Economic Development
SEDES	Special Department of Development
SEHID	Hydrology/Hydraulic Service
SEOP	Special Department of Public Policy
SEORH	Granting Service of Water Recourses
SEPDA	Special Department of Animals Defense and Promotion
SESQV	Special Department of Healthy Aging and Quality of Life
SETUR	Special Department of Tourism
SIASG	Integrated System of General Services
SIGA	Integrated System of Administrative Management
SIGERIC	System of Risk Management
SIPAT	Internal Week of Work Accidents Prevention
SMA	City Department of Management
SMAC	City Department of Environment
SMAS	City Department of Social Assistance
SMC	City Department of Culture
SME	City Department of Education
SMEL	City Department of Sports
SMF	City Department of Treasury
SMH	City Department of Habitation
SMO	City Department of Works
SMPD	City Department of Handicapped
SMSDC	City Department of Health and Civil Defense

CREDITS

The City Hall of Rio de Janeiro appreciates the commitment of all internal and external stakeholders and servants who took part in the elaboration of this first GRI sustainability Report. The participation of all was essential to the elaboration of this document.

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