

Developing Sustainable Urban and Periurban Agriculture in São Paulo with Sampa + Rural

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Is the project a case of...:

- State-initiated co-creation
- Entrepreneur-driven co-creation
- Grassroots-based co-creation*

**For an elaboration of the typology, please consult the GOGREEN theoretical framework p. 25.*

Integrated case analysis

Before proceeding to the scoring of the GFs, please provide a 3–5 page case analysis in which you describe the background, history, and national, regional, and local contexts of the case, the problems and goals addressed by the local collaboration, the participating actors and their relationships, the unfolding of the co-creation process, the most important governance factors (this may include factors other than those in focus in this project), and the generated outputs and outcomes. The conclusion may specify a few lessons learned from the case study.

1) Background, history, and national, regional, and local contexts of the case

São Paulo is the most populated city in Latin America, with 11.451.245 inhabitants according to the 2023 Census. It is a global city of enormous economic magnitude – the largest economy by GDP in Latin America, once painted as a forest of concrete and steel. It expanded its territory and population continuously and at a fast pace from the 1940s to the 1970s. Growth has been small ever since, but its urbanization process left a legacy of vast peripheries with intense precarity and low public service provision. Many don't know that this city is also highly heterogeneous, hosting an interesting urban and peri-urban agriculture scene, with small farmers and fruit and vegetable producers, not to mention several small Indigenous villages around three peri-urban locations (Couri, 2022). All this remained for a long time with very low visibility. Still, they have the potential to contribute to solving old and new problems that many cities around the world face - degradation of environmental resources, poverty, hunger or nutritional deficiency, and the need to adapt to climate change.

The existing agricultural practice in São Paulo is old and diversified. Currently, it is characterized by small farming sites located mainly in the extreme south (a rural area with large water sources and Mata Atlântica forest) and by urban gardens under power utility transmission lines located mainly in the far east (a region with high population density and social vulnerability). Agricultural practice is also present in the city's

center, north, and west regions, scattered in public squares, roof garden buildings, schools, and other public places. There are important agricultural practices also in Guarani indigenous territories.

According to the City of São Paulo, the municipality has 731 agricultural production units, 228 gardens in public facilities, 106 urban gardens, and nine orchards in Guarani villages. In total, 1067 points of agricultural activity are identified in the city. Despite its long history, agriculture in the city was marginalized by the State, lacking technical support and even being restricted or prohibited by environmental protection legislation.

In the late 1990s and early 2000s, the issue of agriculture began to gradually enter the public policy agenda of the municipality, with the creation of programs, projects, and laws marked by concerns such as environmental sustainability, food and nutrition security, and containing the urban expansion that occurs over watershed areas (Couri, 2022). Although the municipal government has been leading such initiatives, the design and implementation of actions have involved a range of civil society actors, such as CSOs, farmers, mid-level and street-level bureaucrats, other levels of government, and international entities. Also, four participatory councils in São Paulo guide the theme of agriculture in the city.

The public policies aimed at agriculture that emerged in the last two decades were created slowly and gradually, punctuated by interruptions and discontinuities. However, the co-creation logic of policies and the involvement of bureaucrats from different sectors and civil society have allowed the theme to remain and expand in the public policy agenda, strengthening the actions. In 2023, the continuity of these actions aiming at urban and peri-urban agriculture unfolded in creating the Sampa + Rural program. The program aims to structure places of sustainable agriculture through technical assistance, helping urban gardens and small farmers be involved in practices such as circular economy and agroecological production.

Multilevel governance in Brazil

Before presenting the research results in this report, explaining some particularities of the production and governance of public policies in Brazil is important.

Brazil is a federation, which implies a division of legislative and material competencies between the Union, States, and Municipalities that vary by policy area. Areas such as health, education, and social assistance have mechanisms that lead to greater centralization of political decision-making in the federal government, leaving local governments with less decision-making autonomy in their policy-making responsibilities, although with intense policy implementation activities (Arretche, 2012). In areas with less central coordination and control, such as transport, housing, and urban waste management, local and city-specific dynamics stand out, with the actions of interconnected groups of State and non-State actors being relevant for producing policies (Marques, 2016). In the case of more transversal policy sectors or those that usually involve intersectoral actions, such as the environment, food security, productive inclusion, and agricultural assistance – all of which are within the scope of Sampa + Rural – there are no strong central targeting mechanisms, but a myriad of State and civil society actors operating at different levels of governance – including international.

It is also worth highlighting that, since the Brazilian redemocratization that has the promulgation of the 1988 Constitution as a landmark, citizen participation in Brazilian politics was greatly enhanced, in addition

to voting in periodic elections, through public policy management councils present in the most varied policy areas at the three federative levels. Furthermore, it is common in the dynamics of public policy production in social and environmental sectors to formalize partnerships between public administration and civil society organizations (CSOs). A national legal regime that regulates such partnerships, the Regulatory Framework for Civil Society Organizations (MROSC, Federal Law 13.019/2014 and 13.204/2015), establishes a set of rights, responsibilities, and obligations for the two parties who must cooperate mutually to achieve public and reciprocal interests by executing specific activities or projects. Moreover, the boundaries between the State and civil society present points of permeability, with actors and ideas flowing intermittently into and out of the State throughout the trajectory of policy creation (Marques, 2012). Thus, the production of public policies can be understood as a process marked by co-creation and the mutual constitution of state institutions and societal organizations (Gurza Lavalle et al., 2019; Abers et al., 2018).

In the governance of public policies in Brazil, the expansion of State capacities has also been crucial. The slow yet cumulative creation of bureaucracies, institutions, and policy instruments enhances the State's capabilities and enables State actors to operate autonomously and interact with societal actors. Ultimately, democratic competition between political parties and the profiles of politicians and managers also matter. The expansion of public policies in various areas often results from electoral competition and the pursuit of elected officials periodically scrutinized by votes to deliver more and better policies (Marques, 2021).

Given the institutional context described above, intersectoral policies such as Sampa + Rural operate within a multilevel governance logic with simultaneous vertical (of intergovernmental and international relations) and horizontal dynamics (of interactions between state and societal actors).

São Paulo policies for urban and peri-urban agriculture

The history of urban and peri-urban agriculture (UPA) in São Paulo involves a long period of invisibility and lack of government and civil society action. Agricultural activity has been practiced in the southernmost part of São Paulo since the first half of the 19th century. Over time, the only support provided to São Paulo farmers came through the Agricultural Cooperative of Cotia, which went bankrupt in the 1990s as a symptom of the decline of the green belt agriculture in the Metropolitan Region. Another existing form of agriculture in the city, community gardens, and orchards occupy unused public plots, such as below energy lines and over large water and oil pipelines. These were encouraged during Franco Montoro's (PMDB) administration in the State Government between 1983 and 1987 in the eastern zone of São Paulo. However, this initiative was not structurally continued after his term in office.

From the 2000s, when sustainability-related ideas entered the public agenda, São Paulo started producing a series of laws, projects, and programs to promote ecological agriculture. Since then, the municipality has seen the emergence of locally produced organic food markets, ecological agriculture houses, technical assistance and rural extension activities, participatory councils for rural development and food and nutritional security, and legislation ensuring the purchase of local organic products for school meals, among other initiatives. In revising the 2014 Master Plan (Municipal Law 16,050/2014), a vast rural zone covering almost a quarter of the total city area was demarcated (22.9% of the municipal territory, or 348.47

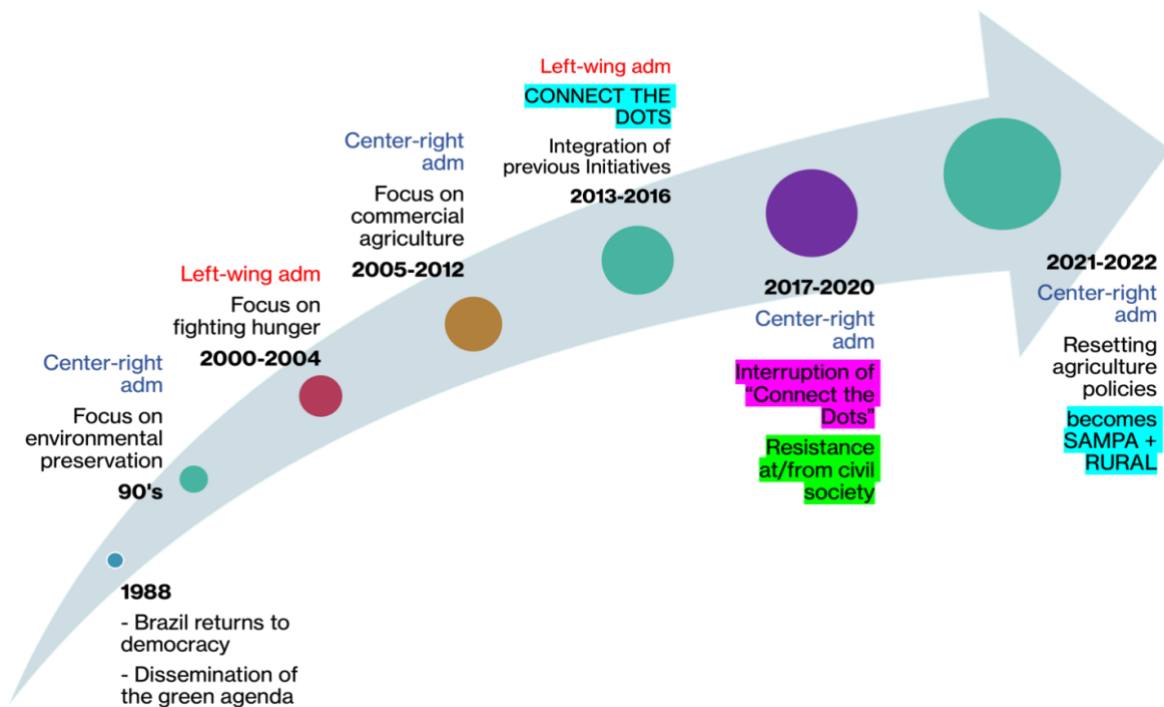
km2). The Master Plan also stipulated the creation of a sustainable rural development plan and devices for payment for environmental services encompassing ecological agriculture (Couri, 2022).

These policies made progress within a municipal project that won an international competition promoted by Bloomberg Philanthropies, earning the municipality a \$5 million prize. The Ligue os Pontos (Connect the Dots) project, which aimed to integrate agriculture-related actions developed in different sectors of the municipal administration, was completed in 2021. Sampa + Rural was launched in 2022 to continue Connect the Dots. This trajectory is illustrated in the figure below (CR – center-rightwing and L – leftwing administrations).

The recognition of urban and peri-urban agriculture, a marginal issue in the city’s political agenda, as a prioritized solution is due to the activism of mid-level and front-line bureaucrats in interaction with civil society actors operating in participatory councils or in civil society organizations who advocate the theme. In the case of urban and peri-urban agriculture actions, an intersectional theme that lacks strong federal regulation, municipal activities sometimes rely on the mobilization of federal guidelines, sometimes on alignment with state-level instruments, and sometimes on resources from international entities. The personal and ideological profile of the mayor and the policy’s top-level bureaucrats influence the trajectory of vertical alignments and the focus the policy may have on the policy's environmental, social, or commercial features.

The figure below outlines the trajectory of the public policies aimed at the urban and peri-urban agriculture in São Paulo:

Figure 1 – Trajectory of actions aimed at urban and peri-urban agriculture



Own elaboration

2) The aims of the project and the sustainability problems that it seeks to address

Sustainability problems:

Efforts focused on urban and peri-urban agriculture aim to address a complex array of socio-environmental issues (wicked problems) in the city. One of these issues is the environmental degradation caused by disorganized urban expansion over environmentally sensitive areas such as water sources and the Mata Atlântica Forest. Another challenge is the existence of conventional agricultural sites that use pesticides in areas at risk of contaminating water sources. There are also rudimentary and unsustainable agricultural practices adopted by a population that occupies unused public areas of the city. Lastly, there's the social vulnerability of the population living in urban peripheries and rural areas, characterized by high unemployment rates and food insecurity typical of the so-called 'food deserts' — regions far from centers for fresh and healthy food distribution and commerce.

A transformation of urban and peri-urban agriculture is a key element in the integrated solution to these problems. It aims to generate productive inclusion and environmental sustainability by strengthening economic activities compatible with the environment. The permanence of various agricultural practices in the city, such as small farmers' sites and urban gardens in public spaces, is desirable to curb irregular urban expansion or provide healthy food for the local population through short commercial circuits. Furthermore, urban and peri-urban agriculture is regarded as a way to ensure green spaces, promote contact with nature, generate income and employment, and foster social inclusion. In this modern strategy to combat urban issues, efforts are made to reconcile environmental preservation with economic development and the reduction of social exclusion.

However, agricultural activities in the city require support for it to become an effective solution. Most of São Paulo's productive units are in a state of economic vulnerability. Challenges include difficulty accessing credit due to lack of documentation and informal land ownership, low technological standards, dependence on pesticides that contaminate water sources, and dependence on intermediaries that diminish producers' income. Urban gardens, like those below energy lines, lack technical assistance, production logistics, inputs, and equipment, facing significant challenges in adopting ecological management. The population producing vegetables and fruits in a city like São Paulo requires a wide range of support actions for production, commercialization, and regularization of their activities (ESCOLHAS, 2020).

Aims of the project:

The solution to these problems involves coordinating a series of multidimensional actions to be carried out across different fronts of work, such as environmental conservation, urban planning, economic development, and food security and nutrition. In São Paulo, the *Connect the Dots project*, which preceded Sampa + Rural, was the first initiative to adopt a systemic view of the city's ongoing actions and public policies. It sought to understand the problem by gathering data and structuring multisectoral governance of the actions. To achieve this, it integrated existing initiatives in the city and engaged various public agencies, international organizations, and civil society actors.

There are three goals at the tactical level. The first one, *strengthening technical assistance*, aims to promote the transition to sustainability in agricultural areas by adopting ecological practices such as

agroecology and organic farming. The second, *stimulating the agricultural value chain*, is based on bringing together multiple actors involved in agricultural practices in the city, facilitating the distribution of produce from agricultural sites and urban gardens. Lastly, *the use of technology and information systems* was designed to identify the target audience of the actions, identify problems, standardize data, and facilitate connectivity among the involved actors.

The *Sampa + Rural program* continues and expands the strategy of Connect the Dots. It encompasses a range of activities in the city's agricultural sector, including technical assistance and rural extension, provision of agroecological mechanized machinery, demonstrative distribution of bio-inputs, provision of scholarships and training for work in agricultural areas, connection of gardens and producers with markets, promotion of rural entrepreneurship, training in horticultural practices, data collection, and information dissemination, among others.

Since Sampa + Rural is a program that consolidates various initiatives and projects, this research conducted under GoGreen focused on a specific initiative: *providing technical assistance and rural extension services*. This activity is central to the program, as technical assistance is crucial for structuring agricultural actions in the city. It also provides a unique perspective on two themes of interest to GoGreen:

Collaboration between actors from the government and civil society, as the technical assistance activities of Sampa + Rural, involve bureaucrats at different levels, technicians from partner civil society organizations, farmers, and citizens participating in discussions about actions in the agricultural policy steering council;

Transition to sustainability, as the technical assistance and rural extension services of Sampa + Rural aim to promote the adoption of ecological and sustainable agricultural practices, assisting in converting productive units to agroecological production methods and aiding producers in obtaining organic certification.

The following description primarily pertains to the technical assistance and rural extension activities of Sampa + Rural.

3) The participants and their interaction and communication in and between meetings

The governance of Sampa + Rural involves actors from public authorities and civil society who occupy positions in the municipal bureaucracy, in participatory bodies, and in CSOs hired by the city hall to carry out the actions. We list the participants below:

- a) **Agriculture Coordination (medium-level bureaucracy)**: The Agriculture Coordination is a body linked to the Municipal Secretariat of Economic Development and Labor of the City of São Paulo. It is responsible for implementing actions for sustainable rural development and strengthening urban and peri-urban agriculture. The mid-level bureaucrats are responsible for coordinating the actions of Sampa + Rural work there. It is physically located in the city's central region, in the city hall's administrative building, and operates at a tactical level. *It has 17 employees.*
- b) **Ecological Agriculture Houses (street-level bureaucracy)**: The Ecological Agriculture Houses are equipment linked to the Agriculture Coordination. They are responsible for providing Technical

Assistance and Rural Extension to agricultural sites. They have a bio-input demonstration unit, greenhouses, nurseries, and a cold room for storing products. Their teams include agronomists, agricultural technicians, and environmental managers who provide end-to-end services, dealing directly with beneficiaries. There are three of them in the city, located in the east zone, south zone, and north zone. *It has 11 rural technical agents, 6 in the south zone unit, 2 in the east zone and 3 in the west zone.*

- c) **Kairós Institute (Civil Society Organization):** The Kairós Institute is a non-profit civil entity founded in 2000 as an association that promotes new practices of responsible production, distribution, commercialization, and consumption. It operates through direct experimentation, the articulation of networks, and the establishment of partnerships with companies and public bodies. To work with the city hall in Sampa + Rural, the Kairós Institute was selected based on a public call for proposals, signing a cooperation agreement based on the Regulatory Framework for Civil Society Organizations. The contract with the city hall establishes the goal of improving 400 agricultural sites with technical assistance, technological development, and support for rural businesses, with training linked to the green economy and promotion of environmental technologies. *It has around 10 collaborators working on the Sampa + Rural program.*
- d) **Municipal Council for Sustainable and Solidarity Rural Development – CMDRSS (civil society and civil servants' counselors):** is a collegiate body of a permanent, consultative nature, with equal composition, linked to the Municipal Secretariat for Economic Development and Labor. Its purpose is to propose guidelines for formulating and implementing municipal public policies for sustainable rural development and monitor their execution, thus carrying out social control of policies. It also aims to support entities, organizations, and movements of farmers in the municipality, receive, analyze, and forward complaints and demands from farmers, and support the preparation and monitoring of the execution of the Municipal Plan for Agroecology and Sustainable Rural Development. *It has 22 representatives from public authorities and 22 representatives from civil society, including regular and supplementary representatives, totaling 44 official participants.*
- e) **Agroecological Cooperative of Rural and Clean Water Producers in the Southern Region of São Paulo – Cooperapas (farmers):** Located in the city's southern region, it is currently the only cooperative of farmers in the municipality. It was formed in 2011 based on action from farmers, the City of São Paulo, and CSOs such as the Kairós Institute. It aims to bring together farmers who have organic production certification or are in the organic or agroecological transition phase to facilitate the flow and commercialization of agricultural products. *It currently has around 40 members.* Its clients include emporiums, markets, and restaurants located in the city's central areas and on the outskirts of the extreme south.
- f) **Association of Organic Producers of São Mateus - AAZL (farmers):** Located in the city's eastern region, it is an external association for providing agroecological and commercialization technical assistance to its members. Unlike what happens with the cooperative, the association does not negotiate products on behalf of its members, only offering support for them to carry out their sales individually. Today, it represents 14 vegetable gardens, with *around 40 working farmers.* It has already facilitated the inclusion of farmers in organic product fairs in the city.

4) How often do they meet, and do they communicate between meetings?

The main forum for communication between all participants is the *CMDRSS meetings*, held monthly in person or virtually, through the Microsoft Teams application. Sampa + Rural participants are present at council meetings as elected representatives or guests. Presentations of work in progress are common at meetings. Most direct project participants (coordinators, bureaucrats, farmers) have representatives in the council who are usually present in the meetings. The CSO Kairós Institute decided not to have a formal representative in the council due to the fact that it had won the contract with the city hall to manage the Sampa + Rural program. Despite that, as the meetings are open to participation, they are often present and participative.

In addition to the CMDRSS meetings, participants hold *team alignment meetings* that bring together only part of the actors involved in the program. For example, it is common for the Agriculture Coordinator to hold meetings with the teams that work in the Ecological Agriculture Houses.

There are also *routine meetings*, biweekly or monthly, between the Agriculture Coordination and the CSO Instituto Kairós to evaluate and monitor the partnership. The CSO plans the following week's activities every week to enable monitoring by the Agriculture Coordination. Every month, the partner updates all visit records made during the period on the SisRural platform. The CSO also prepares a monthly report. The Agriculture Coordination, in turn, must issue a technical monitoring and evaluation report every 12 months.

In addition to meetings, participants interact daily in their workplaces, virtual WhatsApp groups, or via email. Communication between program coordinators and technicians from the city hall or partner CSO is constant and intense, with information exchanges and guidance carried out daily.

The Agriculture Coordination publicizes Sampa + Rural's actions through social media, mainly through the program's Instagram profile. Furthermore, the São Paulo City Hall's communications department reports on the program and sends press releases, eventually producing journalistic articles about the ongoing actions.

Finally, the program's major launches of new initiatives are usually attended by the Mayor of São Paulo. These events receive extensive press coverage, which is often more interested in reflecting on actions or controversies involving the mayor related to other issues, but which are highlighted in the news.

5) The role and forms of knowledge sharing, coordination and joint problem-solving

There are three levels of governance in Sampa + Rural's actions.

The first, more **strategic**, is related to institutional instruments, which are federal, state, and municipal standards that outline guidelines for public policies or are mobilized by actors in search of solutions related to problems involving agriculture or collaborative action in the city. At this macro level, the following are important:

- a) The Strategic Master Plan, which foresees the action of the Municipal Council for Sustainable and Solidarity Rural Development (CMDRSS) and the validity of the Municipal Plan for Agroecology and Sustainable Rural Development as components of the policy for agricultural activity in the city.

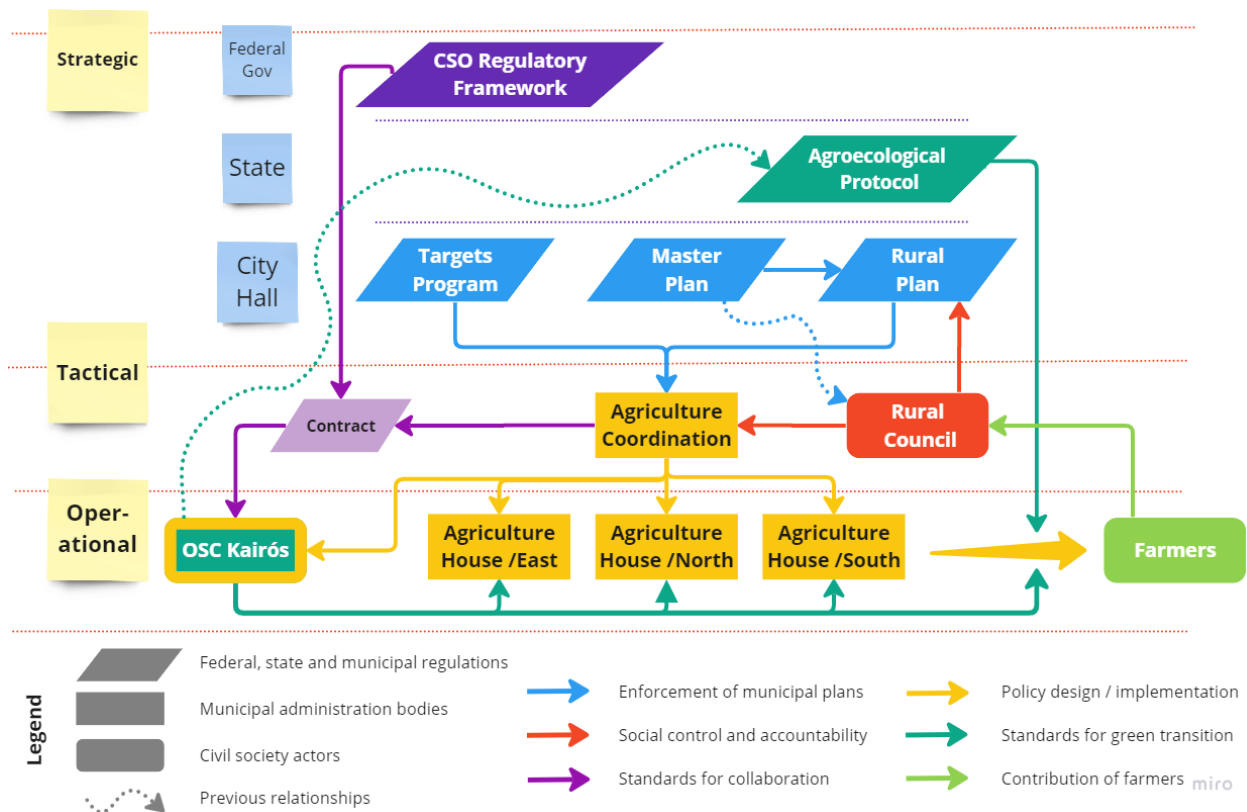
- b) The 2021-2024 Targets Program of the City of São Paulo, which establishes the target of serving 400 agricultural sites by the current management.
- c) The Agroecological Transition Protocol, which establishes standardization and terms of reference for technical assistance and marketing support for farmers and is used by Sampa + Rural frontline technicians.
- d) The Regulatory Framework for Civil Society Organizations (MROSC), which regulates partnership models between public authorities and civil society organizations.
- e) Sector Plans (Municipal 2030 Agenda, Municipal Climate Action Plan, among others).

The second level of a **tactical** nature corresponds to the actions of the Agriculture Coordination, which coordinates the actions of the Houses of Agriculture and the civil society organization in delivering actions and benefits.

The third level, **operational**, corresponds to the work of street-level technicians and bureaucrats in agricultural locations, providing technical assistance, demonstrating solutions, and supporting commerce. In parallel, there is social control of the actions carried out within the scope of the Municipal Council for Sustainable Rural Development.

The figure below outlines the governance of Sampa + Rural involving participants and institutional instruments:

Figure 2 – Governance of Sampa + Rural



Own elaboration

6) The relation between consensus and conflict and the handling of the latter

Most participants in the Sampa + Rural program have a long history of interaction, as many of those involved also participated in previous public policies aimed at urban and peri-urban agriculture, such as the Connect the Dots project. There is a consensus among them about the importance of agriculture in the city and the relevance of the actions of the State and civil society. However, the conflict is also very present, mainly regarding the relationship between the CSO Instituto Kairós and the Agriculture Coordination and concerning the relationship between state and civil society participants in the participatory council. Given this presence, the researcher seeking to understand the program will evaluate it more as conflictual than collaborative. However, it is necessary to consider some nuances of this rougher and more turbulent interaction to measure its influence on actions fairly.

Firstly, although CSO Instituto Kairós has already participated in actions in partnership with the city hall, the formal model of the current partnership is new (based on MROSC, the national legal framework that regulates partnerships between CSOs and public authorities). Thus, many of the criticisms directed at each other may be related to divergent interpretations of the provisions in the signed collaboration agreement, which is quite detailed, stipulates limits and objectives, and imposes specific forms of action. Thus, adjustments to the relationships that take place using the new institutional rules as a parameter may require some learning time for the actors.

Secondly, regarding the conflicts between the counselors of the participatory council and the members of the program coordination, it is necessary to take into account that many of the manifestations are due to ideological perspectives on the role of agriculture in the city (agriculture as a rescue of rural origins vs. agriculture as entrepreneurship, for example) or on the role of the state in conducting actions (more nationalizing action vs. more privatizing action, for example). Participants from all State and civil society groups have a strong activist profile in urban and peri-urban agriculture. Therefore, forming divergent views can be seen as natural and inevitable. Although very present, criticism and conflict do not prevent acting together and a friendly and collaborative relationship.

7) The role and form of leadership: lead actor, steering group and/or collective leadership

The Sampa + Rural program has leadership in the form of the coordinator of the Agriculture Coordination, who centralizes the management of actions, leads meetings, organizes the allocation of human resources and decides on the design of work flows. The leader's figure is important, given that his presence is quite strong in the program's design and the mediation of relationships. However, some members understand Sampa + Rural more autonomously in relation to leadership, understanding that non-institutional actors, such as farmers, have a leading role that is not affected by leadership.

More on the leadership profile can be found in the topic on governance factor 16.

8) The temporal unfolding of the co-creation process: major shifts and ups and downs

The Sampa + Rural program has leadership in the form of the coordinator of the Agriculture Coordination. The leader's figure is important, given that his presence is quite strong in the program's design and the mediation of relationships.

In the recent history of actions aimed at urban and peri-urban agriculture in São Paulo, the most relevant milestones concern the creation of the Connect the Dots project and its continuation through the Sampa + Rural program.

The Connect the Dots project, carried out between **2018 and 2021** with a total investment of around BRL\$12.5 million (**around US\$2.5 million**) from Bloomberg Philanthropies, was the first initiative to adopt a systemic view of public actions and policies underway in the city, seeking to understand the problem through data collection and structure multisectoral governance of actions.

The Sampa + Rural program emerged in **October 2022** to continue and expand the Connect the Dots actions. Sampa + Rural increased the territorial scope of its actions, starting to serve the entire city and not just the region in the extreme south of the municipality, as was the case before. Investment also doubled, which rose to around BRL\$26 million (**around US\$5.2 million**) from the Municipal Treasury.

9) The most important governance factors (may include factors other than those in focus in this project)

In our view, the most important governance factors for the Sampa + Rural program are the structural-level factors (GF 1 to 5), which have a more institutional character, establish norms and guidelines, and are related to social control.

This is because, in Brazil, public policy production involves the creation of state capacities of a technical-administrative nature (bureaucracies and equipment) and a political-relational nature (social control, forms of collaboration) (Gomide and Pires, 2014). Such capacities are closely related to incremental progress made at the institutional level through the formalization and institutionalization of actions and relationships.

The presence of civil society and state actors with activist profiles is quite strong regarding the theme of urban and peri-urban agriculture in São Paulo. Therefore, the institutionalization of actions through legislation at different levels of government and public policies at the municipal level interacts with the involvement and leadership of these actors.

On the other hand, from an institutionalist perspective, we can understand that public policies affect actors' actions, influencing the quality and intensity of collaboration. In the case of collaboration around urban and peri-urban agriculture in São Paulo, there is a trajectory of incremental progress, with a growing mobilization of state and societal actors, culminating in a greater institutionalization of actions, which can be observed:

- a) In consolidating the Municipal Council of Sustainable Rural Development
- b) In developing the Municipal Plan for Agroecology and Sustainable Rural Development
- c) In internalizing investments for agriculture in the Municipal Treasury
- d) In standardizing the partnership format with civil society through the Regulatory Framework for Civil Society Organizations

This trajectory of institutionalization gives actions greater resilience in the face of changing trends and greater continuity between municipal administrations.

10) The generated outputs and outcomes

As it is a program that started at the end of 2022, there still needs to be a consolidated evaluation of the results of Sampa + Rural. However, we can describe below some results from the former project, Connect the Dots, and some goals from Sampa + Rural to compare the two milestones:

Connect the Dots (2018-2021) did:

- a) identification of 650 farmers
- b) **Technical Assistance and Rural Extension services for 160 farmers**
- c) completed the transition of 39 conventional producers to agroecology and the organic certification of 41 producers
- d) accelerated 8 small rural businesses
- e) developed of two open-source platforms, one for registering technical visits carried out in production units (SisRural) and one for registering all points related to production, trade, and incentives for sustainable ecological agriculture (Sampa+Rural)

Sampa + Rural intends to do:

- a) **Technical Assistance and Rural Extension services for 400 agricultural production units**
- b) distribution of bio inputs, conservation and preparation of soil with tractors and other machinery, support for marketing, reuse of waste and composting, among others
- c) offering job opportunities and professional qualifications to 1,000 low-income people through grants to carry out activities in agricultural spaces in the city
- d) promoting training and production of seedlings for local agriculture through 5 greenhouses
- e) accelerating 20 small agricultural enterprises, with mentoring and management guidance for six months and financial support of BRL\$30,000 (around US\$6,000)

11) Lessons learned about the conditions for co-creating green solutions

Expressing it in terms similar to those used in the Vietnam PPI Compact case report, which served as a model for GoGreen reports, we can summarize the lessons learned from Sampa + Rural as follows:

Storyline: São Paulo has old, small-scale agricultural practices scattered throughout the territory, mainly in environmentally sensitive regions where people are highly socially vulnerable. These practices were neglected during the city's historic period of rapid urban growth but have gained attention in recent decades with the emergence of environmental, climate, and food and nutritional security agendas. Thus, urban and peri-urban agriculture is considered strategic for solving problems such as containing urban sprawl, creating short food supply chains, and promoting environmental sustainability.

Mechanism: The solution lies in training, technical assistance, and commercial and institutional support for the city's small family farmers or collective gardeners. This is because these beneficiaries of the initiatives need help with their technical situation. Solutions have been developed collaboratively,

involving state actors, especially mid-level and front-line bureaucrats, and civil society actors, such as NGOs working on ecological agriculture, healthy eating, and sustainable consumption.

Instrument: Institutional tools have proven essential for incremental progress and the crystallization and continuity of initiatives. São Paulo has a history of public policies and regulations related to the theme, and the development of solutions has relied on the mobilization of available instruments at the municipal, state, and federal levels, as well as partnerships with international entities. Administration changes affect the initiatives, potentially causing interruptions, discontinuities, and reactivations of policies. However, instruments (such as the rural development plan), social control arenas (such as participatory councils), partnership regulations (such as the framework for CSOs), and bureaucratic structures (such as the agriculture department and ecological agriculture houses) provide state capacities that enhance the resilience of collaborative actions. It is now important to understand their impact related to the intended objectives of green transition, which has not yet been fully explored.

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Scoring and analysis of governance factors

1. Perceived importance of biosphere conditions

QCA score:

0

0.33

0.66

1

Scoring confidence:

Low confidence

Medium confidence

High confidence

Data sources:

Interviews

Documents

Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

There are a bunch of documents, such as municipal programs, regulations, and legislation that address the issue of environmental degradation and sustainable development and explicitly make references to the Sampa+Rural Program (Municipal Agenda 2030, Municipal Climate Action Plan, Municipal Plan of Agroecology and Sustainable Rural Development).

In the beginning of the trajectory of the agricultural policies in São Paulo, the motivation for the actions was the protection of water basins in the south of the city. Observations in the field demonstrate that the participants talk about environmental issues and show, with interest, some of the solutions that they create to address environmental concerns (such as composting, bio inputs and agroecological defensives to be used in the crops).

Almost all the informants report in the interviews that biosphere conditions function as a motivational force for collaboration and must be addressed by collaboration between different stakeholders. Agriculture is understood by the participants as a multidimensional activity that embraces environmental issues.

But other issues has also been a source of motivation for collaboration, such as food and nutrition security, employment etc. Because of that, the importance of biosphere condition is significant, but not the only issue that leverages collaboration. Some of the interviewers say that the focus only on the issue of the environment is a top-down measure of the government. In the field, other issues, such as food security, have the same value. And people from the middle-level and the street-level of the bureaucracy account that they are not sure if the beneficiaries have the knowledge of the importance of environmental issues. They could be derived only by economical issues, due to the condition of low income that most of them are situated. Participating in the program could be a way to get access to benefits, such as job, funding, technical support etc.

2. Legislation, programs, and formal goals

QCA score:

0

0.33

0.66

1

Scoring confidence:

Low confidence

Medium confidence

High confidence

Data sources:

Interviews

Documents

Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

The research identified a series of laws and programs, at municipal, state, federal and international levels, which significantly influenced the production of public policies aimed at agricultural activity in São Paulo and which, therefore, also affected the design and the implementation of Sampa + Rural. These regulations are not always remembered and cited in the interviews and meetings observed during the research, but there is possibly a tacit knowledge of them by the majority of participants. We can illustrate this dynamic

of vertical governance involving several levels by referring to three important institutional milestones in the most recent trajectory of public policy for urban and peri-urban agriculture.

The first is the Strategic Master Plan of the municipality of São Paulo (Municipal Law 16,050/2014), an instrument that carries out the macro planning of the city's urban development and establishes important tools and governance instances that shape and welcome Sampa + Rural. Approved in 2014 and effective until 2029, the Master Plan created a rural area in the municipality of São Paulo and established the creation of a participatory council responsible for specific actions for the existing agricultural activity in the entire city – the Municipal Council for Solidarity and Sustainable Rural Development (CMDRSS). This collegial body became responsible for preparing the Municipal Plan for Agroecology and Sustainable Rural Development, launched in 2022 together with Sampa + Rural and which brings together actions from all areas of the City Hall for urban and peri-urban agriculture.

A second milestone was the Ligue os Pontos (Connect the Dots) project, winner of first prize in the Mayors Challenge, a Bloomberg Philanthropies competition for innovative ideas to solving existing problems in cities. The Connect the Dots project carried out an intersectoral articulation of several initiatives already underway in São Paulo to encouraging the agricultural value chain in São Paulo. With Connect the Dots, public policy for agriculture received \$5 million in funding from Bloomberg Philanthropies. The Connect the Dots project strengthened rural technical assistance in the city, supported actions for agriculture in different bodies and allowed the development of two important information systems used in the governance of agricultural policy. One of them, an open virtual platform that aggregates information from all points related to agriculture in the city, was named “Sampa + Rural”. The implementation of the Connect the Dots project took place between 2018 and 2021. The Sampa + Rural program can be understood as a continuation of Connect the Dots.

A third milestone emerged during the execution period of the Connect the Dots project, when a partnership was signed between State Government of São Paulo and the municipal administration that had as a reference the use of the Agroecological Transition Protocol. This is a State Government instrument that provides for damage mitigation actions to be adopted by conventional agricultural production units that are in the process of converting to ecological agriculture. This protocol is important for actions aimed at the transition to sustainability in the universe of urban and peri-urban agriculture in São Paulo, in which the majority of commercial agricultural units are conventional and small. For small conventional producers, the commercial impact caused by changing the mode of production and the costs of ecological and organic certifications required by federal law make the transition cost often prohibitive. The instrument created by the State Government gives sufficient time for producers to adapt until they are actually prepared to join the organic system, allowing the sale of organic products at fairs while complying with the indicated mitigation measures. This instrument, developed by the State Government in 2016 through a partnership with the Civil Society Organization Kairós Institute – the same one that is currently a partner with the City Hall in implementing Sampa + Rural – is used in technical assistance and rural extension actions.

As we can see by way of example, there is a multi-level governance aimed at urban and peri-urban agriculture in São Paulo that involves federative entities, state and societal entities and international

organizations. Thus, legislation, decrees and programs at different levels ended up shaping Sampa + Rural and significantly influencing the dynamics of collaboration between the actors involved in the program.

3. Relative openness of public governance paradigms

QCA score:

0

0.33

0.66

1

Scoring confidence:

Low confidence

Medium confidence

High confidence

Data sources:

Interviews

Documents

Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

As mentioned in the introduction, since the Brazilian redemocratization, citizen participation in Brazilian politics was greatly enhanced through public policy management councils present in the most varied policy areas at the three federative levels. Furthermore, it is common in the dynamics of public policy production in social and environmental sectors to formalize partnerships between public administration and civil society organizations (CSOs). Moreover, the boundaries between the State and civil society present points of permeability, with actors and ideas flowing intermittently into and out of the State throughout the trajectory of policy creation (Marques, 2012).

It was possible to identify, through documents and interviews, the existence of openness in the governance context of the Sampa + Rural program actions for the participation of civil society actors, with such openness being significant and relevant for collaboration between actors.

One of the demonstrations of the program's core opening to external contributions is the importance given to the participatory management council linked to policies aimed at agriculture in the city - the Municipal Council for Sustainable and Solidarity Rural Development (CMDRSS), explained in greater detail in the comments of the governance factor 4. The agriculture coordinator of São Paulo City Hall and leader of Sampa + Rural is the person who presides over the CMDRSS. Members of the city hall's mid-level bureaucracy, partner CSO and technical teams are usually present at council meetings. In these meetings, these actors share the space and establish dialogue with representatives of farmers, horticultural groups, NGOs linked to the cause of ecological agriculture, among others. Civil society is actively present, bringing suggestions and demands to meetings. Council meetings take place monthly, in person or online. The GoGreen team in São Paulo observed two meetings, one in person and one online, being able to see both the engagement of civil society and the attention given by the public administration.

Despite the dynamic profile of the council, the quality of listening carried out by public authorities in this participatory arena is not without criticism. In the view of members of the partner CSO, although dialogue is carried out between the actors involved, contributions from civil society are not incorporated in a satisfactory manner. CMDRSS counselors say that city hall often does not facilitate access to data and information and does not involve civil society in all decisions made about the program's design. Another criticism is that there are other participatory councils (environment, food security, school meals) in which Sampa + Rural themes are not discussed. Despite the criticisms made, we can understand that they are

yet another reflection of the existence of institutionalized listening and civil society engagement in institutional spaces for participation in public policy. For this reason, demands and disagreements can be understood as natural. Therefore, we consider that the opening of public governance in Sampa + Rural is significant and supports collaboration due to the fact that all actors involved in the program participate and give importance to the main existing listening and dialogue body, the CMDRSS.

4. Formalized institutional channels for citizen participation and community mobilization

QCA score:

- 0
- 0.33
- 0.66
- 1

Scoring confidence:

- Low confidence
- Medium confidence
- High confidence

Data sources:

- Interviews
- Documents
- Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

In Brazil, citizen participation was greatly enhanced through public policy management councils present in the most varied policy areas at the three federative levels. Furthermore, there is a national legal regime that regulates partnerships between the public administration and civil society organizations. This is the Regulatory Framework for Civil Society Organizations (MROSC, Federal Law 13.019/2014 and 13.204/2015), which establishes a set of rights, responsibilities, and obligations for the two parties who must cooperate mutually to achieve public and reciprocal interests by executing specific activities or projects. Thus, in Brazil, the production of public policies can be understood as a process marked by co-creation and the mutual constitution of state institutions and societal organizations (Gurza Lavalle et al., 2019; Abers et al., 2018).

In the case of public policies aimed at agriculture in the municipality of São Paulo, there are at least four municipal management councils for which the topic is of interest: the councils for the environment, food and nutritional security, school feeding and rural development. Among these, it is at the Municipal Council for Sustainable and Solidarity Rural Development (CMDRSS) that Sampa + Rural's actions are debated with civil society. Created by the Strategic Master Plan (Municipal Law 16,050/2024) and regulated by Municipal Decree 57,058/2016, the CMDRSS has equal participation from representatives of public authorities and civil society. Public authorities are present with representatives from different municipal departments and sectors of the state and federal governments that are linked to the theme of ecological agriculture. On the part of civil society, there are representatives of farmers from all regions of the city, indigenous territories existing in the municipality, other participatory councils (of preservation areas, natural parks and food security), tourism entities and NGOs. The council has active participation from civil society, although some segments, such as indigenous people, are not as frequent. The existence of the CMDRSS, the attention given to it by the governance core of Sampa + Rural and the active, sometimes even heated, participation of civil society allows us to say that this governance factor is strong and supports collaboration. An example is that even those most critical of the council are able to point out moments when suggestions and demands from civil society were heard and incorporated into Sampa + Rural. For a CMDRSS counselor, the offering by Sampa + Rural of scholarships for low-income assistants in agricultural production units

(initiative called Programa Operação Trabalho) was “the result of the demand of the council and civil society”.

Another institutional rule that encourages collaboration in Sampa+Rural concerns the establishment of partnerships between public authorities and civil society. In Brazil and especially in São Paulo there is a history of increasing formalization of civil society participation in public policy provision. Since 2016, the institutionalized action of Civil Society Organizations (CSOs) in partnership with the public administration has relied on a national legal regime, the Regulatory Framework for Civil Society Organizations (MROSC, Federal Law 13,019/2014 and 13,204/2015). Municipal Decree 57,575/2016 provides for the application of MROSC in the municipality of São Paulo. The partnerships established by MROSC give rise to a set of rights, responsibilities and obligations arising from a legal relationship formally established between the public administration and Civil Society Organizations (CSOs). According to the MROSC, the two parties must act under a regime of cooperation to achieve purposes of public and reciprocal interest. The actions to be carried out are expressed in different types of instruments -- such as collaboration terms, development terms and cooperation agreements. In the design of Sampa + Rural, joint action between public authorities and a CSO was planned. To this end, the program was modeled to meet all standards set out in MROSC. The call for proposals launched by the City of São Paulo was won by the Kairós Institute, a CSO that has a long history of working with the theme of urban and peri-urban agriculture in São Paulo.

Therefore, it is possible to state that Sampa + Rural has a governance that has a collaborative and participatory space and is based on legislation that establishes partnerships with civil society. This institutional arrangement significantly influences the design of Sampa + Rural and leads to collaboration between public authorities and civil society actors.

5. Mechanism for ensuring top-down government and bottom-up social accountability

QCA score:

0

0.33

0.66

1

Scoring confidence:

Low confidence

Medium confidence

High confidence

Data sources:

Interviews

Documents

Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

The Sampa + Rural program is accountable both to society and to the São Paulo City Hall through some formal mechanisms. Accountability actions are confirmed by documents, interviewees and could be observed in the field. Despite the significant presence of this governance factor, we were unable to see a clear incorporation of the feedback generated into the program. Therefore, we assessed this governance factor as significant, but not as an indicator of collaboration between participants.

For civil society, accountability occurs at monthly meetings of the CMDRSS, which have the prerogative to monitor the Municipal Plan for Agroecology and Sustainable Rural Development established by the Municipal Decree 62,610/2023. This plan is a long-standing demand from the city's network of urban and

peri-urban agriculture actors. Its approval took around 6 years to be achieved. It was approved in 2023, the same year of the start of Sampa + Rural, and is valid until 2031. It establishes broad goals to boost the sustainable development of rural areas and urban and peri-urban agricultural production activities. As it is fully intertwined with this Plan, Sampa + Rural is monitored by CMDRSS that has civil society members. Sampa + Rural technicians state that they disseminate quantitative results at CMDRSS meetings. But for CMDRSS counselors, however, accountability in the CMDRSS has not been occurring in a systematic manner. Farmers complain about the lack of qualified results indicators, which go beyond the mere accounting of outputs - services and expenses - and demonstrate the impact of the program on agricultural production and the producer's income (outcomes). Informal listening sessions carried out by street-level bureaucrats in agricultural production spaces are seen as more effective forms of dialogue with public authorities, as they meet demands, clarify concerns and make the environment more cooperative.

The control carried out by the government occurs mainly through the 2021-2024 Targets Program, a document that summarizes the priorities and strategic actions throughout the four years of each elected Mayor'ial term. This instrument must be compatible with the current Strategic Master Plan (PDE), with budget planning instruments and others, such as sectoral plans. In Targets Program, strategic objectives are expressed in a restricted number of goals, monitoring indicators and initiatives linked to each sector of the City Hall. The preparation of the program involves consultations and general public hearings in which ideas and demands from civil society are incorporated. In PdM 2021-2024, actions aimed at agriculture appear in Goal 61 - "Structure 400 urban gardens and actions to support rural businesses, with training linked to the green economy and promotion of environmental technologies". Responsibility for this goal lies with the Agriculture Coordination of the Municipal Secretariat for Economic and Labor Development (SMDET), which runs the Sampa + Rural program. Therefore, Goal 61 depends on Sampa + Rural, and only on it, to be achieved, and Sampa+Rural has in Goal 61 the most relevant and institutionalized indicator to measure its results. It is worth mentioning that the Goals Program is one of the São Paulo City Council's planning instruments that receive greater attention from society and media outlets. However, failure to comply with the PdM in full does not imply any punishment for the person in charge. The analysis of documents combined with interviews makes it clear that Sampa+Rural has a significant presence of accountability for the central government and society in general within the scope of the Target Program, with routine and systematized reporting of results. However, this social control does not result in support for the program's actions, as is not a source of feedback for improving collaborative processes.

6. Strategic agenda-setting by means of translation

QCA score:

0

0.33

0.66

1

Scoring confidence:

Low confidence

Medium confidence

High confidence

Data sources:

Interviews

Documents

Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

Municipal actions to support agriculture are related, in total, to eight SDGs. In the Municipal Agenda 2030 of the City of São Paulo, support for gardens and agricultural sites is included among the local targets of SDGs 2, 5, 12 and 15. In the local 2030 agenda, SDGs 2 (zero hunger and sustainable agriculture) and 15 (life terrestrial) are those with the most goals associated with agriculture in the city, with three each. SDG 5 (gender equality) and 12 (responsible production and consumption) each have a goal related to encouraging urban and peri-urban agriculture. The Strategic Master Plan and the Metropolitan Integrated Development Plan relate support for urban and peri-urban agriculture to SDGs 6 (drinking water and sanitation) and 11 (sustainable cities and communities). The description of Sampa + Rural also links it to SDG 8 (decent employment and economic growth). Finally, the São Paulo Climate Action Plan links SDG 13 (action against climate change) to actions for agriculture.

As Sampa + Rural is currently responsible for all structured actions for agriculture in the city, all SDGs listed in the different instruments listed above relate to this program. The interviews corroborate the connection between the SDGs and Sampa + Rural actions. For the members of the program coordination, the conception of Sampa + Rural actions began by looking at the SDGs.

However, both public authorities and civil society participants say that Sampa + Rural's links to the SDGs are neither clear nor clearly remembered in the day-to-day execution of the program. Thus, we can say that there is a significant presence of the SDGs in Sampa + Rural, but this presence does not function as a driving force for collaboration. This is due to the fact that, despite having a fundamental impact, the SDGs were not adequately translated to farmers so that they could take ownership of them.

7. Construction of narratives about successful multi-actor collaboration

QCA score:

0

0.33

0.66

1

Scoring confidence:

Low confidence

Medium confidence

High confidence

Data sources:

Interviews

Documents

Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

Sampa + Rural is pointed out by interviewees as a continuation of the Connect the Dots project, an initiative created in 2016 and executed between 2018 and 2022 with funding from Bloomberg Philanthropies. Connect the Dots worked as a project that integrated several municipal actions aimed at urban and peri-urban agriculture in the city. At the time of Connect the Dots, some members of the Kairós Institute, the CSO that currently manages Sampa + Rural, were hired as collaborators to implement the project.

In addition to Connect the Dots, interviewees refer to older initiatives, such as the notices from the Special Fund for the Environment and Sustainable Development (FEMA), a municipal fund that between 2008 and 2014 financed civil society actions aimed at urban agriculture and peri-urban. It was because of the

financial incentive generated by FEMA notices that the Kairós Institute, an entity that was initially dedicated only to the responsible consumption agenda, began to work with the theme of urban and peri-urban agriculture in São Paulo. It was also with activities financed by FEMA that members of the Kairós Institute got closer and created ties with farmers. This approach resulted in partnerships and activities within civil society that, over time, ran in parallel or independently of the actions of public authorities.

Interviewees state that past initiatives promoted collaboration between state and civil society actors. They refer to past actions within the scope of the Sampa + Rural program and assert that such experiences motivate participation and collaboration. It is possible to see, through observations and documentary sources, that many of the actors who participate in current collaborative actions are the same from the previous trajectory of politics. Street-level bureaucrats also report that references are made to the past during technical assistance. For example, when faced with a current problem, it is common for a technician or beneficiary farmer to make references to actions carried out in the past that solved a similar problem. In new places visited, it is common to take older beneficiaries to exchange experiences and stories.

It is possible to affirm, therefore, that the positive experiences with multi-actor collaboration that project participants collectively draw upon become sources of collective motivation or rallying points for the collaborative problem-solving processes of the Sampa + Rural program.

8. Building or harnessing institutional platforms and arenas

QCA score:

0

0.33

0.66

1

Scoring confidence:

Low confidence

Medium confidence

High confidence

Data sources:

Interviews

Documents

Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

Sampa + Rural uses two important virtual tools, the SIS Rural and the Sampa + Rural platform (of the same name as the program). In addition to these virtual platforms, interaction between participants from public authorities and civil society take place at CMDRSS meetings, held monthly in physical locations or through the Microsoft Teams platform. All of them are very important for the program, are widely used by participants and allow collaboration between them.

Regarding virtual platforms, both SIS Rural and Sampa + Rural were developed between 2018 and 2021, through the Connect the Dots project, which predates the Sampa + Rural program. These are powerful and efficient information management systems, developed with the funding that Connect the Dots obtained from Bloomberg Philanthropies (US\$5 million). The Rural SIS is used by rural assistance technicians and functions as a field notebook and single record of the agricultural production unit. Users use SIS Rural as a system of farmer records and as a public registry of vegetable gardens, in which information about agricultural production units, visits carried out, interventions carried out, etc. are recorded.

The Sampa + Rural platform is aimed at a broad audience and aggregates geolocated information about all locations in the city of São Paulo that are in some way related to the agriculture existing in the city. The platform brings together 2,475 points that include agricultural production units, vegetable gardens in squares or public facilities, sustainable rural tourism initiatives, markets and restaurants that sell products produced in the municipality and organizations that support agriculture in São Paulo. The platform is seen as a "showcase" or "gateway" for people not yet familiar with the city's policy and agricultural activity.

Respondents state that both the two virtual platforms and the CMDRSS meetings in physical locations or on Microsoft Teams are quite significant and facilitate collaboration between those involved. We carried out participant observation at a CMDRSS meeting that took place in person at a public rural coworking facility called Teia, located in the Nascentes do Ribeirão Colônia Municipal Park, in Parelheiros. The meeting was attended by more than 50 people and opened space for everyone present to express their views (see comments on factors 3 and 5). Among the criticisms, a counselor says that the council would like to have access to SIS Rural data, but this is prevented by issues related to the General Data Protection Law in force in Brazil.

Sampa + Rural also promotes its actions on social media, with educational and well-produced videos posted especially on Instagram. It is possible to identify in this media production the attempt, on the part of the program facilitators, to create engagement, attract interested parties and reinforce collaboration. Finally, street-level bureaucrats report the existence of moments of dialogue and listening during the delivery of actions and benefits to the beneficiary public of farmers. An example of this are demonstrations of solutions related to ecological agricultural practices that take place in spaces where technicians and farmers meet (for example, in the vegetable garden of a production unit). Suggestions of topics to be covered made by farmers are usually incorporated by exhibiting technicians, which demonstrates an openness to participation at the front-line level of program implementation.

9. Provision of access to blended financing

QCA score:

0

0.33

0.66

1

Scoring confidence:

Low confidence

Medium confidence

High confidence

Data sources:

Interviews

Documents

Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

Sampa + Rural relies only on financing from the Municipal Treasury, which from 2023 onwards will have a specific budgetary allocation for agriculture. For the management of Technical Assistance and Rural Extension (ATER) actions, the Municipal Secretariat for Economic Development and Labor (SMDET) made a public call and signed a Collaboration Agreement with the Kairós Institute based on the federal law that establishes the Regulatory Framework for Society Organizations Civil (MROSC). The contract is valid for 24 months and has a total value of BRL\$7,003,757.82 -- which, added to probable additions, should reach a total of BRL\$10 million (around US\$2 million). The Annual Budget Law approved by the São Paulo City

Council in 2023 already provides for the allocation of BRL\$7 million for the maintenance and operation of Sampa + Rural, which includes the payment of installments to the managing CSO. The contract with the Kairós Institute has as its objective "the transfer of knowledge to increase the technical capacity of the body of municipal employees of Technical Assistance and Rural Extension (ATER) and of farmers in the city, and the distribution of inputs, equipment and technologies in a demonstrative way to at least 400 agricultural sites, as an integrated part of the periodic individual and collective service provided by the Ecological Agriculture Houses".

The use of the Municipal Treasury as the sole source of financing for Sampa + Rural is due to a strategy by the mid-level bureaucrats who operate the program to internalize previous actions that depended on financing from private entities, such as Bloomberg Philanthropies and Fundação Porticus. The hiring of the Kairós Institute, in turn, can also be understood as a strategy to generate efficiency in management and the application of resources, as the CSO has its own expertise and team to carry out technical assistance actions and can carry out the acquisition of inputs, equipment and other materials without the need for bidding processes.

In the history of public policies aimed at agriculture in the city of São Paulo, actions relied for a long period on funds from the Municipal Treasury aimed at maintaining equipment and direct administration personnel. However, the budgetary allocation of these resources was not specifically related to agriculture, which generated uncertainty about the allocation of resources for the originally intended purpose. Furthermore, the resources were not large, nor constant. Between 2005 and 2014, the municipal administration encouraged the work of CSOs with farmers in the city through notices from the Special Fund for the Environment and Sustainable Development (FEMA). The funded projects received amounts between BRL\$180,000 and BRL\$375,000 to execute their proposals, which included courses for farmers, support for the adoption of organic and agroecological production techniques, technical assistance and support for certification and marketing. City hall data shows that, with FEMA, the municipality invested around BRL\$2.5 million (around US\$ 500,000) in CSO projects focused on agriculture.

Between 2018 and 2022, the city's actions focused on agriculture were expanded and structured through the Connect the Dots project, which received funding of US\$5 million (around BRL\$25 million) from Bloomberg Philanthropies' Mayors Challenge award -- from of which only half the value was executed (around BRL\$12.5 million). Among other actions, the project supported agroecological conversion and sustainable rural development in the rural south of São Paulo, with a Technical Assistance and Rural Extension team, organic inputs, equipment and tools, serving approximately 160 production units. In June 2021, financing from Bloomberg Philanthropies was finalized and, in the first half of 2022, part of the ongoing actions were continued with resources provided by the Porticus Foundation, which financed ATER services for 85 production units in the extreme south of the municipality.

Thus, it is possible to state that, although there are not multiple sources of financing, Sampa + Rural is being developed at a time when public policy aimed at urban and peri-urban agriculture is in its best financial and budgetary situation, with the largest volume of investment of its trajectory and with greater institutionalization of its budgetary allocation. Hence, the need for blended financing is less urgent at this time.

10. The capacity to leverage support from authorities to enable local collaboration

QCA score:

- 0
 0.33
 0.66
 1

Scoring confidence:

- Low confidence
 Medium confidence
 High confidence

Data sources:

- Interviews
 Documents
 Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

Observations and interviews reveal easy access to high-ranking authorities and bureaucrats by Sampa + Rural participants, as well as the attention given by these actors to the program's initiatives.

We witnessed an event to launch Sampa + Rural actions that was attended by the Secretary of Economic Development and Labor, Aline Cardoso, and the Mayor of São Paulo, Ricardo Nunes, as well as other high-ranking authorities. On this occasion, the Mayor released a series of results, spoke to the public and gave an interview to the press. He also talked and took photos with the actors involved in Sampa + Rural's actions.

The presence of the secretary Aline Cardoso at events related to Sampa + Rural is common, and she has also been invited to and been present at participatory council meetings. The Agriculture Coordination of the City of São Paulo, responsible for the program, has easy access to the secretary, which, according to some interviewees, facilitates requests for the dissemination of actions and resources.

However, despite the ability of the actors involved with Sampa + Rural to obtain high-level support, they do not state that such mobilization of support enables or enhances collaboration between those involved. It has not yet contributed to removing red tape or other hindrances.

11. Inclusion and empowerment of relevant and affected actors

QCA score:

- 0
 0.33
 0.66
 1

Scoring confidence:

- Low confidence
 Medium confidence
 High confidence

Data sources:

- Interviews
 Documents
 Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

Sampa + Rural involves many of the main actors who are part of the political community of urban and peri-urban agriculture in São Paulo. However, despite being quite inclusive, with its beneficiaries being, in most cases, the less empowered city farmers, the program suffers from the problem of targeting common to other policy areas that aim to reach the most vulnerable in Brazil.

Regarding the most relevant actors, Sampa + Rural's actions include experienced actors in the area, who participated in previous policies. The partner CSO, Kairós Institute, has undeniable expertise and a relevant

history of working with urban and disturbed farmers in São Paulo (see comment on governance factor 7). Among the mid-level and street-level bureaucrats are commissioned and career civil servants who had already worked on previous initiatives related to agriculture in the city, having knowledge and involvement with the topic.

Regarding the inclusivity of the program, public policy aimed at agriculture in São Paulo still cannot reach all potential beneficiaries in a structured way. There are difficulties in identifying and establishing contact and communication with the entire target population of farmers. There are 731 agricultural production units in São Paulo, but less than 200 are served by Sampa + Rural. Hence, while those who are included are empowered through training, many remain excluded. The city of São Paulo has an area of 1,527.69 km², with part of the farmers located in the rural area of the city, covering 336 km² (22.9% of the municipal territory). This area is equivalent to 33 thousand football fields.

For a CSO representative, even when reaching the least empowered beneficiaries, the inclusion often occurs in a merely bureaucratic way. This source cites as an example a group of women who maintain an urban garden in a public space in São Miguel Paulista, a highly vulnerable region in the extreme east of São Paulo, who would be more listened to and supported by NGOs that work in the region with themes other than agriculture than by the city hall through Sampa + Rural.

At the Municipal Council for Sustainable and Solidarity Rural Development (CMDRSS), where agendas related to the implementation of Sampa + Rural are debated, there are representatives of indigenous lands or farmers who are unable to be present at meetings due to difficulties in accessing the internet or due to the distances to be covered (farmers and indigenous people are mostly at the extremes of the south, north or east zones).

12. Clarification of interdependence vis-à-vis common problem and joint vision

QCA score:

0

0.33

0.66

1

Scoring confidence:

Low confidence

Medium confidence

High confidence

Data sources:

Interviews

Documents

Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

All participants in the Sampa + Rural program say that collaboration between different actors is important for the initiative to achieve its objectives. Documents, observations and interviews reveal the existence of a network of organizations and actors involved in the design and implementation of the program.

The Program coordination holds alignment meetings between street-level bureaucrats and contracted CSO technicians. Participatory council meetings, such as the one observed for this research, usually begin with a presentation by each person present. The Municipal Plan for Agroecology and Sustainable Rural Development, to which Sampa + Rural is fully linked, lists 18 municipal bodies as involved in actions related

to agriculture in the city, establishing competencies and responsibilities. In the thematic axis of technical assistance and rural extension, to which the solution studied at Sampa+Rural is connected, the body responsible for the actions is Municipal Secretariat for Economic Development and Labor (SMDET). Therefore, it is possible to state that there is a significant presence of this governance factor in the program.

However, given the centralization of actions in the mid-level bureaucracy that makes up the Agriculture Coordination, it can be said that the existing clarity regarding the interdependence of actors does not automatically translate into collaboration within the scope of Sampa+Rural. The Agriculture Coordination and mid-level bureaucracy end up leading the actions, even though there is great activism and engagement on the part of civil society actors for their work and collaboration in urban and peri-urban agriculture initiatives.

13. Trust-building and conflict mediation

QCA score:

0

0.33

0.66

1

Scoring confidence:

Low confidence

Medium confidence

High confidence

Data sources:

Interviews

Documents

Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

Interviews revealed the existence of conflicts between the participants of the Sampa+Rural Program. The causes of conflicts are varied. Among them are:

- a) The Kairós Institute, the CSO contracted to manage Technical Assistance and Rural Extension (ATER) activities, has great expertise and involvement with farmers in the different regions of São Paulo, knowing the profile of the municipality's agricultural production units. However, according to the notice of the Collaboration Agreement with the City of São Paulo, its role in the project is, among other tasks, to carry out the "transfer of knowledge to increase the technical capacity of the body of municipal employees of Technical Assistance and Extension Rural (ATER) and city farmers". The problem is that the city hall recently expanded its list of civil servants in the area of agronomy who are responsible for ATER activities. Many of the recently called employees are not familiar with the topic of urban and peri-urban agriculture or close to the municipality's farmers. This creates a tense and conflicting relationship between the CSO technicians, who, according to the contract signed with the city hall, have the restricted function of offering training to municipal employees, and the "street-level agronomists", who would be more corporatist and resistant to the CSO's actions. According to the sources interviewed, there is confusion about what the role of CSO agents and city hall agents would be. Some say that the way the CSO thinks is different from the way the city hall works. Finally, reports are also heard that there are complaints about differences in the remuneration received by CSO employees and technicians.

b) Sampa + Rural was made possible through a Collaboration Agreement (based on the MROSC) with the Kairós Institute. Through this type of contracting, the CSO began to manage a budget that it had never had before in other types of partnership with the City of São Paulo (contract worth around BRL\$7 million, or US\$ 1.4 million). However, the Collaboration Agreement is quite detailed about the CSO's responsibilities. The contract also establishes monitoring mechanisms under the responsibility of the Agriculture Coordination. As a result, despite having a large budget at hand, the CSO feels more controlled and less free than in other situations in which its activities, even in partnership with public authorities, ran in parallel, and not in a manner controlled by it. Added to this situation is a controlling and centralizing profile of the municipality, according to reports. This ends up being the target of complaints from both parties.

Despite existing conflicts, attempts to align expectations occur in periodic team meetings. However, complaints and criticisms end up remaining veiled.

14. Use of experimental tools for innovation

QCA score:

0

0.33

0.66

1

Scoring confidence:

Low confidence

Medium confidence

High confidence

Data sources:

Interviews

Documents

Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

Based on the documents we had access to, there is no evidence of the use of pilots, prototypes or other experimental tools for innovation at Sampa + Rural. However, several interviewees report that the objective of Sampa + Rural is to carry out activities that would have already been tested in a previous project, Connect the Dots, which made use of pilots and prototype testing. Therefore, the previous project in a way served as a pilot for the initiatives developed today.

In the routine execution of the program carried out by CSO technicians and street-level bureaucrats, different techniques are used to adapt and test different actions and procedures. An example of this are the workshops and demonstrations held for groups of farmers, which can be seen as tools that use user-centered design. It is, therefore, possible to assert that prototyping and feedback collection tools are indeed present in Sampa + Rural, even though some interviewees state that the results of these experiments are not directly used by the program's central team and are not significantly reflected in the final design of the solution/policy.

Extension technicians from municipality and the Kairós also carry out experiments by using different techniques for applying bio-inputs adapted to the characteristics of the production unit and the producer's profile and subsequently evaluating the results of the chosen path. The use of such methods engages beneficiaries and participants, who provide feedback in the daily actions. Feedback is used to improve the process.

In sum, the respondents who stated that there was no use of innovation tools in Sampa + Rural were not taking into account the frontline implementation practices where experimentation is still used much in line with the previous experience of the Connecting the Dot project. For this reason, we assert that there was use of experimental tools to support the co-creation of solutions.

15. Ongoing critical self-reflection and learning (i.e., process and/or developmental evaluation):

QCA score:

- 0
- 0.33
- 0.66
- 1

Scoring confidence:

- Low confidence
- Medium confidence
- High confidence

Data sources:

- Interviews
- Documents
- Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

The main existing evaluation of Sampa + Rural results is the monitoring of the Targets Program, which is not an initiative of the team that coordinates the program and which focuses only on a quantitative indicator: the number of agricultural sites that received technical assistance. Participants state that the program is very recent, starting in 2023, and therefore it has not yet been possible to carry out a systematic evaluation. However, they indicate that there are plans to carry out evaluations using process, result and impact indicators.

Interviewees remember that the Connect the Dots project was constantly evaluated based on a monitoring structure created by Bloomberg Philanthropies, using evaluation notebooks (actions by Vital Strategies and the Delivery Association). And they report that when Connect the Dots became Sampa + Rural, this evaluation cycle was not continued. However, they say that Sampa + Rural builds on the premise that the actions adopted have already been evaluated in Connect the Dots.

Finally, the members of the rural participatory council cite the existence of an internal evaluation carried out by the city hall, but they say that it already arrives partially ready at the councilors' meeting, with not many contributions being made.

Given the lack and precariousness of the assessment instruments currently in use, we classify this governance factor as present, but not significant.

16. Exercise of facilitative leadership:

QCA score:

- 0
- 0.33
- 0.66
- 1

Scoring confidence:

- Low confidence
- Medium confidence
- High confidence

Data sources:

- Interviews
- Documents
- Observations

Please elaborate on the reasoning behind your scoring for this governance factor:

There is a clear leadership of Sampa + Rural: the coordinator of the Agriculture Coordination, a mid-level bureaucrat allocated to the Secretariat of Economic Development and Labor who is responsible for the program's actions.

The Sampa + Rural leader is very active, present, engaged in activities and motivated for the performed role. Street-level bureaucrats see the leader as someone who facilitates and aligns teams satisfactorily. In the observations we carried out, we were able to observe that the leader conducts meetings and actions with attention to detail.

However, according to some members of the civil society, the leader is not completely successful in promoting collaboration among participants. In this sense, it is possible to say that the Sampa + Rural Program has significantly present leadership, but that it is not very central in promoting collaboration between actors.

Outcome variable: Successfully co-created green transitions

The outcome variable 'co-created green transitions' will be scored in two parts. First, 'co-creation' will be scored based on an assessment of whether the participants in the initiative, project or process engaged in collaborative problem-solving that fostered creative ideas and innovative solutions (data will consist of survey data combined with interviews and documents). Next, 'green transitions' will be scored based on an assessment of whether the initiative, project or process has fulfilled or is expected to fulfill its green goals, ambitions and aspirations (data will consist of survey data combined with interviews and internal and/or external evaluation reports, including scientific publications).

The scoring of this variable is done in two parts:

- 1. Is the developed solution based on collaborative problem-solving spurring creativity and innovative solutions?*
- 2. Does the developed solution engender a green transition?*

This scoring should be conducted based on both the survey and complementary green outcome evaluations. Please consult Sections 4.4 and 6.10 in the Research Protocol for more details.

1. Is the developed solution co-created?

QCA score:

- 0
 0.33
 0.66
 1

Scoring confidence:

- Low confidence
 Medium confidence
 High confidence

Data sources:

- Survey
 Interviews
 Documents
 Observations

Please elaborate on the reasoning behind your scoring for this part of the governance factor, including the data sources used for the scoring.

The survey on the dependent variable reached 20 answers. As we can see in the table below, which shows the frequency and averages of responses to the survey, respondents evaluate the results of the Sampa + Rural program positively in terms of collaboration and co-creation of actions. Questions 1, 2, 3, 4, 5, 6, 7, 9, 11, 13, 14 and 15 had the most frequent answer: "I agree". The only question with a higher frequency of a negative item was question 12, which concerns the engagement of actors in collaboration processes, with a higher frequency of "slightly disagree".

Looking at the averages, on a scale from -3 to 3, questions 2, 4, 5, 6, 7, 9, and 15 have averages ranging between 1.90 and 2.21. These questions, which concern the mobilization of new and different ideas, the disruptive and unconventional nature of actions, support for co-creation processes, and understanding the importance of collaboration for the program's success, are best evaluated by respondents. A second group, with a mean varying between 0.78 and 1.39, involves questions 1, 3, 10, 11, 13, and 14, which concern the mobilization of different experiences, satisfaction with results, innovation of solutions, achievement of objectives, and durability of initiatives. They received a satisfactory evaluation. Finally, questions 8 and 12, related to satisfaction with collaboration and engagement in collaborative actions, had an average response of 0.30 and 0.25, respectively, indicating a neutral assessment. The sample has no negative average, indicating an unsatisfactory or bad evaluation.

The interviews, observations, and readings of documents carried out in the research corroborate this positive assessment. Those interviewed during the field research are truly motivated to promote a real impact with the actions underway. They are also willing to collaborate, despite possible criticism and disagreements in this regard. In participant observations carried out at participatory council meetings, project events and agricultural sites, we saw very enthusiastic people, working together and exchanging experiences. In agricultural areas, technicians and farmers demonstrate that they enjoy working on the land and put themselves in a position of mutual learning. Furthermore, the documents related to the project are very detailed and well written, providing reliable balance sheets and real accountability, which for us demonstrates the commitment of participants from public authorities and civil society to collaborative work aimed at real results. Therefore, we consider the co-creation of solutions to be present, significant and impactful.

If possible, please insert your survey responses in the table below (in % for each response), including the mean/average % for each survey item.

	Strong. dis. (-3)	Dis. (-2)	Slight. dis. (-1)	Neither agr/dis (0)	Slight. agree (1)	Agree (2)	Strong. agree (3)	Rate (-3 to 3)
1. Problem-solving mobilized different experiences, and/or ideas and/or forms of knowledge to develop new perspectives	0%	15%	15%	0%	5%	40%	25%	1,15
2. Through the collaborative problem-solving process, different experiences and/or ideas and/or forms of knowledge have been mobilized to search for unconventional solutions	0%	5%	5%	0%	10%	45%	35%	1,90
3. The collaborative problem-solving process mobilized different experiences, and/or ideas and/or forms of knowledge to search for solutions that go beyond standard/text-book solutions	0%	15%	15%	0%	5%	40%	25%	1,15
4. The co-created solution breaks with established practices	0%	5%	0%	0%	15%	50%	30%	1,95
5. The co-created solution disrupts conventional wisdom	0%	5%	0%	0%	15%	50%	30%	1,95
6. The co-created solution offers new ideas to address the green transition problem	0%	0%	0%	5%	5%	63%	26%	2,11
7. I'm supportive of the co-created solution	0%	0%	5%	0%	0%	65%	30%	2,15
8. I'm content with the overall collaborative process of the project	0%	15%	25%	10%	20%	25%	5%	0,30
9. I feel the multi-actor collaboration process was a prerequisite for the success of the project	0%	0%	0%	5%	11%	42%	42%	2,21
10. I'm satisfied by the results of the co-creation effort in terms of expected impact on the welfare of the community	0%	6%	0%	0%	50%	33%	11%	1,39
11. The collaborative interaction in the project has led to an innovative solution	0%	11%	5%	21%	16%	37%	11%	0,95

12. The actors involved in the project are engaged in collaborative interaction that stimulated creative problem-solving	5%	0%	45%	5%	15%	20%	10%	0,25
13. The co-created solution meets the proposed goals of the project	0%	11%	11%	11%	28%	33%	6%	0,78
14. The co-created solution will be durable and robust in the long run	0%	11%	11%	11%	22%	22%	22%	1,00
15. The co-created solution is expected to significantly improve sustainability for the whole community	0%	0%	0%	0%	15%	60%	25%	2.10

2. Does the developed solution engender a green transition¹?

QCA score:

0

0.33

0.66

1

Scoring confidence:

Low confidence

Medium confidence

High confidence

Data sources:

Survey

Interviews

Documents

Observations

Please elaborate on the reasoning behind your scoring for this part of the governance factor, including the data sources used for the scoring:

In the responses to the survey regarding the dependent variable, 85% (17 out of 20 respondents) consider that the Sampa + Rural program is expected to produce/has produced a green transition solution aiming to improve the status quo. Only 15% (3 out of 20) consider that the program is expected to produce/has produced a green transition solution to avoid worsening the status quo. None of the respondents selected the other options. (*) In question 15 of the survey, which states: "the co-created solution is expected to improve sustainability for the whole community significantly," 60% of the respondents agree with it, 25% strongly agree with it, and 15% slightly agree. None of the respondents disagreed with the statement.

An econometric study conducted by Instituto Escolhas, a think tank dedicated to researching the environmental impacts of economic activities, measured the effect of structuring and ecologically converting agricultural production units on the environment, food distribution, and job creation. The study, which considers not only the capital but all 39 municipalities that make up the São Paulo Metropolitan Region, indicates that the qualification and adaptation of production units would enable the supply of fruits, vegetables, and greens to 20 million people per year (almost the entire population of the region) and create 180,000 new jobs in the metropolis (ESCOLHAS, 2020). According to Instituto Escolhas,

¹ By "green transitions", we mean objectives and aspirations that correspond to at least one of the Green SDGs (SDG 6, 7, 11, 12, 13, 14, 15). The project does not have to refer explicitly to the green SDGs, but the project's green objectives

the green transition of agricultural production units in the São Paulo Metropolitan Region would mitigate the annual emission of 580,000 tons of CO₂ caused by the transportation of vegetables and greens supplying the main market in the São Paulo capital. The activities of Sampa + Rural, due to their real impact on agricultural production units, with technical support and investment ensuring the agroecological transition of farmers and gardeners, put the city of São Paulo in the direction of the green transition pointed out by Instituto Escolhas' study.

Based on the conducted interviews, survey responses, and studies such as Instituto Escolhas', we classify the impact of Sampa + Rural as present, significant and impactful.

(*) We circulated the survey electronically in a Google form, and when inserting this question, we turned it into multiple choice answers and not into checkboxes containing "yes" and "no". Therefore, the "no" column in the table has no answers.

If possible, please insert your survey responses in the table below (in % for each response).

1. The project:	Yes	No	Don't know
...did not produce any green transition solution	0%	-	0%
...is expected to produce/has produced a green transition solution aiming to avoid a worsening in the status quo	15%	-	0%
...is expected to produce/has produced a green transition solution aiming to maintain the status quo	0%	-	0%
...is expected to produce/has produced a green transition solution aiming to improve the status quo	85%	-	0%

Note: *We circulated the survey electronically, in a Google form, and when inserting this question, we turned it into multiple choice answers, and not into checkboxes containing "yes" and "no". Therefore, in the table, the "no" column has no answers.

Please list all the informants you have interviewed for the case study (list project role + interview date):

Mid-level bureaucrat, Coordinator of Sampa + Rural, 14/07, 40 minutes, online.

Mid-level bureaucrat, Manager at Sampa + Rural, 07/07, 30 minutes, online.

Mid-level bureaucrat, Analyst at Sampa + Rural, 17/07, around 1 hour, online.

CSO Kairós Institute, Manager at Kairós Institute, 17/07, around 1 hour, online.

CSO Kairós Institute, Coordinator at Kairós Institute, 20/07, around 2 hours, in person.

Street-level bureaucrat, Agricultural engineer at Ecological Agriculture House, 21/07, around 1 hour, online.

Street-level bureaucrat, Agricultural engineer at Ecological Agriculture House, 01/08, around 1 hour, online.

Farmer/Beneficiary, Farmer in the south region, 14/07, around 1 hour, online.

Farmer/Beneficiary, Farmer in the east region, 20/07, 1 hour and 30 minutes, in person.

Member of the participatory council, NGO representative at the participatory council, 17/05, 1 hour and 15 minutes, online.

Member of the participatory council, Civil servants representative at the participatory council, 16/08, 30 minutes, in person.

Please list all the observations you have made (type of meeting/workshop/etc. + observation date):

Event: Launch of the Agroecology and Sustainable Rural Development Plan and announcement of Sampa + Rural actions
Date: July 28, 2023, Friday
Location: Nascentes Ribeirão Colônia Municipal Park, Parelheiros (south end)

Event: Meeting of the Municipal Council for Rural, Sustainable and Solidarity Development
Date: July 28, 2023, Friday
Location: Nascentes Ribeirão Colônia Municipal Park, Parelheiros (south end)

Event: Visit to Dona Sebastiana's vegetable garden, beneath the power lines of the energy operating company
Date: July 20, 2023, Thursday
Location: Horta da Sebastiana, Rua Professor José Décio Machado Gaia, São Mateus (east zone)

Please list all the documents you have analyzed (document name + source + year):

Municipal Agenda 2030, São Paulo City Hall, 2020

Climate Action Plan of the Municipality of São Paulo 2020-2050, São Paulo City Hall, 2021

Municipal Plan for Agroecology and Sustainable Rural Development, São Paulo City Hall, 2023

Public call notice for selection of proposals for the celebration of a partnership for technological, productive and economic boosting of urban and peri-urban agriculture in the city of São Paulo, São Paulo City Hall, 2022

Collaboration agreement NS 004/SMDDET/2022, São Paulo City Hall and Kairós Institute, 2022

Decree 62,610/2023, which establishes the Municipal Plan for Agroecology and Sustainable Rural Development, 2023

Other decrees related to urban and peri-urban agriculture policy

Previous policy projects and models

Please note the response rate for the survey/measurement of outcome variable:

We sought to reach the 44 official participants of the rural council with the support of the Agriculture Coordination, who sent the online survey we created by email. We also asked all interviewees in the qualitative interviews to respond to the survey (a total of 11, but as 4 of the interviewees are counselors, the interviews resulted in an increase of 7 survey respondents). Thus, the total number of people potentially reached to respond to the survey was 51. We obtained 20 responses to the survey. Thus, the respondent rate was **39.2%**.