



CIDADE DE
OSASCO

Secretaria de
**Planejamento
e Gestão**



Osasco Planning Olympics

Participatory Multi-Year Plan (PPA)

2026/2029

Department of Planning and Management

Municipal Government of Osasco

March 2026



“We learned that we have rights we didn’t even know about. We learned what we need to do to have a better community, together. It was very open! Everyone could understand it and, therefore, everyone could participate.” M, 65 years old.

“It is a form of political participation that creates a sense of belonging. The government recognizing that we have a voice is very important. I hope there are more spaces like this, because it engages everyone.” M, 23 years old.

“We must participate in politics, because we Indigenous people, even living in an urban context, experience politics within our own communities. It is a richness for the municipality to have Indigenous people in its territory.” Atikum Indigenous Leader, 42 years old.

“I want the government to defend women to protect my mother.” J., 10 years old.

“I don’t want people to go hungry on the streets anymore.” M., 7 years old.

“Those who best know our school and our community are us, the students. That’s why it’s important to participate so decisions are within our reach.” E., 14 years old.

“We are the future. Today we are here: participating, learning... so that in the future we can lead.” K., 15 years old.



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The Olympic Marathon of Participatory Democracy in Osasco: Let the Games Begin!

The trajectory of social participation in Osasco is closely linked to the city's own history, marked by strong popular mobilization and civil society organization. Since its emancipation from São Paulo in 1962, the city has consolidated a tradition of civic engagement, driven by social, labor, and community movements that demanded rights, urban improvements, and greater participation in public decision-making. This history has contributed to shaping a political and social environment favorable to the development of democratic and participatory practices in municipal governance.

More recently, this legacy has been strengthened with the creation of the Open Government and Citizenship Strengthening Department, linked to the Department of Planning and Management. Through this structure, the municipality has worked to institutionalize mechanisms for transparency, dialogue, and collaboration with society, consolidating permanent channels for citizen participation in the formulation and monitoring of public policies.

In this process, Osasco's membership in the Open Government Partnership (OGP) represented an important step forward in the city's open government agenda. The initiative boosted the development and implementation of the 1st Open Government Action Plan, built collaboratively between government and civil society, and strengthened the city's role in the Brazilian Open Government Network, expanding the exchange of experiences and best practices among local governments.

Among these initiatives, the "Contando as Contas" workshop stands out – a civic education methodology on public budgeting recognized as a best practice by the OECD and the International Observatory on Participatory Democracy (OIDP). This accumulation of experience served as the foundation for the creation of Osasco's Participatory PPA, structured through an innovative social engagement format called the "Planning Olympics."



I. The PPA 2026–2029 as an Opportunity and Challenge for Citizen Participation in Osasco

The Multi-Year Plan (PPA) is the main medium-term strategic and budget planning instrument in Brazilian public administration, defining government guidelines, objectives, and targets for a four-year period. Planning a city requires understanding that decisions about its future must be built with the active participation of those who live in the territory every day—people who inhabit, use, work, and share lives across diverse realities.

Thus, the social participation process in the development of the 2026–2029 PPA was structured through different stages and methodologies designed to ensure a qualified and plural listening process of citizens. It represents both a major opportunity and a major challenge: how to communicate and engage the population in building a highly technical, medium-term, intersectoral municipal law that is often difficult to understand?

To address this challenge, the Department of Planning and Management of the Municipality of Osasco created the “Planning Olympics.” The proposal references the PPA cycle itself, which, like the Olympic Games, occurs every four years and mobilizes different forces around a common goal. The Olympic metaphor was also used to represent the diversity of participatory methodologies adopted, treated as “modalities” within the process.

Each modality corresponded to a different form of participation, such as technical workshops, digital consultations, territorial activities, deliberative spaces, and actions aimed at specific audiences.

Unlike traditional Olympic Games, where each modality occurs separately within a schedule, in Osasco’s Planning Olympics these modalities took place simultaneously and complementarily, forming a large participation circuit distributed across the territory and in the digital environment. This strategy allowed different audiences to find accessible ways to contribute, respecting their languages, time, and participation possibilities.

Instead of requiring the population to adapt to the technical logic of public planning, it was the executive branch — the City Hall — that sought to adapt to people’s needs and forms of participation. By combining diverse methodologies and applying them in parallel, the



process expanded its potential for inclusion and reached different territories, age groups, and social profiles.

Guiding Principles of Social Participation in the 2026–2029 PPA in Osasco:

- **Simple language, playfulness, and creative, agile, and engaging dynamics:**
Strategic planning was made more accessible through clear communication, illustrative materials, and activities that stimulated imagination and dialogue. This allowed different groups — including children, youth, and the elderly, across diverse income profiles — to feel comfortable participating and expressing their opinions.
- **Integration between streets and networks:**
The participatory process reached all neighborhoods through in-person actions and digital platforms, connecting physical spaces and social networks. This expanded reach, strengthened community protagonism, and respected local realities.
- **Intersectorality – Building integrated solutions for complex challenges:**
Different municipal departments and thematic areas were articulated to address social issues in an integrated and efficient way. This approach strengthened collective planning and attentive listening to the population.
- **Equity – Recognizing different social realities:**
The process sought to ensure fairness in access to opportunities. In the Participatory PPA 2026–2029, this principle guided participatory workshops involving diverse groups and territories, valuing active listening from peripheral youth, adolescents under socio-educational measures, adults, the elderly, women, LGBTQIAPN+ individuals, Indigenous peoples, people experiencing homelessness, and residents from different regions of the city.
- **Technology in service of citizenship – Participa Osasco Portal:**
The digital platform served as the central hub for citizen participation. Through it, residents accessed information, responded to public consultations, proposed ideas, and followed the activity schedule in an intuitive and transparent way.
- **Territorial approach:**
Actions were decentralized across different neighborhoods and strategic regions, considering socio-territorial characteristics. This enabled more qualified and context-sensitive listening, bringing together residents, local leaders, municipal staff, and civil society representatives to discuss proposals and priorities.



II. Main Results of the Planning, Evaluation, and Monitoring Olympics

Overview of Social Participation in Osasco

Population: 756,952 inhabitants
Neighborhoods: 60
Coverage: 100% of neighborhoods reached
Contributions from civil society: 5,040
Participants: 3,457
Digital interactions: 34,000
Date: January 31 and February 1, 2025
Final Output: Multi-Year Plan 2026–2029

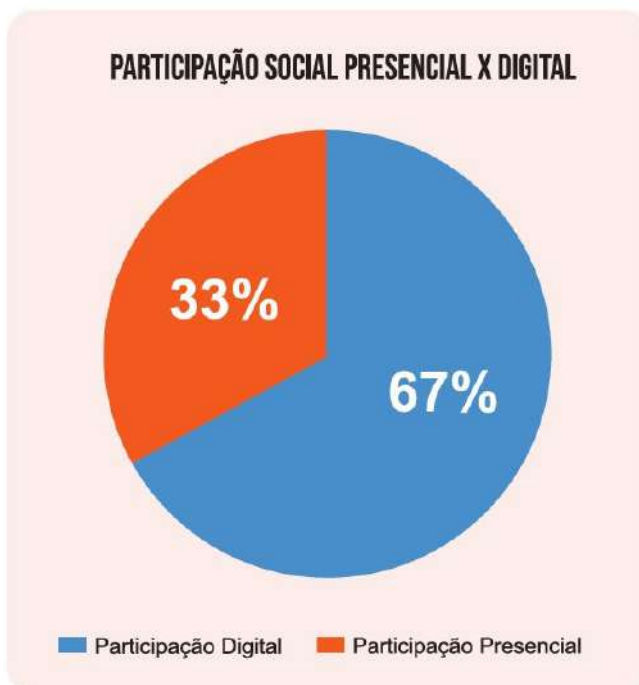
The commitment to active listening and to transforming citizen contributions into effective public policies ensures that budget planning aligns with society’s priorities, promoting social justice, territorial equity, and collective well-being. Participatory democracy acts as a strategic tool for public management, increasing legitimacy and improving decision-making by incorporating real and diverse demands.



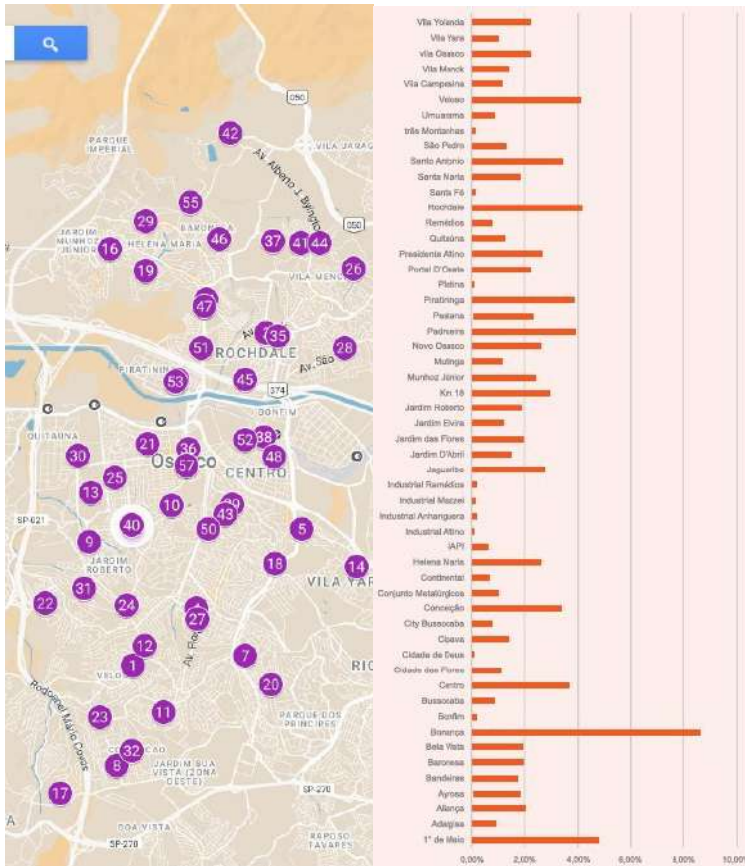
This process mobilized the population in a decentralized way. Civil society contributed 5,040 inputs, demonstrating strong engagement and the effectiveness of the methodologies used. There were 3,457 direct participants, including:

- 1,189 in-person participants (workshops and public hearings)
- 2,268 digital participants (online platforms)

Between April 24 and July 24, the Participa Osasco portal recorded 34,000 interactions.



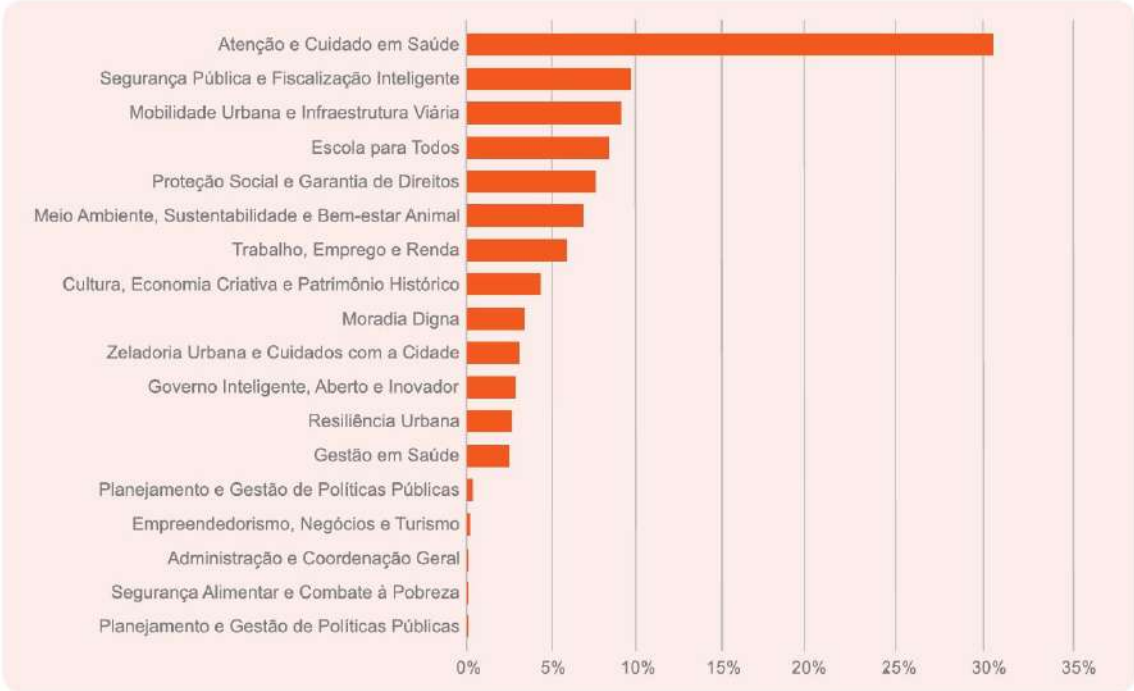
The map and chart below illustrate the territorial coverage of georeferenced social participation in the city of Osasco, as well as the number of contributions from each neighborhood:



Providing feedback to the population strengthens this process by increasing transparency, building trust in institutions, and reinforcing the credibility of government actions. This virtuous cycle promotes active citizenship and shared responsibility between the State and society.

The contributions collected were analyzed by the technical team and prioritized by decision-makers, then incorporated into programs within the PPA 2026–2029.

GRÁFICO 60 - AÇÕES SUGERIDAS POR PROGRAMA DO PPA 2026-2029



The Planning Olympics involved extensive collaboration between government and civil society, including:

Partners Involved	
Estado	Sociedade Civil
<ul style="list-style-type: none"> ● Department of Planning and Management ● Mayor's Office ● Departments of Social Assistance, Education, Health, Culture, Environment ● Departments focused on Youth, Women, Diversity, Racial Equality, Disability ● Departments of Infrastructure, Communication, Technology, Housing ● Civil Defense Coordination 	<ul style="list-style-type: none"> ● City Council of Osasco ● São Paulo State Education Directorate ● Fundação CASA ● 23 Municipal Councils ● Brazilian Bar Association (OAB) – Human Rights Commission ● United Nations (UN) ● Indigenous leaderships (Pankarare, Atikum, Xucuru Kariri) ● 80 local civil society organizations ● People Powered ● Delibera Brasil ● UNIFESP and USP ● Community associations

The Planning Olympics included several participation modalities, which will be described throughout this document. They are:



Participation Modalities

- Workshop with the Mayor, Secretaries, and decision-makers
- Workshop with Public Servants
- Participatory Workshops in territories
- Planning Marathon (Public Hearings)
- Public Consultation with Artificial Intelligence
- “Ideas for Osasco” Platform
- “Citizens of Tomorrow”

Testimonials from the Municipal Team

“One of the most remarkable experiences of the Planning Olympics took place in a residential care home for the elderly. The silence of the place revealed life stories that, for different reasons, had been distanced from family and social life. The workshop quickly turned into a space for listening and exchange. Among memories, knowledge, and enduring dreams, I realized how much those individuals longed to be heard and recognized. One moment that stayed with me was a woman over 90 years old solving crossword puzzles with impressive clarity and participating in the conversation with confidence and a sparkle in her eyes.

Throughout the workshops in vulnerable territories, we arrived expecting criticism or distrust for representing the municipality, but instead we were met with warmth and hope. We heard everything from the desire for more social interaction, activities, and joy to deeply moving accounts of fear and vulnerability — such as women feeling unsafe to report domestic violence and people experiencing homelessness struggling daily for survival. These experiences showed that genuine listening, carried out with empathy and respect, has a transformative power — not only for those who speak, but also for those who learn to listen.”

C.B., staff member of the Open Government and Citizenship Strengthening Department, served as a workshop facilitator.

“Participating in the Planning Olympics was an experience deeply shaped by listening to different voices across the city — adolescents, youth, adults, and elderly people, each with their own story and reality. Among so many experiences, two particularly moved me. The first involved adolescents: students engaged in student councils and young people serving socio-educational measures at Fundação CASA. Despite their



very different life paths, they shared something in common: a strong desire to be heard and recognized in their opinions and feelings.”

T.M., staff member of the Social Policies Department, served as a workshop facilitator.

1) Modality: Workshop with the Mayor, Secretaries, and Decision-Makers



Participants: 100

Date: January 31 and February 1, 2025

Outcome: Vision, mission, values, and prioritization of 174 initiatives

Step 1 – Integration and Environment Setup

The first stage of the methodology was dedicated to integrating the secretariat team and creating a symbolic environment for the planning activities. The meeting began with a welcome moment, followed by a joint walk to the Sports Development Center, the gymnasium where the city’s official volleyball team trains. The dynamic was introduced with the entrance of the Olympic torch, carried by the Mayor, who assumed a dual role — both as a municipal leader and as a sports coach — encouraging participants to also see themselves as members of a team.

This was followed by collective warm-up activities, including stretching and walking, accompanied by motivational remarks that connected sports practice to the challenges of



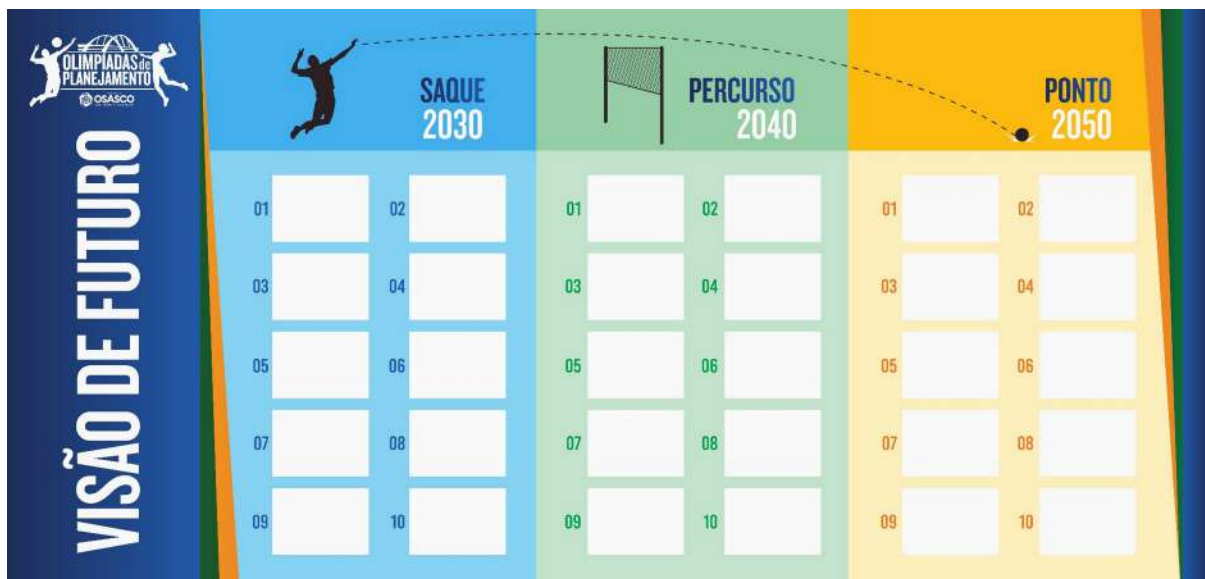
public management, reinforcing values such as cooperation, leadership, and teamwork. The stage also included a practical activity on the court, in which participants engaged in an imaginative and hands-on exercise using the volleyball serve as a metaphor for overcoming challenges, maintaining focus, and fostering collaboration among team members.

Stage 2 – Future Vision

The second stage consisted of a collaborative workshop aimed at building future visions for the municipality. Participants were organized into small groups and invited to collectively reflect on different time horizons for Osasco's development.

The activity encouraged each participant to share their perceptions and aspirations for the city's future, considering three timeframes: short term (2030), medium term (2040), and long term (2050). Contributions were recorded using visual materials and organized with the support of facilitators.

At the end of the activity, representatives from each group presented a summary of the main ideas discussed, making it possible to identify convergences and strategic perspectives for municipal planning.



Stage 3 – Challenging Trends

The third stage was dedicated to reflecting on contemporary trends and challenges impacting the municipality. The activity began with a brief contextualization based on general data and information about Osasco, presented by the facilitators of each group, providing a common foundation for discussions.

Participants were then organized into thematic tables structured around three axes of analysis: challenges related to municipal public management, structural issues of the city, and global trends influencing local development.



Throughout the activity, the secretaries rotated among different discussion groups in successive 30-minute rounds, analyzing supporting materials and recording reflections on the impacts of these trends on the municipality, as well as possible strategies and solutions to address them.

At the end, representatives from each group presented a summary of the discussions held.



Stage 4 – Alignment of Management Values (Duration: 30 minutes)

On the second day of activities, the fourth stage was dedicated to collectively aligning the values that should guide municipal management. For this purpose, an interactive digital platform was used, accessed via QR Code, allowing each participant to submit words representing values considered priorities for public administration.

The responses were processed in real time and displayed in a “word cloud” format, making it possible to visualize the most frequent values among participants and identify the principles with the greatest level of consensus within the group.

Stage 5 – Prioritization of Strategic Projects



The fifth stage aimed to collectively identify the priority of a set of strategic projects for the municipality. Initially, participants were given time to review the projects displayed on visual panels.

Next, each participant received symbolic medals — Gold, Silver, and Bronze — with different weights, used to indicate the level of priority assigned to each project. The medals were distributed among the proposals in successive rounds, allowing each participant to express their choices in a structured way.

At the end of the activity, the support team tallied the scores and presented the results visually, generating a collective ranking of priorities.



CLASSIFICAÇÃO DE PROJETOS																				
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Stage 6 – Closing



The final stage consisted of a brief moment for synthesis and closure of the activities. The Mayor delivered a closing speech highlighting the key learnings from the meeting and the importance of the secretariat's contributions to the development of the municipality's strategic planning. As a symbolic gesture, medals were awarded to participants, reinforcing the spirit of teamwork and the collective commitment to the next steps in the preparation of the Multi-Year Plan (PPA) 2026–2029.

As a result of the activities, strategic proposals were identified across different areas of municipal management. Among the suggestions were actions in Environment, such as the expansion of green areas and green belts; in urban mobility, with incentives for electric buses and cycling infrastructure; and in Health and Social Assistance, with attention to population aging. Investments in urban infrastructure for climate change adaptation were also highlighted, including flood prevention measures and the relocation of families from risk areas.

From this process, a list of 174 initiatives was generated to be prioritized by the government over the coming years.





2) Modality: Workshop with Public Servants





Number of Participants: 300

Date: May 6, 7, and 9, 2025

Location: Municipality of Osasco City Hall, Osasco Room (Luiz Roberto Claudino da Silva Room) – Rua Dimitri Sensaud de Lavaud, s/nº – Vila Campesina

Outcome/Deliverable: Strategic Objectives of the Osasco Multi-Year Plan (PPA) 2026–2029

The workshops with public servants were structured as a participatory dynamic aimed at developing strategic objectives for government planning. They brought together technical staff to analyze available information, identify priorities, and transform these reflections into structured strategic formulations.



The methodology was organized into sequential stages that combined moments of contextualization, collective analysis, and technical production.

Opening and Contextualization

The workshop began with an institutional presentation introducing the purpose of the activity: to contribute to the formulation of strategic objectives that support municipal planning. At this stage, participants were also introduced to the concept of a strategic objective, highlighting its role in public planning, its structure, and the importance of guiding government actions in a clear, measurable way aligned with management priorities.

Subsequently, the reference materials that would serve as the basis for the discussions were presented. These included the Government Plan, which outlines the commitments made by the mayor upon election; public opinion survey data systematized by FAPETEC (Foundation for Research, Education, Technology, and Culture Support), reflecting citizens' perceptions and demands; and information on municipal revenue and expenditure projections, emphasizing the limitations of internal resources for expanding programs and new investments.

The objective of this stage was to ensure that participants shared a common base of information to guide the subsequent discussions.



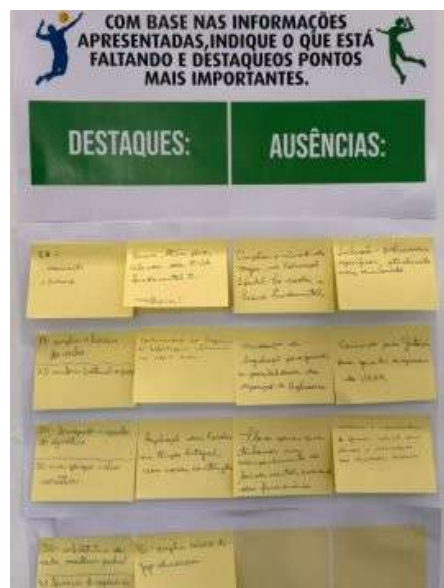


Stage 1 – Highlights and Gaps

The first activity functioned as a warm-up and an opportunity for participants to engage with the materials. Public servants were grouped according to their respective areas of expertise and given 15 minutes to collectively review the provided documents.

After this initial reading, each participant was invited to identify at least one key highlight and one relevant gap found in the materials. Highlights referred to positive aspects or strengths already addressed in the analyzed documents, while gaps represented themes, issues, or opportunities that, in the participants' view, were not sufficiently covered.

This stage enabled a participatory start to the discussion, encouraging active listening among participants and broadening the collective understanding of the main challenges and opportunities in the health sector.



Stage 2 – Strengths and Weaknesses

In the second stage, groups were guided to identify strengths and weaknesses within their area, using a simplified approach inspired by the SWOT methodology.

Strengths referred to institutional capacities, established public policies, existing infrastructure, or successful experiences. Weaknesses, on the other hand, included structural limitations, operational bottlenecks, service gaps, or institutional challenges identified by participants.

This analysis aimed to build a shared diagnosis of the area's current situation, serving as a foundation for defining strategic priorities.

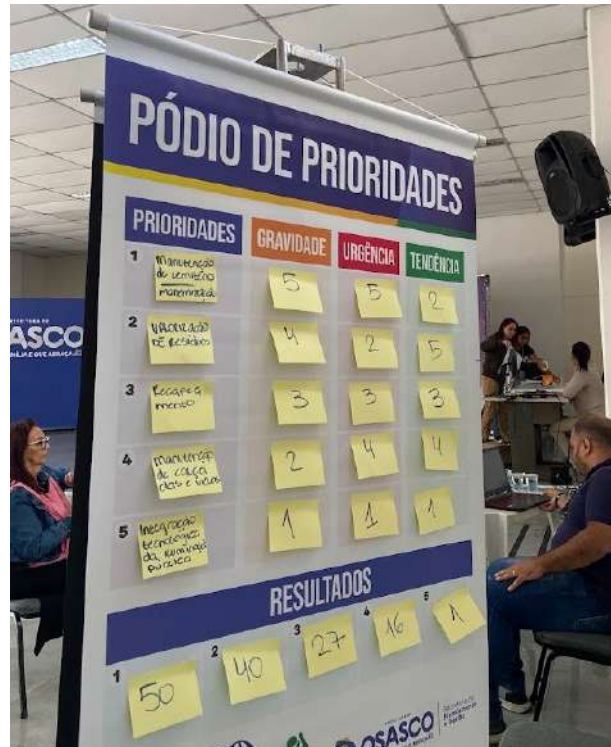


Stage 3 – Priority Matrix (Duration: 20 minutes)

Based on the identification of strengths and weaknesses, the groups were guided to select between three and five strategic priorities for their area. To rank these priorities, the GUT Matrix was used — a prioritization tool that considers three criteria: severity, urgency, and trend.

Severity refers to the impact of the problem if it is not addressed; urgency relates to the time available to act; and trend indicates the likelihood of the situation worsening if no action is taken. Based on this analysis, participants ranked the priorities and reflected on which one

should be considered central, answering the guiding question: if it were possible to address only one of these priorities, which should be chosen?



Stage 4 – Building Strategic Objectives

The final stage was dedicated to formulating strategic objectives through a “tactical map,” transforming the identified priorities into structured planning statements. To support this process, the SEPLAG (Department of Planning and Management) team presented a standardized model for drafting objectives, accompanied by practical examples.

The model guided participants in structuring objectives based on different components. Initially, each objective was linked to a theme and subtheme, previously defined by SEPLAG to organize the strategic areas of management. Next, the type of action was defined through a verb describing the intended action, which could involve the creation, maintenance, expansion, reduction, transformation, or elimination of policies, services, or structures.

Participants also defined the administrative dimension related to the action (such as human resources, infrastructure, or services), the specific object of intervention, the strategy or means of implementation, when applicable, and the target population to be benefited. Another key element was the definition of the expected impact — that is, the result the strategic objective aims to achieve.



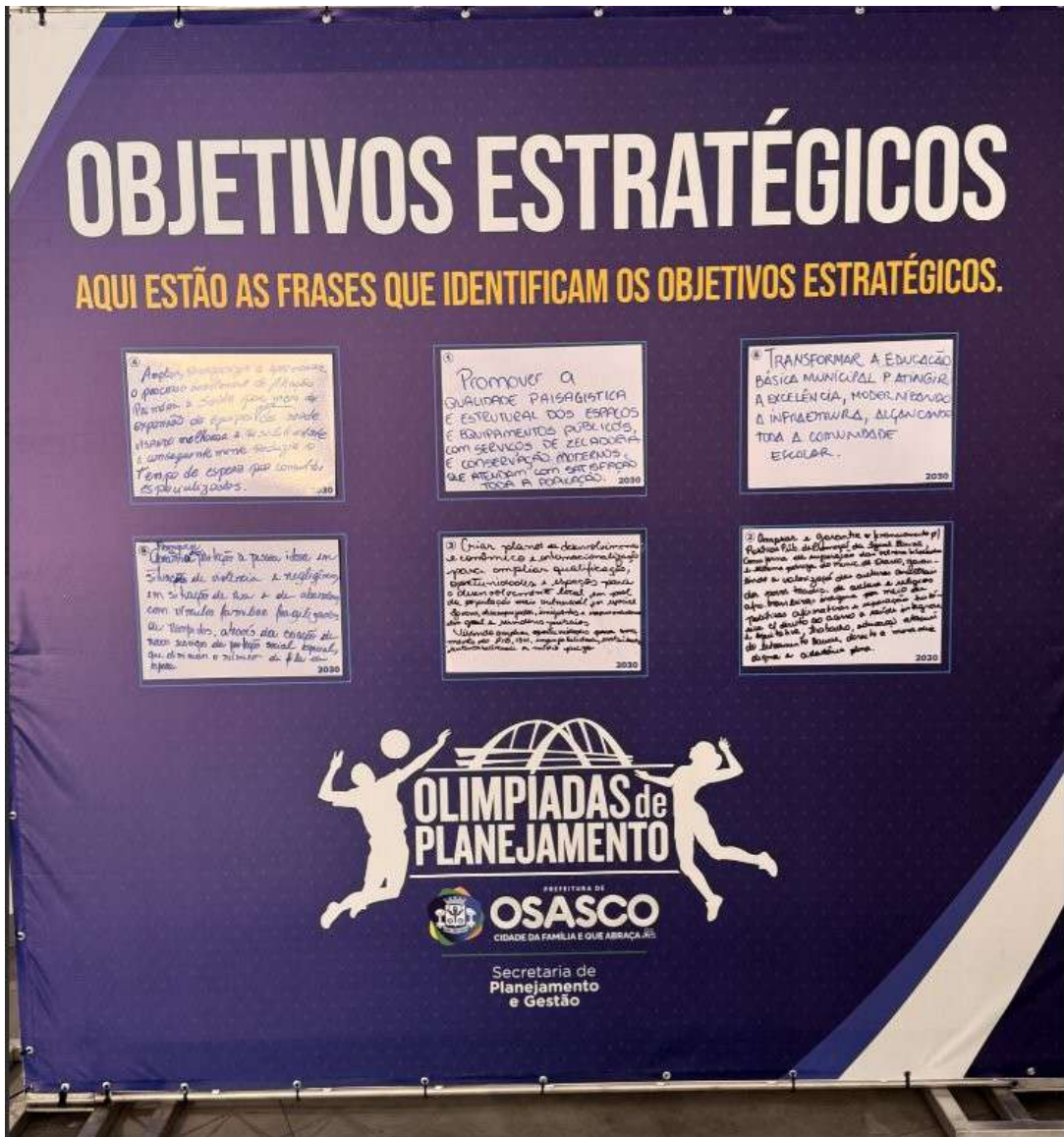
OBJETIVOS ESTRATÉGICOS

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Presentation and Closing

At the end of the workshop, each group presented the strategic objectives they had developed, sharing their proposals with the other participants. This moment made it possible to compare approaches, identify convergences, and strengthen technical alignment among the teams.





3) Modality: Participatory Workshops in Territories with Civil Society



Number of Participants: 1,000

Date: From April 24, 2025 to June 10, 2025

Location: 29 regional sites covering the city's territorial distribution

Outcome/Deliverable: Prioritization of social demands and recommendations for solutions, categorized by territory and target population profile

The civil society participation stage was where the most significant innovations took place. Activities were held in open spaces or public facilities across the city. A circuit was designed in which participants were required to complete actions at each stage. The stages were:

Stage 1 – Warm-up

The workshops began with a dance session designed to create a relaxed atmosphere, loosen the body, stimulate the mind, and encourage interaction among participants for the activities that followed. The dance also strengthened the sense of group belonging and helped prepare everyone for a more active and spontaneous engagement throughout the workshop.



Stage 2 – Presentation and Activity Overview

The workshops began with an institutional presentation of the PPA proposal, highlighting its importance as a public planning instrument and the relevance of citizen participation in the development of public policies. This stage was conducted by representatives from the Department of Planning and Management (SEPLAG), with support from facilitators.

Stage 3 – Selection of Thematic Axes

In this stage, participants selected, through open voting or deliberation, three axes out of the eleven available that they considered most relevant to their territory. The eleven axes were: Health; Education; Environment; Public Safety; Urban Mobility; Social Participation and Transparency; Culture, Sports and Leisure; Social Assistance; Employment, Labor and Income; Urban Development; and Housing.

The three most voted axes were placed on the panel to be further developed in the following stages. The axes not selected were revisited later.



Stage 4 – Formation of Working Groups and Definition of Priority Actions

Participants were organized into three groups, each responsible for discussing the three selected axes. In this stage, the groups identified six priority actions related to each axis, with the support of facilitators, who recorded the contributions and encouraged reflection on local needs.

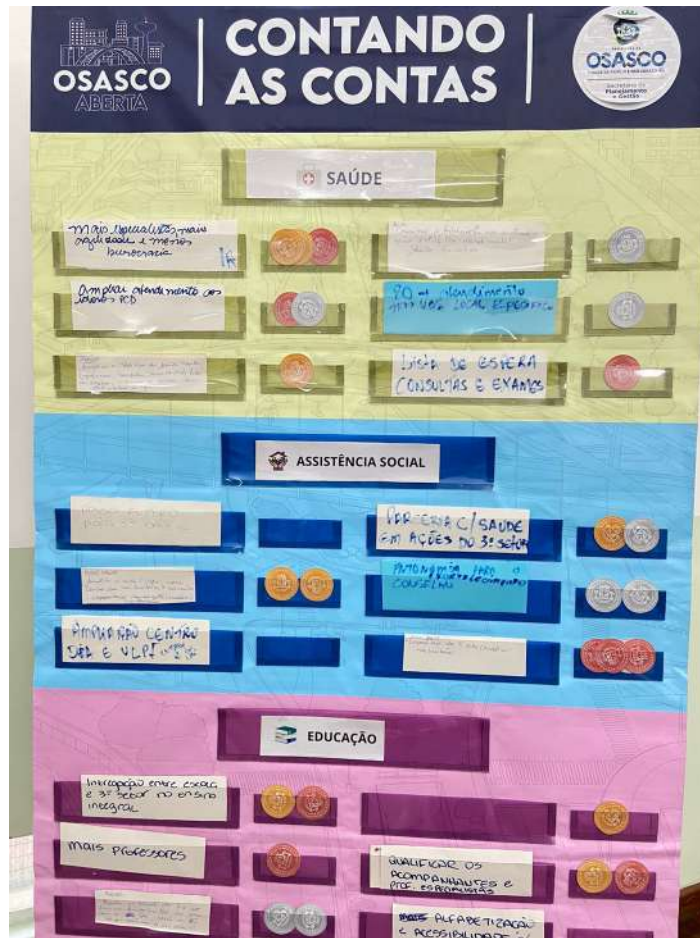
At the end of the discussion, each group selected two main actions for each axis to be placed on the panel.



Stage 5 – Priority Podium

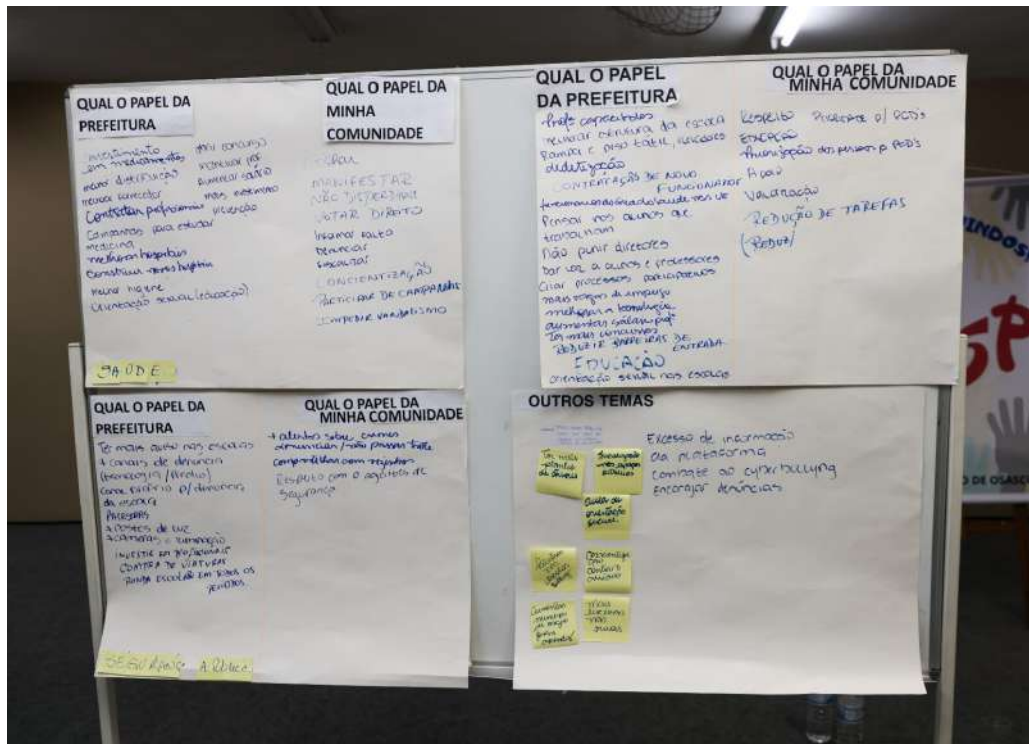
In this stage, all groups came together again to rank the actions displayed on the panel. Each axis received three symbolic medals (gold, silver, and bronze), collectively assigned by the groups based on the perceived level of priority.

The tally of the medals at the end determined the ranking of the most relevant actions to be considered and incorporated into the development of the PPA.



Step 6: Co-responsibility

After the voting, discussions were directed to the mural with posters representing the selected thematic axes. At this point, participants were encouraged to reflect: what is the role of the city government, and what is the role of my community in solving this problem? The purpose of this phase is to foster a collective sense of responsibility, recognizing that solving public issues requires both government action and active engagement from society.



At the end, participants were asked whether there was any issue they would like to highlight that had not been included among the priorities in the earlier stages, ensuring that no contribution was lost.

The workshops used a physical panel as the main tool to systematize and prioritize the population’s contributions. The panel was divided into three sections, corresponding to the three thematic axes selected by participants in each workshop. Each axis on the panel contained six spaces for inserting priority actions, defined during the discussion groups, as well as a space to place the medals.

Throughout the process, testimonials were collected from participants, expressing their perceptions, concerns, and suggestions. Here are some of them:

- “We learned that we have rights we didn’t even know about. We learned what we need to do to have a better community, together. It was very open! Everyone was able to understand it, and therefore everyone was able to participate.” M, 65 years old.
- “It is a form of political participation that creates a sense of belonging. The government recognizing that we have a voice is very important. I hope there will be more spaces like this, because it engages everyone.” M, 23 years old.



4) Modality: Deliberative Minipublics in Vulnerable Areas



Number of Participants: 60
Date: May 16 to June 3, 2026
Location: North Zone and South Zone
Outcome/Deliverable: A letter with 15 recommendations for intervention and mitigation of climate risks in vulnerable territories, and the creation of the first climate justice axis in the 2026–2029 Multi-Year Plan (PPA).

Step 1 – Contextualization and Project Presentation

The initiative was developed in response to the urgent need to engage the population in building concrete and inclusive solutions to the climate crisis, taking advantage of the opportunity presented by the development of the Multi-Year Plan (PPA) to incorporate these actions into the public budget. The project was carried out in partnership with Delibera Brasil, bringing together deliberative minipublics to discuss priorities and solutions for the municipality’s most vulnerable territories.

The workshops were structured based on the Municipal Risk Reduction Plan (PMRR), prepared in 2023 by the Osasco Civil Defense Coordination, which provides a detailed diagnosis of the city’s risk areas and guidelines for disaster prevention and mitigation. This material served as the technical foundation to guide discussions and support participants’ deliberations.

Step 2 – Formation of the Minipublics



The minipublics were composed of 40 participants, including 20 residents from Portal D'Oeste (North Zone) and 20 residents from Padroeira (South Zone). Participants were selected through a lottery process, aiming to ensure diversity in terms of gender, race, education level, and inclusion of people with disabilities.

The group composition was made possible through a territorial outreach process carried out in the field, with support from Community Health Agents from the UBSs Getulino José Dias (Padroeira) and Francisca Lima de Lira (Portal D'Oeste), who helped bring the project closer to the population and expand participation.



Step 3 – Listening and Qualification of the discussion

The process took place over six meetings organized into four sessions, distributed between the North and South regions of the municipality. Throughout the activities, participants were exposed to different sources of information and experts. Representatives from the public sector were invited, including Civil Defense technicians and members of the Intersectoral Working Group on Climate Change of the Osasco City Hall, as well as parliamentary advisors and civil society organizations working on the climate agenda.

This stage aimed to strengthen the quality of the debate, ensuring that the decisions of the minipublics were based on technical information, territorial data, and diverse institutional



perspectives.

Step 4 – Territorial Deliberation

During the sessions, participants analyzed the main risks identified in their territories, especially slope failures, landslides, and erosion. To support the deliberation process, analytical frameworks were used to organize possible interventions according to different criteria.

Actions were classified based on the type of intervention:

- **Participatory:** carried out by the local community with support from the government;
- **Beneficiary:** implemented directly by the government to serve the population;
- **Other solutions:** alternatives identified by the participants.

They were also evaluated according to the type of risk response:

- **Definitive:** permanent solutions, such as structural works;
- **Immediate:** urgent actions to reduce imminent risks;
- **Temporary:** short-term solutions that reduce danger in the immediate future.

This process enabled the groups to collectively analyze alternatives and define priority interventions for their territories.



Tipo de risco: **ESCORREGAMENTOS**

QUADRO 1

Tipo de solução: **SERVIÇOS DE LIMPEZA E RECUPERAÇÃO**

Ações

Participativa: comunidade local com apoio do poder público (Prefeitura, Governo Estadual/Federal)

- REMOÇÃO DE ENTULHO, LIXO, ETC

Beneficiária: poder público entrega para a população

- REMOÇÃO DE ENTULHO, LIXO, ETC
- RECUPERAÇÃO E LIMPEZA DE SISTEMAS DE DRENAGEM, ESGOTOS, BOCAS DE LOBO, ETC
- LEVAR ÁGUA USADA ATÉ O TRATAMENTO

Outras soluções:

Essa ação será?



DEFINITIVA: obra ou ação que resolve o problema de forma permanente.



IMEDIATA: ação que precisa ser feita logo, para evitar risco urgente.



PROVISÓRIA: solução temporária, reduz o perigo por um momento.



Step 5 – Development of Recommendations

At the end of the deliberative activities, each group drafted a recommendation letter outlining priority proposals for risk reduction in their territories. Subsequently, the two groups (North Zone and South Zone) came together to identify common challenges and consolidate a joint letter with recommendations for the municipality.

The recommendations were formally presented during the public hearings of the Multi-Year Plan (PPA) in their respective regions, contributing to incorporating and amplifying territorial priorities within the municipal planning process.

As a result of these participatory activities, the PPA development process achieved an unprecedented institutional advancement: the creation of the “Environmental Development and Climate Justice” axis, a theme that had not previously been structured as a priority in earlier planning cycles. Based on contributions from the minipublics and other participatory mechanisms, specific budget allocations were included to enable actions focused on climate adaptation, risk reduction, and the strengthening of climate justice in the municipality.

This new axis reflects, within both planning and the public budget, demands directly formulated by the population throughout the participatory process.

4) Modality: Planning Marathon (Public Hearings)



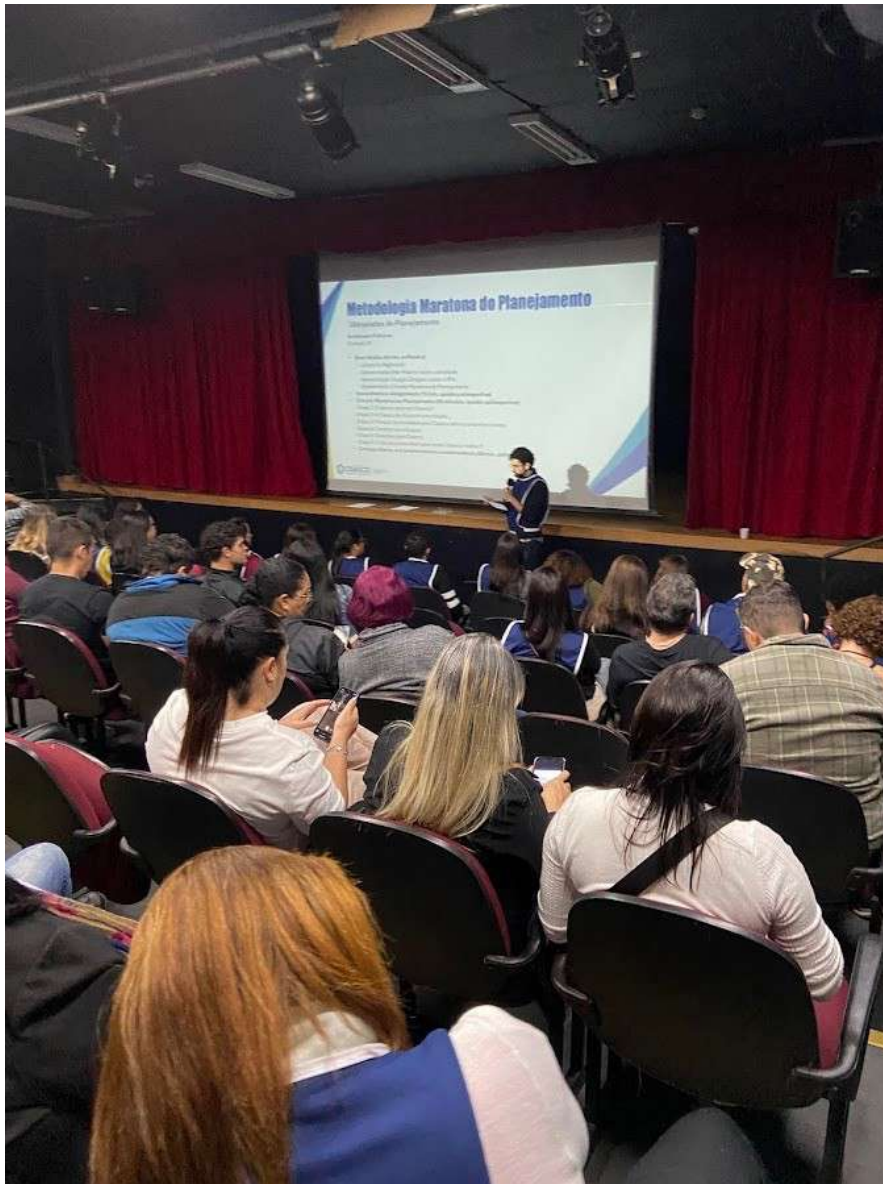
Number of Participants: 200

Dates: May 31, June 7, and July 26

Locations: CEU das Artes – Yolanda A.A. Ribeiro (Rua Antônio Jacinto Rangon, 45 – Jardim Bonança); CEU das Artes – Camila Rossafa (Rua Nelson Mandela – Jardim 1º de Maio, Chácara Fazendinha); and Sala Luiz Roberto Claudino da Silva (Sala Osasco) (Rua Dimitri Sensaud de Lavaud, Vila Campesina, s/n)

Over the past few years, the Secretariat of Planning and Management (SEPLAG) of Osasco has built a strong track record in organizing public hearings, making this practice institutionalized. In most cases, public hearings followed a fairly rigid format: they began with remarks from attending authorities, continued with a technical presentation, and ended with a session for questions. Although they fulfilled their legal role of ensuring transparency, this format ultimately limited public participation to passive listening, resembling more an accountability exercise than a genuine space for collaborative construction.

In response, SEPLAG sought to transform public hearings, giving rise to the **Planning Marathon**. This format broke away from the conventional model of public hearings and quite literally brought people onto the courts to “play” alongside the government, enabling participants to engage in dialogue, reflect, and collaboratively develop proposals in a more focused and interactive way. The idea was for participation to go beyond merely expressing demands, becoming instead a collective process of building solutions.



Step 1 – What do I love about Osasco? (Recognizing the starting point)

Inspired by the stage in which an athlete discovers their passion for a sport, this phase aimed to identify the population's emotional connections with the city. Participants began the circuit by recording a short testimonial guided by facilitators, answering questions such as: what do you love most about Osasco? and what is your favorite place in the city? The goal was to recognize values, memories, and positive aspects of the territory that inspire care and civic engagement.



Step 2 – Vision of the Future (Setting goals)

Just as athletes set goals and objectives to achieve great results, in this stage participants were invited to imagine their ideal city. On collective panels, citizens wrote their ideas on sticky notes about how Osasco could become a better place to live, contributing to the development of a strategic vision for the municipality's future.



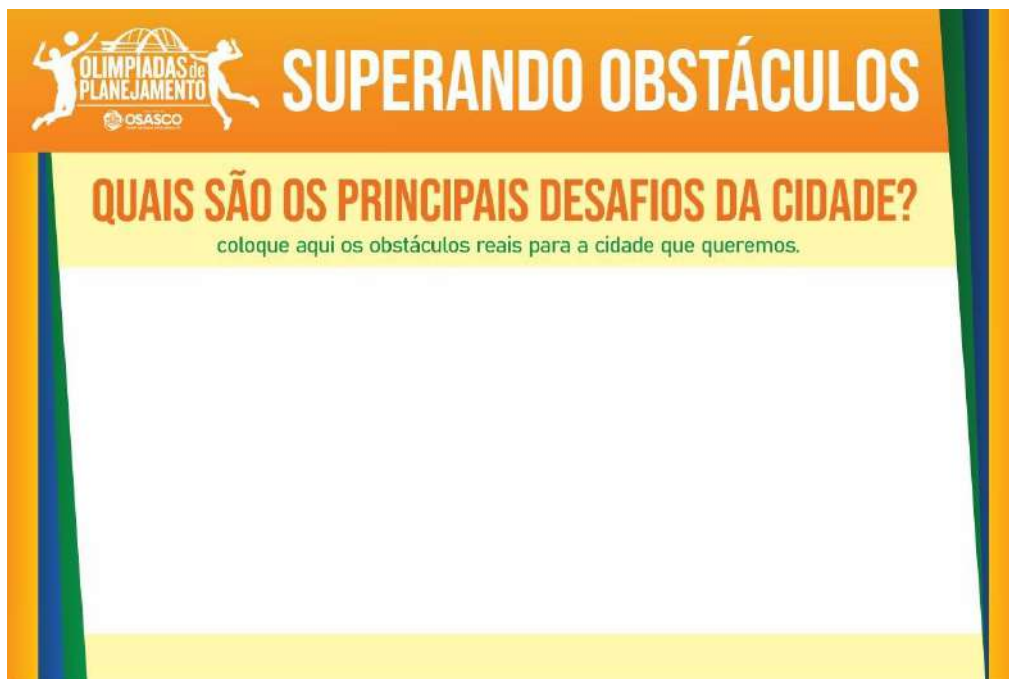
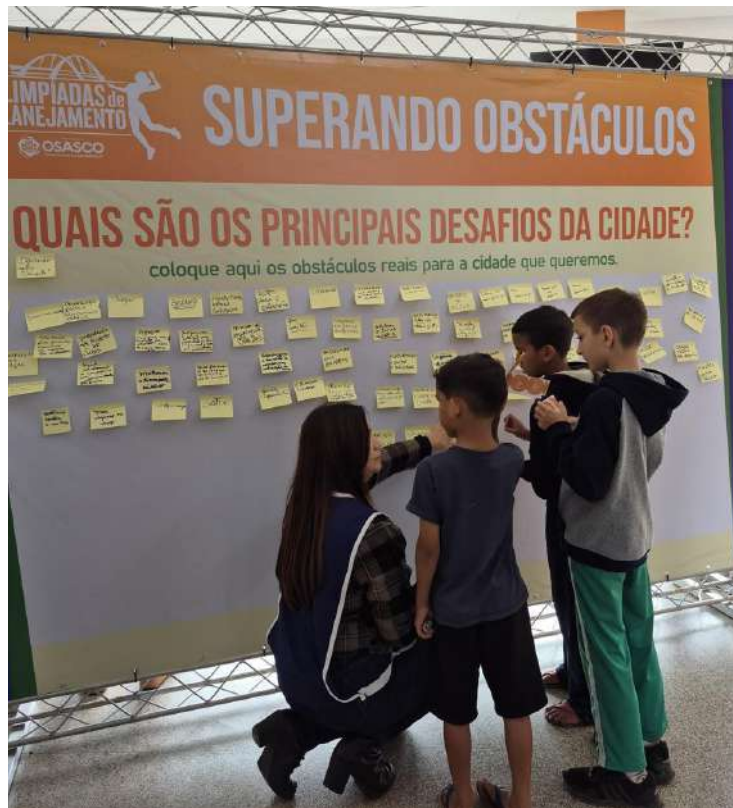
Step 3 – Planning (Setting priorities)

Inspired by an athlete's training plan, this stage aimed to identify priorities to achieve the desired city. Each participant received three sticker medals and was invited to vote on the proposals displayed on the panel, indicating which themes or actions should receive greater attention and investment in municipal planning.



Step 4 – Overcoming Obstacles (Identifying challenges)

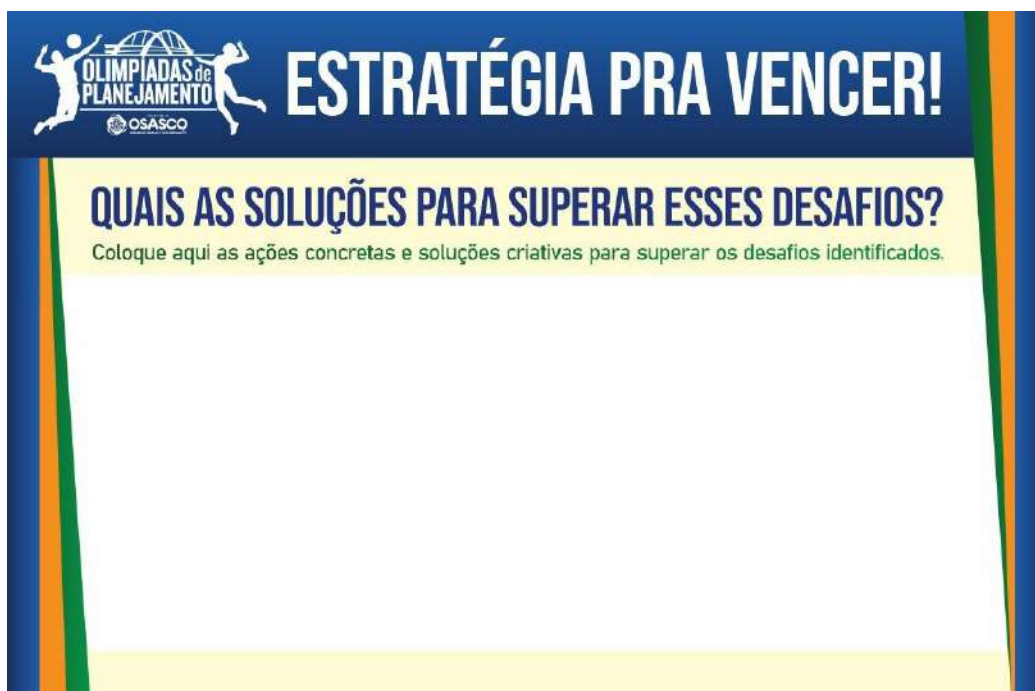
Recognizing that every transformation process involves difficulties, participants were invited to identify the main obstacles that hinder the city's progress. On sticky notes, they recorded problems and challenges present in the municipality's daily life.



Step 5 – Strategy to Succeed (Proposing solutions)



Based on the challenges identified, participants suggested strategies and concrete actions to address them. The contributions were recorded on collective panels, encouraging creativity and the development of solutions to overcome the obstacles identified.





Step 6 – What can I do to make Osasco better? (Collective commitment)

Inspired by the Olympic spirit of cooperation, this stage invited participants to reflect on their own role in building the city. Citizens recorded testimonials guided by facilitators, answering questions about how they could contribute to improving Osasco, reinforcing the idea of co-responsibility between government and society.

Forwarding of Contributions

After completing the participatory circuit, participants were invited to return to the auditorium to make oral statements, register proposals in writing, or submit formal documents. All statements were recorded in official minutes, and the contributions were forwarded for technical analysis by the Secretariat of Planning and Management.



Closing Public Hearing

At the end of the process, a public hearing was held at City Hall to present the consolidated results of social participation, including the contributions received and how they were incorporated into the final drafting of the Multi-Year Plan (PPA) proposal. At this moment, all attendees who had participated at any point throughout the PPA participatory process received a certificate of participation with their name, signed by the Mayor.



“Through this hearing, we were able to address the goals and main needs of our city. Congratulations on the event.”

“I really liked the change in the format of the hearing, especially having the court setting—moving away from the more monotonous traditional hearing. I hope there are always innovations like this.”

“Very good! I believe it was a very welcoming environment where I could express my opinions.”

“I really liked it; it’s a place with excellent structure located in a peripheral area.”

“It was possible to learn and understand more about budget planning and how it is distributed.”

“An excellent collaborative space, especially for contributing to the needs of our city and driving improvements.”

“I really liked it; I think it’s important to move out of the



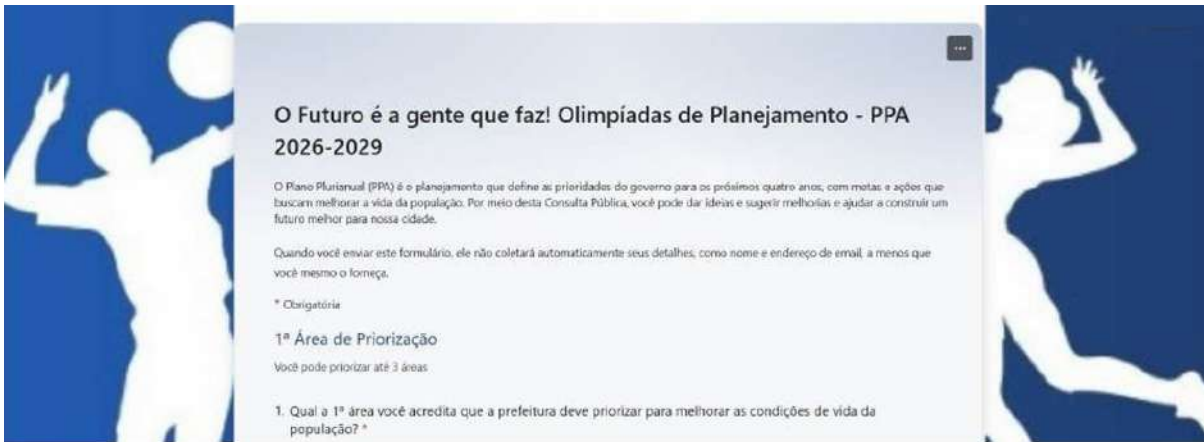
central area and go to the outskirts.”

“It was very good and provided a very welcoming listening environment, allowing people to feel comfortable expressing the Osasco they want for the next four years.”





5) Modality: Public Consultation “The Future is What We Make of It!”



Number of Participants: 852
Date: April 14 to May 14, 2025
Location: Participa Osasco Platform
Outcome/Deliverable: Definition and prioritization of key issues, along with the detailing of actions and demands to guide the planning of public policies.

Most people navigate, communicate, consume content, and express opinions on a wide range of topics through social media, apps, and digital platforms. However, when it



comes to deciding the future of the city, a challenge arises: how can this access be transformed into real participation? The digital public consultation “The Future is What We Make of It!” emerged as a response to this question, using the virtual environment to bring the population closer to municipal planning and, above all, to expand the reach of participation.

Through an online form, citizens were able to indicate priorities and detail demands for the city’s planning. The consultation methodology was structured in progressive stages:

Step 1 – Selection of the Priority Area

Participants could choose up to three priority public policy themes, such as health, education, mobility, among others.

Step 2 – Selection of the Thematic Subarea

After selecting a theme, the system presented related subareas, defined based on recurring demands identified through public opinion surveys conducted by the City Hall.

Step 3 – Prioritization of Actions

Within each subarea, participants indicated specific actions to be prioritized. There was also an open field to register suggestions not covered by the available options.

This detailed, technology-mediated data collection contributed to improving strategic planning by enabling the identification of more specific public demands and guiding government decision-making more precisely.

The public consultation “The Future is What We Make of It!” engaged 852 participants, with contributions recorded across all neighborhoods of the municipality, demonstrating the territorial reach of the initiative and the population’s interest in participating in the collective construction of Osasco’s future.



5) Modality: Public Consultation with Artificial Intelligence



Number of Participants: 20
Date: July 1 to July 20, 2025
Location: Participa Osasco Platform
Outcome/Deliverable: Use of artificial intelligence for citizenship, reimagining the spaces of the city of Osasco.

The public consultation *Future Vision* is an initiative that integrates artificial intelligence and citizen participation to encourage the collective construction of ideas about the future of Osasco. In a context of rapid technological transformation, the action proposes an ethical and democratic use of AI, leveraging technology to help visualize proposals, interpret the population’s expectations, and support long-term city planning.

More than a public opinion survey, the initiative became an exercise in civic imagination, in which residents were invited to reflect on and share how they would like certain urban spaces to be transformed in the coming years. In this process, artificial intelligence served as a supportive tool to translate these ideas into visual representations and inputs for public planning.

Consultation Steps

Step 1 – Access to the Platform

Participants accessed the consultation through the Participa Osasco portal, being directed to a specific page for the activity.



Step 2 – Participation Guidelines

On the homepage, users received simple instructions on how to participate, including submitting a photo of a place in the city they would like to transform or imagine differently.

Step 3 – AI Prompt Input

Participants wrote a short text describing how they envisioned that space in the future, encouraging the creation of new possibilities for the territory.

Step 4 – Submission of Contributions

The photo and description were submitted to the Department of Open Government and Citizenship Strengthening of the Secretariat of Planning and Management, responsible for organizing and analyzing the contributions.



Foto: Imagem gerada por inteligência artificial, enviada por munícipe participante da pesquisa online Visão de Futuro. Praça do Samba requalificada – localizada no Km 18



Foto: Imagem gerada por inteligência artificial, enviada por munícipe participante da pesquisa online Visão de Futuro. Uma proposta de revitalização para o Largo de Osasco.



6) Modality: “Ideas for Osasco: The Social Network of Participation”



Number of Participants: 1,416

Date: June 24 to July 14, 2025

Location: <https://participa.osasco.sp.gov.br/ConsultasPublicas>

Outcome/Deliverable: Collection of ideas for the city organized by themes, with prioritization through popular voting, as well as additional contributions and interactions among the community.

Inspired by the dynamics of social networks, the platform “*Ideas for Osasco*” was created as an institutional channel for citizen participation by the Osasco City Hall. Developed by the Department of Open Government and Citizenship Strengthening within the Secretariat of Planning and Management, the tool uses the Your Priorities technology, an open-source software widely used in public participation processes around the world.

The platform allows citizens to submit proposals, discuss ideas, and support suggestions from other participants, expanding the dialogue between the population and the government. Its structure was organized into thematic groups aligned with the guidelines of Mayor Gerson Pessoa’s government plan, ensuring coherence between the population’s demands and the political commitments made during the election. In this way, the contributions also feed into the development of the 2026–2029 Multi-Year Plan (PPA).

Before implementation, a detailed study was conducted on platform usage rules and data protection, ensuring information security and transparency in the participatory process.



Participation Steps on the Platform

Step 1 – Access and Engagement

Upon entering the platform, users are greeted with the invitation: “Join us in building the future of our city!”, reinforcing the collective and democratic nature of the initiative.

Step 2 – Selection of Thematic Group

Participants access thematic groups related to key public policy areas, such as Environment, Health, Education, and Poverty Reduction.

Step 3 – Proposal Submission

Within each group, any citizen can submit a proposal or suggestion to improve the city.

Step 4 – Public Debate

Users can add arguments in favor of or against proposals, fostering open and transparent public dialogue around each idea.

Step 5 – Support and Prioritization

Ideas can receive support from other participants, helping to identify which proposals are most relevant to the population.

Step 6 – Expanding Reach

Contributions can be shared on social media, encouraging more people to take part in the public debate.

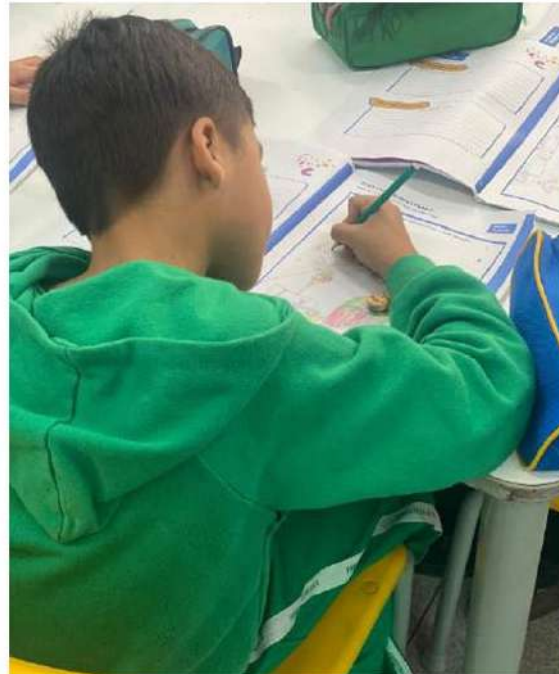


7) Modality: Citizens of Tomorrow

Imagem 1. Crianças segurando e levantando o caderno de atividades - Cidadãos do Amanhã.



Imagem 2. Estudante realizando a atividade proposta no caderno.



Number of Participants: 321

Date: June 2025

Locations:

1. CEMEIEF Maria Tarcilla Fornasaro Melli
2. EMEF Professor Renato Fiúza Teles
3. EMEF General Antônio Sampaio
4. EMEF Marechal Bittencourt
5. EMEF Benedicto Weschenfelder
6. EMEIEF Professora Jeanete Beauchamp

Outcome/Deliverable: Analysis based on children's demands regarding the territory of Osasco and the formulation of a shared Vision for the Future.

The “Citizens of Tomorrow” modality aimed to engage 3rd-grade elementary school students from the municipal education system in the development of the 2026–2029 Multi-Year Plan (PPA). As a pilot project, *Citizens of Tomorrow* involved children in designing the future of the city in a creative way—strengthening democracy from childhood and contributing to the development of more sensitive and participatory public policies. It also introduced essential concepts of public policy, showing how social participation can influence the creation of solutions for collective well-being. The children become protagonists of urban transformation,



learning about their right to the city and the importance of being part of changes that impact their lives and their future.

The project used a Design Thinking approach and active listening adapted to children from the municipal education system, structured in the following stages:

Step 1: Participatory Workshops

In collaboration with pedagogical coordinators from the Municipal Department of Education, children were encouraged in the classroom to identify problems in the city.

Step 2: Construction of the Emotional Map

In this stage, a social cartography exercise was carried out, where children drew places in the city they consider important, dangerous, or in need of care, reflecting the perspective of early childhood on the territory of Osasco.



Step 3: Supporting Materials

The project was designed to be accessible and interactive, using a colorful and guided activity workbook so that students could record their observations and ideas. In addition, they used a playful support material — the *Future Leaflet*, a fictional newspaper with “make-believe” news, created to stimulate imagination and open pathways for building possible futures.



III. Planning Olympics – Communication Strategy in the Media and on Social Networks

The communication strategy combined in-person actions, institutional communication, and digital tools, also using the narrative of the “Planning Olympics” to make the process more accessible and engaging. Twenty banners were displayed on the streets, along with posters in public facilities (schools, health units, sports courts, and community centers), and coordination with local leaders. A broad intersectoral network was also established, involving 18 of the 26 municipal departments.

The mobilization also featured videos from the coach and players of the city’s women’s volleyball team, inviting the population to “step onto the court” and participate in building the 2026–2029 PPA. The initiative was promoted through the City Hall’s website, social media channels, and local press. Additionally, approximately 22,000 WhatsApp messages and 20,000 SMS messages were sent to users registered in the municipal citizen service system.

Below are some photographic records of the graphic materials distributed across the streets:



Description of Content on Digital Media	Access
Mayor Gerson Pessoa describing how the workshop with the Secretaries took place.	https://www.instagram.com/reel/DFilSs8pNT1/?igsh=ZDdtMjdvbjJoaWVx
Secretary of Planning, Eder Máximo, and Mayor of Osasco, Gerson Pessoa, made a post highlighting the workshop stage with the municipal secretaries.	https://www.instagram.com/p/DFibBcVxbdJ/
Secretary of Planning Eder Máximo reflects on the stage of participation involving the municipal secretaries.	https://www.instagram.com/p/DFvCdcju-Av/?img_index=1
Secretary of Planning Eder Máximo and Mayor of Osasco Gerson Pessoa calling on the population to participate in the Games.	https://www.instagram.com/p/DGTyJIQvCJz/
Secretary of Planning Eder Máximo and Mayor of Osasco Gerson Pessoa playing ball and talking about the stage of civil society participation in the Planning	https://www.instagram.com/p/DI16NOKPNfp/



Olympics.	
Secretary of Planning Eder Máximo makes a post on his social media to engage people in the Planning Olympics.	https://www.instagram.com/p/DJALiKPPF3K/
Secretary of Planning Eder Máximo makes a post showing his participation in the planning circuit in the North Zone.	https://www.instagram.com/p/DKUnMG5uTNM/
Secretary of Planning Eder Máximo makes a post about the workshop with the school student councils.	https://www.instagram.com/p/DKfIJOofPhNs/
Secretary of Planning Eder Máximo makes a post about the delivery of the Multi-Year Plan (PPA).	https://www.instagram.com/p/DM8onqYynnN/
Mayor of Osasco Gerson Pessoa makes a post about the workshop with the municipal secretaries.	https://www.instagram.com/p/DFilSs8pNT1/
The official Instagram account of the City Hall of Osasco makes a post inviting the population to register for the activities.	https://www.instagram.com/p/DGVstwtJfWx/
The official Instagram account of the City Hall of Osasco makes a post about the public consultation.	https://www.instagram.com/p/DIyj0o_ssoE/
The official Instagram account of the City Hall of Osasco makes a post about the workshops with municipal staff held at Sala Osasco.	https://www.instagram.com/p/DJUtyIGuSsM/
The official Instagram account of the City Hall of Osasco makes a post about the Public Hearing in the South Zone.	https://www.instagram.com/p/DKjpJMYs1Xw/
The official Instagram account of the City Hall of Osasco makes a post about the Public Hearing in the central area.	https://www.instagram.com/p/DMaygyIukp1/?img_index=1
Post about the working meeting with the Content Group for the activity with the minipublics.	https://www.instagram.com/p/DIPWA2hJuPw/
Citizen Lottery to compose the minipublics.	https://youtu.be/FGvyVBCEOCw?si=nl4aZ9rxwdH9n_d4
Delibera Brasil and the City Hall of Osasco collaborate on a post about Osasco's minipublics.	https://www.instagram.com/p/DKK9evURaVx/
Delivery of the Multi-Year Plan (PPA) to the Osasco City Council and the closing of the Planning Olympics.	https://www.youtube.com/watch?v=3mRQINikKqU
Presentation by Director Felipe Tannus in a post about the Planning Marathon (public hearings).	https://www.instagram.com/reel/DKZn02wNSY-/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==
The coach of the Osasco women's volleyball team and a player appear in a video inviting the population to participate in the Planning Olympics.	https://www.instagram.com/reel/DKkgvQgpCj1/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==



<p>The official Instagram account of the City Hall of Osasco makes a post about the social participation platform “Ideas for Osasco.”</p>	<p>https://www.instagram.com/reel/DLVUUDeOmrE/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==</p>
<p>Post about the public consultation using Artificial Intelligence.</p>	<p>https://www.instagram.com/reel/DMSmG0ksvL/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==</p>
<p>Video showing the participation of Indigenous communities in the participatory workshops.</p>	<p>https://www.instagram.com/reel/DKPzYImpMpR/?utm_source=ig_web_copy_link&igsh=MzRIODBiNWFIZA==</p>
<p>Publication on the official website of the City Hall of Osasco.</p>	<p>https://osasco.sp.gov.br/osasco-realiza-olimpiadas-de-planejamento-e-discute-sugestoes-de-desenvolvimento-para-as-proximas-decadas/</p>
<p>Publication in the West Region Digital Newspaper</p>	<p>https://jornaldigitaldaregiooeste.com.br/osasco-realiza-circuito-de-oficinas-participativas-para-o-ppa-2026-2029/</p>
<p>Publication in the regional newspaper Osasco News.</p>	<p>https://osasconews.com.br/2025/06/25/osasco-lanca-plataforma-ideias-para-osasco-para-envolver-populacao-no-planejamento-da-cidade/</p>
<p>Publication in the regional newspaper Correio Paulista.</p>	<p>https://correiopaulista.com/prefeitura-de-osasco-lanca-plataforma-ideias-para-osasco-para-participacao-no-ppa-2026-2029/</p>
<p>Publication in the regional newspaper Visão Oeste.</p>	<p>https://visaoeste.com.br/gerson-reune-secretariado-marcelinho-carioca-e-tecnico-do-osasco-volei-em-dinamica-de-planejamento/</p>
<p>Publication on the official website of the City Hall of Osasco.</p>	<p>https://osasco.sp.gov.br/plano-plurianual-2026-2029-de-osasco-e-entregue-ao-legislativo-municipal/</p>



IV. References and Other Official Documents

Publication of the 2026–2029 Multi-Year Plan (PPA), approved as municipal law:

<https://transparencia.osasco.sp.gov.br/#/fixo/ServidoresConsolidado/PPA/185480>

Social Participation Report by Modality:

<https://participa.osasco.sp.gov.br/Upload/PPA/2025/relatorio-de-participacao-social-ppa-2026-2029.pdf>

Official website for monitoring the Planning Olympics:

<https://participa.osasco.sp.gov.br/PPA/>