UNDERSECRETARIAT OF PARTNERSHIPS OF THE STATE GOVERNMENT OF **SÃO PAULO**

Today is another breakthrough of the vastly experienced Partnerships Program of the State of São Paulo. The Undersecretariat of Partnerships opens its monthly newsletter as a channel for the dissemination of information on the main marks related to the concession and publicpartnerships projects under responsibility. It is an important vehicle of communication with the market and the interested public, published in Portuguese, English and Spanish versions.

Of the various topics to be discussed in this editorial, the first is what I consider the foundation of a successful program: quality team. There are at least three aspects to team composition operation that I would like to highlight.

First, there is no exception for You can check below excellence. trajectories of all team members, reflecting the expectation attributed to the program. The work already done this first year not only legitimates this expectation, but makes it even higher for next year.

Second, the team is complementary. Complex projects not only require multidisciplinary knowledge, but very different skills. Problems on the projects are sometimes solved in the spreadsheet,

Últimas notícias

INFRA SP: event brought together investors to discuss the State **Government's project** pipeline.

The São Paulo State Government and the Brazilian Institute of Legal Studies (IBEJI) in partnership with Financial Times and the State Attorney General's Office held a seminar on the morning of October 10th. The event was attended by approximately 300 participants, including businessmen, investors and agents from the infrastructure sector and the legal area to meet and discuss the state's publicprivate concession and partnership projects. On the occasion, the Vice Governor, Rodrigo Garcia, was interviewed on a talk show by the Financial Times Latin America editor Michael Stott. Also occurred panels on some of the State's main partnership projects, such as Lines 8 and 9, PIPA, Prisons , Ibirapuera Complex and the Intercidades Train.



In the Picture, Subsecretary of Partnerships, Tarcila Reis, representing the State of São Paulo, recieves the award.

Coastline Lot Public Hearing

In late October, in the cities of Mogi das Cruzes, Itanhaem, Bertioga and São Paulo were held public hearing sessions to discuss with the local community the road concession project of the Coastline Lot. The project consists in the delegation of the public services operation, maintenance and the investments necessary to explore network that includes 3 roads and 2 access roads, comprising 13 municipalities of the São Paulo State. The public consultation process extends to the 25th of November. See more informations at www.artesp.sp.gov.br -> Transparência -> Audiências e Consultas Públicas.

sometimes in a contractual clause, or also through sensitive reading and strategic attitude to the political and institutional issues involved. That's why we have young talents working side by side with experienced people who have already held the position of partners agency directors law firms, secretaries/managers of public entities. It's public people teaching and learning from people who came from the market

Third, organization and operation are decentralized. And it is not a matter of implementing criticism over the theoretical model of hierarchical state structure. It is pragmatism facing a huge challenge. With 21 projects to deliver, the team is divided into 21 small teams, each with a leader (PMO), who coordinates the different work (technical, legal, economic-financial and others), whose leadership by specialty are also predefined. Hence each project is a world on its own circumstances to be properly managed. In this process, the requirement for regulatory quality and the importance of the argument for decision making are common to all projects.

Enjoy, we have already taken off.

Tarcila



In the picture, the Vice Governor Rodrigo Garcia with the FT editor Michael Stott

Road Concession of the São paulo State was awarded with Best **Financial Structure in a** contest in NY

The road concession project Lot Midwest, which has an investment of 3.9 billion BRL and covers 570 km of seven highways under concession, was awarded as the Best Financial Structure concession on the P3 Awards. The event took place in New York on the 3rd of October and was attended by renowned professionals of the private and public sectors, international financial institutions and other agents from the PPPs and concessions field. The São Paulo State Government was the sole state in Brazil among the nominees, competing on four different cetegories: Best Social Infrastructure Project, Best Financial Structure in Transport, Best Operational project and Best Government Agency of the year.

International roadshow of the road concession **PiPa**

In October, the Vice Governor, Rodrigo Garcia and other São Paulo State Government representatives travelled to London, Madrid, Rome and New York to present the road concession project PiPa, that links Piracicaba to Panorama, to major businessman of the road sector and representatives of large financial institutions. The roadshow was a success that can be verified in the enthusiasm of the companies in participating in the auction of the project. The Auction is scheduled to take place in the 28th of November.

Metropolitan Train Lines 8 and 9 Kick Off meeting

In early October occurred the Kick Off meeting of the concession projects of the metropolitan train lines 8 diamond and 9 Emerald that are currently managed by CPTM. The meeting was Undersecretary attended by the Partnerships, Tarcila Reis, Executive Undersecretary of Partnerships, and the Metropolitan Transport Secretary, Alexandre Baldy accompanied by technical staff and States Attorneys to discuss with the International Finance Corporation, the main consultant, and other consultants group, Steer, Mcrit, Urban such as GPO Systems, JMSouto, MilBank e JGP, the main project phases in order to incorporate the sector's best international practices as to broaden the number of investors and operators in the auction.

If you no longer wish to receive this newsletter, please send an email to partnerships@sp.gov.br with the word cancelar.

The Partnerships Team



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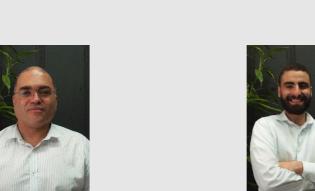
concessions and PPPs, by structuring new projects and regulating infrastructure projects. Is Visiting Professor of MBA PPP and Concessions and was researcher at SBDP. Was partner of Portugal Ribeiro Advogados. Leads the concession of CPTM train Lines 8 and 9 and Intercities Train (TIC).



Doctorate and Master degree in Chemistry at UNICAMP, graduated

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project

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State Government Partnerships Leads the concession of Porto de São Sebastião.

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in service of the municipalities of

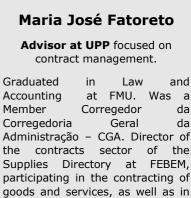
São Paulo. Technical Advisor for

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Rafael Garofano

Commission of Infrastructure of OAB/SP.

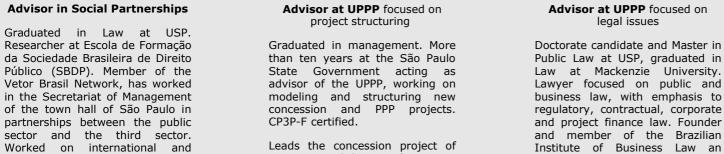
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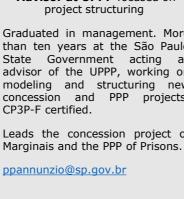


the qualification of employees in the decentralization process of

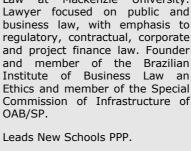
FEBEM in service of the

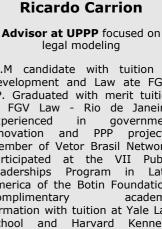
municipalities of São Paulo. Took part in the drafting of the Outsourced Services Manuals, teaching classes at FUNDAP. Technical Advisor for the Cabinet of the Secretary of Public Safety. Advisor for the General Director of ARTESP, participating in the revision of additional terms of concession contracts in 2006, among others. mjnascimento@sp.gov.br





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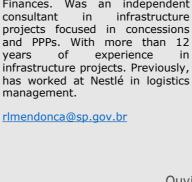




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