



USP



MULTIDIMENSIONAL SECURITY AT THE BORDERS

MINISTÉRIO DA
JUSTIÇA E
SEGURANÇA PÚBLICA



Mackenzie





USP



Institutional Environment for Cooperation

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Governance is the set of principles, mechanisms, elements, structures, practices and procedures that allow an institution to have effective direction, monitoring and assessment to achieve its strategic objectives.

In the public sector, governance involves the definition and management of rules that guide the formulation and implementation of policies, promoting transparency and accountability.

In Brazil, public governance is regulated by **Decree No. 9.203/2000** and its amendments, which is defined as a set of leadership, strategy and control mechanisms to guide and monitor management in the promotion of public policies and services to society.

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A good governance requires:

- Clear definition of organizational functions.
- Clarity about the organization's purpose and the expected results for citizens and users of the services.
- Focus on the organization's purpose on results for citizens and users.
- Clear definition of the competencies and responsibilities of the organization's members.
- Balance in the composition of the management body.
- Evaluation of individual and group performance of the organization's members.
- Exemplary behavior of high administration.
- Promotion and sustainment of organizational values.
- Development of organization's members skills.

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A good governance requires:

- Use of high-quality support and information structures.
- Making decisions based on quality information.
- Transparency in decision making.
- Transparency in relations with society.
- Implementation of an effective risk management system.
- Understanding of formal and informal accountability relationships.
- Active stakeholder engagement.
- Accountability to stakeholders.
- Effective dialogue and collaboration with partner organizations and stakeholders.

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In Brazil, **Law N. 13,675/2018** regulates the organization and functioning of bodies responsible for public security, creates the national public security and social defense policy and establishes the **Unified Public Security System (SUSP)**. This system aims to preserve public order and security through the coordinated action of public security and social defense bodies of the Union, states, Federal District and municipalities.

SUSP promotes a uniform architecture for public security at the national level, facilitating information sharing, integrated operations and collaboration between federal, state and municipal public security structures. Responsibility for public safety remains with states and municipalities, while the Union establishes shared guidelines across the country.

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The Ministry of Justice and Public Security plays a central role in SUSP, which includes bodies such as the Federal Police, Federal Highway Police, civil and military police, National Public Security Force, military fire departments, criminal police, municipal guards and other strategic and operational members.

Furthermore, the SUSP Law determines the preparation and implementation of the National Public Security and Social Defense Plan, which guides strategic actions, goals, priorities and indicators for the sector. The fight against criminal groups, the reorganization of the prison system, the fight against corruption and the financing of crime, such as trafficking in firearms, ammunition, drugs and illegal work, are among the priorities.

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To promote integration and efficiency in SUSP, integrated action protocols and integrated centers are established, aiming to maintain order, comply with legal duties and operate specific events. The Integrated Border Operations Center (CIOP) was inspired by the Fusion Center in the United States and allows various agencies from three levels of government to share information and coordinate specific missions, such as monitoring borders and combating smuggling and trafficking.

The integrated action plans are developed along with the participating institutions and guide the integration between the bodies. The **National Doctrine of Integrated Public Security Action** standardizes and guides the processes of planning, execution, monitoring, evaluation and consolidation of integrated public security and social defense actions and operations in Brazil.

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Furthermore, Integrated Management Offices (GGI), especially at the borders, facilitate the joint work of institutions, promoting cooperation and situational leadership. The **National Border Security Program (VIGIA)** strengthens prevention, surveillance and inspection at borders through the integrated action of public security, customs control, defense and inspection bodies, using management and governance methodologies.

VIGIA includes integrated operations, public officers training, acquisition of appropriate equipment and the development of action protocols. The focus is on the human being who operates, encouraging a sense of belonging and appreciation for operators, which results in greater motivation and efficiency.

As a result, the VIGIA program contributed significantly to the fight against organized crime, with record drug seizures and billion-dollar losses to criminal groups. Cooperation between security forces, combined with management focused on human beings, has been fundamental to the success of this program and the improvement of public security in Brazil.

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In summary, cooperation in the public security institutional environment is essential to face complex challenges. **Governance**, the **integration** of bodies, the creation of **action protocols** and the **appreciation of professionals** are key elements to achieve positive results and promote the society security.



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