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## Public Fundraising in the Military Police of Amazonas: an analysis of the potential and challenges of parliamentary amendments.

*Public resource acquisition in the Military Police of Amazonas: an analysis of the potential and challenges of parliamentary amendments*

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### Summary

This article analyzes the acquisition of public funds by the Military Police of Amazonas (PMAM), focusing strategically on Parliamentary Amendments, seeking to describe the process and evaluate its viability in light of the institutional budgetary scenario. The PMAM faces severe financial pressure, with more than 96% of its budget committed to personnel expenses (LOA-AM, 2024), drastically limiting investments in equipment, infrastructure, and technology.

Using a qualitative methodology, with bibliographic and documentary research (Public Security Yearbook, LOAs and Complementary Law No. 216/2021), the research demonstrates that the execution of state amendments has an imperative character. However, the hypothesis of an extremely bureaucratic process was confirmed, not due to a lack of political will, but due to the requirement of technical excellence to overcome the Technical Impediments (Article 9 of LC 216/2021), such as project incompatibility and poor management of deadlines and agreements. In this way, Parliamentary Amendments are the main lever for the modernization of the PMAM (Military Police of Amazonas), but their success depends on the internal transformation of the corporation, suggesting the creation of a Project and Agreement Engineering Center to ensure that resources translate into greater operational efficiency and public safety for the population of Amazonas.

**Keywords:** Fundraising. Parliamentary Amendments. Military Police of Amazonas. Public Management. Public Security.

### Abstract

This article analyzes the public resource capture by the Amazonas Military Police (PMAM) with a strategic focus on Parliamentary Amendments, seeking to describe the process and evaluate its feasibility against the institutional budgetary scenario. The PMAM faces severe financial pressure, with over 96% of its budget committed to personnel expenses (LOA-AM, 2024), drastically limiting investments in equipment, infrastructure, and technology. Using a qualitative methodology, with bibliographic and documentary research (Public Safety Yearbook, LOAs, and Complementary Law n. 216/2021), the study demonstrates that the execution of state amendments is mandatory. However, the hypothesis of an extremely bureaucratic process was confirmed, not due to a lack of political will, but to the demand for technical excellence required to overcome Technical Impediments (Art. 9 of LC 216/2021), such as project incompatibility and poor management of deadlines and covenants. It is concluded that Parliamentary Amendments are the main lever for PMAM's modernization, but its success depends on the corporation's internal transformation, suggesting the creation of a Project and Covenant Engineering Unit to ensure that the resources translate into greater operational efficiency and public safety for the Amazonian population.

**Keywords:** Resource Capture. Parliamentary Amendments. Military Police. Public Management. Public Safety.



## 1. INTRODUCTION

History shows us that police forces emerged to meet the need for protection, security and defense of human life, as well as ensuring the preservation of property, being a force auxiliary to the armed forces, as provided for in the Federal Constitution of 1988 (BRAZIL, 1988). Police officers play a dual role: they combat crime and offenses while protecting citizens. This occurs both through preventive action to avoid disturbances to public order (police) both in overt policing and in the resolution and investigation of conflicts and crimes, in this case, the civil police. (AMAZONAS, 2023, SILVA, 2006). The Military Police plays the role of visibility, policing uniformed, with marked vehicles, equipment, and identified with symbols of a corporation with a larger staff than the judicial police and greater contact with the population.

According to historical data from the Military Police of Amazonas, in the year 1887, during the time of During the imperial period, through Law No. 761 of June 16, a new name and reorganization was given to... Amazonas Police Corps (AMAZONAS, 2018). On January 13, 1890, already under the law Federative Republic of Brazil (September 7, 1889), through Decree No. II, the Police Corps is dissolved. and a Military Security Battalion was created (MENDONÇA, 1993). It was later named State Military Regiment; and Military Battalion. In 1935, through Law No. 55 of December 31 The State Police Force was reinstated. Finally, the Military Police of Amazonas on the 14th of November 1938, this is how the Military Police came into being, according to Law 1154 of 1975. It is an institution dedicated to maintaining public order in the State, and is considered a force. auxiliary, Army reserve (MENDONÇA, 1993).

The Military Police of Amazonas, like other state public sectors, relies on limited financial resources, resources allocated through normal channels, that is, through law. Annual budget allocations are, more often than not, insufficient to overcome the challenges that arise. considering the growing demand in various aspects and ever-increasing requirements for the sectors public and Amazonian society itself, and this directly reflects on the ability to fulfill the Strategic planning of the institution (LOA-AM, 2024).

It is of fundamental importance to seek resources from alternative sources and adopt processes. efficient solutions to meet needs and demands. This will allow for the continued implementation of projects and, consequently, will increase the internal resources of the institutions, ensuring the maintaining and strengthening its organizational structure, contributing to its sustainability (GALMIRETE, 2023). In addition to guaranteeing the resources needed to achieve the goals and execute the activities and the institution's own promotion, making it better known to diverse stakeholders, stronger, more active and effective (MJSP, 2023).

Finally, this study aims to implement projects within the scope of policing. Military personnel from Amazonas seeking funding, with a focus on resources from amendments.



parliamentarians.

Considering the importance of providing resources for the Military Police of Amazonas to increase its annual budget through projects and raising public funds, increasing the quality of services provided by the institution and the internal improvement of the PMAM itself and its Human resources, this research proposes the following guiding question for this project: How Describe the fundraising process for the Military Police of Amazonas, focusing on... Raising funds through parliamentary amendments?

## **2. SOURCES OF FUNDING FOR THE MILITARY POLICE FROM THE AMAZON.**

The Military Police of Amazonas, like other state public sectors, relies on limited financial resources, resources allocated through normal channels, that is, through law. Annual budget allocations are, more often than not, insufficient to overcome the challenges that arise. considering the growing demand in various aspects and ever-increasing requirements for the sectors public and Amazonian society itself, and this directly reflects on the ability to fulfill the Strategic planning for the institution is therefore of fundamental importance. Utilize resources from alternative sources and adopt efficient processes to meet needs and demands.

According to Galmirete (2023), sources of financial resources “are those that These consist of means of coordination aimed at mobilizing resources, whether they be transfers or financial investments, for financing projects or programs in the public sector (GALMIRETE, 2023, p.03).

The sources of funding can originate from public bodies or federative entities, and are divided according to their nature and purpose, they are classified as mandatory or discretionary. Mandatory resources are linked to constitutional or legal provisions. In the case of constitutional principles are based on articles 21, item XIV, and 157 to 162 of the Federal Constitution. that govern intergovernmental transfers, or transfers between entities of the federation (BRAZIL, 1988). The Legal remedies, in turn, are governed by specific legislation and can be executed by through automatic transfers, special transfers, or via fund-to-fund mechanisms, between different spheres of government (GALMIRETE, 2023).

When discussing discretionary resources, we must bring up the provision in Article 25 of... Fiscal Responsibility Law No. 101 of May 2000:

For the purposes of this supplementary law, voluntary transfer is understood to mean the delivery of current or capital resources to another entity of the Federation, by way of cooperation, aid or financial assistance, which does not arise from a constitutional or legal mandate (...). (BRAZIL, 2000).

The mobilization of public resources from these sources contributes to the



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Strengthening, expanding, and optimizing the activities of public bodies, aligning with as set forth in Article 144 of the 1988 Federal Constitution, which assigns to the State the duty to ensure public safety, recognized as a right and a shared responsibility for all society.

This context highlights the need for robust strategic planning guidelines and of a more efficient and integrated coordination between the different bodies and spheres of government. A Enhanced coordination and cooperation are crucial for the effective implementation of policies. security, ensuring the preservation of public order and the protection of property and integrity. of the citizens.

Given the need to strengthen public safety, and in this case, the Military Police of In Amazonas, attracting resources will certainly contribute to modernization and appreciation. Professional. Modernization is linked to the idea of acquiring movable, immovable, and technological assets. with the intention of re-equipping the institutions; in terms of professional development, the purpose lies in Continuous training, including attention to the professional's health.

So much so that in Decree No. 45,319, of March 18, 2022, which deals with the State Plan of Public Security and Social Defense 2021-2030 of Amazonas, and other provisions, says the article. 2, item XI: *"to promote physical, mental, and psychosocial health, as well as to foster the training of public security system employees"* (AMAZONAS, 2022). It can be observed that seeking Resources go far beyond the material realm of consumption, extending into the areas of skills development and well-being. to be, through professional development (GALMIRETE, 2023).

Raising funds offers strategic benefits but also some operational challenges. In general, investment funds enable public bodies to access resources. substantial financial resources, essential for the performance of their social functions, allowing for a More robust and targeted allocation. Decentralization in the application of these funds grants autonomy for managers and institutions to use the resources in a customized way, adapting them. tailored to local and contextual needs, which improves results evaluation and efficiency in... Implementing projects, making them more aligned with public policies and institutional goals. Thus, funds serve the role of directing resources to specific and strategic purposes. ensuring that investments have a concrete and measurable impact.

However, the fundraising process faces significant limitations, including one... intense bureaucracy and strict requirements for formalizing agreements or transfer contracts, which, Combined, these factors increase the risk of making the project unfeasible and even losing funding. previously raised funds — a significant loss considering the importance of this financing. for the proposing institutions (GALMIRETE, 2023).

At the federal level, the Unified Public Security System (SUSP), created by [name missing], stands out.



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Ministry of Justice and Public Security. The SUSP is designed to finance programs and projects.

specific, promoting both funding and investments that ensure coordinated action.

and coordinated among public security agencies. It uses standardized measures and a structure

integrated national coordination to strengthen public security in different spheres and contexts.

regional.

Within the Judiciary, the National Council of Justice, through Resolution

Decree No. 154/2012 establishes the availability of raising funds from sources composed of applications.

of pecuniary penalty by the Criminal Justice system and application of pecuniary penalties by the Justice system.

of Work.

In addition to the National Public Security Fund, resources can be sought from...

The National Anti-Drug Fund (FUNAD), established by Law No. 7,560/1986, which suffered

changes through Law No. 13,886 of October 17, 2019; the changes were in the direction of

accelerated the allocation of resources that make up FUNAD (BRAZIL, 2019).

Within the state executive branch, fundraising can occur directly or indirectly.

through ordinary resources within the State budget or extraordinary resources, outside the law.

budgetary, in other bodies the same way, in the Legislative Branch the resources may be

achieved through parliamentary amendments, as provided for in Article 166, §3 of the Constitution.

Federal amendments that may be proposed by a Senator or Federal Representative through an individual amendment.

or collective or even committees made up of members of the Senate or Chamber of Deputies

Federal Deputies (BRAZIL. 1988).

Along the same lines, state parliamentary amendments basically follow the same pattern.

criteria for federal parliamentary amendments, but only within the scope of the Legislative Assembly.

State-level. And in this research, we will focus on these sources of funding, given the

research problem.

### **3. BUDGETARY PROFILE THAT MAKES UP THE POLICE'S ANNUAL PLANNING**

#### **Military personnel from Amazonas.**

To carry out this analysis, the Annual Public Security data for the year 2023 was examined.

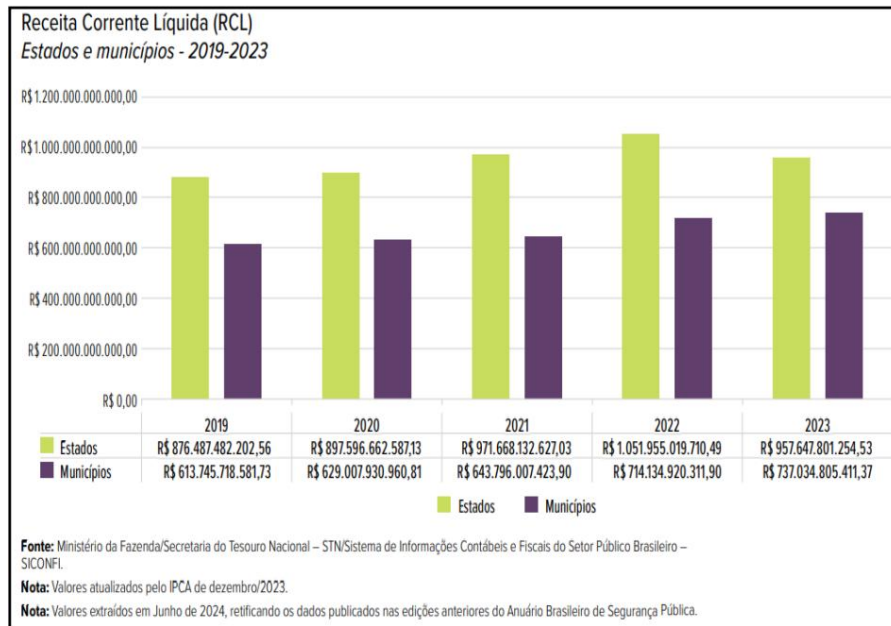
based on the Net Current Revenue of states and municipalities from 2019 to 2023, if

"If we analyze the total public security expenditures of the Brazilian states in 2023, we see that despite the..."

Despite a drop in net current revenues of 8.9% between 2022 and 2023, state expenditures had...

"an increase of 3.6% during this period" (FBSP, 2023).

FIGURE 01 – Net Current Revenue



The graph presented demonstrates the evolution of the Net Current Revenue (NCR) of states and municipalities between 2019 and 2023. During this period, the states saw their RCL grow from approximately R\$876 billion in 2019, peaking at R\$1.05 trillion in 2022, before a slight decline in 2023. (FBSP, 2023). Municipalities also experienced continuous growth, reaching approximately R\$737 billion in 2023. During the same period, the states increased their Spending on public security increased by 12%, rising from R\$ 98.4 billion in 2019 to R\$ 110 billion in 2023 (FBSP, 2023). This growth reflects the need to improve policing and facing growing challenges, such as the increase in violence and crime in various regions from Brazil.

Despite the increase in RCL, it is observed that states are facing challenges in maintaining Fiscal balance is crucial, given that some of the additional resources need to be allocated to other areas. Critical areas include health and education. Public safety expenses represent a significant pressure. constant in the budget, especially during times of increased demand for preventative policing and Strengthening public security infrastructure (FBSP, 2023).

The data indicated by the Public Security Yearbook, for the years 2022 and 2023, regarding expenses. public funds intended for the Public Security Function and its sub-functions, with emphasis on **Policing**, indicating the behavior of investments at different levels of government, the state of The state of Amazonas registered a 12% increase, going from R\$ 14.8 million in 2022 to R\$ 16.5 million in 2023, reflecting increased concern about security in the region, possibly due to challenges related to borders and crime (FBSP, 2023).


When comparing data related to Public Expenditures by Federative Unit, The state of Amazonas stands out for its reduction in expenses, unlike other states.

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The state of Amazonas experienced a 3.6% reduction, going from R\$ 2.785 billion in 2022 to R\$ 2.685 billion. In 2023, the reduction in expenses in Amazonas may indicate fiscal constraints and cuts in investments. or an attempt at budget adjustment, which could directly impact sectors such as security. public (FBSP, 2023).

And data from the Public Security Forum corroborate the indicative data from the Police. Amazonas Military, in a brief analysis, as this could be the subject of a more in-depth study, the Law No. 6,672, of December 29, 2023, the so-called Annual Budget Law - LOA, provides for from current treasury sources of 1,313,100,000 (values in R\$ 1.00), and other current sources of 184,000 (values in R\$ 1.00), **totaling 1,313,284,000** (values in R\$ 1.00) (AMAZONAS, 2023).

**Table 01 - 2024 Budget of the Military Police of Amazonas.**

 Governo do Estado do Amazonas Orçamento 2024 Demonstrativo da Despesa por Unidade Orçamentária e Categoria Econômica Poder Executivo - Administração Direta/Indireta								
Órgão / Unidade Orçamentária	Fontes do Tesouro		Outras Fontes		Total			%
	Corrente	Capital	Corrente	Capital	Corrente	Capital	Geral	
22103 Polícia Militar do Estado do Amazonas	1.313.100.000	-	-	184.000	1.313.100.000	184.000	1.313.284.000	4,84

Valores em R\$ 1,00

Source: Law No. 6,672, of December 29, 2023.

The publication in the State Official Gazette No. 35133 of December 29, 2023, contained a Summary of the financial budget for the Military Police of Amazonas, for the years 2023 and projection. for 2024, according to LOA 2024:

**Table 02 – Personnel Expenses and Other Charges.**

Governo do Estado do Amazonas Orçamento 2024 Quadros Complementares Quadro XII Evolução do Grupo de Despesa Pessoal e Encargos Sociais, por Poder e Unidade Orçamentária					
R\$ 1.000,00					
ESPECIFICAÇÃO	EXECUTADO 2021	EXECUTADO 2022	PROJEÇÃO 2023	ORÇAMENTO 2024	
22000 Secretaria de Estado de Segurança Pública	1.887.325	2.094.899	2.199.587	2.176.000	
22101 Secretaria de Estado de Segurança Pública	32.625	39.889	40.365	44.000	
22102 Polícia Civil do Estado do Amazonas	661.426	720.398	731.063	730.000	
22103 Polícia Militar do Estado do Amazonas	1.026.852	1.142.624	1.207.356	1.208.000	


Source: Law No. 6,672, of December 29, 2023

Based on the data presented, we can develop an analysis of the structure.

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budget of the Military Police of Amazonas (PMAM), identifying possible points of Imbalance and challenges for the efficient management of resources; it is observed that budget values Annual figures vary very little from one year to the next; from 2023 to 2024, there was an increase of 4.84%.

**Table 03 - Expenditure Schedule of the Military Police of Amazonas**

 Governo do Estado do Amazonas Orçamento 2024 Demonstrativo da Despesa por Programa e Ação Poder Executivo			Valores em R\$ 1,00	
Esfera/Programa/Órgão/Tipo Ação/Unidade/Ação	Produto (unidade)	Qtd	Valor	
22000 SECRETARIA DE ESTADO DE SEGURANÇA PÚBLICA				
Atividades				
22103 POLÍCIA MILITAR DO ESTADO DO AMAZONAS				
2001 Administração da Unidade	Unidade administrada (Un)	81	12.088.771	
2003 Remuneração de Pessoal Ativo do Estado e Encargos Sociais	Servidor público estadual remunerado (Un)	87	6.620.000	
2004 Auxílio-Alimentação aos Servidores e Empregados	Servidor assistido (Un)	87	1.000	
2005 Remuneração do Pessoal Ativo (Militares) do Estado e Encargos Sociais	Servidor público militar remunerado (Un)	9.350	1.266.480.000	
2087 Administração de Serviços de Energia Elétrica, Água e Esgoto e Telefonia	Unidade administrada (Un)	81	1.643.046	
2643 Ampliação, Modernização e Manutenção da Infraestrutura Tecnológica da Informação e Comunicação	Contrato firmado (Un)	1	97.318	
- PRODAM				

Source: Law No. 6,672, of December 29, 2023

Based on an analysis of tables 01, 02, and 03, the General Budget and Resource Allocation of the PMAM (Military Police of Amazonas)

It happens like this:

- Total budget value: R\$ 1,313,284,000.
- Personnel remuneration expenses: R\$ 1,266,480,000.
- Number of employees: 9,350 (total payroll of the PMAM).

With 96.4% of the budget (R\$ 1,266,480,000) allocated to payroll, the majority

Most of the resources are committed to police salaries and benefits. This leaves little room for...

Investments in other operational and maintenance areas.

Performing this calculation of the average cost per employee: cost per employee =

**1,266,480,000 / 9,350 ÷ \$135,400 per year** or approximately ÷ R\$135,400 per year. This value

This seems reasonable, considering typical public sector salaries for Military Police officers, given

The great risk that each police officer runs when performing their legal duty, including the possibility of losing their job.

Life in combat, this issue ends up somewhat limiting the ability to recruit new personnel.

effective measures and the implementation of adjustments, and requires greater sensitivity on the part of government officials to ensure such a sensitive area of society (LOA-AM, 2024).

In the case of Operating Expenses, Miscellaneous Services, Daily Allowances and Services

Contracted expenses: R\$ 977,037,771.72, according to information on the transparency portal.

They indicate costs related to operational activities, personnel travel, and maintenance of

equipment and infrastructure. However, the sum of personnel and operational expenses results

In this case: 1,266,480,000 + 977,037,771.72 = 2,243,517,771.72. This exceeds the budget by R\$

1,313,284,000, indicating a possible deficit or need for additional resources.



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(LOA-AM, 2024).

One very positive aspect is the high level of commitment to staff: With over 96% of budget allocated to salaries, the capacity to invest in new technologies, vehicles, and Equipment availability becomes quite limited. This also affects the ability to perform maintenance. adequate, generating an apparent operating deficit: Additional expenses for per diem and services exceeding the total budget, therefore PMAM is resorting to supplementary credits or funds. emergencies, which may carry a risk of budget constraints to address unforeseen or new events. public safety demands (LOA-AM, 2024).

The PMAM faces significant challenges in terms of budget management, with the largest part of the resources are committed to personnel and a possible deficit in operating expenses, and that This could even affect employee pay as well. To ensure financial sustainability And to improve the efficiency of services, it will be essential to adopt cost control measures and seek... alternatives for expanding resources and modernizing operations.

Furthermore, the growth in state revenues has not kept pace with the... Increased spending across all areas suggests a need for prioritization and management. efficient use of resources allocated to security. Even with this increase in policing, the states They need to deal with the balance between preventive and repressive security, while also investing. in more modern security technologies and programs.

In this way, with a budget deficit, the PMAM could invest in measures to To increase efficiency, for example: public-private partnerships for equipment maintenance, use of Technology (drones, cameras) to compensate for the lack of personnel in strategic areas.

Optimizing Expenses with Per Diems and Contracts: Review maintenance contracts to avoid overbilling, reduce the use of excessive per diems through more efficient planning of Operations, in addition to diversifying funding sources: seeking federal resources or partnerships with public safety programs, such as the National Public Safety with Citizenship Program (Pronasci), as well as the famous parliamentary amendments.

#### **4. RESOURCES FROM PARLIAMENTARY AMENDMENTS.**

Parliamentary amendments, as described by the Federal Senate, constitute instruments. through which legislators can intervene directly in the allocation of public resources, adjusting the budget proposal submitted by the Executive Branch. This mechanism allows parliamentarians to... modify, delete, or add specific line items to the budget bill, with the with the intention of fulfilling political commitments made to states, municipalities, or institutions.

The 1988 Constitution restored to parliamentarians the right to propose amendments, something that It did not exist in previous constitutions. The constitutional rule establishes that: Art. 166, § 3º As



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Amendments to the annual budget bill or to bills that modify it can only be

Approved if: I. They are compatible with the multi-year plan and the budget guidelines law;

II. Indicate the necessary resources, admitting only those originating from the cancellation of expenses.

excluding those that apply to: a. appropriations for personnel and their related expenses; b. debt service; c.

Constitutional tax transfers to States, Municipalities and the Federal District; or III - Be

related to: a. correcting errors or omissions; or b. the provisions of the draft text.

by law.

In other words, it is through amendments that parliamentarians are able to improve the budget proposal presented by the Government, with the aim of improving the allocation of funds. public. In this sense, the direct participation of parliamentarians in these decisions is done through amendments.

Amendments are classified as Individual Amendments and Collective Amendments, and they receive these names. because they are implemented through the Federal Budget project, being voted on annually by Federal deputies and senators for the following year. Individual amendments are requested from a Each Federal Deputy or Senator may finance a public work or project, according to... established in article 166-A of the Federal Constitution of 1988, "The mandatory individual amendments, (...), they may allocate resources to States, the Federal District and Municipalities."

Collective amendments, on the other hand, are presented by a group of parliamentarians and are called... The term "amendment by caucus" refers to the state caucuses in Congress, meaning they are introduced by... parliamentarians from the same state, regardless of their political parties, with the intention of financing projects that will benefit the local population; as for committee amendments, these derive from consensus of the parliamentarians gathered in the permanent committee of each of the Houses of Congress. National (GALMIRETE, 2023).

The presentation of a a total of 6,575 individual and collective amendments to the 2023 Budget (PLN32/22), totaling amount of R\$ 234,300,000,000.00, for the area of Justice and Public Security the total of R\$ 67,500,000.00. Therefore, to utilize this source of funds, the agency must formulate its projects based on Federal Government Communication No. 04/2023 and present to a member of parliament, to to the bench or to the committees (GALMIRETE, 2023). Following this, the amendment will be indicated to... budget; after approval, based on Federal Government Communication No. 04/2023, opens- if the schedule for implementing individual or collective amendments to be registered in TransfereGov Platform. The initial deadline for disclosing the approved amendment projects for the The transfer is scheduled for 2023, but will take place at the end of March 2023, through the TransfereGov platform.

Within the Legislative Assembly of the State of Paraná, the rules remain practically the same. Parameters for presenting amendments at the federal level. The difference lies in the fact that...



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In Paraná, state amendments are not mandatory; their implementation depends on the Executive branch.

of the payment, which in this case will depend on budgetary availability (GALMIRETE, 2023).

From a technical standpoint, the amendments give the Legislative Branch the ability to influence the distribution of financial resources within certain constitutional and legal limits, directly impacting the formulation and execution of public policies. Amendments can both expanding appropriations can be done as well as restricting them, not limiting itself solely to increasing expenses, even though this is the most common practice. For an amendment that adds resources to be approved, it is mandatory to indicate a source of budgetary compensation, whether through the cancellation of other funds. Expenses that were previously planned can be offset by the inclusion of new revenues, thus ensuring fiscal balance.

In recent years, due to successive budgetary constraints, such as the establishment of the spending cap, and due to the expansion of the scope and volume of amendments in the legal framework, these amendments have come to play a crucial role in parliamentarians' allocation of public resources. They have become a strategic mechanism for agencies and entities of Federal Public Administration, including institutions within the Federal Education Network, Professional, Scientific and Technological Research Institutions (RFEPCT), which use these amendments to mitigate the imposed budgetary constraints. This dynamic, while increasing budgetary flexibility, it can also generate distortions in the allocation of resources, depending on the nature and quality of the... proposed amendments, highlighting the need for more strategic budget management and thorough.

Like other sources of funding, parliamentary amendments are... These are important because the goal is to benefit a local region of the state, thereby potentially directing financial resources towards public safety and guaranteeing public order (GALMIRETE, 2023).

#### **4.1. The Mandatory Nature of State Parliamentary Amendments in Amazonas**

While the study on the nature of the amendments in Paraná pointed to their non-Despite its imposing nature, an analysis of Amazonas' legislation confirms a more rigid regulatory framework and advantageous for the PMAM. The State of Amazonas, aligned with the federal trend, established the mandatory implementation of their parliamentary amendments.

Complementary Law No. 216, of September 8, 2021 (AMAZONAS, 2021), regulates the budgetary and financial execution of mandatory parliamentary amendments, both individual and collectives, subjecting them to principles such as impartiality, equity, objectivity and legality (Art.

1) Article 2 of the aforementioned Supplementary Law is emphatic in determining that, in financial planning, Amendments that are ready for implementation must be carried out proportionally, prohibiting any omission or preference in execution.

Article 11 reinforces this commitment by making the pledge of all amendments mandatory.



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(individual and collective) that are free from technical impediments, and those should not

Financial transactions executed during the fiscal year must be mandatorily registered as outstanding payments (Art. 12).

ensuring that the resource is not canceled at the end of the fiscal year.

Despite its mandatory nature, Complementary Law No. 216/2021 reveals the bottlenecks.

bureaucratic factors that support the research hypothesis. The amendments only lose their binding character.

in cases of insurmountable technical impediments (Art. 9). These impediments are the core

due to the difficulty faced by the PMAM (Military Police of Amazonas), as they require the institution to possess high technical capacity.

for the development and management of projects.

Article 9, § 1, lists the main technical impediments that require close attention from

PMAM and demonstrate the bureaucracy of the process: a) incompatibility of the proposed object with the

purpose of the budgetary action; b) lack of thematic relevance between the object and the purpose

institutional of the beneficiary entity (PMAM); c) lack of reasonableness of the proposed value or

Incompatibility with the execution schedule; and) Failure to provide additional information or adjustments.

requested in the proposal or work plan.

Therefore, the bureaucracy of the process no longer resides in the political will of the Executive (because the

The law guarantees execution (unlike the case of non-binding amendments), but rather relies on capacity.

technical and administrative skills of PMAM in developing, executing, and managing projects that meet the requirements

fiscal and relevance requirements stipulated by the legal framework of Amazonas, under penalty of the amendment being...

technically prevented from performing.

## 5. MATERIALS AND METHODS

This research is anchored in a qualitative research approach, given its subjective nature and

intersubjective, however, there is quantitative data that has been used to aid in the discussion of

In qualitative research, the focus is on the process, not the results.

analyzing the actions of the subjects involved through descriptive data (FRASER and GODIM, 2004; LÜDKE and ANDRE, 2014; SEVERINO, 2007).

Regarding the meaning of the subjective, it is understood as what goes on in a person's mind.

And as for the intersubjective, it "refers to the set of rules and norms that favor the

sharing of beliefs from a specific sociocultural context (FRASER and GONDIM, 2004,

p. 141).

The methodology used is bibliographic and documentary research. According to Gil (2007), this

Research can be defined as systematized studies developed based on material.

Published in books, magazines, and online, that is, material accessible to the general public.

Methodology is a stage in which the procedures used for the elaboration are described and analyzed.

from work.



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According to Lakatos and Marconi (2005), bibliographic research comprises the survey of all the literature already available on the subject in question, allowing the researcher to have access. direct and comprehensive in relation to the accumulated knowledge on the subject. In the present work, the research was aimed at identifying and relating determining factors that influence both project development as well as fundraising processes, seeking to understand how These elements interconnect in practice.

Documentary research and bibliographic research share methodological trajectories. similarities, which can make it difficult to distinguish between the two. While bibliographic research It is based on sources that have already been organized and analyzed, such as books and articles. While scientific literature is found in libraries, documentary research encompasses a wider variety of... Scattered materials that have not yet been analytically processed. These materials include everything from tables statistics, newspapers and magazines, official documents, letters, photographs, films and other records. visual and textual elements that have not undergone formal interpretive processing (FONSECA, 2002).

Documentary research was crucial for constructing the budget diagnosis and analysis. of the regulatory framework governing fundraising. The documentary corpus analyzed encompassed, In detail, the following legal instruments and strategic reports focusing on the State of Amazonas: a) the Brazilian Yearbook of Public Security (2023 edition), used for the analysis. macroeconomic data on state spending on public security; b) the Annual Budget Laws (LOA) of Amazonas (Law No. 6,672/2023, referencing the years 2023 and 2024), essential for detailing. from the PMAM's deficit budget profile, especially the allocation of resources to personnel; c) the Decree No. 45.319/2022, which establishes the State Plan for Public Security and Social Defense 2021-2030 from Amazonas, to contextualize the strategic and modernization needs of the institution; ed) the provisions of the Budget Guidelines Law (LDO) and the Annual Budget Law (LOA) state-level regulations concerning the implementation of the State Parliamentary Amendments of Amazonas. This analysis Specifically, in conjunction with the theoretical framework on federal taxation, this allowed for an evaluation of the degree of difficulty and the bureaucracy inherent in the process of securing amendments at the state level, providing the necessary empirical weight to debate the central hypothesis of the work.

An exploratory approach was also used, aimed at broadening the understanding of researcher on the investigated topic and to provide essential elements that can assist in resolution of the research problem. It then adopted a descriptive character, directed towards a A detailed analysis of the phenomenon in question. In this descriptive phase, the study aims to answer questions. fundamental aspects such as who, what, how much, when, and where, focusing on meticulous observation. of the phenomenon in order to interpret it with precision and analytical rigor (RUDIO, 2002).



## 6. RESULTS AND DISCUSSION

The results of the budget analysis (Section 7.2) confirmed the severe financial pressure regarding the Military Police of Amazonas (PMAM), characterized by the majority allocation of resources in personnel costs (historical average of 75%), and due to the substantial difference between the budget ordinary fixed budget (LOA-AM, 2024) and the volume of operational expenses incurred. This limitation Valid budgetary considerations under the urgent need of the Amazonas Military Police to optimize the recruitment of Extraordinary resources for equipment purposes, which is the central variable of this study.

The discussion therefore focuses on how the PMAM can overcome the obstacle of capacity to manage agreements in order to transform the financial potential of amendments parliamentarians involved in public security projects implemented. As KOPITKE (2017) points out, the Strengthening an adequate state capacity lies in the combination of skilled management, public institutions and human and financial resources are essential elements for the effectiveness of security policies.

Despite the guarantee of execution of the state amendments (Complementary Law No. 216/2021 of In Amazonas, the process of converting budgetary value into goods or services is...

Administratively dense, a streamlined execution of the amendments would strengthen the system. institutional, representing the main operational challenge, and understanding it is the first step.

For the internal improvement of the PMAM (Military Police of Amazonas), the process is listed below in a simplified form:

**a) Amendment Indication:** The Member of Parliament allocates the funds, indicating the purpose (e.g., acquisition) of vehicles or equipment).

**b) Admissibility Analysis and Work Plan:** PMAM formalizes the acceptance and prepares the Plan. Detailed work. In this stage, the compatibility of the object with the security policies and the The competence of the implementing unit is verified.

**w) Technical Analysis:** The regulatory body examines the documentation, verifying its feasibility. Technical aspects, budgetary adequacy, and schedule. Lack of detail or budgets. Inconsistencies generate a Technical Order Impediment, the main point of attention.

**d) Unblocking and Execution:** With technical approval, the resource is released and PMAM can begin. the bidding procedures.

and) **Accountability:** In the end, accountability is mandatory. Incorrect management at this stage it may lead to the rejection (return) of the funds (NATIONAL SECRETARIAT OF PUBLIC SECURITY, 2021), highlighting the need for rigor.

Analysis of this flow demonstrates that the key to success lies not in fundraising (a political act), but in the efficient management of projects and in the ability to overcome technical impediments (act (administrative). The challenge, therefore, is not criticism, but rather the recognition of the need for Investing in the administrative specialization of the PMAM (Military Police of Amazonas) to ensure that the funds raised reach...



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at the forefront of the police operation.

## FINAL CONSIDERATIONS

This study sheds light on the great importance of raising funds through amendments. Parliamentarians as an instrument for modernizing and enhancing the value of the Military Police of Amazonas. Data confirms that the PMAM's ordinary budget is mostly consumed by Personnel expenses urgently require alternative sources to cover the demands of Equipment and infrastructure.

The research concludes that the PMAM has a golden opportunity to reverse the scenario of Operational shortage. Complementary Law No. 216/2021 guarantees the mandatory execution of amendments, but it conditions success on technical excellence. Therefore, the next frontier for Strengthening public security in Amazonas lies in the internal transformation of the Military Police.

The solution proposed by this article is a call for the immediate structuring of a Core. Engineering Projects and Agreements within the Military Police of Amazonas. This proactive measure, focused on staff specialization and mastery of bureaucratic workflow (TransfereGov and platforms) (state-level), will ensure that the resources allocated by parliamentarians materialize into vests.

Ballistics, new vehicles, modernization of CICOMs (Integrated Centers for Communications and Operations) and ongoing training. The impact of such The initiative is straightforward: cutting through bureaucracy translates into greater security for the citizens of Amazonas. By ensuring that every real of the amendment is successfully implemented, PMAM not only strengthens its It improves structure, but it enhances its institutional credibility and the effectiveness of its ostensible mission. The path Modernization is paved by technical expertise.

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