

“Obsolescências e revitalizações nas instituições públicas”

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Instituições públicas

- Governança
- Políticas
- Judicial
- Administrativos

What is PA for?

Obsolescence symptoms

- PA is to Help in Program and Policy conceptualization
 - In capacity to adapt... in due time (and little change has occurred by comparison to what will occur)
 - Incapacity to provide forward thinking PP: quality of data and processing; proactivity; governance of inclusiveness
- PA is for Administration of P&P
 - Incapacity to do the proper implementation and administration (capacity level; accepting continuous change; integrity)

Administration reflects and responds to civil society

- PA is a reflection and a product of the society
- PA Could be too much tainted, attached and hostage ?
- Should PA be a leader?
 - Because PA has the means to look ahead
 - Because it's role is to enhance each one's capacity to realize its range of possibles
 - Because it is supposed to look over the parochial interests

What are the symptoms of Obsolescence

- Loss of legitimation (political and administrative)
- Conception
 - Late
 - Flaws
 - Uselessly costly
 - No citizen perspective
 - No real dialogue with civil society and no responsabilization / accountability

Symptoms of Obsolescence(cont.)

- Administration
 - Integrity
 - Red taping
 - Serving bureaucracy first
 - Service delivery issues
 - Corruption
 - Lost of purpose
 - Sedimentation of rules, procedures, jobs

Change is an unavoidable destiny

- If change cannot not occur: there is a real danger!
- Could occur too late
- Could be insufficient
- Could be ill conceived
- Could be overtly ambitious
- Is change aimed at revitalization?
- Homer-Dixon: The UPSIDE OF DOWN:
« Only people who are prepared will be able to exploit the trends or turn them around »

Why obsolescence occurs?

- Kind of unavoidable possibility: part of a lifecycle
- The cycle has phases
 - New and relatively adapted
 - Flaws begin
 - Complaints ignored
 - Lost of purpose
 - Need for a revisit
- The issue is the pace to get through the renewing: during that time...there is a loss

The Whys of obsolescence?

- Refusing to see things: flaws and impacts
 - Refusing to hear complaints
 - Refusing to think from outside the box
- Fear of civil society and of political masters
- Culture of cynicism inside the organization

The Whys' whys

- No real democracy and little information freedom
- Governance through orders and heroes instead of open and responsible governance
- Fear instead of leadership
- Complicity from comfortable elites

Negative effects of obsolescence

- Impacts negatively on education, health, legitimization, IDP
- Impacts on recruitment for quality people
- Poor competition of the National State vs others
- CHANGE IS A DO OR DIE THING

Revitalization as a change

- An essential need that appears always more rapidly
- Due to,
 - information technologies,
 - media coverage (24/7) and competition
 - international competition and
 - governance expectations
- Has to be: incremental,
 - continuous,
 - agile,
 - persistent

HOW?

- Get the real data
- Make lucid analysis
- Install social capacity to put issues on agenda and reflect the needs
- No fear to talk and discuss
- Communication initiatives are never enough
- Insist on real leadership from managers
- Bold implementation...but safe and participative



Last word

MUITO OBREGADO