The Challenge of Envisioning

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Woodrow Wilson Institute

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Touching base

• The “low hanging fruits era” is gone
• We need to understand
  – Who we are
  – What happened
  – Where we are
• Scarcity is a much better teacher than abundance
• Irreversible trends: social media & digital revolution
• The ascendance of nationalism and the decline of globalization impetus don’t help Brazil (eg: OECD)
The New Normal

• The general elections provide limited medicine
• The balance of powers shifted towards the Judiciary, the watchdogs (TCU & MPF) and House
• There are doubts if the renewal in the House will be bigger or smaller than usual (42/45%)
• Neither growth seems to be at the corner nor unemployment seems to present reductions
• There aren’t manifestos at hand to anticipate future courses of actions or national choices
A prisoner of short-termism
“The country of the future but ...”

• Improvisation as a national value
• The “jetinho” (knack): a controversial cultural asset
• A last minute nation
• Consolidated frontiers since the 19th century
• Lack of “real” neighbors (threat, competitor)
• Inward looking (as many other whales)
• Three top positions in global rankings: inequality, violence and protectionism
• Two top positions in global matters: environment and food security
At certain points of history ...

- Goals Plan
- Triannual Plan
- PAEG
- II National Development Plan
- Real Plan (a macroeconomic stabilization plan)
- Axes Report (late nineties – FHC II)
- Territorial Planning exercise 2007
- Brazil Three Times (Lula I)
- Brazil 2020 (Lula II)
- Sectorial plans (Transports, Power ...)
- Brazilian NDC at COP 21 (Dilma I)
The several cycles of the Strategic Affairs Secretariat

- **Collor**
  - Pedro Paulo Ramos Political Appointee)
  - Eliezer Batista (Political Appointee)
- **Itamar**
  - Almirante Flores (Military Forces)
- **FHC**
  - Embaixador Sardemberg (Diplomat)
- **Lula**
  - Gushiken Political Appointee)
  - Coronel Oliva (Military Forces)
  - Mangabeira Unger (Academic)
  - Samuel Guimaraes (Diplomat)
- **Dilma**
  - Mangabeira (Academic)
  - Daniel Vargas (Academic)
  - Marcelo Neri (Academic)
  - Moreira Franco Political Appointee)
- **Temer**
  - Hussein Al Kalout (Academic)
## Political culture & Administrative powers

<table>
<thead>
<tr>
<th>Low trust in the State</th>
<th>High trust in the State</th>
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<tr>
<td>Low trust in individuals</td>
<td>High Administrative Powers: Continental Europe (Germany, France, Italy)</td>
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<tr>
<td>High trust in individuals</td>
<td>Moderate Administrative Powers (USA)</td>
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Portugal & Espanha → América Latina
Why does short term “command”?

- Proximity with the President
- Aspiration to make a difference
- The temptations of doing politics
- Hidden agendas distinct from the mandate
- Lack of international references
- Ignorance of the role of the Long Term
- Deficit on strategic capacities
Why does the long run matter?
Dialoging with the future

• Self-awareness
• Scenarios
• Trends
• Transcending the urgencies of the present
• Backstaging
• Repositioning
• Strategizing
One eye in the future and the other in the present

• The 2030 Global Development Agenda
• 2022 = Two hundred years of Brazilian Independence
• Paris Agreement milestones
• 2050: restructuring the economy – Carbon
• National and International Calendars
Envisioning

• Critical mass, cumulativeness and consistency
• Platforms, networks and dynamism
• Complexity, tractability, qt + ql approaches
• Driving forces + choices
• Structural trends & Technological disruptions
• Dialogues:
  – International cooperation
  – Market forces
  – Third Sector
  – Academia