

The Challenge of Envisioning

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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

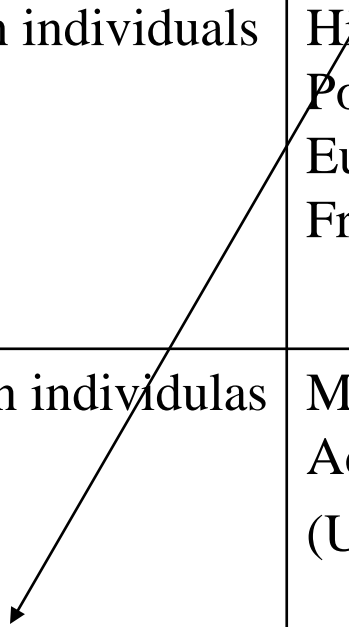
- Collor
 - Pedro Paulo Ramos (Political Appointee)
 - Eliezer Batista (Political Appointee)
- Itamar –
 - Almirante Flores (Military Forces)
- FHC
 - Embaixador Sardemberg (Diplomat)
- Lula
 - Gushiken (Political Appointee)
 - Coronel Oliva (Military Forces)
 - Mangabeira Unger (Academic)
 - Samuel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

Political culture & Administrative powers

	Low trust in the State	High trust in the State
Low trust in individuals	High Administrative Powers: Continental Europe (Germany, France, Italy)	Moderate Administrative Powers Nordic countries (Sweden, Norway, Denmark, Finland)
High trust in individuals	Moderate Administrative Powers (USA)	Low Administrative Powers: Westminster Style (UK Australia, New Zealand, Canada ...)

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