

STRATEGIC MANAGEMENT FOR DEVELOPMENT: EUROPEAN LESSONS FOR BRAZIL

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1. A Workshop on Strategic Governance for Development

A Workshop sponsored by the cooperation project “EUROBRASIL 2000” took place in Brasilia on 21-22 March 2007 in order to exchange experience between the EU and Brazil about strategic governance for development.

The participants from the Brazilian side were top officials working in:

- the Presidency of the Republic, in charge of long-term strategic planning;
- the Ministry of Planning and Budgeting;
- the Secretary in charge of the Economic and Social Council;
- other institutions such as the Congress and UNDP office in Brazil;
- officials in charge of strategic planning working at State level.

From the European side, an international consultant was invited, Maria João Rodrigues, taking into account her experience in designing and monitoring the Lisbon Strategy, now as special advisor to the European Commission. In order to prepare this workshop, this consultant has previously read the main Brazilian relevant documents as well as conducted several preparatory talks with her Brazilian counterparts.

The main purpose of the workshop was to develop a cross-fertilisation between this European experience of long term planning as well as its implications for:

- the design and implementation of a development agenda, involving the civil society;
- the definition of a medium-term plan and budget.

With this purpose, the workshop was deployed in the following topics:

1. Long-term strategic planning: main concept and tools used in the EU. Presentation of the Lisbon Agenda;
2. The institutional framework for long-term strategic planning in the EU. The role of the Council, the European Parliament and of the European Commission in defining the strategy guidelines;

3. The approach to strategic governance;
4. Developing multi-level governance;
5. The role of the open method of coordination;
6. Case study: social and civil dialogue as tool to design and implement social inclusion policies;
7. Strategic planning in Brazil: story and possible future developments taking into account the European experience.

We are joining in annex the documents and the PowerPoint provided by the expert and translated into Portuguese.

2. Final note on the international cooperation of the European Union – for a more knowledge intensive approach

This kind of more systematic, regular, knowledge-intensive line of cooperation, addressing the central issue of a comprehensive strategy of development, can not only be very useful for Brazil but also to improve the general consistency of the cooperation going on with the EU in more specialized fields (such as industrial, employment, social inclusion, environmental policies).

The EU policy for international cooperation can move for a new more effective stage if a better coordination is ensured between the various relevant policies and between the European and national initiatives. The recent proposal by the European Commission on the EU Development policy seems to be an important step in this direction (COM (2005)311 final): shared principles, priority action themes and common guidelines are proposed. This will create a new basis for the EU strategy papers, work plans and road maps regarding each partner country, to be defined for the next period of the EU international cooperation.

Nevertheless, this new stage will be more demanding in strategic management and, therefore, a more knowledge-intensive approach will be required. Some cooperation instruments should be improved in order to ensure a more effective relationship with some of the key target groups in the partner countries, notably:

- policy-makers;

- influential think-tanks;
- researchers;
- civil society (business organisations, trade unions, NGOs, etc.).

Cooperation for development requires a more intensive and regular exchange of expert knowledge with these target groups.

ANNEXES:

- Mission schedule
- PowerPoint Presentation
- Background papers by Maria João Rodrigues on Strategic Governance for Development