Hello, good morning everyone, welcome to "fronteiras e tendências" I am Camila Medeiros, General Coordinator of Management of knowledge, technology and awards of ENAP.

For those who do not know yet, the ENAP, "fronteiras e tendências" is a regular conversation series, to promote the discussion of relevant and actual topics to the government, with a participation of reputed specialists.

During the today's frontend we will talk about the 21st century's government.

Two years ago, during the 2019's week of innovation, I heard something that impacted me, a speaker said that we work in companies of 19th century using 20st century technology facing 21st century problems.

I was impacted because the feeling is that this reality is true.

This thought about the government future, or a futurist government is fundamental in intention to address those systemic 21st century problems.

Our today's guests will be Juha Leppanen and Bruna Santos. Juha is CEO of demos Helsinki, a fin tech headquartered in Hell Sing that operate in over the word. And our speaker will be Bruna Santos manageress of innovation in ENAP.

I want to welcome Juha and Bruna, thank you very much for being here today promoting this conversation that I am sure that will be very interesting, Bruna you are with the word.

Bruna - Thank you Camila, Thank you for the excellent introduction. Good morning everyone that is watching us. I will switch into English to greet the audience and thank you Camellia, thank Mariana, João, Rodrigo, the organizers of this great event Frontiers and Tran and most importantly to also thank everyone who is watching us.

Today we are joined by Juha directly from Finland Helsinki to talk about the characteristics of the 21st Century Government and how it could shape it's future, so before I move forward it would be great to see who else we've got in the room today so if you are comfortable doing so please go into the chat or whatever Channel You Are Linkedin , twitter or YouTube and tell us your name and witch institutional agency in government you were representing.

So, I want to emphasize also in name of ENAP how glad we are to have Juha on this morning here with us. Demos Helsinki is already a partner of the innovation division of ENAP, GENOVA, of the whole school, and we are preparing together a material with the bests insights that came out from the innovation week last year and also we have signed a technical cooperation agreement between demos and ENAP with the objective to establish the general basis for more scientifical technical cooperation between both organizations and also to design training programs for public servants in the promotion of the culture of innovation and experimentation in also to better develop both institutions so more to come soon, in terms of this collaboration is so fortunate partnership.

Juha, thank you so much for being here and before we start with the questions that I have crafted for you this morning I want to ask you to introduce herself telling us something that is not in your bio and that somehow explains how you got here and how you got end up working in the field that you are working these days, thank you so much.

Juha - Many thanks Bruna, and bom dia perhaps as well and greetings from Helsinki Finland that's a really good question and quite a tough one as well, potentially something that it's not in my bio it's the fact that when I was young I used to box for quite a long time and what you learned there is that you make mistakes, you sometimes get heated, and in the same time the important thing is that you get up, and I think that this learning is that something that you can easily identify when I'm working in the society transformation and governmental innovation. And not everything works, you make mistakes, you try to push forward, but the important thing is that you get up, and continue trying, the fact that you are persistence, the key is there.

And in the end, I think the remind is that the real fighter will always to get against And for that, to be there, in the back of our minds before we work, for the context of what need to change in governess, is to learn that.

I'm not planning to do that next either.

Bruna – That is great to learn from you, I bet you learn from a lot of Brazilians, so moving forward with the questions, we all know that the states today are facing like big challenge like Asian population change in economic structures and new technologies are shaping for good or bad hour or institution, so to start a conversation I'd like to ask you, you have to give us your thoughts on the characteristics of the government in the 21st century of the desirable future of government.

Juha - yeah absolutely happily, so perhaps to give a little bit of the context for years we've been working on the topic of governance both from Brianna, analytical and conceptual perspective in terms of where is the balance between a stability and transformation and watch the focal points and find and solve all the challenges of 21st century. So, lot of research and analytical work, but then also work on some concrete methods so really working with government policy making, trying to work on technical and detail topics of covenants (12m23) and essentially helping the government to move forward.

So, one of the key learning of this work is that on the past years as being that is not sufficient to only work on the level of analytics or on the level of method, because, in the end, culture, the ethos of covenants, is one of the key aspects, if you want to build a covenant capable of really solving the challenges of our century today. So, they ethos and whether we'll be able to reconfigure Identify some new attributes that complement the ethos within government is something that increasingly identify to be the most important aspect of the word.

So then, what we decided to do was essential go through the work go through different approaches from different countries around the world, trying to understand which would be the key characteristic we could be able to identify based on empires based on what already is these, in terms of concrete practices, and we came up with four, and the four characteristics of the 21st century governments are not there to say that they are the only one needed, of course there are many other ones, some of the old ones make a lot of sense. But, complementary and something that hopefully with set direction towards what is needed for the governments are on the future. The first one of the characteristics is wise and wisdom so why is government so essentially government's capable of solving issue's not necessarily governments are the best, in Pair organization on long-term objectives it's very very often that we need to be really reactive Pair organization it's not necessarily the aspect that we are exposed, nor reflection, so the capability to essentially learn to be wiser to move forward. So, in a more concrete level that comes down to capability on long term policy making, how to institute policy making were that reflect Parliamentary systems whether it's something that is small piece of the executive branch it comes back to the variety and diversity of the knowledge based on the governments use whether there is an understanding that not necessarily only the quantitative evidence was able to right best possible policy suggestion. But it needs to be more aware of our perspectives. So wise government wisdom was the first characteristic we identified when we move forward.

The second one which might be collaborative governments. But there are two aspects to that. I think it's very recognizable but governments might not work best horizontally within themselves, and the reason for that is wrote is really simple with the old government structures from industrial premises the industrial core of what is needed insurance of delivering services moving forward social education services which are services in the specific country are talked about what is the core on base which governments were created or working on legislation in specific policy, well what we have learned is that today the world is difference of about fifty years ago, so they gave ability to collaborate and create joint structures join

teams, essentially break the solos and be able to work more through, weather it is essentially within the government or externally with different stakeholders by been recognizing the capability of the existing also outside of the existent government structures. So, the second, collaboration and collaborative governments.

The third characteristic we have identified was imagination, imaginative governments, and that might be the most surprising, but it still I would say that because we all in some level know that we need to come up with new solutions new ways of thinking new ways of approaching problem yet still governments are not best equipped in terms of entrance of Policy making, to identify those imaginative new solutions. Much more there's an emphasis on essential ensuring richness and ensuring coherence and that is, of course, important as well but how to incorporate imagination within the context of government. That can be done in a variety of different levels it can be done through essentially incorporate the diversity within the HR of the government processes. It can be incorporated by providing different spaces or opportunities in different processes for the imagination to really happen through and experimentation processes. So, there's a variety of different ways to actually move forward on that and happily we saw our government here in Finland to take imagination as one of the cores of the new public administration strategy so there is at least a level of recognition that also imagination is needed that in the context of moving forward on confidence.

But to the final one, which is the fourth characteristic that we were able to identify from the past work is humility, humble governments. Essentially, the core idea there is quite strong idea, in governments we need to know everything we are not allowed to make mistakes we must have all the information or at least behave in the way we have all the information. And when we talk about complex society challenges that is never the case, nobody has all the information nobody knows what makes most sense. Nobody is able to say how a solution that works on Finland would work in Brazil or vice-versa, so we need to be humble we need to find ways through which we can experiment tests and see what works and move forward based on that. So, the idea of humility as being an attribute and a characteristic of futuristic government for us made a lot of sense and it's actually something that ever since we've translated into concrete policy making processes as well.

So those four, in terms of characteristics of future governments that we were able to identify based on the work done, as an introduction.

Bruna your mic is muted.

Bruna – Oh I am sorry; I always do that.
So it is very good how you boil down to like four characteristics it's very insightful so looking at those characteristics and also all this study that you mapped and have to design it you have definitely looked at what governments have done and what is emerging the 21st century so if you were to pick among those characteristics in a mold of the characteristics that you saw in the past what do you think that us as policymakers as members of government what we should leave behind what we should keep and why do we should make difference.

So, I think the core thing is the incredible strong purpose within public service so the public service you know has a strong communicable purpose and I sometimes feel that might not be emphasizing sufficiently, because we still in many contexts see that public service might not be valued sufficiently. And at the same time, we see the generations looking for that purpose and meaning in their lives. So, I think that's public value purpose of Public Service extent I think for all those things can be build and that is the strongest attribute that's there. In terms of what to leave behind I think that is exactly what I was referring to with an ocean of humanity so the idea that we need to know everything it's never true in any context specific in the context of government. We sometimes take ideas and notions from other sectors of society we applied them to governments without recognizing that if you have to look at the horizontal holistic nature of our societies such as Government has to do, and the accountable

of that through a democratic proceeding, that is difficult and takes a lot of multitudes and different perspectives.

So, to leave behind the idea that we need to have everything within us and we need to know everything I think would be a white and hopefully it would actually be up a lot of energy in terms of moving forward, and actually exploring new directions and experimenting with new ideas as well. In terms of what to change and what to make different I guess even that is really difficult but I've mentioned about the structures and ask if you cooperate so essentially Breaking down the Silas I think that's something that in the end, we are able to change, because   we have to find our own governments nobody else have so we are able of making changes on the structures as well but what we need to understand is that if you change the structures we also changed the priorities of government and this is the key, because many of the currently approaches and initiatives approach on policy making that's what they come down to it because when we convert the system to look at the policy questions not from specific policy domain but from society phenomena, not such a crisis or a variate of other topics. You actually start to see the implications as well which that is the prioritizing the other aspects of government machine area. So that thing comes down from the social contract, so it is not easy, but it is important one and something that I think that would benefit from much more public debate and discussion.

Bruna – That's very insightful one thing that I want to mention also which is important to connect to this event is that when you mentioned the idea of like a humble government how can we as individuals go from this idea of how humble governance government and individuals for us in order to cultivate in ourselves as leaders those vultures that are not really resume a virtue but our real pictures and that comes to your humility bravery honesty faithfulness thinks that a weed develops throughout other experiences not only necessarily they go to your resume right that's very interesting. So, my next question and also I have to say that we had crafted questions for each for the this moment but also I will definitely encourage everyone to send questions in the chat box so we can ask Juha later on.

So my next question regarding planetary Governor so we know that well we definitely know that's from invisible viruses to climate change rising seas many of the problems that we are facing today they have they have they are in a planetary scale right so the effect of the those problems are not necessarily planetary they are a local so do you think that the nation is Paige as the primary governance institutions to address those problems is prepared to in also if you had to place your backs on the structures for a batter planetary governments that you see emerging, what are what would they be and also, finally I want to know whether you think we are moving forward a more local governance or in a planetary governments to lot of questions I know but those big question.

Juha – well those are super interesting questions I will try to, yeah I'll try to go through some aspects of it in terms of weather National governments are able to respond on planetary crises, I would say that, with experience the question would be no, and similarly, in terms of other crises, including climate one. So, there is actually one interesting study Europe from pandemic which is basically making an analysis from which national governments are best to respond to pandemics and I believe the U.K. and U.S government are on the top of the list. Many would say that those were not the most successful in terms of immediate responses. So, the reason for that is really difficult to know about this crisis because people are very easily tendency to make expectations on the needed responses without really knowing the dynamics of the crises. And there is an apparently risk, so from that perspective, no I do not think that governments are best equipped. So, it is quit apparently that are some other forms of governance, and in addition to developing the nation responses are needed. So then what that could be, often there is these question about whether it is national or global, I like that we go

through local or a planetary, because I actually think in a very simplified method that would be seeing in just increase of governance, a variety of that in some levels, so whether it in local or in national level, so essentially focused on governance and recognition of the fact that we need to be able to understand how essentially be one ourselves to be covered in our societies. And that is to me a quite enough currently response in our society and to choose to start to deal with those crises and you are not quite sure of the responses yet.

So that is one, the question about planetary governments is really interesting one because at the same time we used to see in media and trends of crises that are planetary and fragmentation of the existent geopolitical system. That is, of course, terrifying rude moving forward. So that was kind of the most like, if you take the most traditional lance innovate, then you take lance of really think about those planetary systems would look like. I actually think that there is currently a focus on how to enable a localized global network. So essentially convergence of different local level meanings municipalities sensitives coming together sharing best practices and trying to find common ways to move forward. So, in that sense it is a kind of combination of local governance and planetary governance, not either but both happening at the same time. These are based in voluntary action on variety of different topics so there was the four different and there are many others. So that's one and at the same time you will see lots of events more emerging that have planetary focus. Also, they often include private organizations then it will be looking like more nations of their perspectives of planetary governance, and that is a super interesting one because of like said you see the fragmentation of the existence geopolitical and geoeconomics system and at the same time you also see an opportunity of for instance how initiative of technology will be covered in a planetary scope.

During the G7 meeting last week "Misono" a political recognition of the need for a cybercrime and how to essentially regulate and set boundaries but I would expect but we need in a more global perspective, are about to happen in practice. Who and how will be achieved weather will be some type of renegotiation of the balance of the planetary scope, between the existent nation station blocks whether there will be a regional approach, right now we will see a convergence of regulation happening, and that could be one wall forward? But, again, the challenge is planetary so then there is a lot of questions and I am really interesting in continue, but I would like to leave one remark, because you are asking about what structures on planetary governance could be and we have done some work in that topic, because at the same time when you see all those different layers of governance local national more kind of like a rock having coming up with new initiatives sometimes fragmenting sometimes conversion there's actually a new form of government that has already emerged that is planetary by nature and those are a digital platforms so they transcend nation-states there at the same time breaking a local level and in individual level and through incentives there are almost formal. And at the same time some of those have financial scope course privately-owned which is a challenge and when we talked about covenants of the key here is that platforms are a covenants mechanism similar to how nation state is. Is just operate very differently with very different tools, very different mechanisms and with a very different. Now what I would feel that would be needed on planetary governance is a vision and one vision could be explored from the context of platforms. So if we really want to build a planetary governance system and the structure with that one aspect that could be interesting would be to think of based on individuals and communities, not on local level, not on the national level, but based on mechanisms and individuals people, and essentially configuring a designing governance and how scaring, how policy behavior should be configured within that system, that would require a social contract similar to the one nation and states require, if you were hundreds of years ago. But I think in an aspect that would be quite interesting to explore and definitely emerging and a new one and important one.

Bruna - great and I, it's very interesting that you brought out the other digital platforms they how they organize themselves as you were suggesting around communities around them

common values this is definitely something that we want to explore more and Innovation week 2021 the idea of planetary a local and planetary systems in local and planetary governance so, now I want to move towards the connection between policy and politics. Will you receive a question on how to connect governance with the value of demands carried out on social media and the question is we see that policy formulation as a result and compromise of the symbolic use of politics which that's really happens a lot in social media these days do you see that in the future we are moving towards a more hybrid system of politics evolving these engagement, complementing that executive and parliamentary politics and how you see that those two forms of politics interact with each other.

Juha -   yeah it is really interesting question, and an important question as well, and of course I would like again, like coming back to characteristics we still in long terms policy making and at the same time politician is a reaction of the social media and trying to speak to volume of concern, those of course might not work together that well so I recognize that tension and challenge there are also an individual level of politicians and ministers. I would say I think we already see some since of hybrid model so a lot of exploration for instance and democracy or participative incorporated essentially incorporating new technologies to make efficiency for instance, so there is that the exploration there for instance we will see that has been doing work parts of, we have multiple programs on,I think the challenging thing there is how to set and incorporate into the parliamentary government assistance and that's an area with I feel a lot of experimentation with be needed so if I would need to choose one area that would be exactly the realm of parliamentary politics. Essentially trying to enforce that improvisation mechanisms that would go beyond actual Cycles sober incidents in our context here and in Finland you have a four-year a natural cycle yet, we know and we have some commitments on policy goals that are for four years, because it really though to make for instance an innovation and research purpose in a four year bases not to talk about climate polices, so we need to essentially find new ways to reach the institutional connect the new hybrid mechanisms into the currently mechanisms of parliamentary and politics. And I think that to see if you can set up for instance permanent institutions that do the facilitation so one idea could be that essentially in every government we would have three to five long term policy agenda so one could be education policy, other could be climate policy on those they continue beyond for instance by default for ten years cycles and there would be a deliberation mechanisms incorporated in each of those that could be basically done well. There is a lot of methods participative and so we need to date and choose the methods that make more sense in a political context so the idea there would be a clearance institutional link to which the parliamentary politics would have to react, so essentially whenever then a government comes into institutional that would be more consolidated as citizen perspective of the topic they perspective what policy make more sense what do not make sense, right now deliberative and participative reproaches politics are very reactive, and this is what we saw in France. So, with the responses by Macron so your duty plays delivery forms because you want to have a dialogue after you have the political backlash. I think the right way around would be to incorporate those presences of deliberation into the parliamentary mechanisms themselves and institutionalize that, and in the past scenario, I don't think it would take a challenge of social media putting out demands multitudes demands there but in the best scenario that would create a layer in this political system individuals will be able, you have to have that discussion not just within the parliamentarians, but with the citizen society. So that is definitely the helm I would want to explore properly.

      Bruna -   we had we have received some questions from the audience from Suse Santana and Carmen Lucia asked about your vision and how Society governmental discussions with Society could be more just and those projects could be interesting and then Melissa Santana asked about your vision on how digital transformation and government as a platform can have on the future of governance to build the government of the 21st century so it's

basically about it being all importance your vision of importance of digital technology, digital transformation, and the idea, the concept of government as a platform.

Juha-   Right the first I might I didn't get quiet but I'll answer the second one first so on digital agenda for governments which is of course very important mainly due to the fact that digitization is just in a way of engaging behaviors, so government have to have in one direction on one way or the other. Where I see risks is when governments apply a concept from outside without interpreting dating interpreting them in the governments context and that happens quite a lot. So for instance many of the discussions are actually about applying what was started out in the IT industry in late Twentieth Century and then trying to bring those directly into governmental context and it's very similar with digital Technologies so it could work some that's just bring it here and lets apply it. But governments are different so I think what is needed is it is a digital conceptualization insurance so what is its digital agenda context of government and what are the basic principles again what is the ethos of governance and how based on that begin building digital solutions that make sense. That is exactly what the work we are also doing here without financial that we can share in our website. So, trying to configure what is essentially the innovating infrastructure based on which data digital that can be created. So, government has a platform it can mean a lot of different things it can be a very initialing sight of a discourse which is been challenging because government have accountability, but at the same time it cannot be a meaningful approach as well. I think the key there is to recognize that when you engage a platform approach which likes that is a governance approach because it's such level of the relevant resolution individuals it brings a level of necessities that also communicates the values and ways to operate so it's essentially a mutation of that platform so on the private signs if you look at the deck chimes in the US that means for instance transparency about algorithms which is been called for similarly true with governments so when engaging with new agenda of digitization they will always need ethical and legitimization with a layer of analysis there. But on a general level of course but it is very interesting topic which we've been working a lot in different governments around the world.
        But the first question?

Bruna - The first question was, in your vision how can we get the society more involved in government? From Carmen Lucia Couto.

Juha - That's a really good one so I'm talking about right now interest because this has been the main concern for the past six seven years and with covid-19 at least here are discussing about governments calling it a discussion about government responses so we're basically having a discussion about the pact while the government is not coherent with policies for covid responses. So why the different do not work together why do not the responses from Ministry of how acrylic with Ministry of economic affairs. So, the point here is that perhaps what covid has taught us in terms of putting governments into the limelight and now there is a lot of life insurance of what works and what does not work with government. But potentially could open up the more public debate as well of what is needed what has to change what needs to be done for us to be better prepared for the next crises. So, it is a really good question and I'm definitely encourage us to know, based on the initial seeds planted during the past year and almost home.

Bruna- Yeah just want to emphasizing like two of the things that you brought that I think it was very important for us to keep this question open for ourselves when is how we are bringing like a concept that were designed in the private sector probably not new but most of them in the end of the twentieth century and how we are not like interpreting and redefining them to bring into government which I think it's very insightful regarding like I think it's like the new age of a new public management rebranded with an idea like you had in for so long.

The second one and I think he text under the idea on which is that the geopolitical fragmentation that you mentioned before the next question that came from Francisco text on that. Do you think that it's possible to have a dialogue between the nationalist narrative such as America first with a more global agenda, so I think it's from the public speech right so do you see how do you see the space for both a multilateral world and more globalized to live with a more tribal world?

Juha-   I have to say that there are excellent questions coming through all the time so and I'm really taught one as well. I think like what we haven't really put sufficient amount of emphasis on it's really called attention which would be in populists' agendas and regional inequality that we see in in countries around the world. Then It can lead to populists responses and that comes to the level of I think like you know when you work on a policy design, because for instance back in mid-nineteenth-century, there's a lot of thinking and thought an experiment with how to really provide solutions to the crowing and a parent's social colorization that happened at that time in our industrialized cities of course from the UK host of the popular narratives are from but my point is that what's up the best thinking globally when it's not right now I would say that were in a very similar situation with climate on social issues so lots of tensions that are breaking down the coherence and consensus of the societies and of the basic premises social media challenge even further to the extent that our world urges made just the fur and start the polarized so what is there what is the level of premises. So I think what is need to do is really put emphasis on the innovation policies and invitational framing to come up with ideas such as progressive taxation that was one of the ideas through which we started to provide solutions for the public concerns from the mid-nineteenth-century. I am not saying that is the solution today necessarily but something similar in terms of thinking might be needed.

That was one side, the Second Side I think it's a question of crows as well so under work we've been doing with humble governments the space of professor Charles Staples Theory and experiment governments and the basic idea there is that if you look for a strong consensus in a society in a polarized political situation you will never find that because that's just not how things work but if you're able to find in some topics thin consensus, the key is the process through which we start to cover that question. Need to be able enhances consensus and this is the opposite of how we are doing right now, at least in many of the democracies that I have seen in many cases you try to find a question that create a strong consensus as possible but then when you move to implementation you start to lose that consensus and that is a question of a process. So with the humble government's approach which we work together with John Sabol, we are trying to provide a practical way through police making could be done in a way which consensus can actually start to build and that's also enables some of these Transformations that are needed to happen but that's a really tough question of course I need has many different and I know I think it has to be posted on a very layers perspective because it incorporates questions of identity questions of perceptions of many individuals community debates natural perspectives are also perspectives in terms of how are political machine really works.

Bruna- All those are great insights. But Juha one thing I want to ask you and I know when you of course designed to the framework of the four characteristic you were not like aiming to design a ranking for governments. But I will have to ask you if you look at that characteristic is there a government in the world that is doing great in any of them or in four of them even if you could not answer you can say Brazil and Finland are right and we will move forward.

Juha-   I would say that that is not a question of governments because in which governments aspects of what works. In Brazilian governments for instance the innovation unit at parliament when I was there which is really interesting it is something that I would love to see for instance

in Finland context. So that is about creating those mechanisms of imagination and abilities to think in different ways of how you conduct policies and parliamentary debate. And in some other context for instance here we have a little bit of emphasis on how to experimental approaches and to an extend our educational system does have an aspect of the humble government approach of humility in terms of centralizing the implementation of what is making a point of accumulation and agenda setting accumulation point from learning. So, there are many other governments that try to create machinery try to incorporate knowledge for instances. There are different aspects and different characteristics that are emphasized in different governments but those are typically in specific pockets so I wouldn't say that the right application is a government but it's more specific parts of the government and if there is the key if there is one message to emphasize is that now if you really want to be successful in the 21st century we need to move from innovation from the pockets of governments to the core of governments. So, try to really work hard on important things that includes policy making that includes bunch of things and those are different.

Bruna - Since you said that, I would ask you to elaborate a little bit more on one example which I think is exactly what we said moving from the pockets to the core which is anticipatory budgets which I believe is one of works that Demos has been doing with different countries in the world we've been partners in the conference in Arab Emirates so I want to I want to hear from you do you think that anticipatory budgeting would be a way to hack to this core to start a beauty under the foundation for this more systemic transformation in what it actually means.

Juha-   Yeah absolutely. So, it is oh yeah very good question so few weeks ago we published a paper under the global Innovation console with a professor at search up Morgan after in UCL we been doing a lot of work, between innovation and also. So, it is an agenda that provides potential and importance in terms of having those capability to better upgrade the systems. On an anticipate public bunch of things there is a lot of reason why require innovation and the approaches is what make sense, for instance the fact that we are not best equipped to take different knowledge and evidence into account on different processes, those tend to be extremely limited to short term assessments of processes and few others as well. So, with these approaches the key is to figure out new approaches. That is good for instance take more into society phenomena so take for instance the case of New Zealand well did the approach. So that could be one application of such processes. That could be other as well so the approaches as essentially trying to understand better the impact assessment of investment. So, this is an interesting one because during the spring in Finland we had a case of sample of why these approaches are important because our political here was pushed for investments on social and ecological areas that are public administrative machinery could make impact analysis of. Essentially what we have is a prime mechanism. But with covid and some changes in economic and policies and most of which a lot of old premises have change, so the government is much better equipped to make those investments, but what happens when the political will transcends the capabilities of the administrative machinery. So essentially that was a perfect example of why the public mechanisms need to be put in place and explored further. We need to figure out also in addiction of understanding and modeling the benefits of specific of infrastructure, on social and educational, benefits on investments on ecological areas also those could be areas at which the public mechanisms could provide new value insights thoughts and be sure the paper is a really good one and remarkable work in terms of really providing insights in these areas in some case examples as well.

Bruna - Great I just shared here in the chat at the private chat so I think they are sharing the in the public one the 50 pages report also we have translated executive summary to Portuguese and also would be good to share so people can get a sense of the things. well that is unfortunate but we are like we have more eight minutes it would love to keep going on this

conversation is so insightful but I have also shared the document that is designed with the characteristics of the 21st Century government which are also […] but I want to hear from you Juha what are you reading and what o read so if we want to be like someone who's prepared for those Trends and where we are I can we get those resources then you can say podcast people that are you following on social media and all that.

Juha-   Well I think of course what's mention with the LCD team are doing remarkable work overcome covenants and governance Innovation Mand many others there. So of course, I hopefully a basis of controls that everyone knows then I mentioned already check Morgan's paper in it but there is another one which is really, really interesting it's published under the most website and it essentially uncovers variety of different mechanism somehow to incorporate wisdom and wisdom we look like inside the body I think that something that definitely be on the reading list and the one to take a look. And more from the perspective of social media I think Julia two chapters Twitter as most likely one of the best places to find new thinking and new ideas and Covenants and government innovations so that's definitely something to recommend but then finally In terms of literature a nonfiction the narrow Corridor by Acemoglu and Robinson came out with a couple of years ago but it's really, really important book because it's not specifically on the persons of governance or governance Innovation but it is on the more fundamental basis on which our society was built and how the balance more formal structures with more informal structures and through that How can we maneuver our way through of developing that most likely will need us to re access the basis of the social contract that has been in place since the industrial era.

Bruna- Ok, I have I have I will share also the link of the reports that you recommended here thank you so much you are I really enjoyed this this conversation I think it was extremely insightful so I guarantee that to everyone who's watching us and follow follows the concrete is producing and sharing you see more of Juha in Devos Hellsink we are very happy to have this partnership into the working together and thank you always watching us for joining in this conversation so why are we are wrapping up please share your one-word take away of this lecture on the chat will be very happy to see that. Juha you have some words? thank you notes to say and then I move forwards for Camilla?

Juha-   Thank you so much I am super happy because of the partnership as well I guess my only words are that I really hope there is an opportunity to visit Brazil in the future.

Bruna-   definitely Camila thank you so much everyone thank you Juha

Bruna- Camila, I think you are on mute.

Camila - It wouldn't be an online event in 2021 if no one said that phrase. I wanted to thank Bruna for conducting the debate and especially Juha, it was great. I think it brought up a lot of important debates about the future of government and about the future in general. I would like to highlight a sentence by Juha that I think was very interesting and hit me strongly due to the work we are leading towards innovation in Genova, which was that we need to create spaces where we can generate and experiment with solutions and solutions that are often not born exactly in the government, reinforcing Juha's point that we cannot imagine that it is possible for us to know everything or that it is possible to do everything and in this spirit I invite everyone to know the 6 challenges of open innovation that was launched by ENAP in the last few weeks challenges that were launched in partnership with the Ministry of Economy that seek innovative solutions in two themes of electronic commerce and access to credit, the deadline for submission is open until July 4th and will pay fifty thousand reais to the winner and will offer space in the training cycle for innovative entrepreneurship and this cycle is

intended to support the continued development of these solutions s and make them more prepared for the market as well. check it out on the website gov.br/desafios, I would like to thank everyone for the questions, Juha and Bruna thanks for the debate, the next edition of FrontEnd will be on July 7th, with Alexys Buchovics vice director of new York innovation technology and teacher of government and media at the school of international and public relations at the university of Columbia the theme of the next Compendi will be avoiding the valley of despair as navigating the digital transformation in government. Follow ENAPI on social media for more information about events and courses. Thanks for your presence and see you soon.