

The logo consists of the letters 'ENAP' in a white, serif font, centered within a solid red rectangular box. The background of the entire image is a textured, brownish-gold paper with a faint, large-scale watermark of a building facade.

ENAP

Brazilian National School of Public Administration

The Brazilian National School of Public Administration

Developing competencies of civil servants in order to enhance government capacity for managing public policies



Introduction – presenting ENAP

The School

The Brazilian National School of Public Administration (Escola Nacional de Administração Pública – ENAP) is a public foundation linked to the Ministry of Planning, Budget and Management. Founded in 1986, its core mission is “to develop competencies of civil servants in order to enhance government capacity for managing public policies”.

To fulfill its mission, a wide program of learning and continued education is offered to public policy managers as well as e-learning and customized courses, in accordance to governmental and institutional strategic objectives.

ENAP’s courses are framed according to governmental strategic demands for social inclusion, poverty reduction as well as economic development in order to strengthen the leading South American democracy. The range and diversity of its programs mirrors the challenges of deep changes in the jobs market and the work environment, faced by the current 550,000 federal civil servants and the over 7,000,000 state and municipal civil servants in Brazil, as last counted in 2006.



The challenges

ENAP's challenges for 2007 are:

- To strengthen its position as a reference school in respect of leadership development;
- To implement the National Policy for Civil Servant Development in a strategic and innovative way;
- To coordinate the System of Federal Schools of Government (as stated in the Decree 5.707/2006);
- To prospect and disseminate concepts and innovative technologies for public policies management;
- To prospect, elaborate and disseminate innovative educational technologies for the internal and external public;
- To become a reference school both nationally and internationally;
- To strongly reassure itself as a learning organization.

The courses

According to its mission and challenges, ENAP carries out a wide program of learning, aimed at the continued education of public policy managers in attendance and e-learning courses. It also develops customized courses for other client public institutions to meet governmental and institutional strategic objectives and necessities. ENAP counts on a body of civil servants and professors that excel for their high level of experience and technical knowledge.

The School trains high-level executives for public administration apt to carry out activities involving high complexity and responsibility, integrating the contents of disciplines, providing a broad vision of the formulation and implementation of public policies. Courses are structured so that they can deal with the main topics and problems concerning the federal government, emphasizing knowledge and technologies applicable to public service, highlighting the challenge of the promotion of social equity and sustainable economic and human development.

The School presents its courses in the following areas:

1) Managerial Development

1.1) Leadership Development and Manager Development

The Managerial and Technical Development Area at ENAP encompasses a set of programs and courses oriented to the capacity building of managers in public organizations. These programs and courses intend to create a coherent vision of management, in all levels, and optimize the development of civil servants, by means of teaching methods and techniques oriented to the improvement of working methods, bearing in mind the dimension of values of the ethical commitment in the execution of the public function.

Such programs bring courses that may be implemented independently or in sequence, allowing civil servants in the latter case a systemic view of working processes by means of capacity building.

The proposal of the program is to provide public organizations a system of modular capacity-building, which promotes training according to the needs and civil servants time availability, blending modalities of attendance and e-learning methods.

Human Resources Management (some courses are adapted from the Canada School of Government, such as: Public Policy Development Challenges: an Overview; Leadership: Reflection and Action; Integrated Resource Management; Managing Human Resources Performance). Other courses are: Competencies Management and Capacity Building; Team Development Workshop; Strategic Planning; Tendencies in Human Resources Management in the Public Sector; Projects Production and Management, among others.

Public Logistics (Procurement Legislation and auctioneer training; Public Budget: Elaboration and Execution; Electronic Procurement System; Supplies Contracts Management)

Pluriannual Plan (PPA) Management (course options specific for the Brazilian budgetary system)

Public Budget and Finance (Budget Management; Fiscal Responsibility Legislation; Fiscal Aspects in Budget Management, among others)

1.2) E-learning:

ENAP offers 26 courses, free of charge, within the following themes: Ethics; Public Budget and Finance; Human Resources Management; IT&C (Information Technology and Communication); Procurement Legislation.

2) Induction Courses

The Career Induction Courses Programs

Revamp and brought up to date in 2003, the courses into this program are aimed at selecting and preparing the careers of Specialists of Public Policies and Governmental Management and Analysts of Planning and Budget for entering in the federal public management. In accordance with the policy established by the Ministry of Planning, Budget and Management, the main themes and problems concerning the Brazilian federal management, focusing on knowledge, analytical approaches, information and management technologies applicable to the public sector, encouraging the development of competencies that stimulate strategic thought, action and interaction, aiming at problem solving and the best results for citizens.

Courses allow access to information, as to permit to those entering the careers to be familiar with their working situation on the public management, with its organizational structure and functioning.

Development Courses for Career Progression

ENAP is in charge of training and providing development courses for career progression for 2 major careers of the Ministry of Planning, Budget and Management: the Specialists in Public Policies and Governmental Management and the Analysts of Planning and Budget.

These programs are composed by courses designed to solve specific problems, identified by the requesting organ. Such organs often reach part of the solution for those problems with the training

The courses in these programs might have many formats and objectives, and the timeframe is varied, in general around 100 and 200 hours. Many formats and contents, and once these contents are evaluated; they may be offered by ENAP in a regular way.

3) Specialization

These programs are aimed at qualifying civil servants exercising competencies related to theme areas considered relevant to the State. ENAP offers regularly a specialization course in public management and develops customized post graduation courses, to meet the specific needs of many federal institutions.

The School offers minimum 360-hour specialization courses, mainly customized to fit the necessities of civil servants and client public institutions.

The Campus

ENAP has 26 classrooms, 4 IT laboratories where 40 computers are available in each room. There is also a comfortable lodging, which is just beside the campus restaurant. Its sports compound includes a swimming pool, a soccer field and a tennis court. There is a 190-seat auditorium with audiovisual resources, translation booths and a 42 seat-mezzanine. In addition, there are 4 amphitheatres of 40-50 seats each. The School is equipped to host events for large audiences, with television sets and video-recorders, multimedia projectors, computers, panels and equipment for videoconferences and simultaneous translation. Its facilities can be rented by other public institutions.

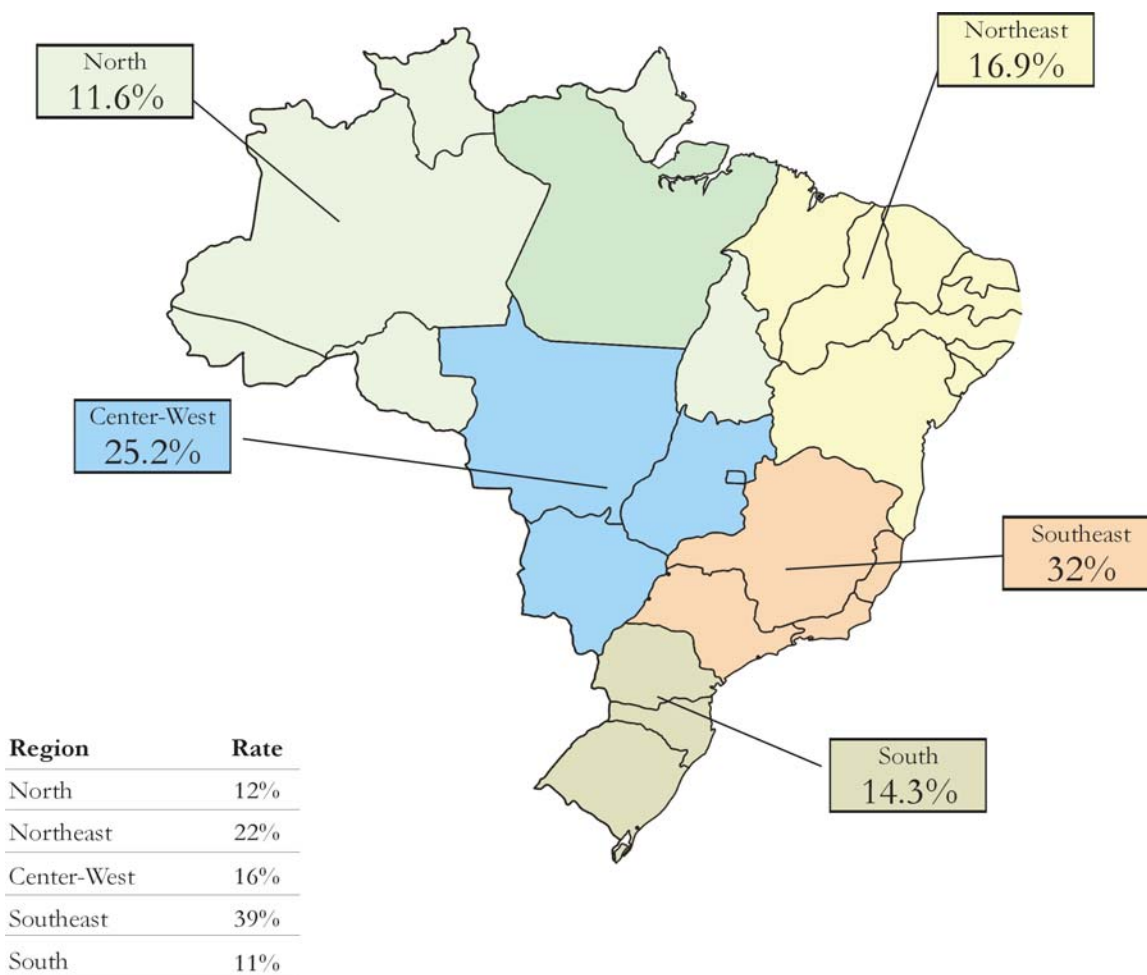
The School's library is specialized in public administration and governmental management and deemed a national reference in the area. Throughout the years, ENAP has systematically been expanding and specializing its collection with national and international publications about contemporary public administration and related areas. In 2003, it was named the Graciliano Ramos Library after an eminent Brazilian author and former civil servant. Books and other publications are available in its bookshop.

E-learning Education

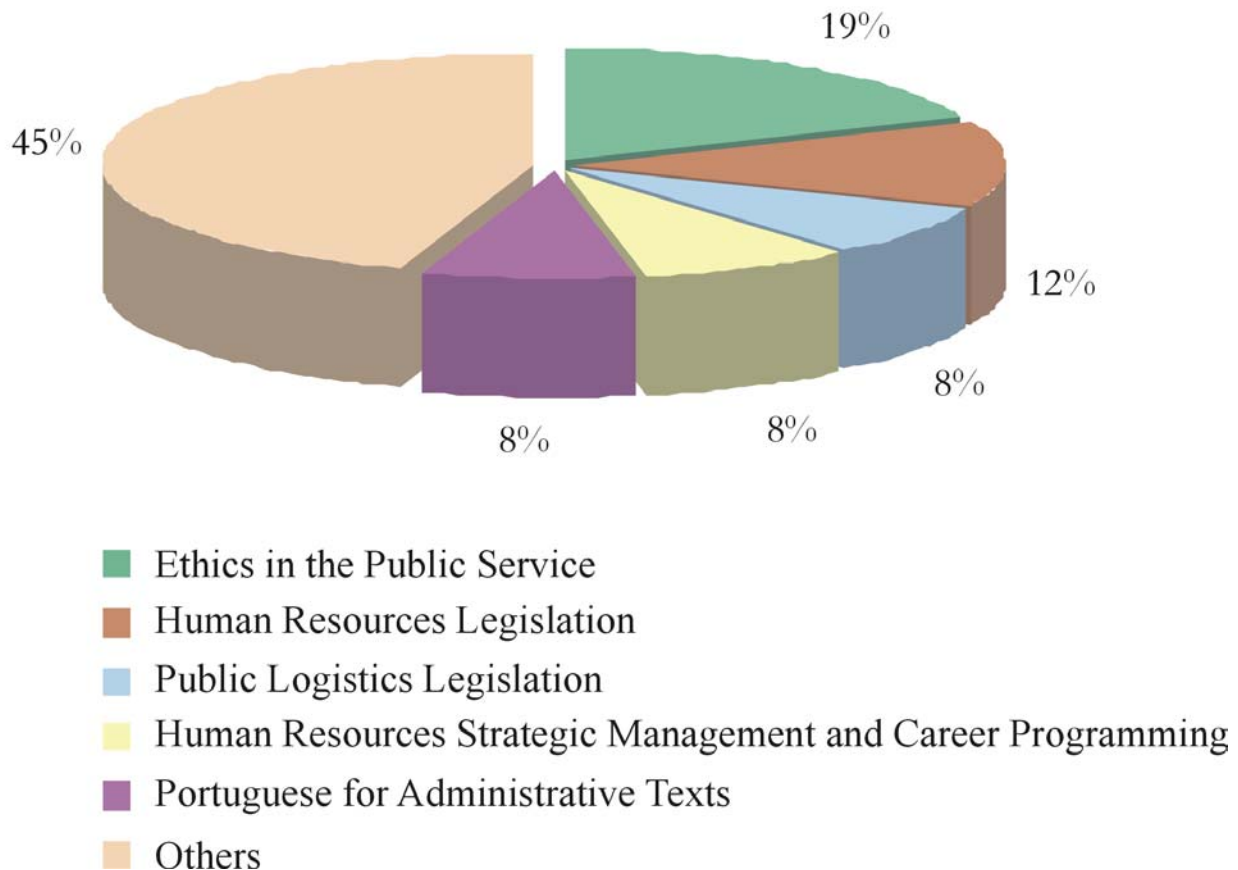
The E-learning Education Department was established in 2004. Since then, the offer of e-learning courses increased in 40%, making possible for civil servants in the outmost areas of the country to actually have a chance to participate in a high quality course. Not only does the School offer courses for more civil servants but they are also delivered to civil servants in the state and municipal levels. The following map shows the reach of ENAP's e-learning courses in Brazil.

Civil servants in all parts of Brazil apply for ENAP's courses due to the quality of their content and its relevance to their daily performance. ENAP's policy allows the School to offer all e-learning education courses for free, which means the School provides from its own budget for the courses' design, development and revision.

E-learned Trained Civil Servants Distribution per region (2004-2006)

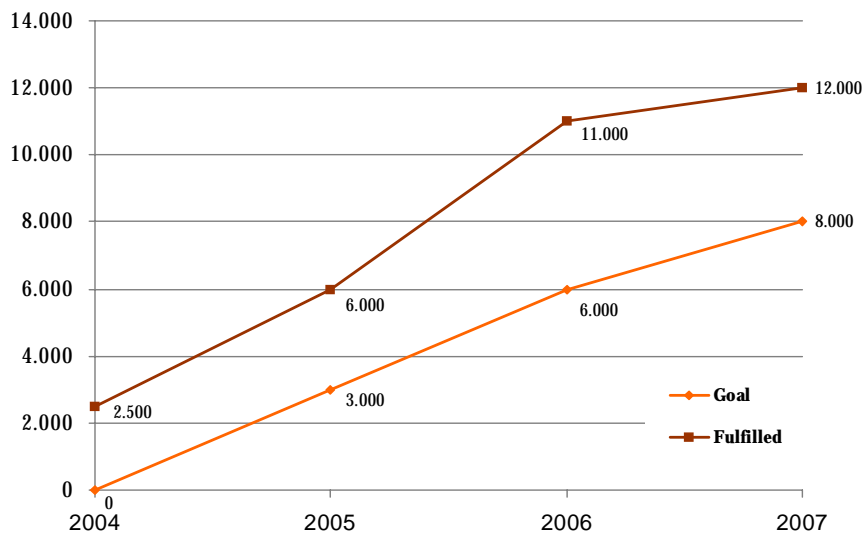


At present, ENAP offers 26 e-learning courses. Nevertheless, the School's policy of constantly adding more course options to its catalog allows it to keep updated with innovative themes in public administration and teaching methodologies. In 2006, some of the courses that the School has excelled in are Ethics in the Public Service; Public Administration Legislation (Human Resources Legislation and Public Logistics Legislation); Human Resources Strategic Management and Career Programming; Portuguese for Administrative Texts; and Others, as seen in the graphic below:



The following graphic shows the supply evolution of e-learning courses offered by ENAP between 2004 and July 2007.

Concludent Civil Servants in E-Learning courses (2004-2006)



The next graphic shows the evolution of e-learning at ENAP in numbers:

Evolution of E-learning at ENAP (percentage of concludent e-learning students in the total course offer)

Period	ENAP'S courses (offer)	Total Concludents	E-Learning Courses (concludents)	ENAP Results in E-Learning
2004	12	13,027	1,076*	8.26%
2005	20	17,928	6,136	34.23%
2006	25	22,640	11,346	49.50%
2007	26	–	14,013**	–
Total	–	–	32,571	–

*October to December 2004 / ** January to July 2007

Also in terms of gender, which concerns ENAP and the Brazilian government deeply, it is clear that e-learning courses allow more women to pursue qualification for their work positions: 44.6% of the total public are women.

National Policy for Civil Servant Development

The Decree 5.707/2006 established the National Policy for Civil Servant Development, which is managed by a Committee that involves ENAP, the Secretary of Human Resources and the Secretary of Management of the Ministry of Planning, Budget and Management. The main directions pointed by the Decree are the incentives to the development of individual and institutional competencies, the commitment to ensure access to continued education and the prioritization of competency development to the Human Resource areas as well as the qualification of leaders and senior managers. Thus, the Decree reinforced ENAP's role of providing qualification for leadership and of coordinating the Network of Federal Schools of Government.



The Innovation in Federal Public Management Awards

For the last eleven years, the Innovation in Federal Public Management Awards, bestowed by ENAP with the support of the Ministry of Planning, Budget and Management, has been a stimulus to innovations in governmental management. The competition was conceived on the idea that awarding and disseminating innovative practices with proven efficacy may encourage the modernization of management.

In 11 years, ENAP has been supported by partners such as the Embassy of France and the Spanish International Cooperation Agency (AECI), and awarded 271 experiences of the 913 enrolled, in many different theme areas. The best 3 practices are awarded with a technical visit to either France's or Spain's public offices where a similar experience of the winning has been put forth in order to exchange knowledge and practical experience.

The competition, as an instrument of stimulus and innovation in management, has sought to make a reflection on transformations in public management throughout the years in its own parameters of evaluation. However, the reinforcement of some principles remain unchanged in all previous editions: focus on citizens, social participation, partnership creation, human resources development, strategic planning and management, improvement of working processes, concern with results and costs, and information management.

Moreover, the competition stimulates the adaptation and dissemination of innovations and acts as recognition for the teams that developed such changes. In this way, the competition intends to encourage small changes that might generate innovation environments in the federal management in the long run.

Currently, the concept defines innovations initiatives as changes in previous practices, by means of incorporating new elements in public management and a new combination of existing mechanisms that produce positive results for civil service and society as a whole.

A wider view



The objective of the cooperation activities, both national and international, is to search for updated knowledge and methodologies and adapt them to the Brazilian public administration scenario. Besides international cooperation agreements, there are other 2 significant activities: the Partnerships Program and the National Network of Schools of Government.

International cooperation in many fronts

Both bilateral and multilateral projects are developed by ENAP. In the bilateral agenda, it is worth highlighting projects with France, Canada and Spain. In the multilateral agenda, ENAP has important partnership programs with the Inter-American Development Bank, the European Union and the World Bank. Projects are aimed at the qualification and enhancement of civil servants, as well as to offer innovative products and services in public management. Programs for career induction courses, specialization courses (i.e. MBAs), continued education and for the research area are strongly improved by international cooperation and interchange, with emphasis on leadership development and e-learning. There are also leadership development projects applied to civil servants and senior managers.

Cooperation with France, renewed on a yearly basis since 1984, has made possible the development of leaders and public managers in themes such as strategic management, team mobilization, governmental coordination, negotiation, conflict management. Based on the France Project, ENAP has strengthened its pedagogical and educational engineering and was also able to develop new courses and consultancies in strategic themes for the Presidency of the Republic, the Ministry of Social Development and the Ministry of Planning, Budget and Management. Reference institutions, as the École Nationale d'Administration (ENA), the Institut de la Gestion Publique et du Développement Economique (IGPDE), and the Sciences Po, are noted as partners.

The Spain Project dates back to 2002 and is supported by the Spanish Agency of International Cooperation (AECI). Activities developed in the framework of the project focus on the qualification of civil servants in subjects as state modernization, management of social programs, quality service delivery, and e-government. The Spanish Ministry of Public Administrations, the National Institute of Public Administration (INAP), the Esade and the National University for E-learning (UNED) are partners in this project.

The governments of France and Spain also support the Annual Award for Innovation in the Brazilian Federal Public Management since its seventh edition (in 2002), granted by ENAP and the Ministry of Planning, Budget and Management. The competition rewards the winning experiences with technical visits to these countries and it is now in its twelfth edition.

Since 2002 ENAP develops a cooperation project called “Partnership for Excellence in the Public Sector” with the Canada School of Public Service (CSPS) supported by the Canadian International Development Agency (CIDA). The Canada Project has contributed enormously to ENAP’s institutional strengthening, making possible the designing and offering of new courses on subjects such as public policies management, leadership, integrated management of resources and performance management, as well as the implementation of innovative teaching methodologies and technologies, specially concerning ENAP’s e-learning program. It has equally favored the School’s research area, particularly concerning competency management and diversity.

The well succeeded cooperation with Canada and Spain created the conditions for new projects to be delivered in strategic areas such as the pensions system, social care, federative relations, among others.

ENAP has recently signed cooperation protocols with the National Institute of Administration (INA) of Portugal and with the Chinese National School of Administration. Cooperation and interchange activities with these countries are expected for the period 2007-2009.

In respect of multilateral cooperation, ENAP benefits from the Project of Modernization in the Federal Executive Power (PMPEF) since 1997, established between the Inter-American

Development Bank and the Ministry of Planning, Budget and Management. ENAP also develops, through the partnership with the Ministry of Planning, Budget and Management, the capacity-building component of the “EuroBrasil 2000 Project – Support for the modernization of the Public Sector”, financed by the European Union and the Brazilian Government. The EuroBrasil 2000 Project is a technical cooperation agreement signed between Brazil and the European Union which aims to support the Brazilian federal government in the implementation of its public management policy, in accordance with governmental directives established for the 2004-2007 period. These activities consist in e-learning courses, workshops and seminars with specialists, and the participation in technical missions, in the benefit of ENAP technical team and the members of the National Network of Schools of Government.

In 2007, the School should be starting interchange and cooperation activities with the United Kingdom and Germany, as a consequence of the Technical Mission of ENAP to the German Federal Academy of Public Administration (Bakoev) and to the British National School of Government, in May 2006.

The School has also recently signed cooperation agreements with other Ibero-American institutions, as the newly created Ibero-American School of Administration and Public Policy (EIAPP) and Mercosul Capacity-building Institute (IMEF). ENAP has been able not only to benefit from knowledge transfers from European and Canadian schools, among others, but also to transfer knowledge built from its own experience to other Latin American and African Portuguese-speaking countries, mainly through cooperation agreements with the Network of National Public Administration (RINAPE) of the Network of Portuguese-speaking Countries.

ENAP is associated to the Global Development Learning Network, a group of international institutions coordinated by the World Bank, aimed at the promotion of e-learning learning courses in public management.

It is worth highlighting, finally, that ENAP has had a relevant participation in the activities promoted by the Latin-American Centre of Administration for the Development (CLAD), organizing yearly panels with international reference institutions in public administration in the international congresses promoted by this center.

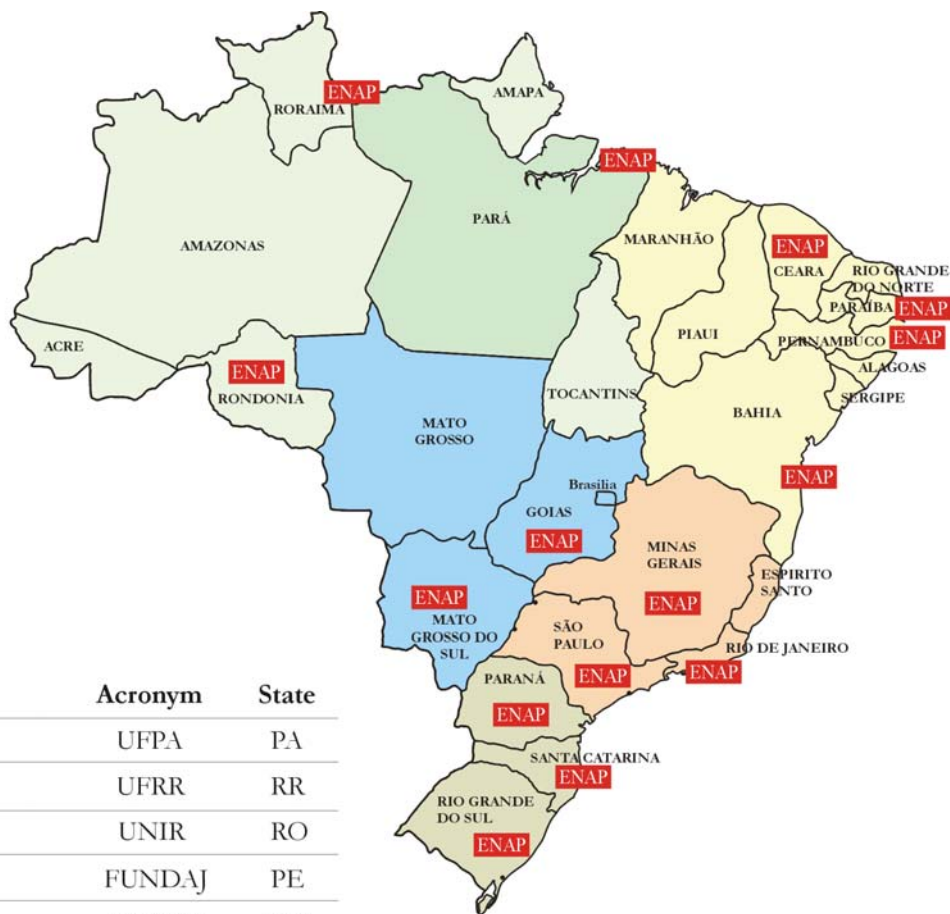
Partnerships generating partnerships

To enhance ENAP's participation in a national scale, the School develops since 1996 a Partnerships Program with capacity-building centers for schools of government also in the state and municipal levels. The program is aimed at giving the civil servants working outside the Federal District the opportunity to participate in ENAP's regular attendance courses, widening the School's area of influence to the whole national territory through the dissemination of continued education courses, and making available, at a lower cost, some courses to public organizations outside Brasília, and promoting the interchange of knowledge and experiences between public institutions dedicated to capacity-building of civil servants.

Courses offered within the Partnerships Program are very diverse, and the more popular choices are Team Mobilization, Project Elaboration, Project Management, Analysis of Processes, and Auctioneer Qualification. In 2006, the Partnerships Program made possible for 2.595 civil servants throughout Brazil to take good quality courses.



The Partnerships Programme



Institution	Acronym	State
1. Univ. Fed. do Pará	UFPA	PA
2. Univ. Fed. de Roraima	UFRR	RR
3. Univ. Fed. de Rondônia	UNIR	RO
4. Fund. Joaquim Nabuco	FUNDAJ	PE
5. Ag. Adm. e Neg. Público	AGANP	GO
6. Fund. Escola de Serviço Público	FESP	RJ
7. Instituto Bras. de Geo e Est. - RJ	IBGE	RJ
8. Inst. Nacional de Seg. Social	INSS	SP
9. Escola Mun. de Gov. de São Carlos	FESC	SP
10. Fund. Desenv. RH - RS	IFDRH	RS
11. Escola de Governo - MS		MS

Prior to 2004, ENAP had signed partnership agreements with 6 institutions. In 2005, three organizations summed up. Currently, 11 institutions from different states of all regions of Brazil compose the program.

Jointly with e-learning, the Partnerships Program also consolidates a strategy of making capacity-building initiatives available to remote Brazilian regions.

The effort to reinforce common capacity-building actions for civil servants in other parts of the country has generated an important movement: after signing cooperation agreements with ENAP, partner schools start articulations with local institutions to extend the range of capacity building initiatives in the states and cities. They work as partners generating partners.

The National Network of Schools of Government

To share knowledge and experiences as well as to encourage partnerships are the main purposes of National Network of Schools of Government. As a less hierarchical structure, the network enhances the cooperation of schools from different regions of the country. There are 95 institutions, 28 of them are in the federal level, 31 in the state level, 26 in the city-level and 10 universities constitute the network today.

The main strategy of the network has been to convene purpose-oriented meetings. Since its creation, 4 national meetings and 10 federal-level meetings have been put forth.

National meetings have counted with the participation of leaders and representatives of federal, state and city institutions. In these meetings, discussions, lectures with national and international specialists and workshops are centered in themes as the importance of networking, events planning as instrument of cultural change in the public service, the role of schools of government and of capacity-building in the context of innovation in the civil service, institutional partnerships for the sharing of knowledge and resources, diffusion of knowledge, organization of schools of government, pedagogical projects, among others.

On its turn, federal-level meetings are organized with the participation of federal schools of government, which compose the more active core of the Network. The main agendas behind the

meetings are debates on the new National Policy for Civil Servant Development, and the role of the Network in its implementation. It is worth highlighting that in 2006 the Decree 5.707/2006 was issued, establishing the policies and directions for the development of personnel of federal public administration in direct and indirect administration and recognized the need of articulation of a system of federal schools of government.

Also featured in the federal schools meetings are surveys on the schools' areas of activity which are based on the analysis of their courses' catalogues, the presentation of contents and methodologies for leadership development, and workshops for the definition of common capacity and performance evaluation indicators.

Over and above attendance meetings, the Network searches alternatives for promoting dialogue between schools without the need of constant convey to Brasilia. The Network website (www2.enap.gov.br/rede_escolas) and videoconferences are some of these alternatives.



Knowledge sharing and dissemination: The *Public Service Review* and other ENAP's publications

The Public Service Review completes its 70th anniversary this year. It is a publication specialized in public management and administration, edited every three months by the National School of Public Administration (ENAP), with focus on three main themes: State and society, Public policies and development and Public administration.

The articles are bound to academic rigor as texts are submitted to a double blind review. Authors are mostly civil servants from a variety of areas, a fact that enriches the theoretical analysis with the practical knowledge of public management.

The Review was created in 1937, first intended to be a monthly periodic, as the first publication on the subject in Brazil. Many of the texts published in the Review became classics for the Brazilian public, for instance, the eminent Brazilian sociologist Celso Furtado's "Theory of the Department of General Administration" of 1946, that disserts upon the first administrative reform in Brazil, established in 1938, in contrast to the international context; as well as the article of Guerreiro Ramos, also published in 1946, entitled "The sociology of Max Weber" which brings an analysis of the Spanish edition of "Economy and Society", the first in a language other than the original, launched that same year.



In 1986, ENAP inherited the responsibility of editing the Public Service Review, and holds steady in the objective of giving continuity to its history, from the beginning a publication made by and for civil servants.

ENAP's editorial line also includes *Cadernos ENAP*, which publishes essays and researches made within the public service, both national and international, as well as *Textos para Discussão*, by which civil servants have the opportunity to access in first hand the latest and newest articles on relevant themes. The School also publishes major works about public administration, including translations of important foreign works, such as Jane Fountain's *Building the Virtual State*, Goldsmith' and Eggers' *Governing by Network* and is currently releasing Richard Neustadt's *Presidential Power and the modern presidents* and Franco's and Cohen's *Gestión Social – cómo lograr eficiencia e impacto en las políticas públicas*, among many others.

Learn more about the Public Service Review at ENAP's website: www.enap.gov.br



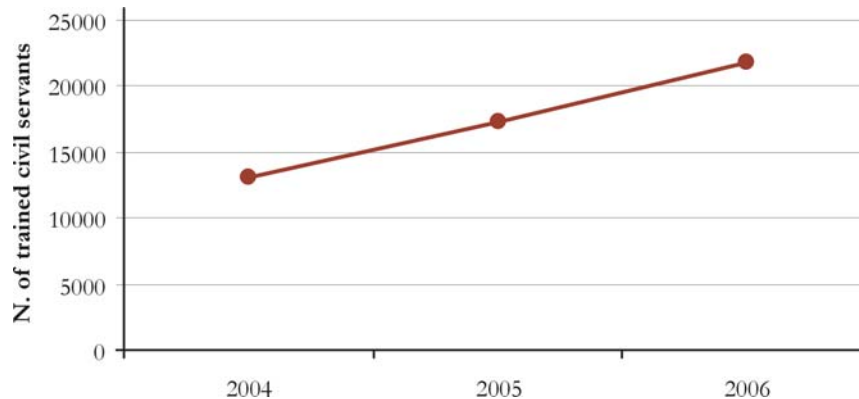
ENAP's numbers



The following graphics show ENAP's performance from 2004 to 2006.

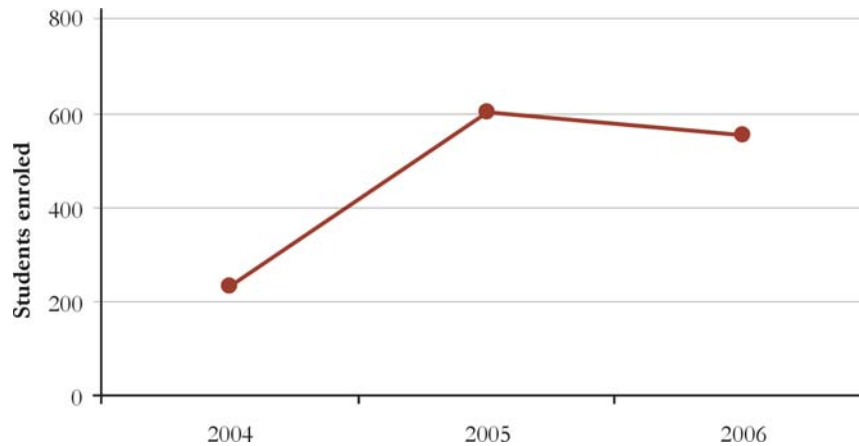
Managerial Development

The Managerial Development courses aim at developing and enhancing cognitive, instrumental and behavioral abilities in public servants, focusing in good practices and innovation experiences, in view to contribute to the enhancement of government's capacity.



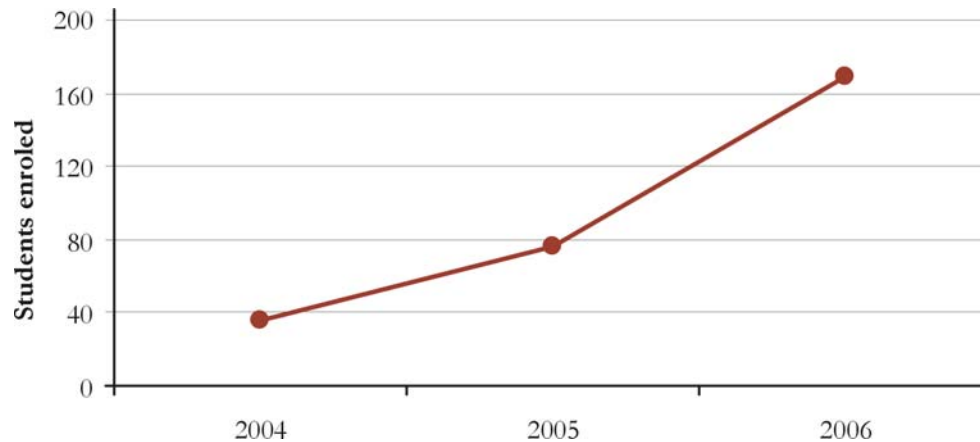
Induction Courses

ENAP is responsible for the elaboration and implementation of induction courses and development courses for career progression to 2 major careers of the Ministry of Planning, Budget and Management.



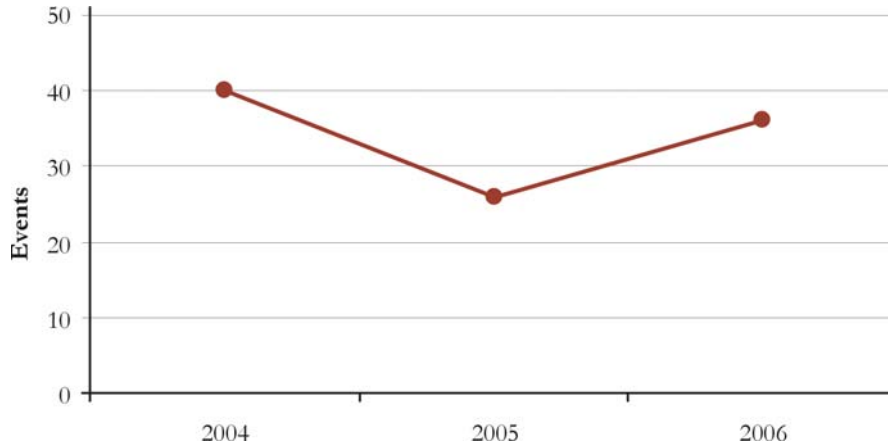
Specialization

The *lato sensu* specialization courses are offered in order to complement civil servants' education in relevant areas and to enhance government capacity.



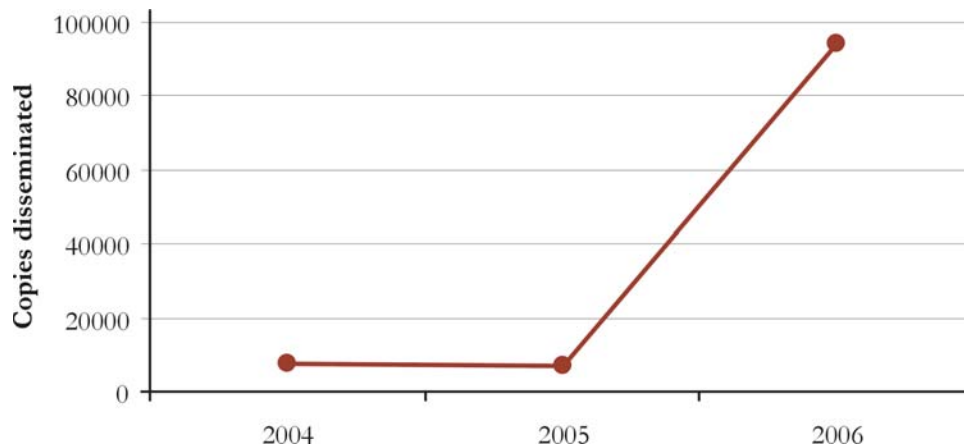
International Cooperation

The International Cooperation is a means to prospect knowledge and experiences for the development of competencies in public management through international partners.



Knowledge diffusion

Through the elaboration and dissemination of studies, researches and other publications, ENAP is able to subsidize the formulation, implementation and evaluation of government policies as a means to become a reference center in public management.





www.enap.gov.br

The image shows a large, modern building with a grid-like facade, likely the Brazilian National School of Public Administration. The building is set against a background of a textured, brownish-gold surface that resembles aged paper or parchment. The text is overlaid on the upper portion of the image.

Brazilian National School of Public Administration