Knowledge Management and e-Government in Brazil

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Overview of Presentation

- Working definition of knowledge management
- Knowledge management in the Federal Government
- Knowledge management in the State of São Paulo
- Conclusions and next steps
- The e-Brasil Project
Working Definition of KM (OECD 2003)

“A broad collection of organisational practices related to generating, capturing, disseminating know-how and promoting knowledge sharing within an organisation, and with the outside world, including:

- organisational arrangements (decentralisation of authority, opening up bureaucratic divisions, use of information and communication technologies etc.);

- personnel development (mentoring and training practices, mobility etc.) and management of skills;

- transfer of competencies (databases of staff competencies, outlines of good work practices, etc.); and

- managerial changes and incentives for staff to share knowledge (staff performance assessment and promotion linked to knowledge sharing, evolution of the role of managers, etc.)
KM in Brazil’s Federal Government

- Comprehensive IPEA study in 2005 found
  - large state-owned companies surveyed appeared to have reached levels of KM formalization, implementation and results similar to those of public organizations in OECD countries.
  - similar results were observed in a few ministries, in most of them the knowledge management initiatives and results were still emerging
  - results observed at this stage were found to be “the outcome of isolated initiatives and scattered efforts, sometimes within the same ministry; the absence of communication and shared information about KM practices within and among the organizations; and finally, little awareness about KM among the upper management, middle managers and public servants in general.”

- principal policy conclusion reached by the report:
  - the widespread adoption of KM in central government would “require the establishment of a broad KM policy, with strategic directives, specific resource allocation and training at the various organizational levels.”
IPEA’s conclusions were similar to a view already reached by the Technical Committee on KM of the Executive Committee on e-Government in mid-December 2003 and recorded in a document of the CEGE which underwent a series of revisions in subsequent months.

Further elaboration of these conclusions, drawing on the IPEA study and further work of the CT-GCIE has resulted in a draft decree that is still under consideration by the Executive Committee on e-Government and the Casa Civil.
The draft decree would establish a Public Policy on KM (using the OECD definition) with the following general objectives for the Federal Public Administration (APF), a term which includes ministries, agencies, parastatals and federal public enterprises:

- Improving the efficiency, effectiveness and quality of public policies and services for citizens and Brazilian society;
- Promoting transparency in public management by providing citizens with access to government information and a growing ability to participate in and influence political-administrative decisions regarding:
  - the incentive to create culture, among government leaders, regarding the importance and utility of knowledge in public management;
  - developing a culture of collaboration among governmental areas and creating and sharing knowledge between the government and society;
  - the incentive to develop cognitive competencies, pragmatic and attitudinal, of public servants, employees or officials oriented to the sharing and creation of knowledge; and
  - disseminating the results and benefits of implementing KM in the APF.
The draft presidential decree provides for:

- creating a high-level Management Committee for the KM Public Policy headed by the President’s chief of staff (Ministro da Casa Civil) with its Executive Secretary being the Secretary of Logistics and Information Technology of the Planning Ministry (these are the same arrangements as for the executive committee on e-Government) to monitor implementation of the federal KM policies;

- charging this Management Committee with establishing and implementing a Strategic KM Plan for the APF;

- tasking the organizations of the APF with developing KM plans within the Multi-Year Plan (PPA) and also providing resources in their budgets to implement these plans; and

- tasking the National School of Public Administration (ENAP) with formulating a training program to carry out the KM plans of organizations of the APF and to monitor these own organizations’ training plans, disseminating the results and benefits of implementing KM in the APF.
• São Paulo – with a quarter of Brazil’s population, a third of its GDP and more than 40 percent of its industry – is Brazil’s leading state.

• São Paulo has followed a similar course to the federal government in researching and preparing KM policies

• In São Paulo, KM is coupled with innovation, and the policies in preparation cover both related topics.

• Some of the same consultants were involved in the preparatory research conducted by the Foundation for Public Administration (Fundap) in São Paulo and the IPEA study of the federal government.
• Work on KM and innovation carried out in São Paulo to date has been organized by the Committee for Quality in Public Management (CGQP) of the Governor’s staff (Casa Civil).

• The mission of the CQGP is the creation of “a single government” the values of which are: teamwork; collective construction of knowledge; respect for the public manager; shared decisions, responsibilities and resources; interoperability, integration, and partnerships.

• A study was carried out in 21 state secretariats and agencies, was based on a model of maturity in GCI along six dimensions: learning, metrics, governance, culture, information management, and networks for collaboration developed by José Cláudio Terra.
overall conclusions of this survey:

- Little structured interaction between the agencies, limiting the sharing of knowledge
- Embrionic efforts at disseminating learnings, practices and improvements
- Lack of directives and clear responsibilities regarding GCI
- A prevailing culture which does not privilege knowledge sharing, initiatives to make improvements or collaboration through networks
- Identification of some information management processes to promote access and sharing of knowledge and practices
- Lack of metrics allowing evaluation of the creation, sharing, and application of knowledge to verify efficacy and innovation.
• Key recommendations of the study which cut across the six dimensions are the following:
  – Put GCI on the agenda for public managers.
  – Treat GCI in a systematic and not fragmented manner in the Government of the State of São Paulo.
  – Develop processes for creating, sharing and using knowledge to improve public management and service delivery to citizens.
  – Identify, support, value, disseminate and use existing good initiatives in any of the six dimensions of the Maturity Model in the Government of the State of São Paulo.

• A series of six case studies with accompanying videos was prepared on the best practices identified in each of the dimensions and in April 2007 a series of talks and presentations was organized to disseminate the results of the study and its key recommendations.
Conclusions for Brazil

• Brazil’s federal government and São Paulo and some other states have done necessary preparatory work
• KM has not been a national or state priority at the highest level
• Without strong leadership, these important initiatives are unlikely to result in radical improvements
• Brazil needs a national e-Development strategy as an integral and high-priority element of a broader vision of where it wants to go and how to get there.
• The e-Brasil Project seeks to
  – Develop this vision
  – Identify key public policies to implement it
  – Raise consciousness of political leadership and the electorate on the benefits of such a strategy
  – Mobilize resources to implement the strategy
E-Development Vision
(credit: Nagy Hanna)

ICT applications
e-Government, e-Business, e-Society

Vision, Leadership, Consensus, Policies and Institutions

Infostructure
Human Resources

ICT Industry: Hardware, software, telecom
The e-Brasil Project

- Objective: Build a more equitable and competitive Brazil through intensive use of ICT
  - Mobilize international and Brazilian experience: 3 books (latest: *e-Desenvolvimento no Brasil e no Mundo: Subsídios e Programa e-Brasil* – publication in August 2007 – 61 authors, 40 chapters, 1008 pages)
  - E-Brasil Portal: www.e-brasil.org.br
  - Strategic communication campaign through mass media
  - Consensus-building seminars and academic program to train e-leaders
  - Large-scale projects at national and state level
E-Brasil Publications

29/06/2007

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