

## Quotations on study on the 1995 Public Management Reform

Quotations based on interview (21.9.2010) included in the report on the 1995 Public Management Reform – Brazil Case Study – written by Rashida Majeed to be published by the Bobst Center for Peace and Justice of Princeton University. This center is focused on studies of successful public policies. They were sent to me by the author.

Quotes from Dr. Luiz Carlos Bresser-Pereira:

He said, „It was actually a secretariat with the status of a ministry and a small budget.‰ He realized that the ministry had to stand on the „strength of its ideas and started fashioning it along the lines of a think-tank.

The document, ready by July of 1995, wasn't a detailed research paper but rather a „historical diagnostic.

Bresser-Pereira recalled the storm that broke out when the white paper was publicized, „It was a tempest. I lived the next three months in a tempest.

Bresser-Pereira believed that MARE's „power would essentially be the power of ideas,‰ and disseminated the white paper widely.

Senior civil servants sympathized with Bresser-Pereira and supported the reforms efforts. „For me, the support of the public was important but more important was the support of [high] civil servants. I [wanted] to get the hearts and minds of these people. Bresser-Pereira addressed senior civil servants at conferences and meetings, communicating his ideas of efficiency of the state. After many such efforts, „my ideas and models made sense to them, he said.

In retrospect, Bresser-Pereira and most of his inner cabinet felt that the boldness of the initial reform momentum was lost when MARE was merged into the Ministry of Planning and Budgeting. Bresser-Pereira felt that he should not have proposed the merger to the President.

Bresser-Pereira noted that „Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector by David Osborne and Ted Gaebler, was crucial in shaping his ideas on the reform of the state apparatus.

According to Bresser-Pereira, for the first time, public administration reforms became a political platform in Brazil when Minas Gerais's former governor, Aécio Neves da Cunha, was reelected in 2006. He had run on the platform of successful public administration reforms enacted by him four years earlier.