Abstract

Pro-market reforms, constitutional rigidity and judicial review: Brazil, Argentina and Uruguay in comparative perspective
Izabela Moreira Corrêa and Vanúzia Gonçalves Amaral

This paper addresses the importance of the distribution of agenda and veto powers among citizens and the Executive, Legislative and Judiciary powers in order to allow the implementation of pro-market reforms in Brazil, Argentina and Uruguay. In comparative perspective, the paper deals with the issues of constitutional flexibility, law formation dynamics and the presence or absence of judicial review. The main hypothesis in this paper is that the harder it is for the Constitution to be altered, the harder it is to design the political game to implement reforms. The reforms of the social security systems implemented in Brazil, Argentina and Uruguay exemplified our analysis.

Key words: pro-market reforms; constitutional flexibility; judicial review.

State-owned companies and public-private partnerships: a strategy to ensure infrastructure investments through project finance
Wagner Frederico Gomes de Araújo

This study discusses the role played by state-owned companies in PPPs in order to ensure infrastructure investments through project finance. The article starts with the debate over the privatization process that took place, in Brazil, in the 90’s, within a larger movement of State reform, which paved the way to the establishment of new institutions such as the PPPs. Project finance is presented as a mean of funding PPPs in infrastructure projects. Its financial structure involves the creation of a special purpose company, which seeks to properly allocate risks by increasing the number of stakeholders and securitizing future revenues. Project finance reveals itself as a feasible strategy to ensure investments by state-owned companies in partnership with the government and other companies.

Keywords: project finance; public-private partnership; state-owned companies

Organizational changes and the modernization process in the Finance Secretariat of the State of Pernambuco
Clara Emilie Boeckmann and Nevton Borba de Andrade

From 1998, the Secretariat of Finance of the State of Pernambuco (SEFAZ) initiated a process of modernization, which has promoted organizational changes, concentrating efforts in structural projects, including investments in information technology (IT) planning. Among the IT projects, it must be highlighted the implantation of systems and technologic architectures. In this paper, it is presented a review of the organizational aspects of the process of modernization, considering the organizational culture, changes and learning. Moreover, the technological modernization process has had strong impacts on the cultural components of SEFAZ. Without the use of the IT as a fundamental tool, the new model of management would probably not be adopted by SEFAZ. The paper concludes, however, that IT, alone, does not make the miracle of change: it is necessary to combine the introduction of new technologies with a set of organizational change efforts.

Key words: organizational change, information technology, Finance Secretariat of the State of Pernambuco
The Senior Executive Service: special reference to the profile of the Top Public Service in Portugal

Pedro Nunes

Within the context of the public administration reform, this article intends to address some of the characteristics of the public management models, particularly concerning the Senior Managers (Senior Executive Service: Top Public Service and Tpo Management Service) and their profile regarding the new challenges of the public administration. The main objective of this paper was to describe the political appointment system to leading positions in the public service (Senior Executive Service), known in the literature as “spoil system”, with special reference to the 1st and 2nd levels, group I, positions held by the elite of the ministerial cabinets in Portugal.

Key words: administrative reform; senior executive service; recruitment and selection