Abstract

Camile Sahb Mesquita

The Bolsa Familia Program, the Brazilian conditional cash transfer program, has been establishing itself as one of the most expressive initiatives on poverty and inequality reduction in the world arena. Implemented in all 5,564 Brazilian municipalities, the enforcement of this federal program does not omit state and particularly municipality-based actions. In order to establish a shared management arrangement among all government levels, the federal government has been seeking to implement flexible partnership mechanisms, clearly defining roles and responsibility sharing, as well as to help subnational governments, through funding, in creating institutional conditions and infrastructure to operate such an extensive program. This text analyzes the intergovernmental relations within the Bolsa Familia Program, identifying the advances and the challenges in search of federative cooperation. In its first part, it presents an overview of the Brazilian federalism, based on the studies of Fernando Luiz Abrucio. Data and information on the Program were provided by the Ministry of Social Development and Hunger Combat.

Key words: Bolsa Familia Program, social policy, federalism

Sustainability mechanisms for sanitary surveillance policies: the case of the Brazilian National Agency for Sanitary Surveillance (Anvisa)
Marta Luiza Damasco de Sá

This article intends to aid the debate over strategic health management, focusing on sanitary surveillance. It seeks to understand how organizational structures influence the level of adhesion of employees to the strategy-making process within a regulatory agency, the National Agency for Sanitary Surveillance (Anvisa). It is based on Anvisa’s documents available to the public through the Internet, as well as on internal documents of the agency's planning area. The article analyzes two moments in the agency's strategic planning, in the light of aspects related to the concepts of power and culture, to the organizational structure and to the accountability over regulatory agencies. It concludes by noting that mechanisms that reinforce institutional transparency lead to successful strategy-making, as well as to greater sustainability of policies.

Key words: public policies, sanitary surveillance, Anvisa

Intrapreneur profile: an initial study with employees at Infraero-headquarters
Eliana Pessoa and Kelly Cristina Nóbrega Oliveira

In the light of the concepts of intrapreneuring and of its importance for the organizations today, this study outlines the profiles of the Airport Services Professionals (PSA) at the headquarters of Infraero – Brazilian Airports, trying to verify whether they present or not an intrapreneur profile. A questionnaire of 28 questions was used to identify indispensable needs and abilities to foster the development of intrapreneuring, aiming to assess the employees' profiles, as well as the features that that appeared the most and the least frequently in the selected sample. The result points that the majority of the selected employees has an intrapreneur profile, requiring, however, the development
of other characteristics such as self-reliance and self-accomplishment, also considered essential. The article concludes by suggesting sets of actions that can be adopted by the organization to stimulate the exercise of the employees’ enterprising capacities.

**Key-words**: intrapreneuring; enterprising capacity; intrapreneur profile; Infraero.

---

**Women in research, technology development and innovation: a comparison between Brazil and France**  
*Pierre Ohayon, Jacqueline Leta, Martine Carisey and Patrick Séchet*

This paper analyzes and compares the space women have conquered in science and technology activities in two countries, France and Brazil. These countries differ not only in their demographic and economic dimensions, but also in their scientific traditions. Thus, their respective statistics, as well as their actions and legislative measures to stimulate women’s participation in scientific activities, are presented, discussed, and contextualized in light of the history of institutionalization of science in both countries.

**Key words**: science and gender; research; technology development; indicators France/Brazil.

---

**Developing competencies of public servants in the Brazilian public administration**  
*Helena Kerr do Amaral*

This article presents the challenges of developing the competencies of public servants in order to increase government capacity to manage public policies in Brazil. In the first part, it highlights the characteristics of the Brazilian public administration considering three dimensions: the public career framework, the Brazilian federalism, and the social and economic environment in which it operates. It then analyzes the new personnel development policy (Decree 5.707/2006), which focuses on the competency management, and the role ENAP plays in the capacity building and the training of public managers and servants. It concludes by posing a challenge for the public administration: to build a well-trained and innovative public service acting in accordance with the principles of lawfulness and impersonality.

**Key words**: public servants; capacity building; competencies.