Study review about the executive
Argelina Maria Cheibub Figueiredo

This article is a literary review about the Executive. It discusses the impact by the parliamentary and by the presidential systems on the government capacity for formulating and implementing public policies. The aim of the text is to identify factors which either allow or hinder the exercise of a function that coordinates and unifies actions, analyzing the relation between the Executive and the Legislative powers, the Executive power structure and the relations between the political Executive and the bureaucracy. The studies of the parliamentary structure focus on the importance of political parties, the role of the ministers, the extension of the Prime Minister's power, and the collective role of the Cabinet. The work on the presidential structure, on the other hand, ranges from research about the North American Congress, involving statistical inferences and analyses based on institutional theory, to case studies about the American Politics (presidency and leadership). Despite the differences between the parliamentary and the presidential structures, the literature suggests that institutional mechanisms for agenda control produce the same effect in both systems.

The stage of development of e-government in Brazil in relation to the world-wide context
Paulo Henrique Ramos Medeiros and Tomás de Aquino Guimarães

The article explores the stage of development of electronic government in Brazil, using the United Nations ranking to discuss the positioning of the country considering the global context of e-gov. It is presented the concept of electronic government, being approached, right away, the Brazilian federal government programs related to that policy. The main conclusions are that Brazil reached good evaluations up to 2002 especially as a result of the implementation of some "success cases" - like Comprasnet and the revenue service on the Internet. From 2003, however, its trajectory started to be descending, yielding place to other countries that were, previously, in lower positions in ranking. After all, the article presents a reflection about the perspectives for the Brazilian e-gov, glimpsing a future capable of putting Brazil in a better position, closer to the countries that possess e-government programs in more advanced stages of development.

The participation of beneficiaries in strategies to reduce poverty: an analysis of their contributions
Willber da Rocha Severo

The size and complexity of the challenge of fighting poverty have created the need to identify new ways to attack the problem. An important element of the present discussion is the involvement of primary stakeholders in intervention and development activities. The present paper revises and synthesises specialized literature in order to analyse the contributions of participation to reduce poverty. It has identified that participation increases the impact of poverty reduction strategies by empowering primary stakeholders and by improving effectiveness, efficiency, and the sustainability of interventions. Case studies also indicate that high levels of participation tend to contribute more to the success of the strategy. However, ensuring "real" beneficiary participation is not easy. As a result of this study, some recommendations are given for future poverty fighting policies. If they are adopted, they can help overcome indicated difficulties and challenges and maximize participation contributions.
Knowledge management as a management system for the public sector
Espartaco Madureira Coelho

Knowledge and knowledge management have been the focal points of an intense discussion on how private organisations can obtain competitive advantages and attain high thresholds of flexibility, productivity and innovation, without, however, this discipline having being duly debated and/or incorporated by the brazilian public sector.

Starting from the perspective of the most prestigious authors who have written on the matter, this work presents the main concepts and aspects pertaining to this new paradigm of organisational management, in order to identify which would be the major challenges in view of putting in place knowledge management projects within public administration.

In addition, this work proposes the adoption of a new model of knowledge management that is more consistent and adapted to public organisations.

The management model presented is aimed at informing a theoretical and methodological debate on how knowledge management might be incorporated to the task of seeking better levels of management for brazilian public organisations, in order to better equip them to face the interferences that have already brought about the failure of planning and budgeting decision-making levels in the public sector. It is also aimed at the abandonment of standardisation and at the improvement of administrative procedures, at the destructuring of public service and of human-resource policies, as well as at tackling the persistent discontinuity of projects and public policies, and at redeeming the credibility of internal mechanisms of repression and punishment applied to those agents who adopt practices or behaviours that conflict with moral tenets and established legal norms.

Evaluation of financing policies for micro and small businesses and the generation of jobs: the Proger case - key aspects
Alessandro Ferreira dos Passos

The paper proposes to introduce key aspects and results of a new evaluation methodology for programs that finance micro and small businesses, applied to the Employment and Income Generation Programme in urban areas - Urban Proger, as much in reference to its actual costs, which were unknown until then, as in reference to its impact over job creation, which was estimated with primary data obtained by crossing two Ministry of Labour and Employment databases, namely Saep - the Proger Execution Follow-up System and the General Registry of the Employed and the Unemployed. Some of the results from two previous programme evaluations are preliminarily presented, one carried out by Ibase by means of questionnaires answered by programme beneficiaries and an earlier experience that crossed data from the same databases, constituting the basis for the evaluation now being presented.