



**TRIBUNAL DE CONTAS DA UNIÃO  
FEDERAL COURT OF ACCOUNTS - BRAZIL**

**4th International Conference on National Evaluation Capacities**

**THE MATURITY OF  
MONITORING AND EVALUATION SYSTEMS OF  
THE BRAZILIAN PUBLIC ADMINISTRATION**

**TEAM**

**Selma Maria Hayakawa Cunha Serpa  
Hiroyuki Miki**

**SUPERVISION**

**Glória Maria Merola da Costa Bastos  
Maridel Piloto de Noronha**

**ADVISOR**

**Paulo Carlos Du Pin Calmon  
University of Brasília**

**Support**



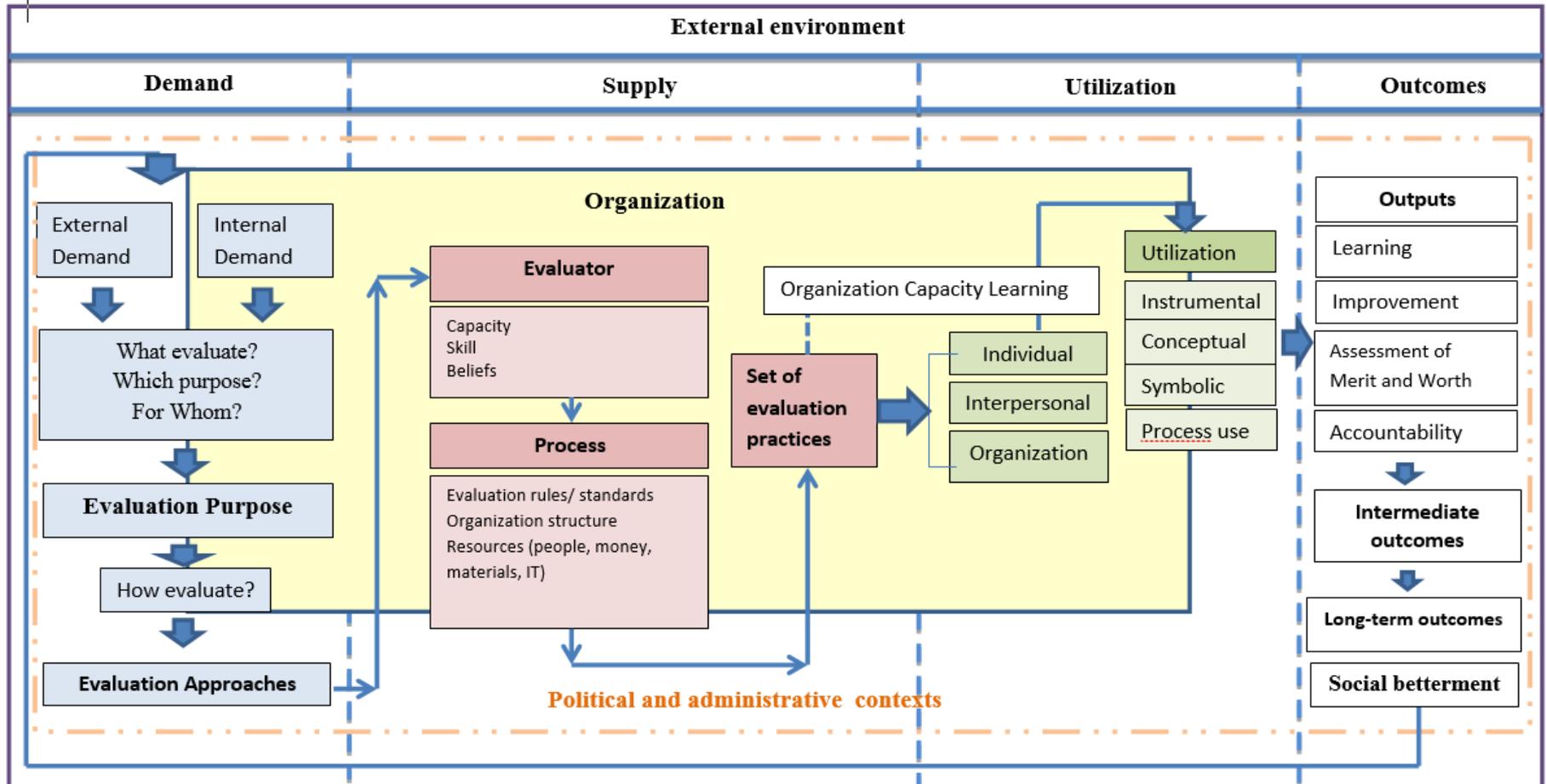
**Bangkok, October 2015**

# Objectives

- ✓ Evaluate Brazilian Ministries` (Federal Departments) capacity to demand, do and use evaluation
- ✓ Describe their evaluation systems



# Conceptual Framework



# Analysis Framework



Evaluative  
Demands  
Focus I



Production of  
evaluative knowledge –  
supply  
Focus II



Organizational  
capacity learning  
Focus III



Evaluation  
use  
Focus IV

## **Focus I -** *Do governmental decision-makers*

- ✓ have well defined program objectives, targets, goals, budget and other resources?
- ✓ know which, when and for what purpose evaluative information is needed ?
- ✓ know who needs the evaluative information to be produced ?

## **Focus II –** *Do Brazilian Ministries have (to produce evaluative information)*

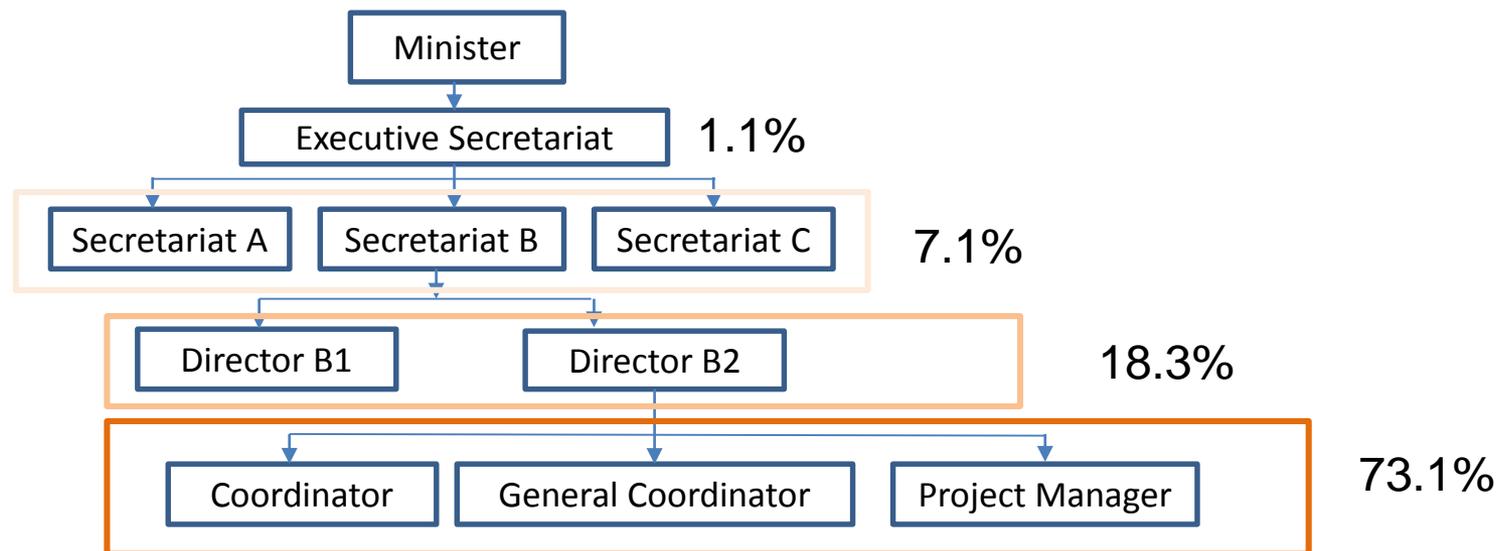
- ✓ Institutionalized organizational process?
- ✓ Evaluative procedures and practices?
- ✓ Skilled resources to develop or to ask for evaluation?
- ✓ Evaluative rules and organizational support (resources to do evaluation) ?

# Evaluation Systems Maturity Levels

Maturity Level	Description	Score
<b>Not structured</b>	A system or focus is considered <b>not structured</b> when the mechanisms and instruments needed to characterize the evaluation systems are <b>partially present</b> and they are <b>not enough and do not regularly meet the decision-makers` needs of evaluative knowledge</b>	> 50
<b>Incipient</b>	A system or focus is considered <b>incipient</b> when the mechanisms and instruments needed to characterize the evaluation systems are <b>present</b> , but they are <b>partially sufficient</b> and <b>do not regularly meet the decision-makers` needs of evaluative knowledge</b>	≥ 50 e ≤ 60
<b>Intermediate</b>	A system or focus is considered <b>intermediate</b> when the mechanisms and instruments needed to characterize the evaluation systems are <b>present, partially sufficient</b> and <b>regularly meet the decision-makers` needs of evaluative knowledge</b>	> 60 e ≤ 70
<b>Improved</b>	A system or focus is considered <b>improved</b> when the mechanisms and instruments needed to characterize the evaluation systems are <b>present, sufficient</b> and <b>satisfactorily meet the decision-makers` needs of evaluative knowledge</b>	> 70 e ≤ 80
<b>Advanced</b>	A system or focus is considered <b>advanced</b> when the mechanisms and instruments needed to characterize the evaluation systems are <b>present and entirely adequate to meet the decision-makers` needs of evaluative knowledge</b>	> 80

# Methodology

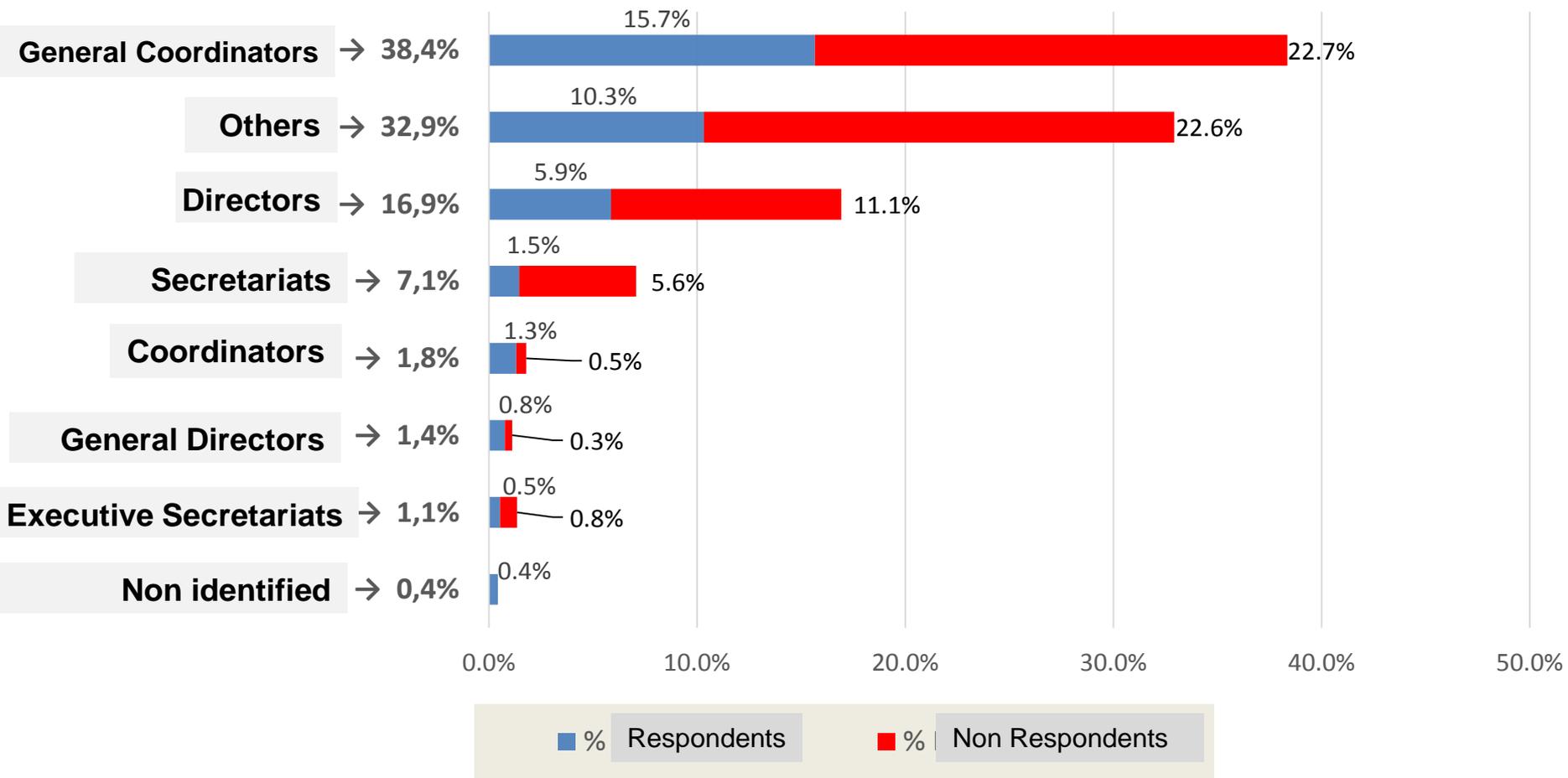
- ✓ Web-survey (as of 26, August to October 4<sup>th</sup>, 2013)
- ✓ Target group - 2,062 governmental decision-makers at 28 ministries (Secretariats (DAS 6), Directors (DAS 5) and Coordinators (DAS 4 and DAS 3))



- ✓ 750 respondents (36.4%)
- ✓ Descriptive statistics and content analysis
- ✓ Multi-Criteria Decision Analysis (constructivist approach) – MCDA-C (index – ISA-Gov)

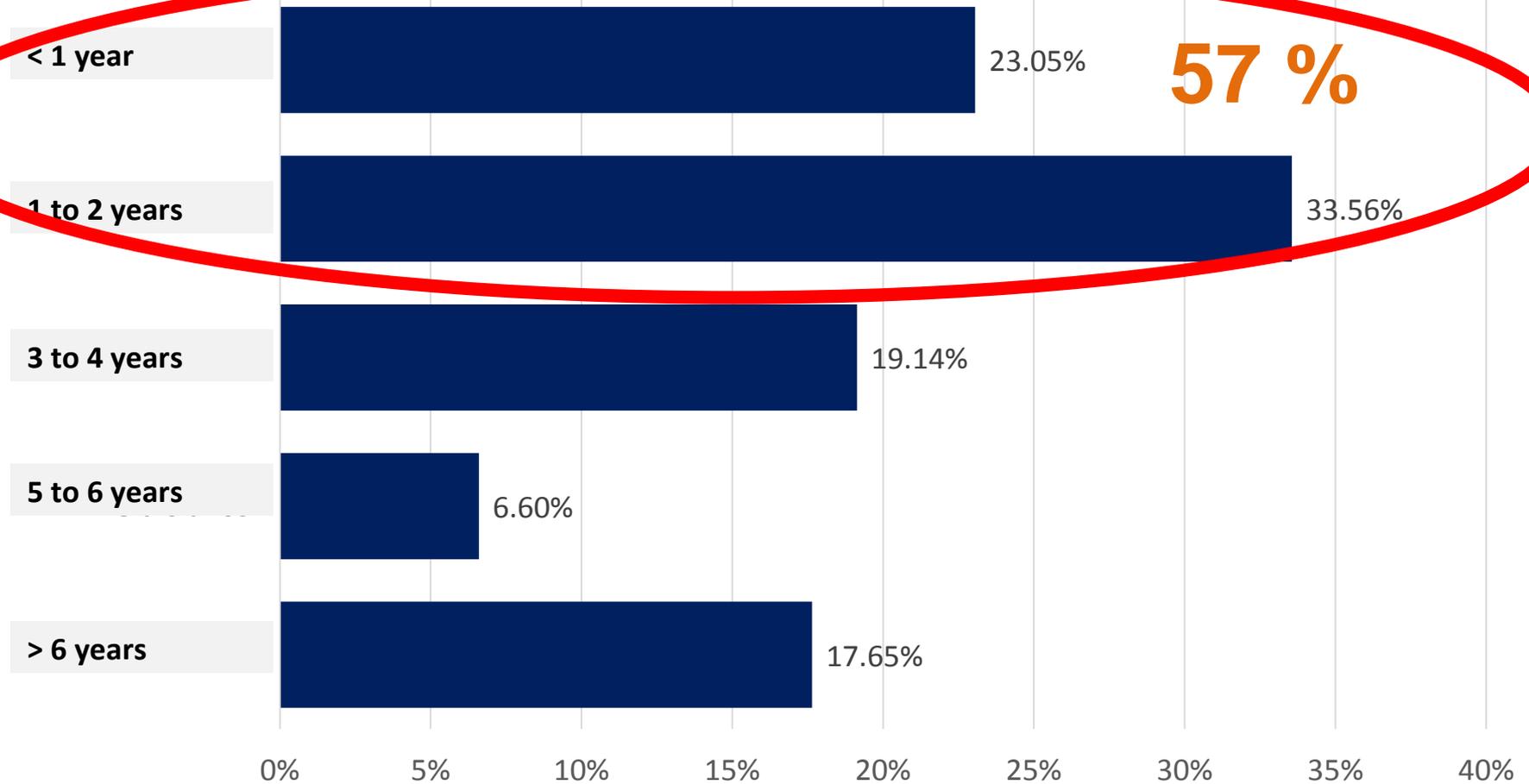
# Survey Target Group

Percentage - per job position



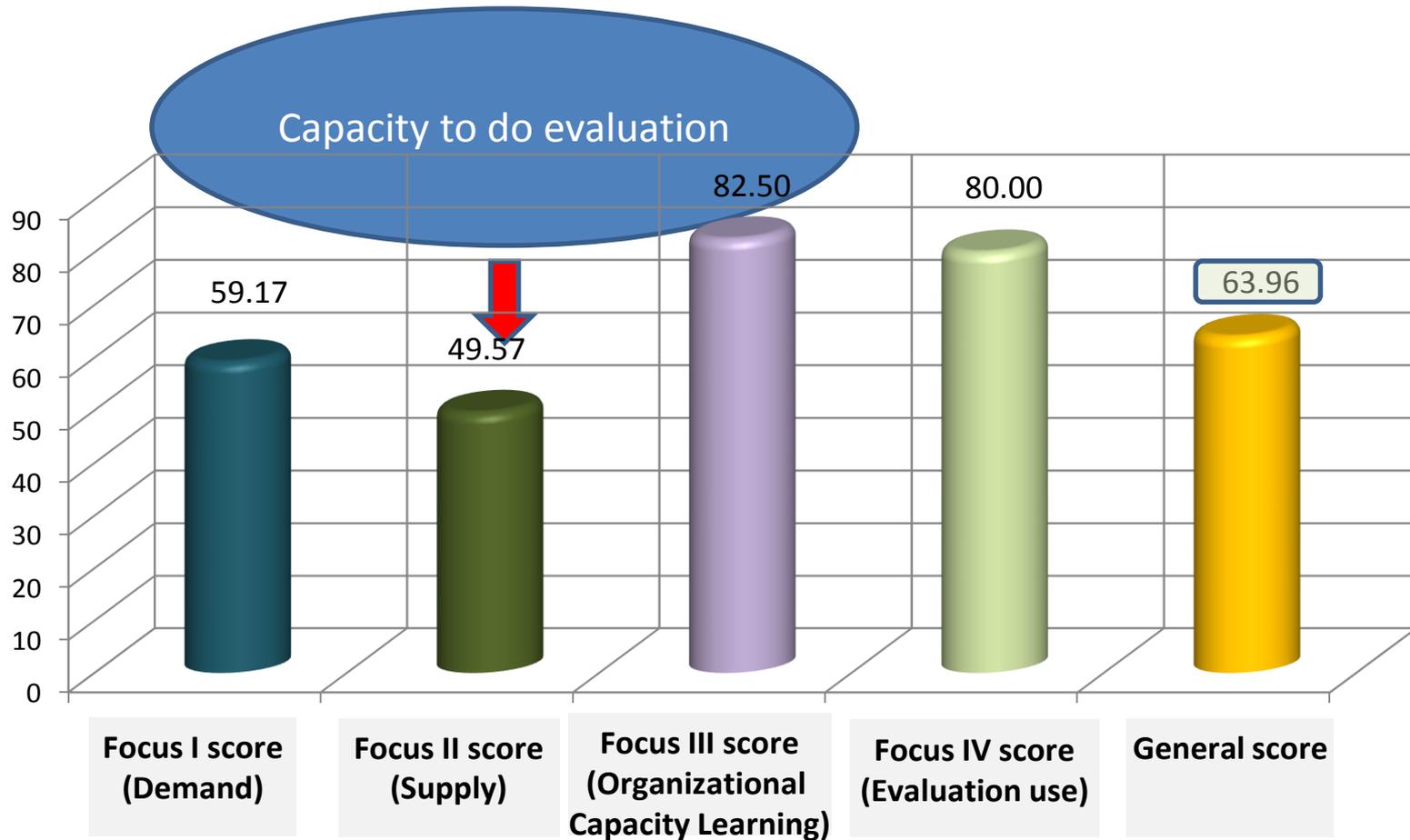
# Respondents Profile

## Period of time at the current job position



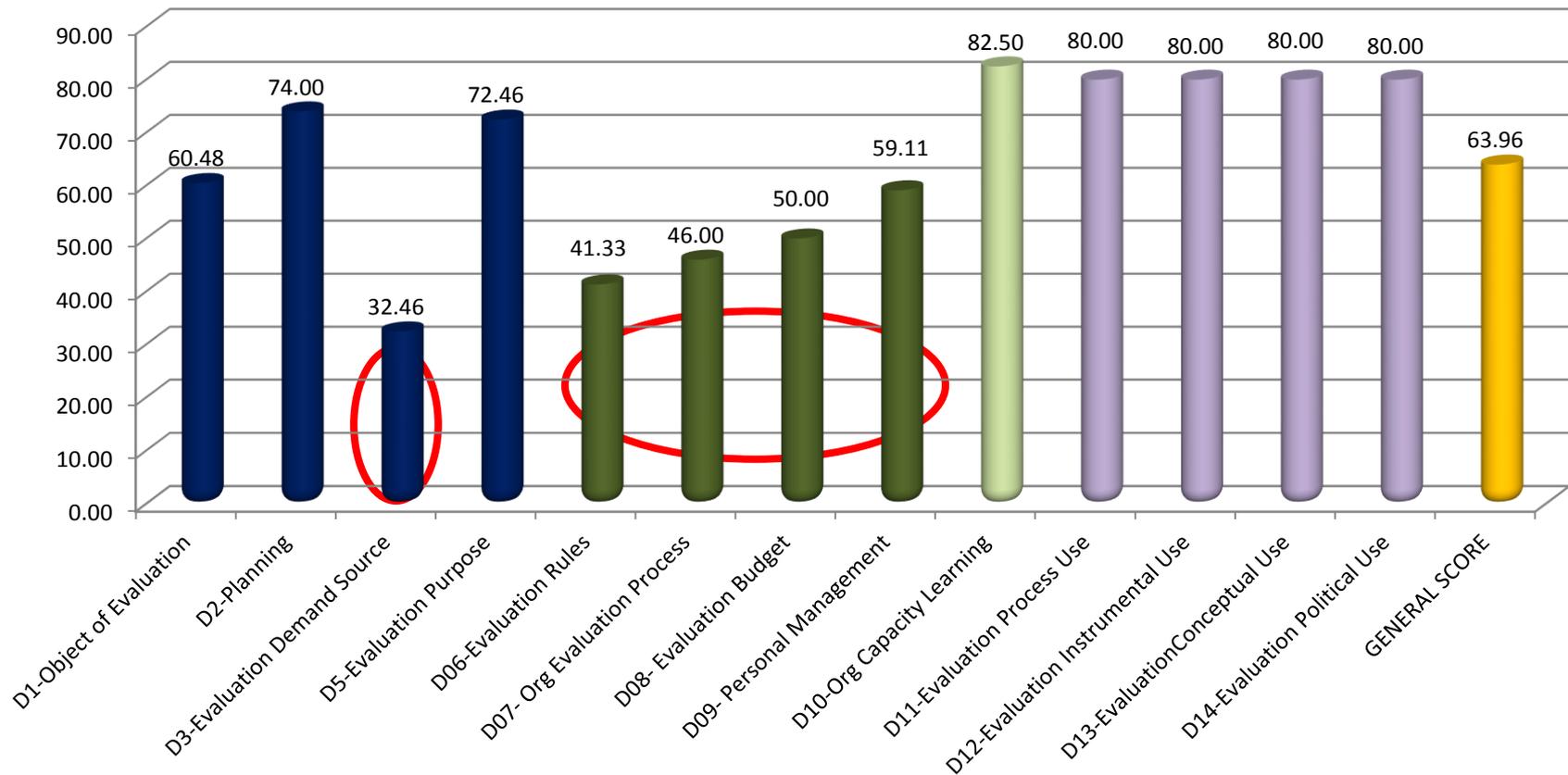
# Results

## Maturity Level per Focus

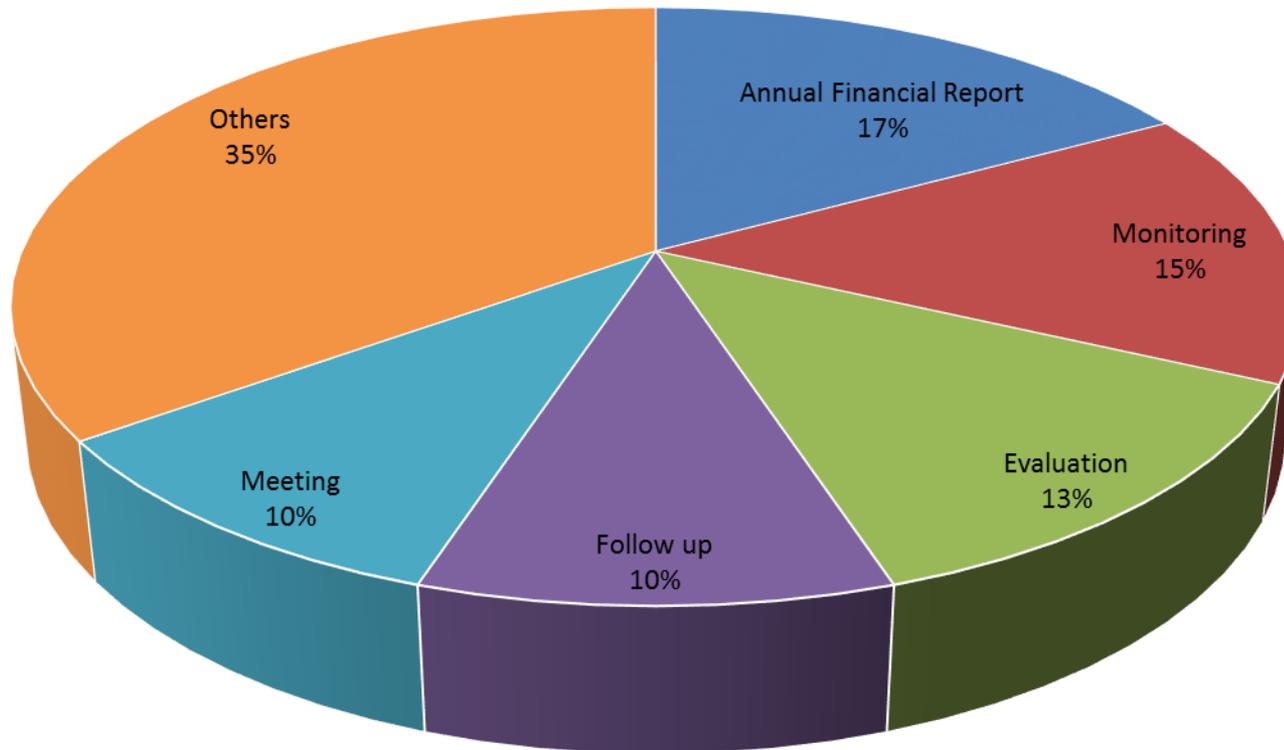


# Results

## Breakdown of Foci - Dimensions of Analysis

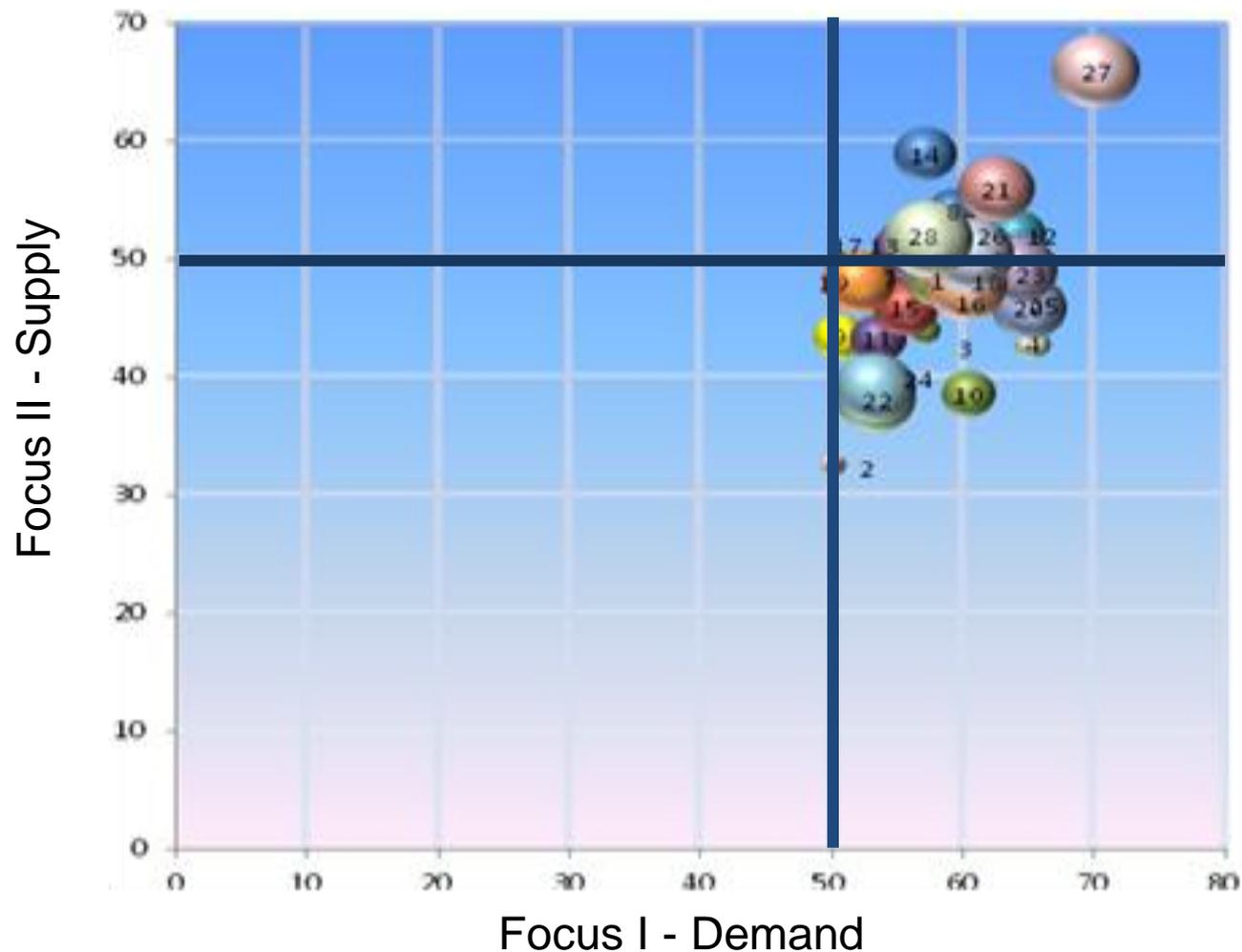


# Main evaluation practices

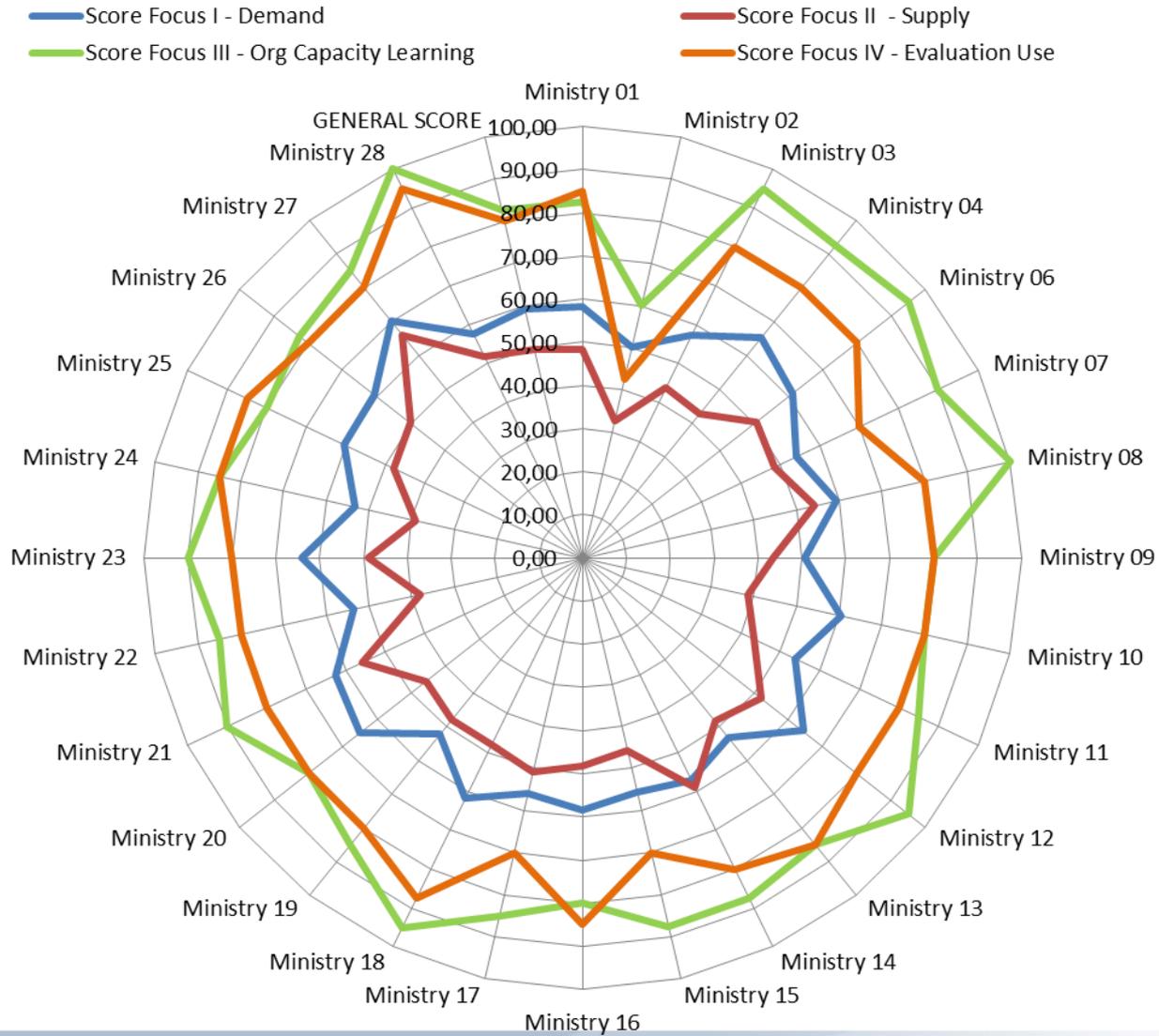


# Results

Comparative analysis between evaluation demand x supply – Focus I x Focus II



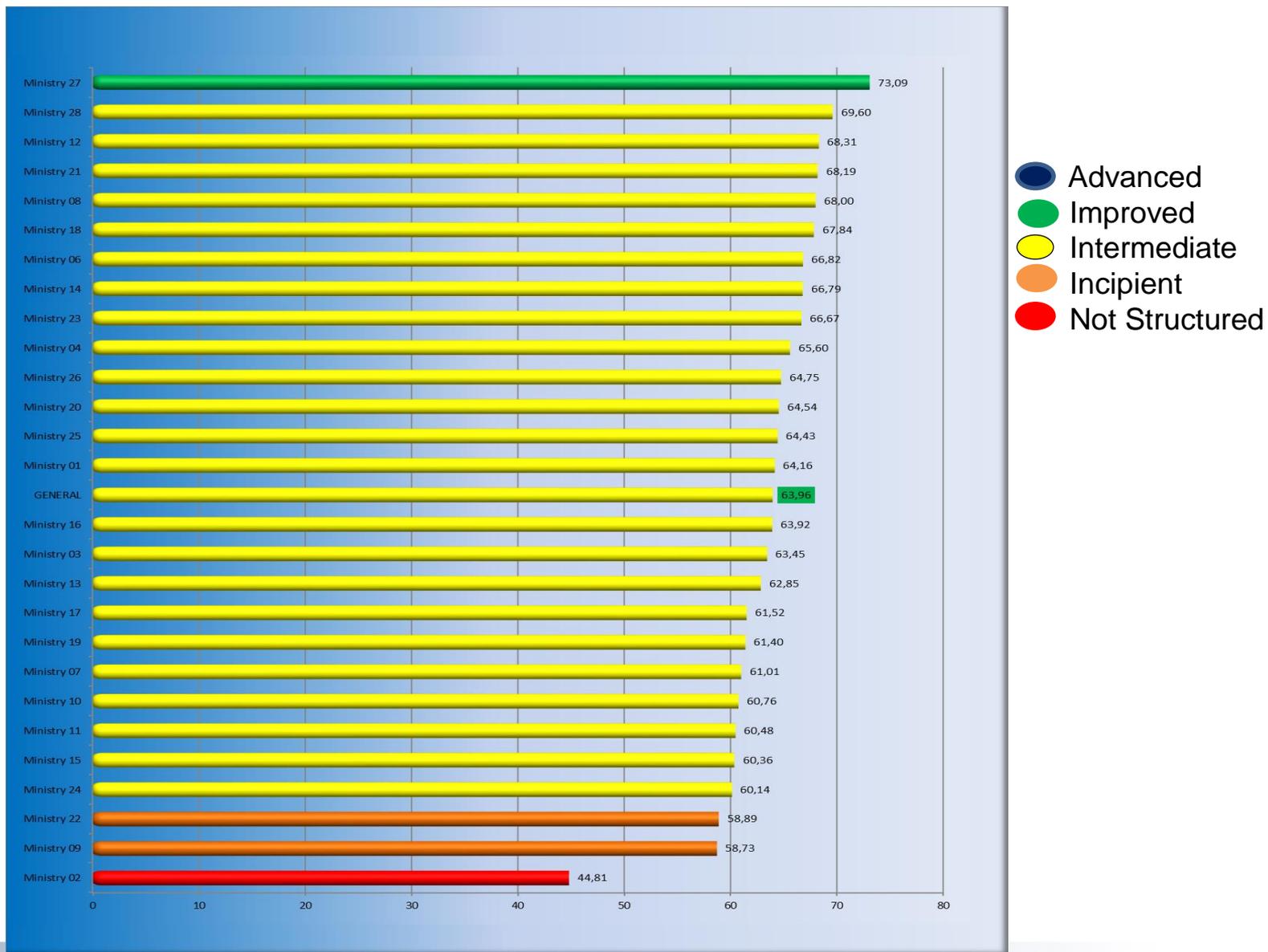
# Focus Radar



# Purposes of Evaluation Systems

Ministry	Governmental Evaluation Systems Purposes			
	Organizational Learning	Performance Monitoring	Evidence-Based Policy	Accountability
6		X		X
8	X	X	X	X
12	X			X
14	X			X
17		X		X
21	X	X	X	X
26	X	X	X	
27	X	X	X	X
28	X	X		X

# Maturity Index of Governmental Evaluation Systems - iSA-Gov





**Thank you!**

Selma Maria Hayakawa Cunha Serpa

[selmacs@tcu.gov.br](mailto:selmacs@tcu.gov.br)

Federal Court of Accounts - Brazil