

La institucionalización de la evaluación de políticas públicas en España ¿Un Proceso Consolidado?

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Abstract

The institutionalization of public policies evaluation begins in Spain through a broader process of public administration reform. In the fourteen years since the beginning of the institutionalization process, progresses have been made from the regulatory point of view, in a very decisive way through the Transparency Laws and, to a lesser extent, in the implementation of organizational structures for evaluation. The main weakness in the institutionalization of evaluation lies in its scarce practice, derived from insufficient political commitment and the lack of an evaluation culture rooted in public organizations. The consolidation of public policies evaluation in Spain requires a real political will that promotes the existence of institutional frameworks, the culture of evaluation and the articulation of an authentic public policy of evaluation.

Administração (a)Política em Portugal? - O retrato e os fatores de seleção do dirigente público português

David Ferraz, ISCTE-IUL, IHRU, I.P Abstract

This paper endorses the problematic about how political and administrative actors relay with each other focusing, particularly, on the selection of Senior Civil Servants, as key actor in the process of implementing public policies. Regarding the methodology pursued, a review of the literature and a documental analysis were carried out, as well as the application of an on-line questionnaire for Senior Civil Servants who were in managerial positions between 2004 and 2011 (n=964). The analysis allowed us to confirm two main components / criteria that are in the source of the selection of Senior Civil Servants (political and professional components) and, within each, the respective factors that compose them. We were able to recognize that political component has its weight, but it was not possible to fully confirm the hypothesis that, in Portugal (2004-2011), the factors that influenced the selection of senior public officials were, predominantly, political.

Engagement no trabalho e desempenho extrapapel: O papel da customização do trabalho

Diva Sousa, Ministério das Finanças

Susana M. Tavares, ISCTE - IUL Abstract

The present study aims to be a contribution to understand the relationship between work engagement and performance of extra-role behavior, as a dimension of civic virtues of OCB (*Organizational Citizenship Behaviour*). The objectives of the study were: (1) investigation on the relationship between work engagement, performance of extra-role behaviors and job crafting of teaching, (2) investigation on the potential mediating role of teaching job crafting in the relationship between work engagement and performance of extra-role behaviors. The results

showed that the higher the work engagement indexes, the better the performance of extra-role behaviors and higher the job crafting of teaching; also the higher the job crafting is, the better the performance of extra-role behavior; so job crafting mediates the relationship between work engagement and performance of extra-role behaviors.

Avaliação de eficácia em políticas públicas: o caso do Tribunal de Contas¹

João Vasco Lopes, Gestor de projetos na EDISOFT Abstract

In recent years the concept of program evaluation has grown among the Portuguese *Tribunal de Contas* and other Supreme Audit Institutions, a reflection of which lies in the approval of the 1997's Court of Auditors legislative reform, which made *evaluation* one of its competences, according to the criteria of *economy, efficiency and effectiveness*.

In this article we will address the public policy evaluation led by the Portuguese *Tribunal de Contas*, tracing its evolution. We will also address the evaluation work carried out by this court, from a conceptual and methodological perspective, in light of relevant academic literature on the subject.

The results of this investigation led to the conclusion that the understanding of effectiveness on behalf of the Court of Auditors is narrower than the one present in academic literature. It has been observed that effectiveness evaluation relies mostly on accounting operational outputs, according to a logic of regularity and conformity closer to audit practices than to those of evaluation.

Regarding the current discussion on the relationship between auditing, accounting, and evaluation, the present article aims at providing a positive contribution to the topic.

Facilidades e constrangimentos no exercício das funções de diretores de agrupamentos de escolas do Algarve

Jorge Barros, ESLA - Agrupamento de Escolas Dra. Laura Ayres, Quarteira Abstract

The purpose of this article is to emphasize the facilities and constraints experienced by the directors of five schools in the district of Algarve (Portugal), in order to perform their work. To this end, a qualitative methodological study was designed and semi-structured interviews were conducted with the directors, deputy directors and director assistants of these schools.

The study allowed to point out that, at present time, directors work in extremely complex conditions. These professionals are facing multiple constraints to their action, both internally and externally.

A Contratação Pública e o Tribunal de Contas: da fiscalização da legalidade à apreciação do mérito

Rogério Peixoto, Secretário-Geral do Ministério das Finanças Abstract

Given the nature, jurisdiction and material competence scope of the Court of Auditors, its jurisprudence is invoked as a source of critical discussion, either about the underlying assumptions validity, or on the consistency and relevance of its foundations, or, as a consequence, on the well-founded of its legal decisions. Assumptions, foundations and conclusions, not only cover the scope in which the Court of Auditors acts in the context of the prior supervision, but

are also extended to its intervention as auditor and as evaluator within the framework of a good governance promotion. The confrontation between a specific purpose type or Public Administration's own acting, clearly exercised in the ambit of its discretionary powers and a certain Court of Auditor's overvaluation while genuine court of *good governance*, is at stake with all consequences arising therefrom. After all, the Court of Auditors in some of its intervention shall have it not embarked by an activism that only a "generous interpretation" about the range of its controlling rights could explain? Such an interpretation being confirmed might place it at the limit of a border that, once crossed, would exceed the mere control of the public expenditure financial legality. This is, by all means, a sensitive issue upon which the present text only intends to be a further reflection on it.