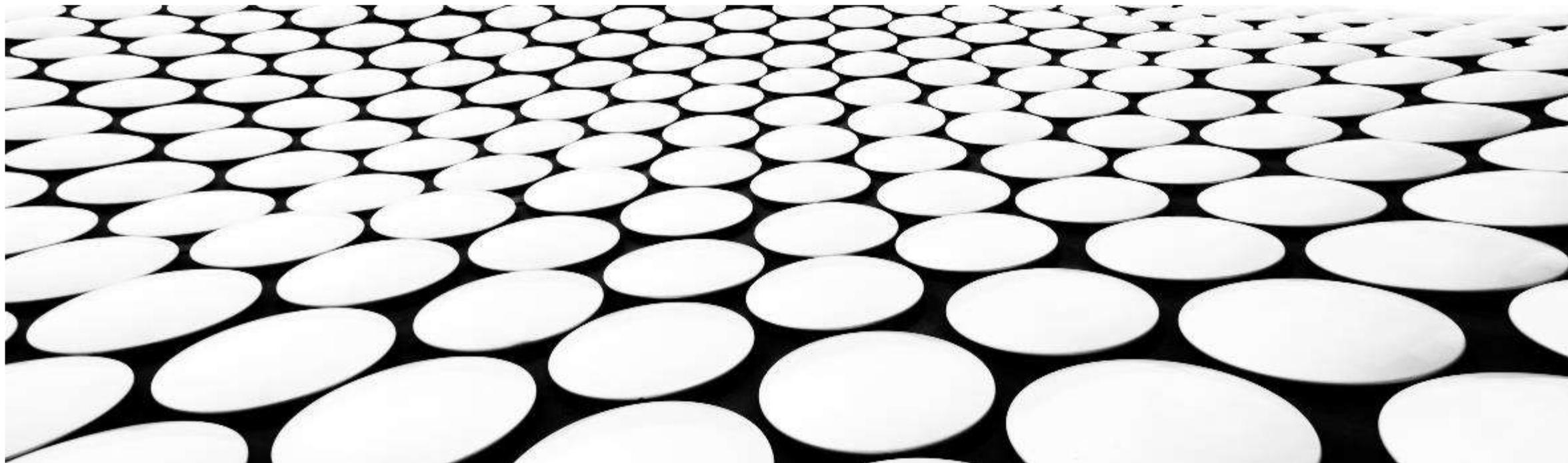

AVALIAÇÃO, QUALIDADE, BENCHMARKING E GOVERNANÇA: CAMINHOS PARA A SEDIMENTAÇÃO DE UMA CULTURA AVALIATIVA NO SETOR PÚBLICO

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TRAÇO OBSESSIVO-COMPULSIVO RECENTE: ENTUSIASTA DA INSTITUCIONALIZAÇÃO DE PRÁTICAS AVALIATIVAS NO SETOR PÚBLICO

TÓPICOS



**Avaliação e Gestão da
Qualidade: alguns destaques**



**Benchmarking: onde esses
caminhos se cruzam**

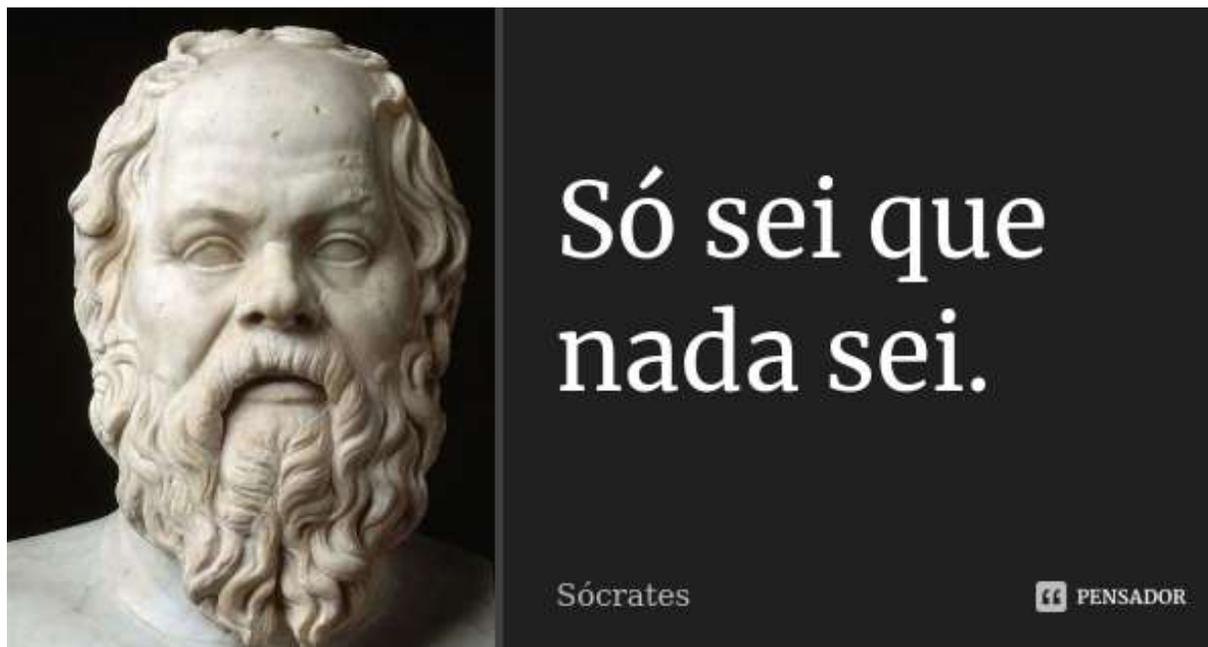


**Institucionalização de práticas
avaliativas**



**Governança Pública e Cultura
Avaliativa**

PRESSUPOSTO





A vigilância sanitária e a esfinge

VECINA NETO (1998)

Tão Paulo, quarta, 1 de dezembro de 1998 FOLHA DE S. PAULO **opinião**

[Texto Anterior](#) | [Próximo Texto](#) | [Índice](#)

A vigilância sanitária e a esfinge

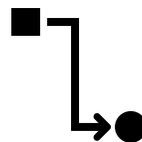
O produto de um mercado sob ação eficaz da vigilância sanitária é mais competitivo no mundo globalizado

GONZALO VECINA NETO

AVALIAÇÃO



- AVALIO PARA: conhecer melhor, julgar ou estabelecer a importância, prestar contas à sociedade e, quem sabe, influenciar a condução dessas intervenções que podem se dar na forma de programas, serviços, políticas ou qualquer outra proposta concebida para interferir no conjunto ou, ao menos, em alguns aspectos de uma situação a ser modificada.
- AVALIO PORQUE: acredito que o mundo pode e deve ser mudado. A avaliação permite, de modo ímpar, conexões entre o campo científico e o campo político; entre a gestão e o pensamento; entre formulações e prática; entre situações sociais problemáticas e a revisão das soluções propostas.



POTENCIAL DA AVALIAÇÃO INSTITUCIONALIZADA

- Transparência das ações;
- Ampliação do acesso a informações;
- Qualificação de processos de implementação;
- Melhoria do gasto público;
- Promoção de agendas relevantes;
- As conexões entre avaliação, democracia e redução de desigualdades são efetivamente possíveis.

GESTÃO DA QUALIDADE

- A gestão da qualidade é uma ferramenta estratégica que estimula a adoção de uma visão sistêmica de toda a organização;
- Liderança, abordagem por processos, busca da melhoria contínua e apoio à tomada de decisão compõem o cerne principiológico da implementação de SGQ na esfera pública;
- ISO 9001:2008 >>> ISO 9001:2015;
- Sistemas de Gestão da Qualidade em entidades regulatórias do campo sanitário (OMS) - enfoque na ISO 9001:2015;
- RDC 207/2018 - traz à tona a necessidade de estruturação de SGQ como requisito estruturante para qualificação das ações de vigilância sanitária exercidas pela União, Estados, Distrito Federal e Municípios;
- IntegraVisa – modelagem de SGQ aplicadas ao SNVS, e tomando como base os requisitos da ISO 9001: 2015;
- Alinhamento interfederativo e convergência regulatória internacional.

DEFINIÇÕES DE BENCHMARKING E SUAS INTERFACES COM AVALIAÇÃO E QUALIDADE

- O que é Benchmarking?
 - Consiste no processo de **busca das melhores práticas de gestão** de uma entidade num determinado setor, o qual conduz ao desempenho superior. A ASQ - *American Society for Quality* define *benchmarking* como o **processo de medição e comparação contínua** de uma organização relativamente às organizações líderes em qualquer parte do mundo, de modo a obter informação que ajude essa organização a **empreender ações destinadas à melhoria da sua performance**. (<https://pt.wikipedia.org/wiki/Benchmarking>).
 - Is the act of **measuring the quality of something by comparing it with something else of an accepted standard** (<https://dictionary.cambridge.org/pt/dicionario/ingles/benchmarking>).
 - Benchmarking is often thought to consist simply of comparing indicators and is not perceived in its entirety, that is, as a **tool based on voluntary and active collaboration among several organizations to create a spirit of competition and to apply best practices**. The key feature of benchmarking is **its integration within a comprehensive and participatory policy of continuous quality improvement** (<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3359088/>).

DEFINIÇÕES DE BENCHMARKING E SUAS INTERFACES COM AVALIAÇÃO E QUALIDADE

Benchmarking

- É um processo de mensuração de performance;
- O ponto-chave está na identificação de **oportunidades internas de implementação de mudanças** que representem significativa melhoria;
- **Avaliação e melhoria de desempenho;**
- Foco na **melhoria da qualidade contínua;**
- Culmina com a **transformação** de serviços, processos e produtos;
- Tem na **comparabilidade** um de seus grandes catalizadores.
- E o diferencial está na forma como **influencia o processo de tomada de decisão**: em transformar avaliação de performance em decisões de melhoria.

ÍNDICE DE GOVERNO DIGITAL 2019 | OCDE



O que avalia o DGI?

- The Survey enables countries' assessment based on the OECD Digital Government Policy Framework (DGPF), which is built on the Recommendation and embeds six dimensions that characterise a fully digital government:
 - digital by design
 - data-driven public sector
 - government as a platform
 - open by default
 - user-driven
 - proactiveness

By measuring the implementation of the OECD Recommendation of the Council on Digital Government Strategies, the Survey aims to assist governments in assessing their progress towards an advanced stage of digital government maturity. This assessment is complemented by a qualitative analysis conducted to identify policy cycle strengths and challenges across OECD members and other participating countries.

ÍNDICE DE GOVERNO DIGITAL 2019 | OCDE

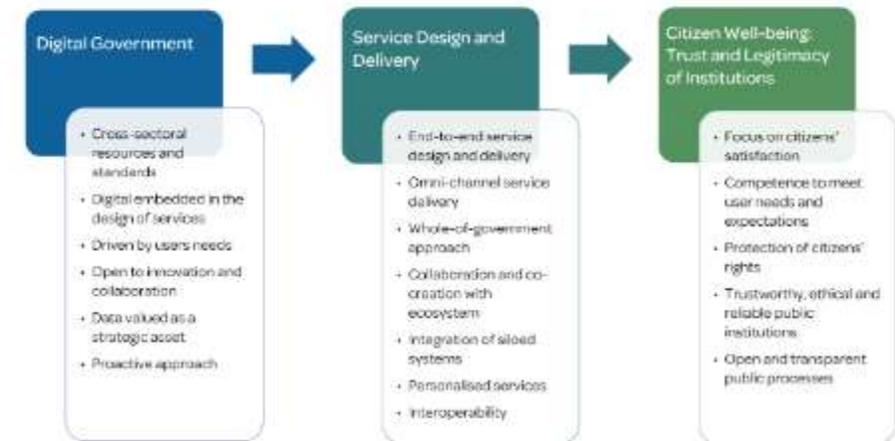
ALGUNS REFERENCIAIS

Figure 1. The transition to digital government



Source: Based on the OECD Recommendation of the Council on Digital Government Strategies (OECD, 2014^[7]).

Figure 2. The path towards improved citizen wellbeing

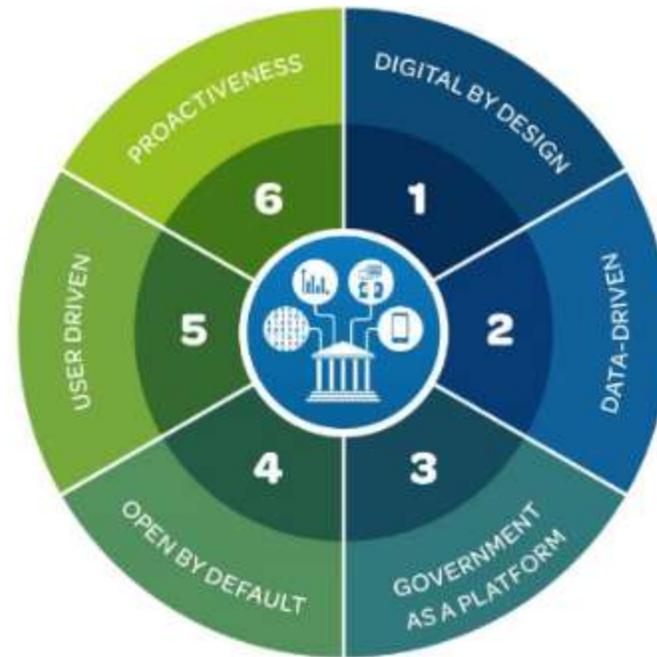


Source: Authors

ÍNDICE DE GOVERNO DIGITAL 2019 | OCDE

ALGUNS REFERENCIAIS

Figure 4. The OECD Digital Government Policy Framework

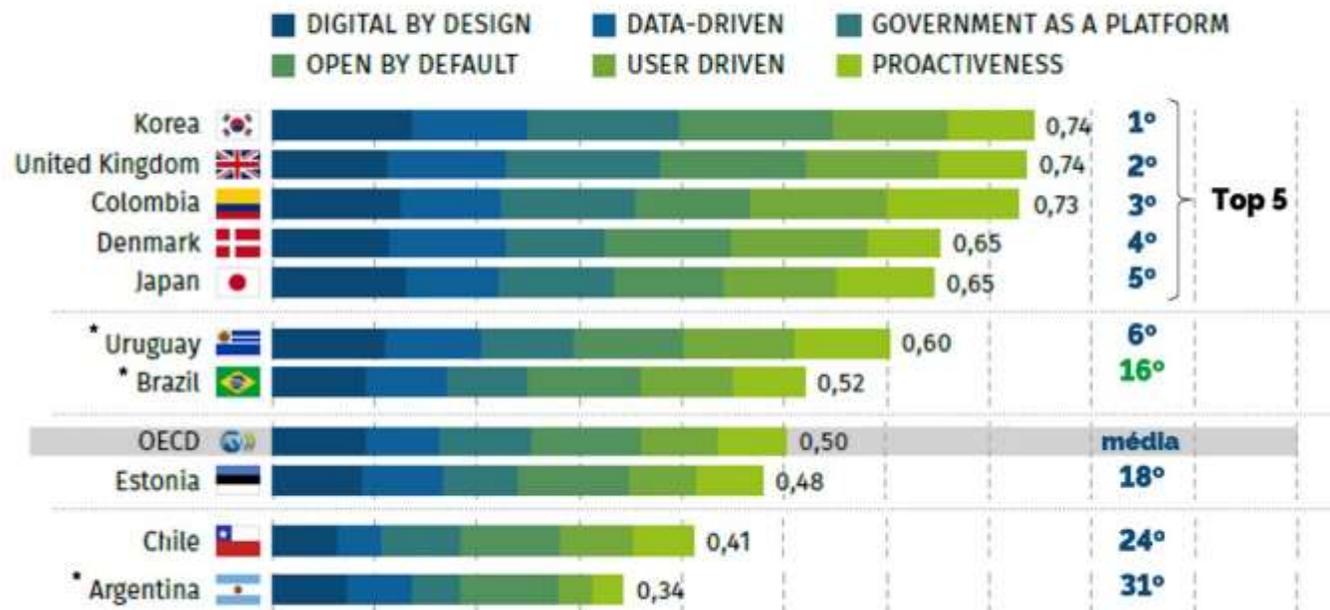


Source: OECD (2020_[1])

ÍNDICE DE GOVERNO DIGITAL 2019 | OCDE



OECD Digital Government Index 2019

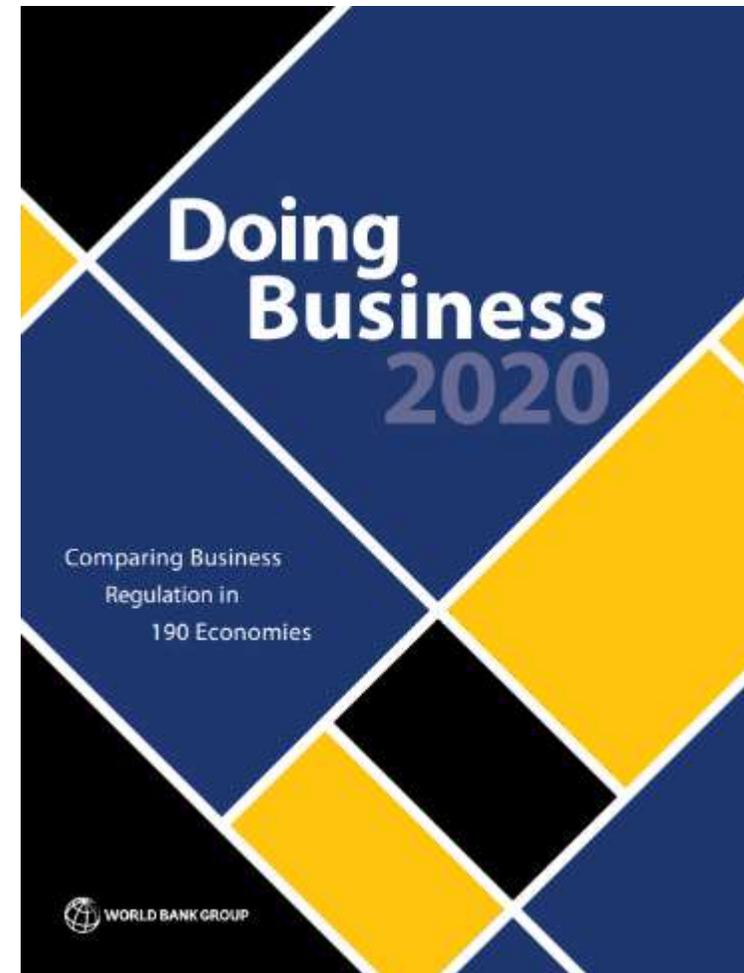


* Países não-membros convidados pela OCDE

DOING BUSINESS 2020 **0 | BANCO MUNDIAL**

DOING BUSINESS 2020 IS THE 17TH IN A SERIES OF ANNUAL STUDIES INVESTIGATING THE REGULATIONS THAT ENHANCE BUSINESS ACTIVITY AND THOSE THAT CONSTRAIN IT.

DOING BUSINESS PRESENTS QUANTITATIVE INDICATORS ON BUSINESS REGULATIONS AND THE PROTECTION OF PROPERTY RIGHTS THAT CAN BE COMPARED ACROSS 190 ECONOMIES - FROM AFGHANISTAN TO ZIMBABWE - AND OVER TIME.



DOING BUSINESS 2020 | BANCO MUNDIAL

FIGURE O.1 What is measured in *Doing Business*?



TABLE O.1 Ease of doing business ranking

| Rank | Economy | DB score | Rank | Economy | DB score | Rank | Economy | DB score |
|------|----------------------|----------|------|------------------------|----------|------|--------------------------------|----------|
| 1 | New Zealand | 86.8 | 65 | Puerto Rico (U.S.) | 70.1 | 128 | Barbados | 57.9 |
| 2 | Singapore | 86.2 | 66 | Brunei Darussalam | 70.1 | 129 | Ecuador | 57.7 |
| 3 | Hong Kong SAR, China | 85.3 | 67 | Colombia | 70.1 | 130 | St. Vincent and the Grenadines | 57.1 |
| 4 | Denmark | 85.3 | 68 | Oman | 70.0 | 131 | Nigeria | 56.9 |
| 5 | Korea, Rep. | 84.0 | 69 | Uzbekistan | 69.9 | 132 | Niger | 56.8 |
| 6 | United States | 84.0 | 70 | Vietnam | 69.8 | 133 | Honduras | 56.3 |
| 7 | Georgia | 83.7 | 71 | Jamaica | 69.7 | 134 | Guyana | 55.5 |
| 8 | United Kingdom | 83.5 | 72 | Luxembourg | 69.6 | 135 | Belize | 55.5 |
| 9 | Norway | 82.6 | 73 | Indonesia | 69.6 | 136 | Solomon Islands | 55.3 |
| 10 | Sweden | 82.0 | 74 | Costa Rica | 69.2 | 137 | Cabo Verde | 55.0 |
| 11 | Lithuania | 81.6 | 75 | Jordan | 69.0 | 138 | Mozambique | 55.0 |
| 12 | Malaysia | 81.5 | 76 | Peru | 68.7 | 139 | St. Kitts and Nevis | 54.6 |
| 13 | Mauritius | 81.5 | 77 | Qatar | 68.7 | 140 | Zimbabwe | 54.5 |
| 14 | Australia | 81.2 | 78 | Tunisia | 68.7 | 141 | Tanzania | 54.5 |
| 15 | Taiwan, China | 80.9 | 79 | Greece | 68.4 | 142 | Nicaragua | 54.4 |
| 16 | United Arab Emirates | 80.9 | 80 | Kyrgyz Republic | 67.8 | 143 | Lebanon | 54.3 |
| 17 | North Macedonia | 80.7 | 81 | Mongolia | 67.8 | 144 | Cambodia | 53.8 |
| 18 | Estonia | 80.6 | 82 | Albania | 67.7 | 145 | Palau | 53.7 |
| 19 | Latvia | 80.3 | 83 | Kuwait | 67.4 | 146 | Grenada | 53.4 |
| 20 | Finland | 80.2 | 84 | South Africa | 67.0 | 147 | Maldives | 53.3 |
| 21 | Thailand | 80.1 | 85 | Zambia | 66.9 | 148 | Mali | 52.9 |
| 22 | Germany | 79.7 | 86 | Panama | 66.6 | 149 | Benin | 52.4 |
| 23 | Canada | 79.6 | 87 | Botswana | 66.2 | 150 | Bolivia | 51.7 |
| 24 | Ireland | 79.6 | 88 | Malta | 66.1 | 151 | Burkina Faso | 51.4 |
| 25 | Kazakhstan | 79.6 | 89 | Bhutan | 66.0 | 152 | Mauritania | 51.1 |
| 26 | Iceland | 79.0 | 90 | Bosnia and Herzegovina | 65.4 | 153 | Marshall Islands | 50.9 |
| 27 | Austria | 78.7 | 91 | El Salvador | 65.3 | 154 | Lao PDR | 50.8 |
| 28 | Russian Federation | 78.2 | 92 | San Marino | 64.2 | 155 | Gambia, The | 50.3 |
| 29 | Japan | 78.0 | 93 | St. Lucia | 63.7 | 156 | Guinea | 49.4 |
| 30 | Spain | 77.9 | 94 | Nepal | 63.2 | 157 | Algeria | 48.6 |
| 31 | China | 77.9 | 95 | Philippines | 62.8 | 158 | Micronesia, Fed. Sts. | 48.1 |
| 32 | France | 76.8 | 96 | Guatemala | 62.6 | 159 | Ethiopia | 48.0 |
| 33 | Turkey | 76.8 | 97 | Togo | 62.3 | 160 | Comoros | 47.9 |
| 34 | Azerbaijan | 76.7 | 98 | Samoa | 62.1 | 161 | Madagascar | 47.7 |
| 35 | Israel | 76.7 | 99 | Sri Lanka | 61.8 | 162 | Suriname | 47.5 |
| 36 | Switzerland | 76.6 | 100 | Seychelles | 61.7 | 163 | Sierra Leone | 47.5 |
| 37 | Slovenia | 76.5 | 101 | Uruguay | 61.5 | 164 | Kiribati | 46.9 |
| 38 | Rwanda | 76.5 | 102 | Fiji | 61.5 | 165 | Myanmar | 46.8 |
| 39 | Portugal | 76.5 | 103 | Tonga | 61.4 | 166 | Burundi | 46.8 |
| 40 | Poland | 76.4 | 104 | Namibia | 61.4 | 167 | Cameroon | 46.1 |
| 41 | Czech Republic | 76.3 | 105 | Trinidad and Tobago | 61.3 | 168 | Bangladesh | 45.0 |
| 42 | Netherlands | 76.1 | 106 | Tajikistan | 61.3 | 169 | Gabon | 45.0 |
| 43 | Bahrain | 76.0 | 107 | Vanuatu | 61.1 | 170 | São Tomé and Príncipe | 45.0 |
| 44 | Serbia | 75.7 | 108 | Pakistan | 61.0 | 171 | Sudan | 44.8 |
| 45 | Slovak Republic | 75.6 | 109 | Malawi | 60.9 | 172 | Iraq | 44.7 |
| 46 | Belgium | 75.0 | 110 | Côte d'Ivoire | 60.7 | 173 | Afghanistan | 44.1 |
| 47 | Armenia | 74.5 | 111 | Dominica | 60.5 | 174 | Guinea-Bissau | 43.2 |
| 48 | Moldova | 74.4 | 112 | Djibouti | 60.5 | 175 | Liberia | 43.2 |
| 49 | Belarus | 74.3 | 113 | Antigua and Barbuda | 60.3 | 176 | Syrian Arab Republic | 42.0 |
| 50 | Montenegro | 73.8 | 114 | Egypt, Arab Rep. | 60.1 | 177 | Angola | 41.3 |
| 51 | Croatia | 73.6 | 115 | Dominican Republic | 60.0 | 178 | Equatorial Guinea | 41.1 |
| 52 | Hungary | 73.4 | 116 | Uganda | 60.0 | 179 | Haiti | 40.7 |
| 53 | Morocco | 73.4 | 117 | West Bank and Gaza | 60.0 | 180 | Congo, Rep. | 39.5 |
| 54 | Cyprus | 73.4 | 118 | Ghana | 60.0 | 181 | Timor-Leste | 39.4 |
| 55 | Romania | 73.3 | 119 | Bahamas, The | 59.9 | 182 | Chad | 36.9 |
| 56 | Kenya | 73.2 | 120 | Papua New Guinea | 59.8 | 183 | Congo, Dem. Rep. | 36.2 |
| 57 | Kosovo | 73.2 | 121 | Eswatini | 59.5 | 184 | Central African Republic | 35.6 |
| 58 | Italy | 72.9 | 122 | Lesotho | 59.4 | 185 | South Sudan | 34.6 |
| 59 | Chile | 72.6 | 123 | Senegal | 59.2 | 186 | Libya | 32.7 |
| 60 | Mexico | 72.4 | 124 | Brazil | 59.1 | 187 | Yemen, Rep. | 31.8 |
| 61 | Bulgaria | 72.0 | 125 | Paraguay | 59.1 | 188 | Venezuela, RB | 30.2 |
| 62 | Saudi Arabia | 71.6 | 126 | Argentina | 59.0 | 189 | Entrea | 21.6 |
| 63 | India | 71.0 | 127 | Iran, Islamic Rep. | 58.5 | 190 | Somalia | 20.0 |
| 64 | Ukraine | 70.2 | | | | | | |

DOING BUSINESS 2020 | BANCO MUNDIAL

O que é mensurado
em cada conjunto de
indicadores?

TABLE 1.1 What *Doing Business* measures—12 areas of business regulation

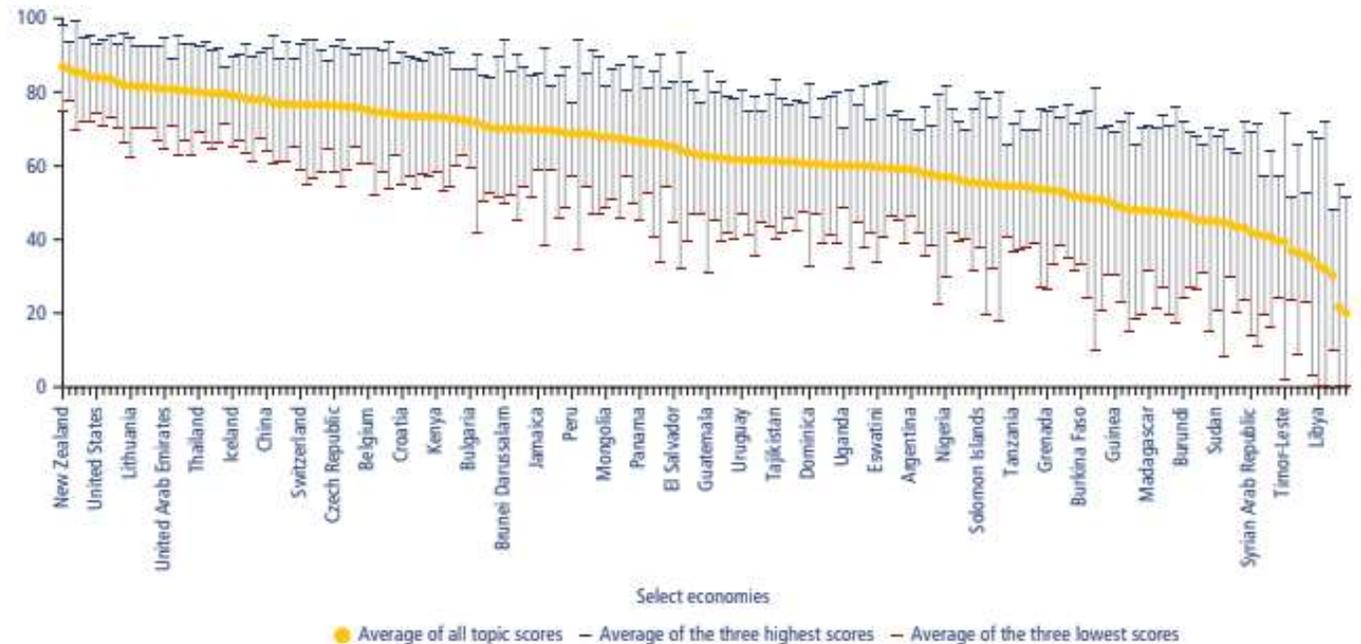
| Indicator set | What is measured |
|-----------------------------------|---|
| Starting a business | Procedures, time, cost, and paid-in minimum capital to start a limited liability company for men and women |
| Dealing with construction permits | Procedures, time, and cost to complete all formalities to build a warehouse and the quality control and safety mechanisms in the construction permitting system |
| Getting electricity | Procedures, time, and cost to get connected to the electrical grid; the reliability of the electricity supply; and the transparency of tariffs |
| Registering property | Procedures, time, and cost to transfer a property and the quality of the land administration system for men and women |
| Getting credit | Movable collateral laws and credit information systems |
| Protecting minority investors | Minority shareholders' rights in related-party transactions and in corporate governance |
| Paying taxes | Payments, time, and total tax and contribution rate for a firm to comply with all tax regulations as well as postfiling processes |
| Trading across borders | Time and cost to export the product of comparative advantage and to import auto parts |
| Enforcing contracts | Time and cost to resolve a commercial dispute and the quality of judicial processes for men and women |
| Resolving insolvency | Time, cost, outcome, and recovery rate for a commercial insolvency and the strength of the legal framework for insolvency |
| Employing workers | Flexibility in employment regulation |
| Contracting with the government | Procedures and time to participate in and win a works contract through public procurement and the public procurement regulatory framework |

Note: The employing workers and contracting with the government indicator sets are not part of the ease of doing business ranking in *Doing Business 2020*.

DOING BUSINESS 2020 | BANCO MUNDIAL

Amplo escopo de médias
entre as áreas mensuradas

FIGURE 1.1 An economy's regulatory environment may be more business-friendly in some areas than in others



Source: Doing Business database.

Note: The scores reflected are those for the 10 Doing Business topics included in this year's aggregate ease of doing business score. The figure is illustrative only; it does not include all 190 economies covered by Doing Business 2020. See the Doing Business website for the scores for each Doing Business topic for all economies.

OUTROS EXEMPLOS DE AVALIAÇÕES COMPREENSIVAS E BENCHMARKING



Insight Report

The Global
Competitiveness Report
2019



Programa de Melhoria
do Acesso e da Qualidade



GLOBAL BENCHMARKING TOOL FOR EVALUATION OF NATIONAL REGULATORY AUTHORITIES 2018 | OMS

WHO GLOBAL BENCHMARKING TOOL (GBT) FOR EVALUATION OF NATIONAL REGULATORY SYSTEM OF MEDICAL PRODUCTS

NATIONAL REGULATORY SYSTEM (RS): INDICATORS AND FACT SHEETS

Revision VI version 1

November 2018





COMPONENTES DA GBT

1. National Regulatory Systems (RS)
2. Registration and Marketing Authorization (MA)
3. Vigilance (VL)
4. Market Surveillance and Control (MC)
5. Licensing Establishments (LI)
6. Regulatory Inspection (RI)
7. Laboratory Testing (LT)
8. Clinical Trials Oversight (CT)
9. NRA Lot Release (LR)

EXEMPLO DE FICHA DE INDICADORES

COMPONENTES DA GBT

1. National Regulatory Systems (RS)
2. Registration and Marketing Authorization (MA)
3. Vigilance (VL)
4. Market Surveillance and Control (MC)
5. Licensing Establishments (LI)
6. Regulatory Inspection (RI)
7. Laboratory Testing (LT)
8. Clinical Trials Oversight (CT)
9. NRA Lot Release (LR)

WHO GLOBAL BENCHMARKING TOOL (GBT) FOR EVALUATION OF NATIONAL REGULATORY SYSTEM OF MEDICAL PRODUCTS

NATIONAL REGULATORY SYSTEM (RS): INDICATORS AND FACT SHEETS

Revision VI version 1

November 2018



WHO GUIDELINE ON THE IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEMS FOR NATIONAL REGULATORY AUTHORITIES

- Várias resoluções da Assembleia Mundial da Saúde, incluindo WHA67.20 (2014), recomendaram à OMS para fornecer apoio aos seus Estados Membros no fortalecimento dos sistemas regulatórios nacionais para medicamentos e produtos médicos, por reconhecer que **“os sistemas reguladores eficazes são um componente essencial do fortalecimento do sistema de saúde** e contribuem para melhores resultados de saúde pública, que os reguladores são uma parte essencial da força de trabalho em saúde e que **sistemas reguladores ineficientes podem ser uma barreira para o acesso a sistemas seguros e eficazes e tecnologias e produtos médicos de qualidade.**

WHO GUIDELINE ON THE IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEMS FOR NATIONAL REGULATORY AUTHORITIES

- A implementação do SGQ é um desafio para as NRA, devido à **diversidade de mandatos legais e estruturas organizacionais** das NRA; os **diferentes níveis de desenvolvimento** da NRA; e o **número de funções regulatórias** que precisam ser implementadas.
- Dinâmica privilegiada: **ISO 9001: 2015**;
- Espera-se que a orientação promova a **consistência** nas práticas regulamentares dentro e entre as ARN, para **facilitar a harmonização, a confiança mútua e os mecanismos de reconhecimento** entre os Estados-Membros.

WHO GUIDELINE ON THE IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEMS FOR NATIONAL REGULATORY AUTHORITIES

Table 1. Structure of ISO 9001:2015, its clauses and brief description of intent for each clause

| | |
|-------------------------------|--|
| 0 Introduction | Describes benefits of QMS, quality management principles, concept of process approach and Plan-Do-Check-Act (PDCA), concept of risk-based thinking and relationship with other management system standards. |
| 1 Scope | Provides purpose of QMS for an organization (i.e. NRA) |
| 2 Normative references | ISO Standard 9000:2015 should be used as the reference standard which defines the terms used in ISO Standard 9001:2015. |
| 3 Terms and definitions | Terms and definitions are given in ISO Standard 9000:2015. |
| 4 Context of the organization | 4.1 To determine issues (strengths and areas for improvement) internal and external to the NRA which may affect its ability to meet the expected results 4.2 To determine the interested parties (stakeholders) and capture their needs and expectations relevant to the QMS 4.3 The organization (i.e. NRA) to decide the scope (boundaries) of the QMS 4.4 Provides a template for process approach (PDCA) and documented information needed for QMS |
| 5 Leadership | 5.1 Responsibilities/actions of/by top management (TM) to demonstrate leadership and commitment towards QMS, including customer focus 5.2 Development of a quality policy by TM and ensuring its application 5.3 Definition of roles, responsibilities and lines of authority by TM |
| 6 Planning | 6.1 Determining risks and opportunities (using information from 4.1 and 4.2) and planning actions on risks and opportunities 6.2 Establishing quality objectives and making plans to achieve them 6.3 Planning for changes, if any, in QMS |
| 7 Support | 7.1 Providing resources for QMS (people, infrastructure, measuring equipment and organizational knowledge) 7.2 Ensuring staff are competent 7.3 Ensuring people are aware of quality policy, quality objectives, importance of their contributions to the effectiveness of QMS and knowing the consequences for not doing work as per QMS 7.4 Establishing internal and external communication processes 7.5 Creation and control of documented information (procedures and records) |
| 8 Operation | 8.1 To address operational planning and control |

CLAUSE BY CLAUSE

| | |
|--------------------------|--|
| | 8.2 Requirements for products and services (P and S) covering communication with customers, developing and reviewing requirements for P and S and to document changes to P and S requirements 8.3 To develop processes for designing and developing P and S 8.4 To develop processes for procurement of the right P and S 8.5 To carry out provision of services under controlled conditions, including post-delivery activities 8.6 To ensure authorized release of P and S 8.7 To ensure outputs (products, services or other) which are not conforming are controlled |
| 9 Performance evaluation | 9.1 Monitoring, measurement, analysis and evaluation (Check part of PDCA) covering plan for monitoring and measurements (M and M) of P and S, processes and system and for analysis and evaluation of M and M data and establishing a process for obtaining customer feedback for assessing the degree of customer satisfaction 9.2 Process of planning and conducting internal QMS audits and reporting results internally 9.3 Management review covering purpose of review, inputs to be considered by TM and outputs of review with decisions and actions relating to opportunities for improvement, changes needed in QMS and resource needs |
| 10 Improvement | 10.1 To determine opportunities for improvement with focus on enhancing customer satisfaction 10.2 Nonconformity and corrective action. Actions to control or correct a nonconformity should be taken promptly, this can be achieved by containing the problem while investigations continue to eliminate its cause to avoid its recurrence 10.3 Using outputs from 9.1.3 and improvement decisions taken during management review to initiate continual improvements |
| Annex A | Clarification of new structure of the standard, terminology in the standard and concepts |
| Annex B | Other international standards on quality management and QMS developed by ISO/TC 176 |
| Bibliography | Useful list of supporting ISO standards and websites |

WHO GUIDELINE ON THE IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEMS FOR NATIONAL REGULATORY AUTHORITIES

| Step | Activity | Refer guidance under clause | Responsibility within the NRA |
|---------------------------|---|--------------------------------------|-------------------------------|
| A: Documenting QMS | | | |
| 1. | Appoint a Core Team (CT) with members from various functions of NRA with one person as team leader, who subsequently could be designated as QMS Coordinator | - | Head of the NRA |
| 2. | Persons in CT should fully understand the QMS requirements either through study of this guideline or undergo a formal training on the subject | Full guideline | CT |
| 3. | Develop current Context statement (SWOT analysis) of NRA or use one, if already available | 4.1 | CT |
| 4. | Determine and document requirements (needs and expectations) of interested parties/stakeholders (both external and internal) relevant to QMS | 4.2 | CT |
| 5. | Determine and document the Scope of QMS (could be whole NRA or specific functions) with NRA's products and services within the scope listed in it. If any of the requirements of ISO 9001 is not applicable, provide its justification within scope statement | 4.3 | CT and Head of NRA |
| 6. | Develop and document Quality Policy, keeping in view the purpose (vision and mission), context and strategic direction of NRA. Policy statement could be communicated through display within NRA office(s) or otherwise communicated to all, for its understanding and application. | 5.2 | CT and Head of NRA |
| 7. | Develop and document QMS related responsibilities and authorities at different levels of NRA staff and communicate to all concerned. | 5.3 | CT and Head of NRA |
| 8. | Use information from step 3 and 4 above, as input, to determine risks and opportunities and develop risk control plan. | 6.1 | CT |
| 9. | Develop and document measurable and time bound quality objectives including plan for monitoring and achieving them and communicate quality objectives to all concerned. | 6.2 | CT and Head of NRA |
| 10. | Carry out a gap analysis with respect to support processes covering human resources, infrastructure (equipment, hardware, software, facilities etc.), process environment (heating, lighting etc.), measuring equipment, organizational knowledge and communication and fill the gaps, if any. Develop new or harmonize existing Standard Operating Procedures (SOPs) for control of measuring equipment, organizational knowledge, training and communication | 7.1, 7.2, 7.4 | CT |
| 11. | For internal support services provided by viz administration, HR, ICT systems, maintenance, logistics, procurement etc, it is good to develop and practice Service Level Agreements (SLAs) covering service standards (time lines) and responsibilities of each party (internal service provider and service recipient) | 7.1, 7.2, 7.4 | CT |
| 12. | Conduct gap analysis to assess the extent to which the existing NRA policies, procedures/manuals and practices relating to regulatory functions (MA, VL, MC, LR or others) are in line with service provision processes (8.1 to 8.7) of ISO 9001 and harmonize existing SOPs or develop | 8.1, 8.2, 8.3, 8.4, 8.5, 8.6 and 8.7 | CT |

| | | | |
|--------------------------|---|---|--|
| | additional processes and related SOPs and SLAs with customers. Also integrate risk control plan in the relevant SOPs. Guidance under clause 4.4.1 will facilitate to harmonize SOPs with ISO 9001 requirements. | 4.4.1 | |
| 13. | Develop quality system procedures (QSPs) for monitoring of customer satisfaction, internal audit, management review, complaints handling, correction and corrective actions, improvement; and put them in practice. | 9.1.2, 9.2, 9.3, 10.1, 10.2 and 10.3 | CT |
| 14. | Develop and document a Quality Manual (QM) stating as to how NRA intends to meet each requirement of ISO 9001 (with scope and quality policy statement (at 5 and 6 above) included into it. All other documents viz SOPs, QSPs, SLAs, forms/templates/referred in QSPs/SOPs/SLAs may be added as annexes to QM or kept separately as standalone folders. All above documented information (DI) including records could be either in hard or soft version. A QSP for creation, updating and control of DI will also be needed and also a QSP on Planning for changes. | 7.5, 6.3 | QMS Coordinator |
| B: Practicing QMS | | | |
| 15. | It is good practice that documents as they get developed are communicated to all concerned and put into implementation mode. | - | QMS Coordinator and all concerned |
| 16. | Formal awareness sessions may be held by CT for people to understand and apply the policies, objectives, SOPs, QSPs, SLAs etc and if necessary train people on how to use new QSPs/SOPs/SLAs | 7.3 | CT/QMS Coordinator and all concerned |
| 17. | Monitoring of products, services and processes should continue to happen against defined KPIs, risk control plan, and through monitoring of applicable quality objectives. The monitoring data should be analysed and evaluated. | 9.1.1 & 9.1.3 | CT/QMS Coordinator and all concerned |
| 18. | After formal implementation of QMS, for at least a period of 3 months, an internal audit, followed by corrections/corrective actions on the audit findings and management review should be carried out | 9.2, 10.2 & 9.3 and related QSPs | QMS Coordinator, all concerned and Head of NRA |
| 19. | After each management review there will be follow up actions on the decisions taken during review and taking forward improvements where ever identified during review. | 9.3, 10.1, 10.2 & 10.3 and related QSPs | QMS Coordinator |
| 20. | Steps 17 to 19 are ongoing | - | All concerned |

STEP BY STEP

CONSTRUÇÃO DE CAPACIDADES



CULTURA AVALIATIVA

Fomento à cultura da avaliação requer um trabalho cotidiano, de longo prazo, com:

- Abertura para inovações;
- Impulso para o aperfeiçoamento;
- Flexibilidade para mudanças nas práticas organizacionais e profissionais; e
- Trabalho em equipe com diálogo cooperativo.

As iniciativas exitosas costumam conjugar :

- Decisão política;
- Alocação de recursos;
- Construção de capacidade avaliativa; e
- Aproveitamento das oportunidades.





O trabalho em avaliação para gestão requer um **permanente movimento e fluidez** nas proposições e nas práticas, revisão de interesses e motivações, **capacidade de adaptação às mudanças** no cenário organizacional, com necessidades de refazer pactos e, no cotidiano, descobrir modos de proceder a um **diálogo participativo, inclusivo e cooperativo** (FRIAS; VANDERLEI, 2020. In: <http://www.periodicos.ufc.br/aval/article/view/60289/161881>).

CULTURA AVALIATIVA



- "É necessário que a **política de avaliação**, assim como a **cultura avaliativa** fomentada sejam constituídas e/ou nutridas de elementos essenciais à sua manutenção – **suportes estruturais** e preparo para adaptação às necessidades não previstas; consistente foco no **processo de aprendizagem** individual e **institucional**; e forte **liderança** organizacional que fomente o comprometimento e a **comunicação** entre os envolvidos."

UM OLHAR EM PERSPECTIVA: A IMPORTÂNCIA DA GOVERNANÇA PÚBLICA PARA A CULTURA AVALIATIVA

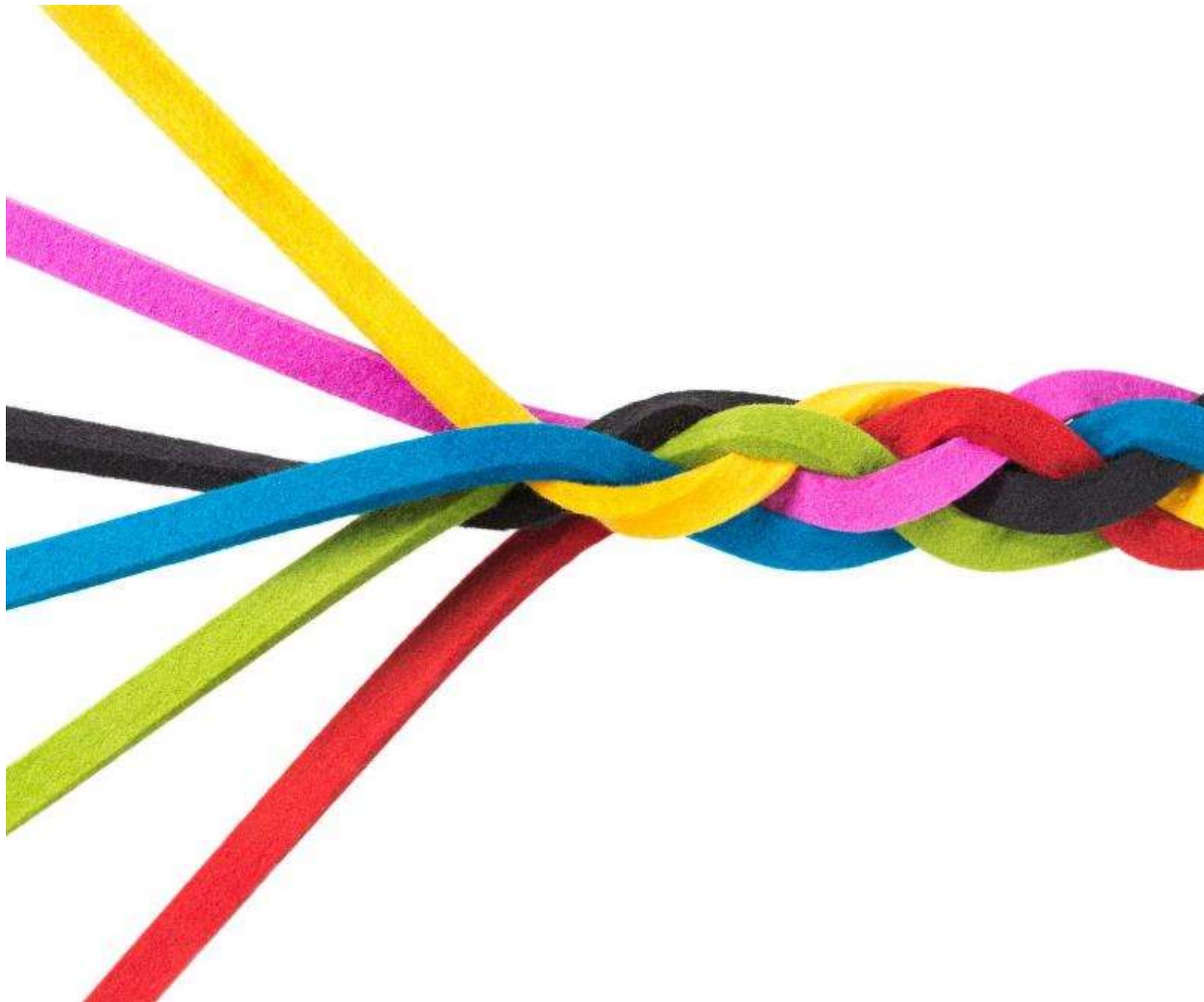
“Conjunto de mecanismos de liderança, estratégia e controle postos em prática para **avaliar, direcionar e monitorar a gestão**, com vistas à condução de políticas públicas e à prestação de serviços de interesse da sociedade.”



UM OLHAR EM PERSPECTIVA: A IMPORTÂNCIA DA GOVERNANÇA PÚBLICA PARA A CULTURA AVALIATIVA



FIGURA 6: Relação entre governança e gestão.



EM SÍNTESE...

Boas práticas de gestão e governança pública promovem o desenho de estratégias institucionais apropriadas, gestão de riscos, gestão da qualidade, projetos de impacto e a transformação de processos organizacionais críticos, com vistas a direcionar o monitoramento e a avaliação de políticas públicas.

DIRETRIZES PARA A PRÁTICA DE AVALIAÇÃO NO BRASIL

Rede Brasileira de Monitoramento e Avaliação



figura 1. As quatro dimensões das diretrizes

Princípios e diretrizes da governança pública do Decreto nº 9.203/2017

Boas práticas de governança pública e cultura avaliativa no setor público



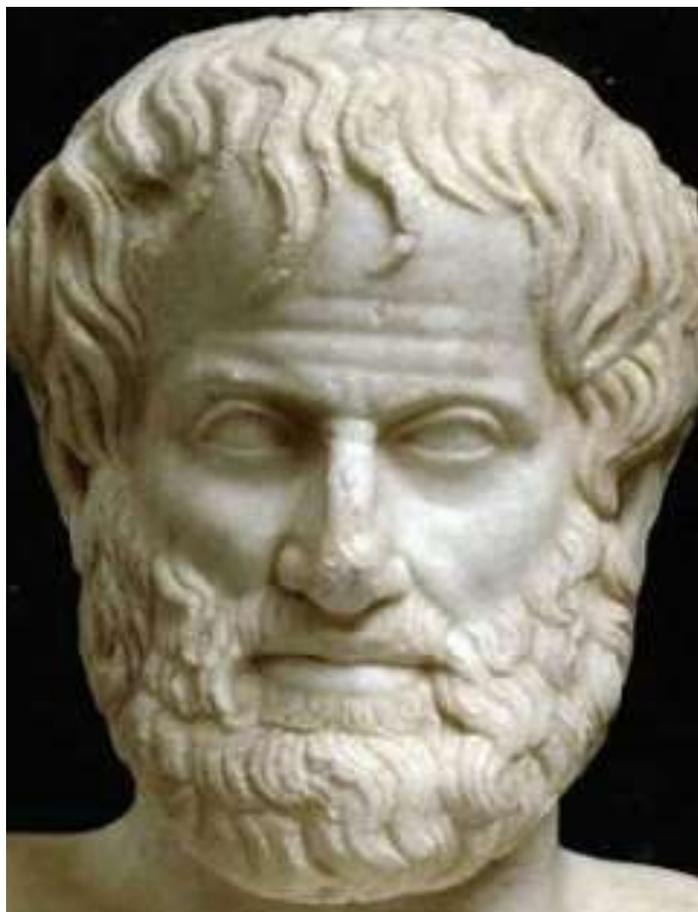


22 ANOS DEPOIS

Os modelos de gestão pública, os cenários tecnológicos e epidemiológico-sanitários são outros...

...mas esfinges se multiplicam exponencialmente

"Avalio para conhecer melhor, julgar ou estabelecer a importância, prestar contas à sociedade e [poder] influenciar a condução de programas, serviços e políticas [...]"



O ignorante
afirma, o sábio
duvida, o
sensato reflete.

Aristóteles

“ PENSADOR



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