

SPORTS

PERFORMANCE AUDIT TO EVALUATE INSTITUTIONAL GOVERNANCE IN THE MINISTRY OF SPORTS TO SUPPORT DEVELOPMENT OF PUBLIC SPORTS POLICIES

The objective of the audit was to evaluate institutional governance in the Ministry of Sports (ME) to develop public sports policies.

Therefore, we verified how the mechanisms of Leadership, Strategy and Control within the scope of the Ministry contribute to good management of public sports policies.

The audit scope covered all public governance tools listed in box 1, except for component C2 – Internal Audit. We did not cover C2 because the governance issues verified by this component do not apply to agencies of the direct administration since the internal audit body of the Ministry of Sports (ME) is, in fact, the current Ministry of Transparency and Office of the Comptroller General (CGU).

Main Findings

- Lack of transparency in management of resources for public sports policies and consequent obstacles for social control as well as non-compliance with requirements of Law 12.527/11 (Information Access Law).
- Need for revision of the current strategic plan since it does not reflect entirely the strategic guidelines of the agency for the period 2017-2018.
- Lack of formalized and institutional risk management within the Ministry of Sports.
- Weaknesses of administrative internal controls that hinder timely analysis of accountability of financial resources transferred by the Ministry of Sports.
- Weaknesses in personnel governance that reduce the capacity of human capital of the Ministry of Sports to add value to the core business of the agency and, consequently, to society.
- Self-evaluation conducted by ME within the scope of the Public Governance Survey produced by TCU in 2014 in terms of general perception of the agency was **overestimated**.
- The audit showed that Control is the governance mechanisms that needs the most progress in the ME, although this got the highest rating in the agency's self-evaluation in 2014.

Box 1: Public governance tools

Comprehensiveness	Governance in agencies and entities of the Public Administration		
Mechanisms	Leadership	Strategy	Control
Components	L1 People and competencies L2 Principles and behaviors L3 Organizational leadership L4 Governance system	E1 Relationship with interesting people E2 Organizational strategy E3 Cross organizational alignment	C1 Risk management and internal control C2 Internal audit C3 Accountability and transparency

Box 2: Summary of the results of self-evaluation by the Ministry of Sports vs. audit results

Mechanisms	Capacity	Stage	TCU vision
Leadership	87%	Improved	Incipient implementation stage
Strategy	74%	Improved	Incipient implementation stage
Control	93%	Improved	Incipient implementation stage
Simplified Governance General Index (IGGS)	83%	Improved	Not applicable to the audit

Source: Public Governance Survey - 2014, individual self-evaluation report of the Ministry of Sports

Main TCU decisions

TCU determined that the Ministry of Sports (ME) and to the Ministry of Planning, Development, and Management take action to enable compliance with the requirements related to transparency acts imposed by Law 12.527/2001 (Information Access Law), by art. 56, § 7 and § 8, of Law 9.615/1998 (Pelé Law) and by art. 13 of Law 11.438/2006 (Sports Incentive law).

TCU also determined that the ME standardize and implement the action plans resulting from the findings presented by the working groups established in Ordinances/ME 142 and 156 2016. These ordinances contemplated at least the set of activities, plans, routines, goals, and methods capable of supporting execution of administrative internal controls related to all stages of the accountability analysis process, as per norm IN 01/2001 by CGU

Finally, the court recommended to the ME, among other things, that they:

- produce, standardize, and institutionalize operational plans and tactic plans aiming at complying with the Strategic Plan of the Ministry and the future National Sports Plan;
- formalize and improve its policy for open data (active transparency);
- establish criteria and specific procedures for individual and institutional performance evaluation, taking into consideration evaluation factors linked to the intermediate and global goals of the Ministry, which should adhere to its strategic planning.

DECISION DATA

Court Decision: 2.086/2017 - TCU - Full Court

Date of session: 9/20/2017

Rapporteur: Minister Vital do Rêgo

TC: 034.763/2016-3

Responsible Technical Unit: SecexEducação