

Enap

Escola Nacional de
Administração Pública

Capacities of the Brazilian federal civil service for SDGs achievement

Enap

MINISTÉRIO DO
PLANEJAMENTO,
DESENVOLVIMENTO E GESTÃO



Enap's investigation on civil service capacities

MAIN QUESTIONS:

- What is the level of awareness about the 2030 Agenda amongst the Brazilian federal service?
- Where is the 2030 Agenda more influential? In which policy fields? In which federal agencies?
- What are the levels and distribution of capacity across the Brazilian civil service?

DIAGNOSIS OF THE BRAZILIAN FEDERAL SERVICE CAPACITY FOR SDGS' ACHIEVEMENT

Dimensions of capacity

| | DIMENSIONS | OUTCOME | DESCRIPTION | SOURCES OF OBSERVATION | | |
|--|-----------------------|-------------------------|--|---|---|-----------------------------------|
| Administrative | Analytical | Efficiency and Efficacy | Conditions that guarantee technical and administrative performance | Data collection and analysis | | |
| | | | | Specific technical knowledge | | |
| | Managerial | | | Managerial skills | | |
| | | | | Financial resources allocation | | |
| | | | | Human resources | | |
| | | | | Norms and regulations | | |
| Relational | Internal coordination | Agency | Conditions that guarantee regular functioning and internal coherence | Technological resources | | |
| | | | | Coordinated decision-making process | | |
| | | | | Inter and intraorganizational structure | | |
| | Political | | | Legitimacy | Conditions that promote necessary interaction with the external environment | Monitoring and control |
| | | | | | | Social control and accountability |
| | | | | | | Social participations instances |
| Levels of negotiation and interlocution between the Executive and the Legislative and Judiciary powers | | | | | | |
| Relationship with International organizations | | | | | | |

Brazilian federal civil service

(Sigepe, March17)

- Population: 96,534 civil servants in the 24 State direct administration agencies
- Selection of a random sample, stratified by agencies: 6,474 individuals
- Rate response: 33% (2,041 individuals)
- Online questionnaire applied between Oct-Dec 2017

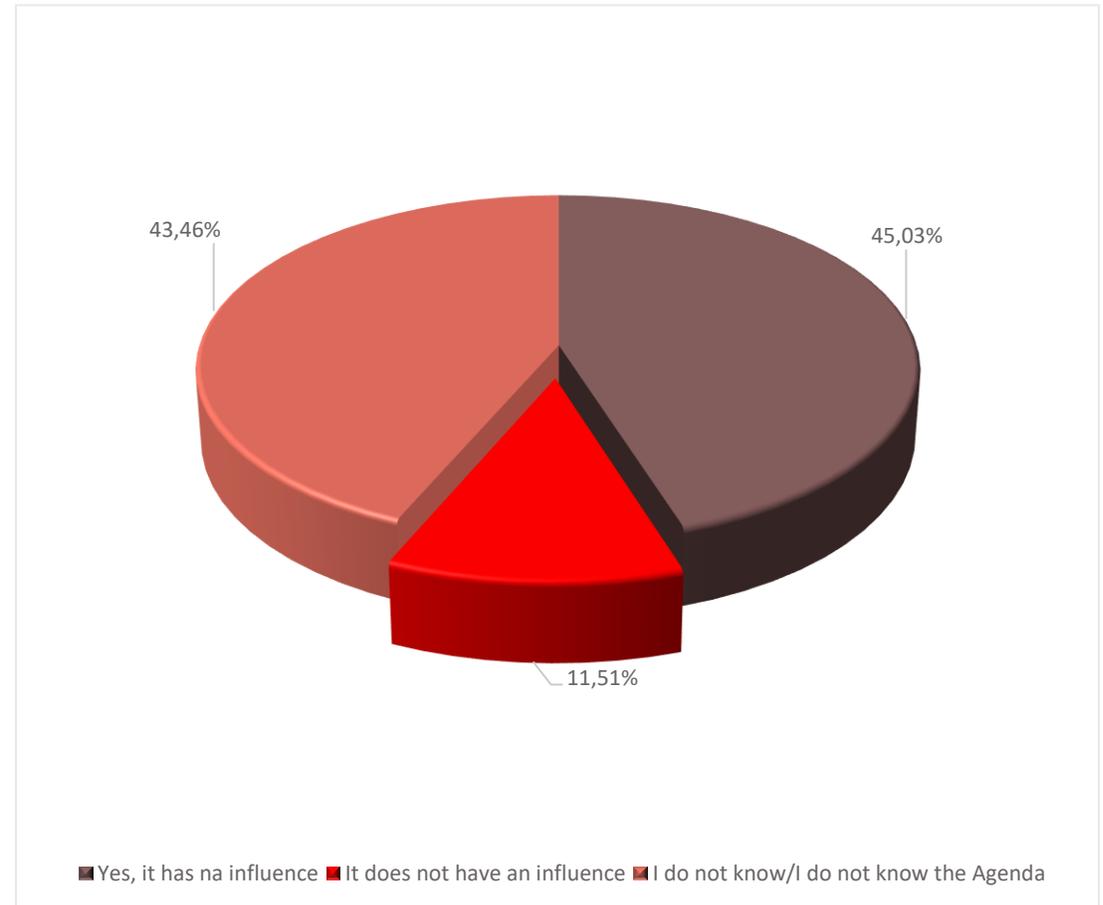
| | AGENCY | POPULATION | SAMPLE |
|----|------------------------|------------|--------|
| 1 | FINANCE | 28720 | 364 |
| 2 | HEALTH | 24690 | 363 |
| 3 | AGRICULTURE | 8971 | 354 |
| 4 | EMPLOYMENT | 6849 | 350 |
| 5 | PLANNING & BUDGET | 4381 | 340 |
| 6 | SCIENCE & TECHNOLOGY | 3835 | 337 |
| 7 | PRESIDENCY & VICE-PRES | 3053 | 329 |
| 8 | JUSTICE | 2668 | 324 |
| 9 | DEFENSE | 2602 | 323 |
| 10 | GENERAL CONTROLLER | 2179 | 316 |
| 11 | INTERNATIONAL AFFAIRS | 1092 | 276 |
| 12 | EDUCATION | 1000 | 270 |
| 13 | TRANSPORT | 858 | 258 |
| 14 | ENVIRONMENT | 800 | 253 |
| 15 | SOCIAL DEVELOPMENT | 797 | 252 |
| 16 | IND & COMMERCE DEV | 701 | 242 |
| 17 | SOCIAL SECURITY | 609 | 230 |
| 18 | CULTURE | 593 | 228 |
| 19 | INTEGRATION | 549 | 221 |
| 20 | MINING AND ENERGY | 429 | 199 |
| 21 | AGRARIAN DEV | 343 | 178 |
| 22 | CITIES | 328 | 174 |
| 23 | TOURISM | 261 | 153 |
| 24 | SPORTS | 226 | 140 |
| | TOTAL | 96534 | 6474 |

Awareness of the SDG Agenda

Does the SDG Agenda have an influence on the policy in which you are working?

| Group | QTD | % |
|--|------|---------|
| Yes, it has an influence | 919 | 45,03% |
| It does not have an influence | 235 | 11,51% |
| I do not know/I do not know the Agenda | 887 | 43,46% |
| Total | 2041 | 100,00% |

Source: Enap's investigation



Awareness across policy sectors

| Policy sector | Have an influence | | Do not have an influence | | Not aware | |
|--|-------------------|--------------|--------------------------|--------|------------|--------|
| | QTD | % | QTD | % | QTD | % |
| Environment | 71 | 79,78% | 5 | 5,62% | 13 | 14,61% |
| Foreign affairs | 31 | 59,62% | 5 | 9,62% | 16 | 30,77% |
| Social assistance | 30 | 57,69% | 5 | 9,62% | 17 | 32,69% |
| Science, Technology and Innovation | 115 | 56,93% | 18 | 8,91% | 69 | 34,16% |
| Housing and Sanitation | 26 | 56,52% | 5 | 10,87% | 15 | 32,61% |
| Agrarian and Rural Development | 76 | 55,07% | 15 | 10,87% | 47 | 34,06% |
| In between (e.g. transport, communication, energy, industry, health, education, work, culture, etc.) | 519 | 30% - 55% | 154 | | 603 | |
| Justice and National Security | 22 | 27,85% | 14 | 17,72% | 43 | 54,43% |
| Foreign trade | 13 | 27,66% | 7 | 14,89% | 27 | 57,45% |
| Economic | 16 | 26,67% | 7 | 11,67% | 37 | 61,67% |
| Total | 919 | | 235 | | 887 | |

Who is aware of the 2030 Agenda

- Higher rank officials
 - 84% of the directors (DAS-5) and 75% of the general-coordinators (DAS-4, FCPE-4) are aware of the 2030 Agenda
- Higher educated civil servants
 - Around 70% of the Masters and PhDs say they know the Agenda. While more than 50% of the other educational levels say they do not know the Agenda.
- Men
 - 57,80% of the men know the Agenda. While only 41,87% of the women are aware of it.

To which of the 17 SDG your police makes a greater contribution?

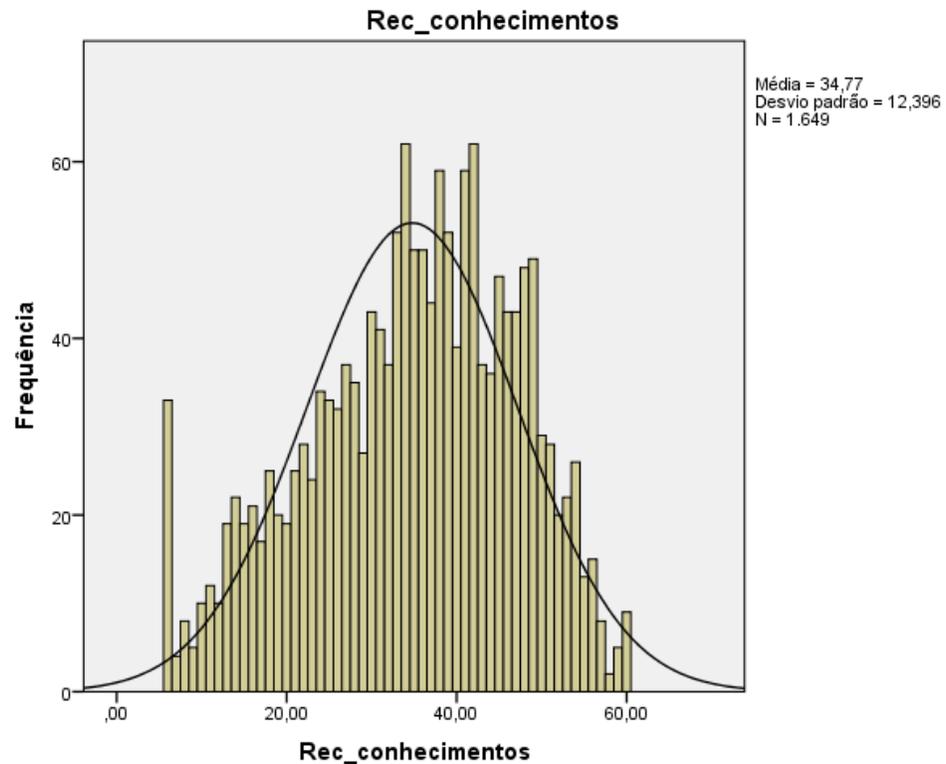
| Policy contribution for the SDGs | | |
|--|-----|--------|
| | QTD | % |
| SDG8 - Decent Work and Economic Growth | 289 | 32,18% |
| SDG3 - Good Health and Well-Being | 283 | 31,51% |
| SDG 12 - Responsible Consumptions and Production | 204 | 22,72% |
| SDG2 - Zero Hunger | 197 | 21,94% |
| SDG15 - Life on Land | 197 | 21,94% |
| SDG4 - Quality Education | 186 | 20,71% |
| SDG1 - No Poverty | 186 | 20,71% |
| SDG9 - Industry, Innovation and Infrastructure | 169 | 18,82% |
| SDG10 - Reduced Inequalities | 166 | 18,49% |
| SDG17 - Parnerships for the Goals | 156 | 17,37% |
| SDG11 - Sustainable cities and Communities | 146 | 16,26% |
| SDG13 - Climate Action | 142 | 15,81% |
| SDG6 - Clean Water and Sanitation | 130 | 14,48% |
| SDG16 - Peace, Justice and Strong Institutions | 125 | 13,92% |
| SDG5 - Gender Equality | 103 | 11,47% |
| All SDGs | 97 | 10,80% |
| SDG14 - Life Below Water | 79 | 8,80% |
| SDG7 - Affordable and Clean Energy | 78 | 8,69% |
| Respondents 898 (44%). Not applicable 1143 (56%) | | |

What sort of work do they perform?

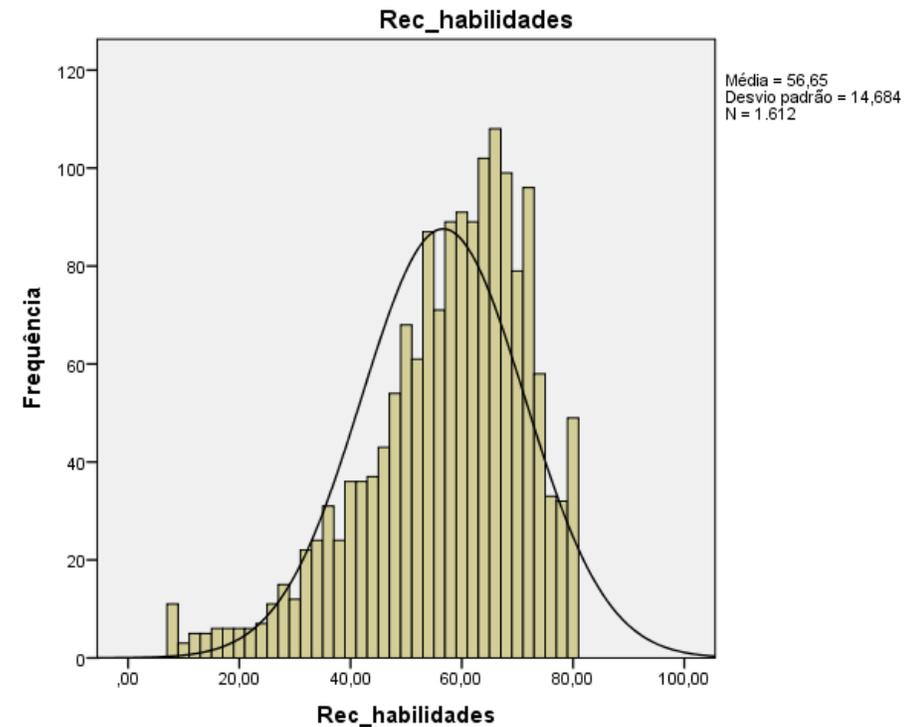
| Working tasks | Never | | Always | |
|--|-------------|---------------|------------|---------------|
| | QTD | % | QTD | % |
| 1 Prepare reports, opinions, technical notes and other information to support decision making. | 183 | 9,75% | 594 | 31,66% |
| 8 Team coordination. | 419 | 23,25% | 502 | 27,86% |
| 15 Conduct administrative activities, such as meeting scheduling, processing of procedures, purchase of tickets, drafting memoranda. | 401 | 22,34% | 447 | 24,90% |
| 2 Operate databases and information systems that support the implementation of public policy. | 316 | 17,60% | 412 | 22,95% |
| 4 To supervise compliance with public policy norms and regulations. | 573 | 32,93% | 370 | 21,26% |
| 9 Participate in working groups or joint projects with other areas of your body. | 260 | 14,41% | 296 | 16,41% |
| 12 Meet the demands of the control bodies. | 345 | 19,41% | 254 | 14,29% |
| 13 Represent the agency at external events, meetings and activities. | 427 | 24,10% | 182 | 10,27% |
| 14 Consult and assist interested society groups on issues involving public policy. | 530 | 30,87% | 175 | 10,19% |
| 10 Negotiate and coordinate actions with other federal administration bodies that participate in the implementation of public policy. | 635 | 36,81% | 174 | 10,09% |
| 6 Elaborate, negotiate, manage and supervise contracts. | 944 | 54,19% | 172 | 9,87% |
| 7 Elaborate, negotiate, manage and oversee agreements, terms of development, terms of collaboration and other partnership instruments. | 911 | 53,03% | 150 | 8,73% |
| 16 Organize Events | 711 | 40,47% | 96 | 5,46% |
| 11 Set and manage collaborative initiatives with state or municipal government entities. | 926 | 54,22% | 89 | 5,21% |
| 3 Prepare normative texts (eg bills, decrees, ordinances, etc.). | 788 | 44,70% | 91 | 5,16% |
| 5 Prospect financial resources to enable public policy actions, projects and programs. | 1199 | 70,36% | 47 | 2,76% |

Individual Capacities

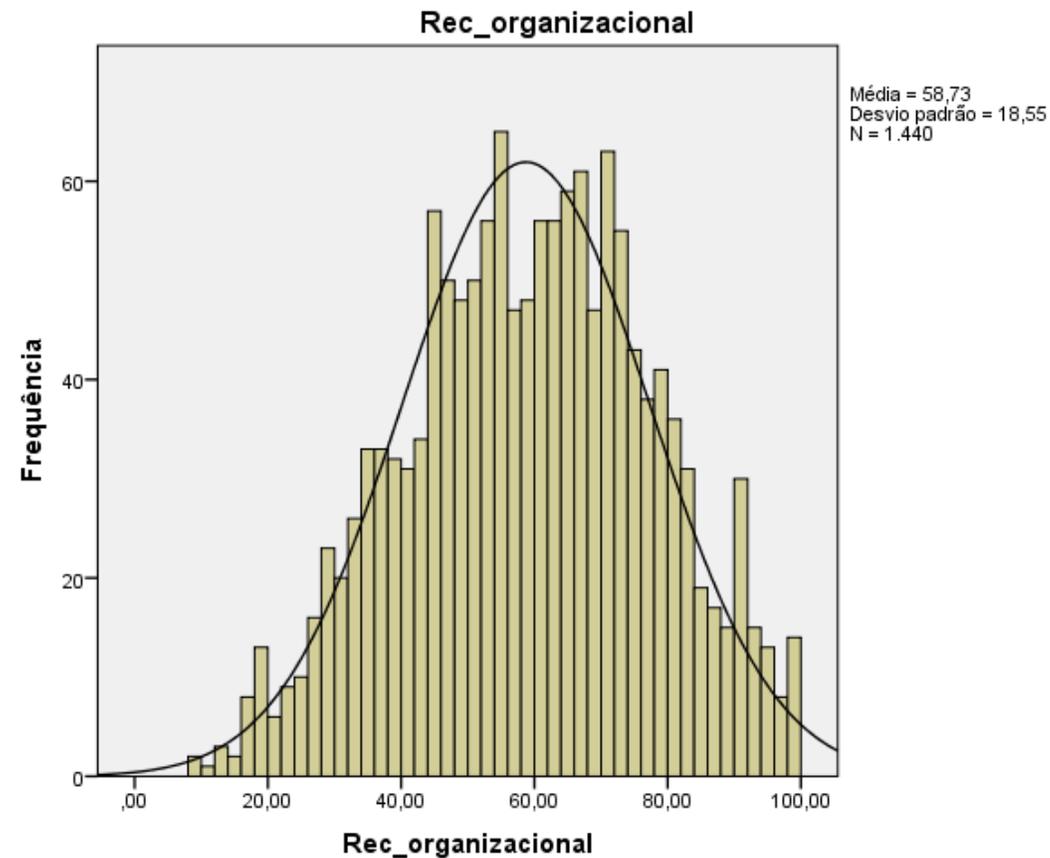
Administrative (Average=34.77)



Relational (Average = 56,65)



Organizational capacities (Average=58,73)



Motivation

| What does motivate you in your work? | Main Preference | |
|--|-----------------|---------|
| | QTD | % |
| Knowing that my work has a positive impact on the lives of people and society | 1070 | 53,63% |
| Working with activities that correspond to my knowledge and skills | 247 | 12,38% |
| Feeling that I learn and develop in my work | 243 | 12,18% |
| Having professional stability | 177 | 8,87% |
| Feeling that my effort is recognized by my boss | 94 | 4,71% |
| Having a remuneration compatible with the requirements of my work | 84 | 4,21% |
| Feeling that I have prospect of occupying higher positions because of my performance | 42 | 2,11% |
| Other | 38 | 1,90% |
| Total | 1995 | 100,00% |

Main challenges and opportunities for building Brazilian civil service capacities

- Get them aware
- 4 dimensions of capacities to be developed:
 - Analytical capacities
 - Coordination capacities
 - Political capacities
 - Managerial capacities: to be prepared to play new roles such as to promote innovation and to prospect funding
- To build a common narrative that inspires

Thank you!

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