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MUNICIPALITY MANAGEMENT PROFILE IN THE STATE OF PARÁ (BRAZIL) UNDER THE PERSPECTIVE OF AN EFFECTIVENESS INDEX

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ARTICLE INFO	ABSTRACT
	This article is a result of a research that seeks to present the levels of management effectiveness of the municipalities in the state of Pará, calculated through the Municipal Management Effectiveness Index (MMEI), which is composed of seven sectoral indicators: education, health, planning, management fiscal, environmental, citizen protection and information technology and communication governance. The research is characterized as exploratory and the method adopted is bibliographical and documentary analysis. It is understood that the adoption of synthetic indicators to measure effectiveness is a recent topic and little explored in the scope of studies in municipal public management, being important to know and evaluate such instruments through scientific research. The results show that the main difficulty of the municipalities of Pará is in the planning indicator, which presented the lowest level of adequacy in most of municipalities. The present discussion seeks to broaden the debate on the effectiveness of municipal management, presenting the MMEI as an instrument to subsidize the formulation and implementation of public policies that improve and define mechanisms more adequate to the local development process.

INTRODUCTION

Planning is a fundamental principle of the Federal Public Administration, according to article 6, item I, of Decree-Law n. 200, dated February 25, 1967 (Brasil, 1967). However, it is common sense the understanding that Brazilian public organizations suffer from serious managerial problems (Brasil, 2009). This understanding led to the approval of the so-called *Administrative Reform*, incorporated into the Constitutional Text by Constitutional Amendment n. 19, dated June 4, 1998 (Brasil, 1998). With this reform, the principle of efficiency started to promote the revision of the management models of public organizations, changing their way of acting and structure of operation. These organizations have been required to periodically assess the quality of their services to society, as well as to develop quality, productivity, modernization and rationalization programs in their actions, in accordance with article 37, paragraph 3, item I and article 39, paragraph 7 of the Federal Constitution of 1988 (Brasil, 1988).

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In short, what these constitutional and infra-constitutional provisions establish is that public organizations - at the federal, state, and municipal levels - should use the resources available in the best manner and in the shortest possible time, without wasting public money. The need for more efficacy, efficiency and effectiveness of public organizations is inherent in the issue of development, which ends up being unfeasible due to the limits that arise when public managers are not committed to these concepts, resulting in negative impacts on citizens' lives (Sano and Filho, 2013). This lack of commitment, or even the lack of knowledge of these concepts, is even more evident in the municipal level, where the low level of effectiveness of municipal management compromises the formulation and implementation of public policies capable of enhancing local development and improving the quality of life of the citizens. Although felt by citizens daily – sometimes characterized by a lack of classrooms in schools, queues in hospitals, unfinished public works and numerous other social ills – this low effectiveness of municipal public management could not be measured systematically, clearly and transparently, by means of an official index. This situation began to change with the creation of the Municipal Management Effectiveness Index (MMEI), prepared by the

Court of Accounts of the State of São Paulo (TCE-SP) and disseminated to other Brazilian Courts of Accounts from 2016. In this process, the MMEI shows the means used by the municipalities, which must be made available in a timely manner, in the appropriate quantities and qualities and at the best price, in order to understand the best relation between the means used and the results obtained (efficiency), aiming at achieving the goals and targets set in public planning (effectiveness) (EU, 2017). Therefore, the MMEI's main purpose *is to improve government actions by disseminating performance levels of results, that is, the final indicators of efficiency and effectiveness of the policies adopted to meet the needs of the population* (TCM-PA, 2017). This article aims to present and discuss the results of the application of the MMEI in municipalities, with the purpose of explaining the most relevant topics for local development in the state of Pará, having as reference the seven indicators that comprise it: *education, health, planning, fiscal management, environment, citizen protection* and *governance in information and communication technology*. From the systematic application of the MMEI, it will be possible, for example: to evaluate the quality of municipal public spending, elucidating, over time, if the vision and objectives set by the municipalities are being effectively achieved (IRB, 2016); evaluate the effectiveness of public policies and activities developed by municipal managers; comparing performances among similar municipalities, making it possible to identify good administrative management practices to increase the effectiveness of governmental actions; support the formulation and implementation of new management strategies that provide adequate conditions for the local development process, as well as provide advance information to mitigate risks and seize opportunities.

Performance Indicators in the Public Sector

Performance indicators can be defined as operational measures capable of generating information that allows different areas, groups or organizations to be systematically compared over time in accordance with established standards, indicating whether the objectives set are being met, translating such objectives in results (Jannuzzi, 2005; Markic, 2014).Contextualizing the concept in the social sphere, an indicator can be defined as a quantitative measure used to represent or quantify an abstract social concept of theoretical interest for academic research or programmatic interest in the formulation of policies; the objective of using indicators would be the establishment of normative standards through which a diagnosis can be elaborated in order to subsidize the formulation and evaluation of public policies (Jannuzzi, 2017). Interest in performance measurement has been broadened in public sector organizations because of increased accountability demands by government agencies, the media and the public, generating a growing commitment by public managers to focus on strengthening performance and delivering results (Markic, 2014). When defined in a strategic context and developed according to valuable criteria, indicators can be a powerful tool for different purposes in the public sector such as: management and performance improvement; monitoring, policy-making, goal-setting, evaluation and reformulation of programs; exchange of good practice by comparison; strengthening the strategic decision-making process; project management; development of strategic plans and management of the strategy (realization of strategic development priorities); resource allocation; performance contracting; evaluation of the

effectiveness of the provision of public services; and fostering transparency and accountability to society (Markic, 2014; Pereira and Pinto, 2012). The typologies of classification of social indicators are diverse, but two classifications deserve attention in this article, namely, regarding the degree of complexity of the indicators and the time of their elaboration (Pereira and Pinto, 2012). Regarding the degree of complexity, the indicators are classified as simple or compound. Compound indicators, also known as synthetics or social indexes, are elaborated based on an average set of simple indicators, to synthesize one or more dimensions of the social reality that is being evaluated. Synthetic indicators are widely used in the evaluation of public management, allowing for global comparisons, for example between entities of the federation, between organizations, as well as the management's own performance. The form of construction of these indicators is usually used to establish different weights for the various indicators that compose the index, varying the degree established according to the importance of each indicator in determining the result. These indices allow the manager a synthetic measure that allows the evaluation of broad themes such as local development, management effectiveness, quality of life, among others (Jannuzzi, 2005, 2017; Pereira and Pinto, 2012).

Considering also the degree of complexity but adding the variable of the period of its creation, social indicators can be classified as first, second or third generation (Kayano& Caldas, 2002).The first-generation indicators emerged in the post-war period and are classified as simple indicators, such as the Gross Domestic Product (GDP), and were created in a context where the focus was on measuring the production capacity of countries, which would be strongly related to their level of development (Torres, Ferreira and Dini, 2003). Despite facilitating the understanding of public managers and society, the first-generation indicators bring their one-dimensional aspect as a disadvantage, failing to consider other dimensions important for development, such as education and health (Pereira and Pinto, 2012).Second-generation indicators are compound indicators, created especially since the 1990s, where the central concern shifts from the economic dimension of development to the social dimensions of the phenomenon. In this scenario, it is important to highlight the emergence of the Human Development Index (HDI), which synthesizes, in a single indicator, dimensions such as income, longevity and schooling. Developed by the United Nations Development Program (UNDP), the HDI became an empirical basis for the Human Development Reports, which were responsible for demonstrating the world development process throughout the 1990s (UNDP, 2000).Despite the advances in measurements, for some authors, the HDI has limitations in terms of lack of sensitivity for short-term measures and purely municipal actions (Torres *et al.,* 2003; Kayano and Caldas, 2002).

The sensitivity of an indicator to measure short-term variations, considered an important measure for evaluating policy results and valuing actions related to management, is what will characterize third generation indicators (Pereira and Pinto, 2012). In this context, the MMEI can be considered as a composite or synthetic third generation indicator, given the purpose of evaluating the municipal public policies in the dimensions of education, health, planning, fiscal management, environment , citizen protection and information technology governance; dimensions considered as strategic in the context of municipal public finances (TCM-PA, 2016).

Table 1. MMEI component indexes

Index	Description	Weight
i-Educ	The Municipal Education Index measures the results of municipal public management actions in this area through a series of specific questions related to early childhood education and primary education, focusing on aspects related to school infrastructure. This index gathers information about school evaluation, planning of vacancies, action of the Municipal Council of Education, infrastructure problems, school meals, situation and qualification of teachers, quantity of vacancies, material and school uniform.	20%
i-Health	The Municipal Health Index measures the results of actions of municipal public management in this theme through a series of specific questions, with emphasis on the processes performed by municipalities related to Basic Care, Coverage and action of the Family Health Program, action of the Municipal Council health care, medical assistance, assistance to the population for the treatment of diseases such as tuberculosis and prevention of diseases such as dengue fever, inventory control, coverage of vaccination campaigns and guidance to the population.	20%
i-Planning	The Municipal Planning Index verifies the consistency between what was planned and what was executed, by analyzing the percentages generated by the comparison of these two variables. In this comparison, besides the aspects related to the accomplishment of what was planned, it is also possible to identify the existence of coherence between the physical goals reached and the resources employed, as well as between the results achieved by the actions and their effects on the program indicators.	20%
i-Fiscal	This index measures the results of fiscal management through analysis of financial and budgetary execution, decisions regarding the application of linked resources, transparency of municipal administration and compliance with the limits established by the Fiscal Responsibility Law.	20%
i-Amb	The Municipal Environment Index measures the results of actions related to the environment that impact the quality of services and people's lives. This index contains information on solid waste, basic sanitation, environmental education, environmental structure and environmental advice.	10%
i-City	The Municipal Citizen Protection Index measures the degree of involvement of municipal planning in the protection of citizens against events of accidents and disasters. It gathers information on Contingency Plan, identification of risks for intervention of the Public Power and infrastructure of Civil Defense.	5%
i-GovTI	The Municipal Information Technology Governance Index measures the knowledge and use of Information Technology resources in favor of society. This index gathers information on policies for the use of information technology, information security, staff training and transparency.	5%

Source: Prepared by the authors, based on IRB, 2016 and TCM-PA, 2017.

Table 2. MMEI score ranges

Grade	Range	Criteria
A	Highly effective	MMEI with at least 90% of the maximum score and at least 5 (five) indexes with A grade
B+	Very effective	MMEI between 75.0% and 89.9% of the maximum mark
B	Effective	MMEI between 60.0% and 74.9% of the maximum mark
C+	In the adjustment phase	MMEI between 50.0% and 59.9% of the maximum mark
C	Low level of fitness	MMEI less than or equal to 49.9%

Source: IRB, 2016.

Effectiveness index of municipal management

The MMEI was prepared in 2014 by TCE-SP as an instrument for benchmarking, correcting directions, reassessing priorities and consolidating planning, as well as improving inspection and control activities by indicating the sectors that merit greater vigilance and deepening (TCE-SP, 2014). From 2016, under the coordination of the Rui Barbosa Institute (RBI), the MMEI gained national coverage, being used by the Brazilian Accounts Courts, members of the National Network of Public Indicators - INDICON Network, a network created to share instruments of the performance of Brazilian public management, good practices and knowledge resulting from the evaluation of public management, as well as assisting and subsidizing the external control exercised by IRB (2016).The MMEI is the final index that results from seven indexes, weighted by their respective weights. The sources of information for calculating each index are obtained from a combination of government data, accounts and information collected from questionnaires completed by the municipalities, which can be validated in the inspection activities carried out by the Audit Courts. Thus, the results of the indexes generated are only considered definitive after approval of the respective accounts of the municipal manager (IRB, 2016). With a focus on approaching society and presenting the best models and methodologies of municipal management, the results obtained by the MMEI are presented through five results ranges, whose interpretation is simplified to the letter template (Castro and Carvalho, 2017), as described in the following table. The option to use results range instead of absolute numbers aims to avoid the establishment of ranking among municipalities,

considering that the MMEI's philosophy is not one of competition, but of understanding municipal management in the assessed dimensions and promoting a change of attitude of the municipal manager (IRB, 2016; Castro and Carvalho, 2017). In addition, the MMEI proposal is to evaluate the effectiveness of municipal management, without stimulating the exclusive attention of the public manager to only one or some of the analyzed dimensions. Thus, highly effective municipal management is one that considers all aspects of social welfare (IRB, 2016).As shown in Table 1, three of the component indexes have less significant weighted weight in the MMEI composition (i-Amb, i-City and i-GovTI). In this case, less expressive results in these indexes would not imply a significant reduction of the final index but would imply less municipal management. Therefore, the range *A (highly effective)* is reserved for municipalities that present regularity in their results, besides MMEI above 90% of the maximum score, verified by the existence of at least five component indexes in this range. Lastly, there will be a reduction of a banner in the MMEI general note when the municipality does not prove the application of 25% of government budget in education and when the municipality does not comply with the provisions of article 29-A of the Federal Constitution it will be reallocated to range *C (low adequacy level)*, regardless of the numerical result achieved in the MMEI. (IRB, 2016)

METHODS

The research method used bibliographic and documentary analysis. The research is exploratory in nature and proposes to answer the following research question:

Table3. Municipalities with effective management for the MMEI

Municipality	MMEI	i-Educ	i-Health	i-Planning	i-Fiscal	i-Amb	i-City	i-GovTI
Altamira	B	B+	B	C+	B	C	C+	C
Barcarena	B	B+	B	C	B	C+	B+	B
Dom Eliseu	B	C	B+	C	B+	C+	B+	C
Ulianópolis	B	B	A	C+	B+	C	C	B

Source: IRB, 2016

Table 4. Municipalities in phase of adaptation to the MMEI

Municipality	MMEI	i-Educ	i-Health	i-Planning	i-Fiscal	i-Amb	i-City	i-GovTI
Almeirim	C+	C+	B+	C	B	C	B+	C
Cachoeira do Piriá	C+	C	B+	C	B+	C+	C	C
Canaã dos Carajás	C+	C+	B	C	B+	C	C	B
Jacareacanga	C+	B	C+	C	B	C	A	B
Marabá	C+	B	B	C	B	C	B+	B+
Marituba	C+	C+	B+	C	B	C	C	C
Muaná	C+	B	B	C+	B	C+	C	C
Novo Progresso	C+	C	B	C	C+	C+	C+	B
Novo Repartimento	C+	C	B+	C	B+	C	C	B
Ourém	C+	B+	B+	C	B	C	C	C
Paragominas	C+	C	B+	C	B	C	C	C+
Parauapebas	C+	C+	B	C+	B	C	B+	C+
Redenção	C+	C	B	C	B	C	B+	B
Rio Maria	C+	C	B+	C	B+	C	C	C
Santarém	C+	B	B+	C	C+	C	B	C
Tailândia	C+	C	B+	C	C+	C+	C	B
Terra Santa	C+	C	C	C+	A	C	C	C
Tucuruí	C+	B+	C+	C	B	C	C	B
Xinguara	C+	C+	B+	C	B	C	B	B

Source: IRB, 2016

what are factors determined in the Municipal Management Effectiveness Index that most influence the governmental management of municipalities in the State of Pará? The research uses secondary data obtained from official repositories.

RESULTS

The state of Pará did not participate in the first national survey of the MMEI, held in 2016. The first participation occurred only in 2017, when the TCM-PA joined the INDICON Network. In that edition, which was based on the 2016 fiscal year, 97 of the 144 municipalities surveyed by TCM-PA participated, representing an involvement of 67.36%.From the calculation of each index (i-Educ, i-Health, i-Planning, i-Fiscal, i-Amb, i-City and i-GovTI), an aggregation was generated by means of the weighted average of these indexes to obtain the MMEI for each municipality in the state of Pará, establishing the relationship of those with effective management (B), in the adequacy phase (C +) or with a low level of adequacy (C). It is noteworthy that no municipality in Pará had its management classified as very effective (B +) or highly effective (A), as shown in Figure 1.

Municipalities with effective management

The following are the municipalities classified as *B (effective management)*, in alphabetical order. Only four municipalities had an effective level of management, which represents around 4% of the universe evaluated. Although these municipalities have reached an acceptable level of effectiveness in all indicators, they all presented critical situations in critical areas of management, when evaluated individually. For example, the municipality of Altamira presented a low level of adequacy in the indexes of environment and governance of information technology.

For the municipality of Barcarena, the same situation occurred with the planning indicator. The municipality of Dom Eliseu presented problems in the indexes of education, planning and governance of information technology. Ulianópolis registered low level of adequacy in the indexes of environment and protection of citizens. It is observed that the worst dimension evaluated was planning, with two municipalities classified with low level of adequacy (Barcarena and Dom Eliseu) and two in the adaptation phase (Altamira and Ulianópolis).

Municipalities in the process of adaptation

The municipalities that achieved C + effectiveness indexes (in the phase of adequacy) for the MMEI are listed below, in alphabetical order. Municipalities with adequacy levels represented 20% of the total evaluated. It is observed that most of the municipalities within this range presented a low level of adequacy in the planning index, except for Muana, Parauapebas and Terra Santa, which are in the adaptation phase. An analogous situation occurred with the index of the environment, where 15 of the 19 municipalities listed had a low level of adequacy in this area.

Municipalities with low level of adequacy

The municipalities that achieved the worst management effectiveness indexes (C) are listed below, in alphabetical order. Of the 97 municipalities participating in the evaluation, 74 registered the worst levels of effectiveness, representing 76% of the total evaluated. Negative score for the municipalities of Acará, Afuá, Alenquer, Anajás, Breves, Bujaru, Mãe do Rio, Porto de Moz, São Geraldo do Araguaia and Vigia, which obtained a low level of adequacy in all indexes evaluated. Again, most of the municipalities within this range had a low level of adequacy in the planning index (except for Ipixuna do Pará, Santa Cruz do Arari and São Domingos do Araguaia, which are in the adjustment phase).

Table 5. Municipalities with low level of adequacy for the MMEI

| Municipality	MMEI	i-Educ	i-Health	i-Planning	i-Fiscal	i-Amb	i-City	i-GovTI
Abel Figueiredo	C	C+	B	C	B+	C	C	C
Acará	C	C	C	C	C	C	C	C
Afuá	C	C	C	C	C	C	C	C
Alenquer	C	C	C	C	C	C	C	C
Anajás	C	C	C	C	C	C	C	C
Ananindeua	C	C+	C+	C	B	C+	C	C+
Anapu	C	C+	B	C	A	C	C	B
Augusto Corrêa	C	C	B	C	B+	C	C	C+
Aurora do Pará	C	C	B	C	C+	C	C	C
Bannach	C	C	C	C	B	C	C	C
Belterra	C	C	C	C	C+	C	B	C
Bom Jesus do Tocantins	C	C	B	C	C+	C	C	C
Bragança	C	C+	B+	C	C	C	B+	C
Brasil Novo	C	C	B	C	B	C	C	C+
Brejo Grande do Araguaia	C	C	B	C	B	C	C	C+
Breu Branco	C	C	B	C	B+	C	C	C
Breves	C	C	C	C	C	C	C	C
Bujaru	C	C	C	C	C	C	C	C
Cachoeira do Arari	C	C	C+	C	C+	C	C+	C
Cametá	C	C	C	C	C+	C	C+	C+
Castanhal	C	C+	B	C	B	C	C	C
Conceição do Araguaia	C	C	B	C	C+	C	C	C
Concórdia do Pará	C	B	C	C	C+	C	C	C
Cumaru do Norte	C	C	C+	C	C+	C	C	C+
Curralinho	C	C	C	C	C+	C	C	C
Curuá	C	C	B	C	C+	C	C+	C
Curuçá	C	C	C	C	B	C	B+	C+
Eldorado dos Carajás	C	B	B	C	C	C	C	C
Garrafão do Norte	C	C	B	C	A	C	C	C
Goianésia do Pará	C	C+	B	C	B	C	C	C
Ipixuna do Pará	C	C	C+	C+	C	C	C	C
Itupiranga	C	C	C+	C	C+	C	B+	B
Jacundá	C	C	C	C	B+	C	C	C+
Juruti	C	C	B	C	B	C	C	C+
Limoeiro do Ajuru	C	C	B	C	C	C	C	C
Medicilândia	C	C	B	C	B	C	C	C
Mocajuba	C	C	C+	C	C+	C	C	C+
Mojuí dos Campos	C	C	C	C	B	C	C	C
Monte Alegre	C	C+	C	C	B+	C	B	C+
Mãe do Rio	C	C	C	C	C	C	C	C
Nova Esperança do Piriá	C	C	C+	C	B+	C	C	C
Nova Ipixuna	C	C	C	C	B	C	C+	C
Oeiras do Pará	C	C	C+	C	B	C	C	C
Oriximiná	C	C	B	C	B	C	B	B
Ourilândia do Norte	C	C	B+	C	C	C	C	B+
Pacajá	C	C	C+	C	C	C	C	B
Palestina do Pará	C	C	C+	C	C+	C	C	C
Pau D'Arco	C	C	B+	C	C	C	C	B
Peixe-Boi	C	C	B	C	B	C	C	C
Piçarra	C	C+	C+	C	B	C	C	C
Porto de Moz	C	C	C	C	C	C	C	C
Prainha	C	C	B	C	C	C	C	C
Rondon do Pará	C	C	B	C	B	C	C	C
Salvaterra	C	C	C	C	B	C	C	C
Santa Cruz do Arari	C	C	B	C+	C+	C	C	C
Santa Luzia do Pará	C	C	C+	C	B	C	C	C
Santa Maria das Barreiras	C	C+	C	C	C	C	C	C
Santana do Araguaia	C	C	B	C	C+	C	C+	C
Santo Antônio do Tauá	C	C	B	C	C	C	C	C
Soure	C	C	C+	C	C+	C	C	C
São Domingos do Araguaia	C	C	B+	C+	C+	C	C	C
São Domingos do Capim	C	B	B	C	C+	C	C	C
São Francisco do Pará	C	B	C	C	A	C	C	C
São Geraldo do Araguaia	C	C	C	C	C	C	C	C
São João de Pirabas	C	C	C	C	C+	C	C	C
Tomé-Açu	C	C	B+	C	C+	C	C	C+
Tracuateua	C	C	C+	C	C+	C	C	C
Tucumã	C	C	B	C	B+	C	C	B
Uruará	C	C	B	C	C+	C	C	C
Vigia	C	C	C	C	C	C	C	C
Viseu	C	C	C	C	B	C	C	C
Vitória do Xingu	C	C	B+	C	B	C	A	B
Água Azul do Norte	C	C	C	C	B+	C	C	C
Óbidos	C	C	C	C	C+	C	C+	C

Source: IRB, 2016
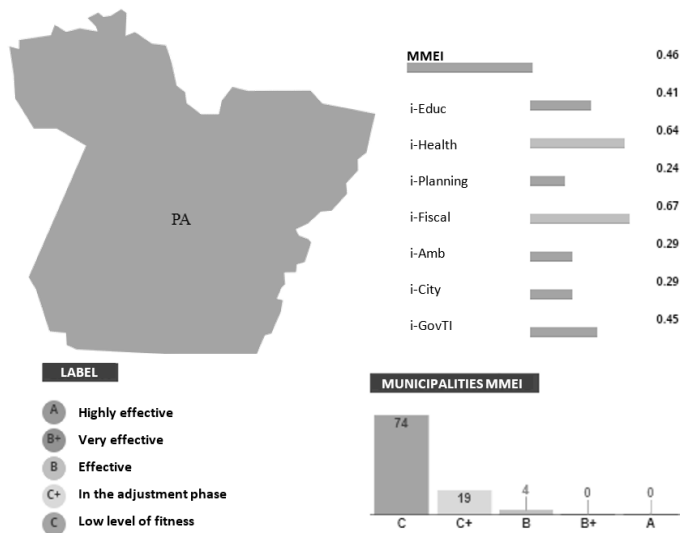
Figure 1. Effectiveness Index of the Management of Municipalities of the State of Pará - 2016

DISCUSSION

The MMEI has good potential to systematically evaluate municipal management and can be used as an instrument for transparency and control of public accounts. However, the index presents problems that must be addressed to mitigate the risk of acute quantum (measure disease) that lurks all those who, instead of measuring to better understand, want to understand only what is measurable (Gaulejac, 2007). In this sense, to construct an objective representation of the municipal reality, the MMEI should answer the following questions: *On what basis are the coefficients assigned*? *How are the weightings defined between the different criteria, indicators and items*? *How are items such as equality of opportunity, impact on local and national economies, behavioral ethics measured*? *Does the aggregation of the elements of a system allow the performance and quality of the set to be achieved*? *Can we reduce the complexity of the organization to a juxtaposition of elements that are the object of an infinite composition*? (GAULEJAC, 2007). The MMEI does not provide answers to all these questions. The seven sectoral indicators are broken down into an extensive set of 143 evaluation questions, which require a certain degree of technical and normative knowledge for their correct fulfillment. The weights of each criteria were defined according to the reality evidenced by the TCE-SP in the municipalities of São Paulo (TCM-PA, 2017; TCE-SP, 2014 and IRB, 2016). The dimensions assessed were selected based on the jurisprudence of the TCE-SP and of infra-constitutional regulations (TCM-PA, 2017; TCE-SP, 2014 and IRB, 2016). While recognizing the strategic positioning of *health*, *education*, *planning*, i.e., the application of the same prioritization criteria in the state of Pará and in other states of the federation could result in new strategic areas in the context of their respective public finances, given the regional specificities.These are just some of the issues that will need to be addressed so that the MMEI can consolidate itself as a usable instrument to subsidize the formulation and implementation of public policies capable of fostering the municipal development process. In spite of the complexity and breadth of the questions to be answered, the following practical measures are suggested that could be adopted to improve the MMEI: a) systematic training of public servants responsible for completing and collecting data, with a view to

improving quality information provided; b) use of information from the MMEI in the assessment of the annual accounts of municipal managers; c) adoption as a rule of the practice of crossing declared data with information from other public databases; d) to compare the results of the MMEI and its sectoral indexes with other official indicators to problematize its limits and potentialities, such as the MMEI with the MDHI, i-Educ with the Basic Education Development Index (IDEB), the i-Health with the HDI-Longevity, among others; and e) promote periodic visits to municipalities to identify good practices to be shared, as well as to restrain manipulations in the information provided.

Conclusion

The results found for municipalities in the state of Pará - which in the general index of effectiveness were classified in the worst range (C) -, point to serious problems in all dimensions evaluated, with a negative highlight for institutional aspects such as planning. All the municipalities evaluated presented the worst results precisely in this index, which shows the importance of its improvement, considering that the planning is the basis for the formulation and implementation of public policies and new management strategies that provide adequate conditions for the process of local development. Through these initial results, it is hoped to stimulate the expansion of the debate on the effectiveness of municipal public management, urging other researchers to identify good administrative management practices to contribute with the increasing of the effectiveness of government actions, while stimulating the scientific research on the use of these indicators in the form of subsidizing public managers in their decisions.

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