LUMEN
ET VIRTUS
ISSN: 2177-2789

PERFORMANCE EVALUATION IN INSTITUTIONAL SPORTS PROGRAMS

https://doi.org/10.56238/levv13n31-043

Submitted on: 02/29/2023 **Publication date:** 03/29/2023

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ABSTRACT

The present study aimed to analyze the performance evaluation processes in institutional sports programs in Brazil, identifying the main indicators used, the challenges faced and the potentialities evidenced by national experiences. To this end, a qualitative research of exploratory and descriptive nature was carried out, based on the documentary review of technical reports, academic articles and institutional productions referring to initiatives such as the Sports and Leisure Program of the City, Second Half Program, Healthy Life Program, Agita São Paulo and local projects conducted by civil society organizations. The analysis of the data revealed that the absence of clear parameters and permanent monitoring mechanisms still constitutes a significant limitation that compromises the effectiveness and social legitimacy of these policies. It was observed that most programs predominantly use indicators of attendance and participation, neglecting dimensions such as pedagogical quality, financial sustainability, social impact and perception of beneficiaries. It was found that experiences that incorporate participatory strategies and invest in intersectoral integration have a greater capacity for consolidating results and collective appropriation of the learning generated. The findings highlight the importance of building evaluation methodologies that value cultural diversity, transparency, and ethical commitment, recognizing that evaluation should be understood as a formative and permanent process. The study concludes that the qualification of evaluation practices, the continuous training of teams and the strengthening of institutional partnerships represent strategic paths to consolidate more inclusive, effective and socially recognized sports policies.

Keywords: Performance Evaluation. Sports Policies. Indicators. Social Inclusion. Public Management.

1 INTRODUCTION

The evaluation of performance in institutional sports programs represents an indispensable instrument to qualify public management and guide more consistent decisions, since it allows the identification of concrete results, monitoring processes and measuring impacts on beneficiaries, this perspective highlights the importance of incorporating methodologies that articulate objective and subjective indicators, contemplating the different dimensions of the sports phenomenon in institutional contexts (Soares and Guadanini, 2018).

In Brazil, the expansion of public policies that associate sport, leisure and social inclusion, such as the City Sports and Leisure Program and the Second Half Program, has shown important advances in access to body practices, however, it has also revealed weaknesses in the development of evaluation mechanisms that are sensitive to the regional and cultural particularities of the populations served, showing that the simple measurement of attendance or adherence does not translate the complexity of these initiatives (Vieira, Silveira and Almeida Júnior, 2009).

The specialized literature emphasizes that the evaluation of sports programs cannot be limited to quantitative perspectives, but must consider factors related to the perception of belonging, the intrinsic motivation of the participants and the meaning attributed to the activities, this understanding expands the capacity for intervention and strengthens the commitment of institutions to the production of sustainable social legacies (Pereira, 2014).

Among the main challenges is the difficulty in constructing indicators capable of reflecting the diversity of contexts and sociocultural profiles present in the territories, as the replication of standardized models tends to compromise the quality of the information collected and limit the effective use of data in the planning of future actions, making it urgent to develop contextualized and flexible evaluation instruments (Rinaldi et al., 2019).

It is observed that in large-scale experiences, such as the 2016 Olympic Games, the lack of clear evaluation criteria compromised the identification of promised legacies and weakened social trust, this finding demonstrates that, even in smaller-scale programs, the absence of well-defined parameters undermines the effectiveness of sports policies (Menezes Neto and Amâncio, 2016).

Studies emphasize that sports programs need to incorporate variables that consider the quality of infrastructure, accessibility, regularity of activities and articulation with other social policies, only then is it possible to identify the factors that enhance or hinder the desired results and recognize the singularities that characterize each intervention (Ferreira and Najar, 2005).

The experience with the Second University Time Program has shown that the definition of monitoring criteria and the systematic collection of data contribute to the improvement of management, although challenges persist related to the effective participation of beneficiaries and the use of results in the resizing of pedagogical strategies (Silva, 2021).

Research on the Second Half Adapted Sport Program revealed that the inclusion of people with disabilities involves additional variables that need to be included in the evaluation instruments, such as transportation barriers, architectural limitations, and perceptions of exclusion, factors that affect adherence to and attendance at the proposed activities (Pereira, 2014).

The development of evaluation protocols in the sports field requires methodological precision and clarity in the definition of the parameters to be observed, even when the main objective is participatory and educational development, as inconsistent data compromise the legitimacy of the processes and the effectiveness of the interventions (Maria and Arruda, 2019).

Another relevant factor refers to the ethical commitment that guides the evaluation process, the feedback of the results to the participants, and the transparent publication of data are essential conditions to strengthen society's trust and ensure that the evaluation fulfills its social and formative role (Rinaldi et al., 2019).

The construction of a consolidated evaluation culture also depends on investment in the continuous training of technical teams, this qualification must cover conceptual, methodological and operational contents, creating conditions for professionals to act with autonomy and critical capacity (Ferreira and Najar, 2005).

It is verified that many programs still face barriers related to the systematization of information, as the absence of adequate technologies and the disarticulation between different administrative sectors compromise the collection and treatment of data, which makes it difficult to transform the results into applicable knowledge (Vieira, Silveira and Almeida Júnior, 2009).

Studies show that the combination of quantitative and qualitative methods enhances the understanding of the social and cultural impacts of sports practices, as it allows the analysis not only of adherence and physical performance indicators, but also reports of participants' experiences and perceptions about the meaning of their participation (Silva, 2023).

Sports programs oriented to leisure and social development have great potential to transform local realities, as long as they are evaluated with methodological rigor and ethical

commitment, because only then will it be possible to legitimize investments and consolidate effective public policies aligned with the principles of equity (Soares and Guadanini, 2018).

Therefore, the evaluation of performance in institutional sports programs should be understood as an integral part of the cycle of public policies, functioning as an instrument of accountability and continuous improvement, reaffirming the State's commitment to the promotion of rights and the strengthening of citizenship (Pereira, 2014).

2 THEORETICAL FRAMEWORK

2.1 CONCEPTS OF EVALUATION OF SPORTS PROGRAMS

The evaluation of institutional sports programs involves a set of conceptions that determine their purpose, their parameters of analysis and their form of operationalization, this practice consists of a systematic process that collects, organizes and interprets information on the results and implementation processes, with the objective of continuously improving the quality of policies and legitimizing the public investments made (Pereira, 2014).

Among the central concepts, effectiveness stands out, understood as the ability of a program to achieve the objectives that justified its creation, this criterion presupposes the existence of clear goals and indicators capable of demonstrating whether the actions carried out produced the intended effects on the beneficiary population (Soares and Guadanini, 2018).

Efficiency, in turn, refers to the relationship between the results achieved and the resources employed, it allows the evaluation of whether financial, human and material investments have been applied in a rational and productive manner, contributing to the sustainability of the initiatives in the long term (Ferreira and Najar, 2005).

Another important concept is effectiveness, which considers the permanence and consolidation of results after the end of the funded activities, this parameter examines whether the transformations generated are maintained over time and whether they become positive references for the community (Rinaldi et al., 2019).

Relevance corresponds to the alignment between the actions carried out and the real needs of the target audience, this concept seeks to identify whether the program respects local demands, values the culture of the population, and offers adequate responses to the social and economic conditions of each territory (Silva, 2021).

The concept of social impact is related to the ability to promote significant changes in the lives of individuals and collectives, these changes can be expressed in objective indicators, such as improved physical fitness and reduction of sedentary lifestyle, and in

subjective aspects, such as self-esteem, sense of belonging, and strengthening of community bonds (Maria and Arruda, 2019).

Legitimacy, understood as the social and institutional recognition of the importance of the program, depends on participatory processes that ensure transparency, dialogue with the population and feedback on results, this criterion strengthens public trust and creates conditions to expand the adherence and engagement of beneficiaries (Rinaldi et al., 2019).

Monitoring consists of constant monitoring of the execution of the program, allowing the identification of possible implementation problems, evaluating compliance with the planned steps and promoting timely adjustments, this monitoring contributes to the construction of a more responsive and efficient management (Menezes Neto and Amâncio, 2016).

Another important aspect is the formative assessment, which has a procedural character and occurs in parallel with the execution of activities, this perspective allows for the improvement of procedures, qualification of pedagogical practices and correction of deviations before they become structural problems (Pereira, 2014).

Summative evaluation, unlike formative evaluation, is carried out at the end of the execution cycle and seeks to globally assess the relevance, effectiveness, and sustainability of the program, this type of analysis offers valuable elements for decisions on continuity, expansion, or redirection of actions (Soares and Guadanini, 2018).

Data triangulation is another essential concept, as it integrates information from different sources and perspectives, it makes it possible to cross quantitative data, documentary records and qualitative reports, increasing the reliability and richness of the conclusions (Ferreira and Najar, 2005).

The principle of social participation maintains that beneficiaries should be heard throughout the evaluation process, this listening contributes to legitimizing the practice, valuing local knowledge and identifying issues that are often not captured only by technical indicators (Rinaldi et al., 2019)

Coherence between objectives, strategies, and results is a criterion that verifies whether the program has consistent internal logic, this aspect evaluates whether the actions developed correspond to the declared purposes and whether they produce effects that are related to the proposed purposes (Silva, 2021).

The concept of accountability is related to the public responsibility of managers, it implies being accountable to society about the resources used and the results achieved, this dimension reinforces transparency and strengthens the commitment to the ethical use of public investments (Menezes Neto and Amâncio, 2016).

The quality of the evaluation depends on conceptual clarity and the ability to dialogue with local singularities, avoiding the reproduction of generic models that do not contemplate the regional and cultural diversities that characterize Brazilian contexts (Pereira, 2014).

2.2 PERFORMANCE INDICATORS IN INSTITUTIONAL PROJECTS

The definition of performance indicators in institutional sports programs represents a fundamental step towards the construction of consistent evaluation processes aligned with the proposed objectives, these indicators need to contemplate dimensions that go beyond the number of participants or the frequency of activities, incorporating variables related to the quality of the interventions, the impact perceived by the beneficiaries and the potential for social and cultural transformation that the projects can produce in the territories where they are developed, in this sense, the specialized literature highlights that the indicators must be designed in a participatory way, considering regional specificities, available resources and the diversity of the public served, with special attention to conditions of vulnerability and barriers that may limit access to sports and leisure (Soares and Guadanini, 2018).

Among the main indicators used in the evaluation of sports projects, effectiveness stands out, which measures the degree of achievement of the goals and objectives established in the initial planning, this metric can include increased adherence to regular physical practices, reduction of sedentary lifestyle rates and expansion of the perception of well-being and belonging among participants, efficacy can also be verified through the evolution of health indicators, such as improvement in cardiorespiratory capacity and reduction of risk factors associated with chronic diseases, in addition, systematic monitoring allows for the identification of deviations in the implementation process and redirecting strategies before they become structural problems (Pereira, 2014).

Another relevant factor is efficiency, which corresponds to the relationship between the financial, material and human resources applied and the results effectively obtained, this perspective evaluates whether public investments were used rationally and whether they generated benefits proportional to the effort undertaken by the institutions involved, in the Brazilian context, studies indicate that many projects lack mechanisms that ensure the traceability of expenses and transparency in the accountability, a situation that compromises the social legitimacy of the actions and limits the potential for continuity and expansion of the programs (Ferreira and Najar, 2005).

Effectiveness also occupies a central role among the indicators, as it is related to the program's ability to produce sustainable changes over time, unlike effectiveness, which measures the immediate achievement of the goals, effectiveness verifies whether the impacts

remain after the end of funding and whether sports practices become part of the routine of the benefited communities, this metric requires long-term monitoring strategies and monitoring instruments that involve participants and other local actors, allowing the information collected to reflect the reality experienced and guide permanent adjustments (Rinaldi et al., 2019).

The indicators of relevance and pertinence assess whether the activities developed are consistent with the real needs of the territories, this aspect is especially important in a country with great regional inequalities, where sports programs often face challenges related to cultural adequacy, precarious infrastructure and social barriers that hinder the participation of historically excluded populations, the relevance is materialized in the program's ability to respond to these specific demands, creating conditions for the right to sport to be effectively exercised by all (Silva, 2021).

Pedagogical quality is another indispensable indicator in the analysis of institutional sports programs, as it involves the evaluation of the methodologies applied, the training of professionals and the adequacy of the materials used, studies show that the technical qualification and ethical commitment of the teams are decisive to ensure that the activities are safe, inclusive and capable of promoting meaningful learning, in addition, pedagogical quality directly influences the motivation of participants and the continuity of sports practice in the medium and long term (Maria and Arruda, 2019).

Continuous monitoring and systematic data collection are essential strategies to operationalize all these indicators, as they allow the detailed recording of the activities carried out, the challenges encountered and the perceptions of the different actors involved, this systematization contributes not only to the monitoring of goals, but also to the strengthening of the evaluative culture within the responsible institutions, creating conditions for the constant improvement of management processes (Rinaldi et al., 2019).

It is important to highlight that the definition of indicators must be accompanied by the construction of feedback mechanisms to the participants and to society as a whole, this transparency reinforces public trust, legitimizes the investments made and expands the collective commitment to the consolidation of sports policies capable of transforming local and regional realities (Menezes Neto and Amâncio, 2016).

2.3 EXPERIENCES OF SPORTS PROGRAMS IN BRAZIL

Brazilian experiences with institutional sports programs show a trajectory marked by advances in the democratization of access, but also by challenges related to the consolidation of evaluation practices that are capable of producing reliable and socially relevant

information. Initiatives such as the City Sports and Leisure Program have demonstrated that the regular offer of physical activities can expand opportunities for socialization, strengthen community bonds and promote a sense of belonging among historically excluded groups. Research indicates that the sustainability of these effects depends on the construction of indicators that are not restricted to quantitative aspects, but also value the perception of the participants and the teams involved (Soares and Guadanini, 2018).

The Second Half Program is another relevant example of public policy that articulated sport, education and citizenship in different territories. Its implementation revealed significant potential for social inclusion, especially among children and adolescents in vulnerable situations. Studies show that the absence of clear monitoring parameters and the limitation of qualified human resources have compromised the quality of execution in some regions, highlighting the need to invest in team training and in the structuring of permanent monitoring mechanisms (Vieira, Silveira and Almeida Júnior, 2009).

The evaluation of the Second University Time Program contributed to the debate on the role of sport in the academic environment. Researchers identified high adherence and positive perception on the part of students. They also found the need to create indicators that considered factors such as the diversity of interests, the flexibility of schedules, and the infrastructure conditions available in federal institutions of higher education, fundamental elements to enhance results and extend the permanence of participants (Silva, 2021).

The Healthy Life Program, aimed at the elderly, represents an initiative that articulated bodily practices, leisure and community life. This experience demonstrated that sport can be an instrument for promoting integral health and combating social isolation. Monitoring reports indicated that the continuity of activities after the end of funding cycles is a challenge, as many communities do not have the material and human conditions to keep the centers operating without external support (Rinaldi et al., 2019).

In the field of inclusion of people with disabilities, the Second Half Adapted Sport Program has advanced in the creation of pedagogical strategies and in the adaptation of spaces and materials. The evaluation carried out by Deyliane Pereira showed that factors such as transportation difficulties, architectural barriers and lack of specific training of the technical teams limited the reach of the results in several centers. This finding demonstrates that the realization of the right to sport requires integrated actions and consistent investments in intersectoral policies (Pereira, 2014).

The mega sporting events held in Brazil, such as the Pan American Games and the Olympics, have left important lessons for the formulation of grassroots sports policies. Researchers point out that, although they have promoted significant investments in

infrastructure, these experiences lacked effective evaluation mechanisms that clearly demonstrated the promised social impacts. This situation contributed to debates on the need to build public and transparent indicators that allow monitoring the execution and results of projects (Menezes Neto and Amâncio, 2016).

As a result, the development of evaluation methodologies in professional soccer contributed to disseminate instruments that can be adapted to educational projects. Experiences with motor performance analysis, training load monitoring, and evaluation of the technical evolution of athletes offer subsidies that, when contextualized, enrich pedagogical practice and sports management at different levels of performance (Maria and Arruda, 2019).

The Agita São Paulo Program, created as a strategy for health promotion and prevention of chronic diseases, has become a reference for its scope and impact on the population's physical activity habits. Studies show that its implementation strengthened the culture of valuing the movement and fostered the creation of municipal policies inspired by the state model. At the same time, the continuous monitoring and renewal of pedagogical strategies were decisive for the success and permanence of the initiative (Ferreira and Najar, 2005).

Local experiences of civil society organizations have played an important role in the Brazilian scenario. Several projects developed by community associations and non-governmental organizations demonstrate that the articulation between public policies and autonomous initiatives enhances results and expands the capillarity of actions. This interaction makes it possible to reach audiences that are often not covered by government policies and highlights the importance of strengthening collaboration and technical support networks (Rinaldi et al., 2019).

The use of information technologies to systematize data and monitor processes has been pointed out as an innovative strategy in the management of sports programs. State reports show that digital platforms contribute to increasing transparency, optimizing the registration of indicators, and facilitating communication between managers and participants. However, the adoption of these tools depends on investments in technological infrastructure and technical training of teams (Silva, 2021).

Reports from beneficiaries indicate that participation in institutional sports programs positively influences self-esteem, the sense of belonging and the construction of collective identities. These results corroborate studies that associate the regular practice of physical activities with community strengthening, the reduction of violence and the expansion of opportunities for healthy coexistence. Such elements must be included in the evaluation indicators and considered in strategic planning (Soares and Guadanini, 2018).

Research shows that financial sustainability is one of the main challenges faced by programs. Many projects lack strategies that ensure stable and continuous resources over time. This fragility compromises the loyalty of the participants and the consolidation of results, pointing to the need to monitor budgetary and financial management aspects (Ferreira and Najar, 2005).

International experiences highlighted as a reference for Brazil show that the planning of indicators must contemplate physical and symbolic accessibility. Vulnerable populations often face travel barriers, indirect costs, and cultural stigmas that limit adherence to activities. This finding reinforces the importance of inclusive strategies from the conception of projects (Pereira, 2014).

The production of knowledge about Brazilian experiences has contributed to consolidating evaluation methodologies that are more sensitive to sociocultural diversity. This advance strengthens the commitment to the democratization of access to sport and to public policies that recognize leisure as an essential dimension of citizenship (Rinaldi et al., 2019).

3 METHODOLOGY

This study is characterized as a qualitative research of exploratory and descriptive nature. The choice for a qualitative approach is justified by the need to capture the perceptions and interpretations of the subjects involved, as well as to understand the complexity of the contexts in which the actions are developed, valuing the local specificities and the meanings attributed to the practices.

Official documents published by the management bodies were analyzed, as well as academic productions available in databases such as SciELO, Redalyc and journals specialized in public policies and physical education. The selection of materials considered criteria of thematic relevance, timeliness, and methodological consistency.

4 RESULTS AND DISCUSSION

The systematized data from the different Brazilian experiences show that the absence of clear and standardized indicators still constitutes a significant limitation in the evaluation of the performance of institutional sports programs. In several initiatives, the reports analyzed mention only the number of participants and the frequency of activities as monitoring parameters, leaving aside fundamental dimensions such as social impact, pedagogical quality, and financial sustainability. This finding reinforces the need to broaden the concept of evaluation, including variables that more fully translate the results obtained (Vieira, Silveira and Almeida Júnior, 2009).

It was observed that programs such as the Second University Period achieved high levels of satisfaction among the beneficiaries, a fact attributed to the flexibility in the organization of classes, the diversity of modalities offered and the integration with academic life. However, the analysis of the reports revealed that few centers had formal instruments for continuous monitoring, which makes it difficult to identify problems early and limits the possibility of redirecting strategies. This gap directly impacts managers' ability to justify investments and promote evidence-based adjustments (Silva, 2021).

The experience of the Healthy Life Program has shown that sports policies aimed at the elderly have great potential for social transformation, especially by reducing isolation and fostering relationships of belonging. Despite this, the records indicate that the turnover of professionals and the periodic interruption of funding compromise the continuity of activities, affecting the adherence of participants and the consolidation of results. Such difficulties make evident the importance of intersectoral policies that articulate health, social assistance and sport (Rinaldi et al., 2019).

The data show that the Second Half Adapted Sport Program presented important advances in methodological adaptation and in the acquisition of specific materials, favoring access for people with disabilities. However, barriers related to transportation, inclusive communication, and the training of technical teams persisted, factors that limited the breadth of results in some territories. This finding indicates that the evaluation should include dimensions of accessibility and equity as mandatory parameters (Pereira, 2014).

It was found that the use of information technologies for data recording and monitoring of goals is still incipient in many projects, especially in smaller municipalities. State experiences that have implemented digital monitoring platforms show that the adoption of these resources contributes to increasing transparency and optimizing information management. However, they also require continuous investments in technological infrastructure and professional training (Silva, 2021).

Data triangulation revealed that programs that value the participation of beneficiaries in the definition of indicators and in the evaluation of results have higher levels of social ownership and legitimacy. This characteristic strengthens collective co-responsibility and creates conditions for the learning produced to be transformed into sustainable practices. However, there are still few examples of initiatives that promote truly participatory evaluation processes (Rinaldi et al., 2019).

It was found that the financial sustainability of the programs remains one of the greatest challenges faced by public managers. Many projects depend exclusively on federal transfers, without complementary fundraising strategies. This vulnerability impacts the

capacity for long-term planning and compromises the loyalty of participants, who often face interruptions in the calendar of activities (Ferreira and Najar, 2005).

The studies analyzed highlight that indicators related to pedagogical quality are little used in the monitoring reports. This limitation makes it difficult to analyze the methodological adequacy of the practices and the technical qualification of the teams involved. The absence of this parameter contributes to the reproduction of models that do not dialogue with local contexts, weakening the results (Maria and Arruda, 2019).

The comparison between different programs showed that those that have monitoring strategies integrated with other public policies have a greater capacity to consolidate results. Articulation with sectors such as health, education and social assistance creates synergies that enhance collective impact. This characteristic reinforces the importance of incorporating indicators that measure intersectoral articulation and the capacity for networking (Menezes Neto and Amâncio, 2016).

Reports from participants indicate that factors such as a welcoming environment, respect for diversity, and appreciation of individual autonomy are determinant for permanence in the programs. These elements, often neglected in traditional evaluations, represent qualitative indicators that are indispensable for understanding the social effectiveness of sports policies (Soares and Guadanini, 2018).

It was found that most of the reports do not include metrics that evaluate the impact of the programs on public health indicators. Studies show that the regular practice of physical activity positively influences the reduction of risk factors for chronic diseases, in addition to contributing to emotional well-being. The absence of parameters that measure these effects restricts the ability to demonstrate the scope of policies in the field of health (Ferreira and Najar, 2005).

The analysis revealed that many initiatives still lack systematic feedback processes to participants and society. Transparency in the dissemination of results and the sharing of learnings are essential practices to strengthen public trust and promote the legitimacy of actions. This finding indicates that the evaluation should include social feedback mechanisms as an integral part of the management cycle (Rinaldi et al., 2019).

It was identified that programs that have the support of universities and research centers have more consistent evaluation methodologies. This partnership allows access to qualified technical instruments and professionals specialized in data collection and analysis. However, the articulation between academic institutions and public managers still occurs in a timely manner and lacks structured cooperation policies (Silva, 2021).

The results show that the implementation of evaluation processes requires investments in continuous training of the teams. Professional qualification is decisive for the indicators to be applied with methodological rigor and for the data collected to be transformed into useful information for the improvement of practices. Without this investment, reports tend to reproduce superficial and poorly contextualized statistics (Vieira, Silveira and Almeida Júnior, 2009).

The discussion of the findings demonstrates that performance evaluation in sports programs needs to be understood as a permanent management strategy and not only as a formal obligation. When well planned, the evaluative practice contributes to legitimizing policies, optimizing resources and expanding the social impacts generated by the actions (Pereira, 2014).

5 FINAL CONSIDERATIONS

Performance evaluation in institutional sports programs represents an essential practice to qualify public management and strengthen the commitment to the promotion of the right to sport as a fundamental dimension of citizenship. Throughout this analysis, it was found that the absence of clear indicators and the limitation of permanent evaluation processes still constitute important barriers that affect the quality of the information produced and compromise the sustainability of the actions. The consolidation of methodologies sensitive to territorial specificities emerges as an urgent requirement for public policies to be capable of generating consistent and socially legitimized transformations.

The results presented show that successful experiences share characteristics such as valuing the participation of beneficiaries, integration with other sectoral policies and the adoption of continuous monitoring strategies. These practices expand the ability to identify challenges, correct directions and enhance the collective impacts produced by sports actions. However, there are still few examples of projects that manage to combine all these elements in a balanced way, revealing a scenario of challenges and possibilities that demands permanent investments in technical training and institutional articulation.

The analysis showed that aspects such as financial sustainability, pedagogical quality, and physical and symbolic accessibility should be considered as a priority in the planning and execution of programs. The inclusion of indicators that reflect these factors is essential to ensure that policies not only quantitatively achieve their objectives, but are also recognized as relevant and transformative practices by the audiences served. This ethical commitment strengthens society's trust and contributes to consolidating an evaluative culture committed to transparency and social effectiveness.

The construction of a national agenda aimed at the evaluation of sports policies also requires the strengthening of partnerships with universities, research centers and civil society organizations. The participation of these actors allows access to specialized knowledge and innovative methodologies, creating conditions for the data collected to become management and advocacy tools. This integration enhances the quality of the analyses and contributes to the results obtained being reverted into continuous improvements of the programs.

It was observed that the use of information technologies for recording, systematizing and disseminating data is a promising strategy that can democratize access to information and expand the engagement of beneficiaries. However, the implementation of these resources depends on structural investments and the permanent training of the teams, factors that still constitute significant challenges, especially in small municipalities. Overcoming these barriers represents an important step to ensure that evaluation processes are fully and permanently incorporated into the public policy cycle.

The reflection carried out throughout this work shows that evaluation cannot be understood only as a bureaucratic verification stage, but as a training process that contributes to qualify practices, legitimize investments and reaffirm the commitment to the promotion of equity. By recognizing the complexity of this field, managers and professionals can expand their repertoire of action and build strategies that are more aligned with the social demands that characterize the Brazilian context.

The critical analysis of Brazilian experiences also points out that the lack of systematization of the results compromises the possibility of building collective learning that is shared between different programs and territories. This movement of knowledge circulation is essential to disseminate good practices and reduce regional inequalities, strengthening evidence-based public policies. Investing in the creation of spaces for exchange and cooperation should be a priority for sports managers and policymakers.

It was found that the perception of the beneficiaries about the relevance of the actions developed has strategic value both for social legitimacy and for the correction of course during the execution of the activities. Listening to participants, incorporating their suggestions, and considering their reports as part of the evaluation process strengthens the autonomy of communities and increases the chances of loyalty over time. This practice should be encouraged and institutionalized as a pillar of all sports policies.

The considerations presented demonstrate that performance evaluation in institutional sports programs needs to be understood as a shared responsibility that involves managers, professionals, beneficiaries and society. The commitment to the construction of clear indicators, rigorous methodologies and participatory processes is an essential condition for

the programs to meet their objectives and effectively contribute to the promotion of health, education and social inclusion.

The consolidation of inclusive and effective sports policies requires a careful look at the lessons learned, the mistakes made and the potentialities already evidenced by previous experiences. When the evaluation is carried out in a systematic and transparent way, it becomes a powerful tool for social transformation, capable of qualifying practices, strengthening support networks and reaffirming the centrality of sport as a vector of citizenship and development.

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