



CONTEMPORARY PUBLIC GOVERNANCE: STRUCTURAL CHALLENGES, TECHNOLOGICAL INNOVATIONS AND THE NEW STATE-SOCIETY PACT IN BRAZIL

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Abstract: This paper analyzes contemporary public governance in Brazil, highlighting its relevance in the face of historical challenges, regional inequalities, and technological transformations. The objective is to investigate public management in the current context, identifying structural obstacles and evaluating innovative strategies and tools that seek to improve efficiency, participation, and transparency in the relationship between state and society. This explanatory research, guided by the deductive method, used bibliographical and documentary research, with a qualitative and interpretative focus, based on recent national and international authors. The main findings show that, although Brazil has been incorporating digital technologies and participatory instruments, it still faces structural, cultural, and federative barriers that limit the effectiveness of public policies. Inequalities in technical capacity among municipalities, weaknesses in organizational culture, and low institutionalization of participatory mechanisms stand out, while local experiences and intersectoral arrangements appear as promising avenues. It is concluded that the modernization of public management requires more than technological innovation, demanding profound cultural changes, strengthening of multi-level governance and continuous investments in human capital and evaluation instruments, with governance as a means to a more just, inclusive and sustainable society.

Keywords: public governance; government innovation; social participation; public management; public policies.

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capacity among municipalities, weaknesses in organizational culture, and low institutionalization of participatory mechanisms, while local experiences and cross-sectoral arrangements emerge as promising paths. It is concluded that modernizing public management requires more than technological innovation, demanding profound cultural changes, strengthening of multilevel governance, and continuous investment in human capital and evaluation instruments, considering governance as a means to build a fairer, more inclusive, and sustainable society.

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1. INTRODUCTION

The 21st century imposes a central dilemma on Brazilian public management: reconciling search for administrative efficiency with the need to deepen democracy, ensure social justice and restore trust in institutions? This tension is not recent, but takes on unprecedented contours in the face of global transformations, local demands and the crisis of legitimacy that permeates the modern State.

The national public administration, historically centralized and marked by a patrimonialist bureaucratic culture, finds itself faced with the unavoidable need of structural reformulation, that is, it is increasingly incapable of responding alone to the multiplicity of contemporary demands. Administrative models traditional, rooted in verticalized and self-referenced logics, are shown increasingly insufficient to respond to the complexity of demands contemporary (De Oliveira Lima et al., 2020).

From the Federal Constitution of 1988, a new logic was inaugurated in Brazil management, focused on citizenship and social rights. However, the promise constitutional still faces operational limitations, institutional weaknesses and historical obstacles that compromise the effectiveness of public policies (Saldanha & Da Cruz, 2022).

In this context, it becomes essential to reflect on how public management has faced historical, structural and contemporary challenges to promote more effective and socially legitimate public policies.

In this circumstance, the general objective is to analyze Brazilian public management in current context, focusing on the State and Civil Society with the perspective of efficiency, participation and transparency of public resources. Its purposes are,



identify the historical and structural obstacles that affect public management in Brazil, considering global influences and internal challenges, and understanding the main innovative strategies and tools adopted to modernize and make the public administration more efficient.

Globalization and the digital revolution add layers of complexity to public management. The 21st century citizen not only desires, but demands a agile, transparent, interactive and responsive administration. In this context, technological innovations such as e-gov, big data and participation platforms digital, capable of redefining ways of governing (Melati & Janissek-Muniz, 2022). But they also reveal structural inequalities, as municipalities with low technical capacity face significant barriers to implementing solutions innovative.

However, the introduction of technologies is not a panacea. Innovation, to be effective, it needs to be accompanied by a profound cultural change, which values collaboration, active listening and co-responsibility between State and society (Maia, Correia & Resende, 2023).

Furthermore, regional inequalities persist as one of the biggest obstacles to the universalization of good governance. Municipalities with little capacity technique or scarce resources face difficulties in implementing solutions innovative, deepening historical asymmetries (Maia & Correia, 2022).

In this panorama, social participation emerges not only as an ideal normative, but as a practical strategy for qualifying public policies. The councils, conferences and digital platforms become arenas of dispute and co-production of decisions (Montezano & Isidro, 2020).

However, such spaces are not always effective. Low institutionalization, fragility of deliberation mechanisms and the lack of training of participants compromise their transformative potential. There is still much to be done towards a substantive participatory democracy (De Bem Machado et al., 2022).

Public governance in Brazil, therefore, is crisscrossed by contradictions that require sophisticated analytical approaches. The simple opposition between State and market, or between efficiency and equity, does not account for the complexity of the field (Tessarolo et al., 2021).



This article seeks to understand how global transformations and demands Local governments require an urgent reconfiguration of public administration, especially in light of the crisis of confidence in government institutions. This article fits into this context, seeking to offer a critical, thorough, and multifaceted analysis of contemporary public management.

Through a bibliographic review, it will be developed through a qualitative approach, of an exploratory nature, focused on the interpretative analysis of theoretical and institutional information.

More than pointing out the already known problems, the text aims to shed light on emerging practices that indicate new directions for state management. Local experiences, intersectoral policies and collaborative arrangements gain prominence as innovative responses to the classic challenges of the public sector (Montezano & Isidro, 2020).

The methodology adopted is based on rigorous criteria of theoretical analysis, prioritizing recent productions, from 2020 to 2025, focusing on national authors and international institutions of recognized academic relevance (Galvão, Pansani & Harrad, 2021).

Finally, this article aims to contribute to the public and academic debate on the future of the State in Brazil. In times of institutional disbelief, political crisis and climate emergency, thinking about public management also means thinking about the project of society we want to build (Saldanha & Da Cruz, 2022).

Thus, this work aims to problematize the limits and possibilities of Brazilian public governance, understanding it as a field of disputes, innovations and resistance. An arena where decisions are made daily contours of democracy and citizenship in the country.

As the State reinvents itself, the responsibilities of citizens, social organizations and the private sector. The public governance, therefore, is not an end in itself, but a means to an end. building a more just, inclusive and sustainable society (Thomé & Carvalho, 2023).

The construction of a new state-society pact is imperative. And this pact must be founded on public ethics, radical transparency, plural listening and institutional courage to innovate, reform, and transform. This is the goal of this article.



2. CHALLENGES TO THE STRUCTURE OF THE BRAZILIAN PUBLIC ADMINISTRATION

2.1. Historical challenges and patrimonialism

The structure of Brazilian public administration carries historical legacies marked by patrimonialism and centralization of decisions. Since the period colonial period, the State was structured as an extension of the private interests of ruling elites, which made it difficult to consolidate impersonal bureaucratic practices and meritocratic (Saldanha & Da Cruz, 2022).

Even after the 1988 Constitution, which established a management model oriented towards citizenship and social rights, operational obstacles remained evident. The organizational culture, marked by normative rigidity and due to the fragmentation of public policies, it makes rapid and integrated responses to demands of the population (De Oliveira Lima et al., 2020).

Another challenge concerns the low professionalization of public management in various levels of the federation. The occupation of strategic positions based on political criteria, to the detriment of technical competence, compromises the continuity of policies public and weakens the state's capacity for formulation and execution (Maia & Correia, 2022).

Federative asymmetry is another factor that hinders equity in the provision of services. public services. While municipalities with greater revenue collection capacity are able to implement innovative policies, less developed regions face shortage of human, financial and technical resources (Thomé & Carvalho, 2023).

2.2. Bureaucracy and fragmentation in public policies

Excessive bureaucracy is also a recurring target of criticism. Although it has fundamental role in the state organization, when it is not reformed or updated, becomes an obstacle to efficiency and innovation. Administrative processes slow and redundant processes hinder both the performance of servers and access to population to services (Galvão, Pansani & Harrad, 2021).



The managerialist model adopted from the 1990s onwards brought some advances, such as the emphasis on results and performance indicators. However, this approach also showed limitations, especially when applied without considering the specificities of the public sector and regional inequalities (Tessarolo et al., 2021).

Furthermore, the absence of monitoring and evaluation mechanisms systematic compromises the effectiveness of implemented policies. Decision-making evidence-based decision-making is still not widely used in public administration Brazilian, which limits the possibility of adjustments and corrections (Maia, Correia & Resende, 2023).

Fragmentation between federative entities and the lack of cooperation effective interfederative policies accentuate structural challenges. Often, policies public are not articulated between the municipal, state and federal levels, generating overlapping actions and waste of resources (Melati & Janissek-Muniz, 2022).

Finally, it is urgent to rethink public governance models based on a systemic logic, capable of articulating multiple actors and levels of government. Overcoming of structural challenges requires not only institutional reforms, but also profound cultural changes within public organizations (De Bem Machado et al., 2022).

3. TECHNOLOGICAL INNOVATION

Digital technologies represent one of the main transformative forces of public administration in the 21st century. The concept of electronic government (e-gov) has been increasingly incorporated into state strategies, promoting greater accessibility, speed and standardization in public services (Melati & Janissek-Muniz, 2022).

The use of digital platforms for citizen service and processing of internal processes have significantly reduced operating costs and increased transparency. Initiatives like GOV.BR are examples of how digitalization can bring the State closer to the citizen (Thomé & Carvalho, 2023).

Artificial intelligence (AI) has been gaining ground as a tool to support public decision-making. From managing queues in hospitals to



prediction of school dropout, algorithms are used to optimize resources and prioritize services (Saldanha & Da Cruz, 2022).

However, the adoption of technologies also raises ethical dilemmas and challenges technical. Data protection, digital inclusion and server training are central issues to ensure that modernization does not deepen inequalities already existing (Galvão, Pansani & Harrad, 2021).

3.1. Modernization of Public Management

The use of big data in government planning has enabled the analysis of large volumes of information to support public policies. This resource, when well employed, it expands the analytical capacity of the State and enhances evidence-based policies (Maia & Correia, 2022).

Blockchain, a technology known for its security and transparency, has been exploited for public records, such as bids and administrative contracts, ensuring traceability and hindering corrupt practices (Tessarolo et al., 2021).

Despite the possibilities, it is important to highlight that technological innovation does not replace the role of management. Technology must be understood as a means, not as an end. Without an institutional culture that values efficiency, ethics and accountability, digital tools lose their transformative potential (De Oliveira Lima et al., 2020).

Government innovation lab initiatives have emerged in several states and municipalities as spaces for experimenting with new practices administrative. These environments encourage creativity, co-creation of solutions and collaboration between different sectors (De Bem Machado et al., 2022).

Management modernization also requires changes in the mindset of public servants. The appreciation of continuing education, experimentation controlled and error as a learning opportunity are the foundations of a innovative public administration (Montezano & Isidro, 2020).

Finally, building digital governance requires investments not only only in technological infrastructure, but also in human capital and in organizational processes capable of integrating innovation and efficiency with control social and inclusion (Melati & Janissek-Muniz, 2022).



4. CITIZEN PARTICIPATION AND DEMOCRATIC GOVERNANCE

Citizen participation is one of the central pillars of legitimate public management, inclusive and responsive. The 1988 Constitution already advocated the importance of civil society in the formulation and control of public policies, consolidating the principle of participatory democracy (Maia, Correia & Resende, 2023).

Management councils, public hearings and national conferences are examples of instruments that institutionalize the presence of society in government decisions. Such mechanisms have contributed to increasing transparency and legitimize the actions of the State (De Oliveira Lima et al., 2020).

However, there are still significant challenges regarding the effectiveness of these spaces. The low representation, the scarcity of resources for its maintenance and the political instrumentalization compromises its transformative role (Saldanha & Da Cruz, 2022).

Technology has expanded the possibilities for direct participation. Platforms digital participatory budgeting, monitoring applications and public consultations electronics have been incorporated by municipal and state administrations (Melati & Janissek-Muniz, 2022).

These tools, however, are no substitute for face-to-face dialogue and qualified listening. It is necessary to ensure that participation is accessible, informed, and consequent, avoiding the risk of capture by organized groups or use merely symbolic (De Bem Machado et al., 2022).

The co-production of public policies, a concept that involves collaboration between managers and citizens in the formulation and execution of actions, represents an advance significant in relation to the simple consultation. This approach broadens the co-responsibility and enhances the effectiveness of actions (Montezano & Isidro, 2020).

To this end, investment in civic education and the training of community leaders. Qualifying participation requires that citizens understand institutional processes and can act critically and propositional (Maia & Correia, 2022).

Institutionalized listening must also be strengthened through ombudsman offices active, reporting channels, permanent dialogue forums and mechanisms clear and accessible accountability (Thomé & Carvalho, 2023).



The consolidation of democratic governance therefore presupposes a solid alliance between state and society. This alliance must be based on trust mutual, respecting diversity and committing to social justice and equity (Saldanha & Da Cruz, 2022).

5. MULTILEVEL GOVERNANCE

Multilevel governance emerges as one of the most relevant concepts for understand the complexity of public management in federative societies such as Brazilian. It is the articulation between different levels of government — federal, state and municipal — with the aim of promoting coordinated public policies and effective (Maia, Correia & Resende, 2023). Decentralization, although provided for in the Constitution, still faces practical and institutional resistance.

Brazilian federalism presents strong asymmetries, which makes it difficult to homogeneous implementation of public policies. Municipalities with low capacity administrative staff face severe limitations in fulfilling their duties constitutional, worsening regional inequalities (Saldanha & Da Cruz, 2022). This inequality directly impacts the universalization of essential services such as health, education and basic sanitation.

The federative agreement bodies, such as councils, commissions inter-managers and public consortia, emerge as instruments of alignment between the different spheres of government. However, their actions are still limited by disputes policies, lack of resources and low institutionalization (De Oliveira Lima et al., 2020). It is necessary to strengthen these spaces as effective arenas for deliberation and cooperation.

The SUS (Unified Health System) and the SUAS (Unified Assistance System Social) are paradigmatic examples of multi-level governance in Brazil. These systems demonstrate that, with robust regulatory frameworks, financing adequate and active social control bodies, it is possible to articulate policies in a decentralized, but integrated (Thomé & Carvalho, 2023).

Another relevant aspect is the relationship between the federal government and the entities subnationals in the transfer of resources. The centralization of revenues and the allocation budgetary reforms hinder local autonomy and innovation in the territories. Reforms fiscal measures and a new federative pact are urgent to rebalance these relations (Melati & Janissek-Muniz, 2022).



The COVID-19 pandemic has exposed the weaknesses of the federative articulation Brazilian. The lack of national coordination and the dispute over competences between The Union, states, and municipalities have compromised the effectiveness of the public response. This experience reinforces the need for a governance system capable of operating in crisis situations with agility and cohesion (De Bem Machado et al., 2022).

5.1. Federative Cooperation in Brazil

Horizontal cooperation between municipalities — through public consortia — presents itself as a viable alternative to overcome local deficiencies. These arrangements intermunicipal transport has proven effective in solid waste management, transportation collective and public health, optimizing resources and expanding the scale of actions (Tessarolo et al., 2021).

To consolidate multilevel governance in Brazil, it is necessary to expand the technical and institutional capacity of local governments. This includes everything from training of qualified staff to the development of integrated information systems and transparent. Without installed capacity, there is no effective cooperation.

Furthermore, the creation of performance indicators shared between the federative entities can contribute to the measurement and continuous improvement of public policies. Data-driven governance should be a state directive, and not just an occasional good practice (Galvão, Pansani & Harrad, 2021).

The construction of a cooperative and supportive federation requires, finally, a political culture oriented towards dialogue, co-responsibility and commitment to the common good. The future of Brazilian public management depends on overcoming the administrative isolationism and the valorization of collaborative networks intergovernmental.

6. ORGANIZATIONAL CULTURE AND INSTITUTIONAL CHANGE IN THE PUBLIC SECTOR

Organizational culture represents one of the most resilient elements and, at the same time, at the same time, more influential in public administration. It involves values, beliefs, habits and practices that shape the behavior of civil servants and the way

how public policies are conceived and implemented (De Oliveira Lima et al., 2020).

In most Brazilian public institutions, a culture prevails bureaucratic, centered on formalism and obedience to norms. This configuration, although useful for ensuring legality, it often hinders processes, discourages innovation and favors the distance between the State and the citizen (Saldanha & Da Cruz, 2022).

The transition to a results-oriented, ethical and innovation requires profound changes in power structures, in mechanisms of incentive and training processes for public agents. It is not just about reform legislation, but to transform mentalities (Montezano & Isidro, 2020).

Organizational socialization processes — such as public tenders, training, leadership practices and performance evaluation — play central role in reproducing or disrupting cultural patterns. Reforming culture therefore, it implies intervening in these daily practices (Maia & Correia, 2022).

Valuing the autonomy and creativity of employees is essential for a culture of innovation. Environments that punish mistakes and discourage critical thinking tends to reproduce conformism and stagnation. Therefore, it is necessary to foster institutional spaces for learning and experimentation (De Bem Machado et al., 2022).

Public leaders also play a decisive role in cultural transformation. Managers with strategic vision, empathy and the ability to inspire teams are fundamental to mobilizing lasting institutional change. Leadership innovative must be stimulated through continuing education and recognition institutional (Tessarolo et al., 2021).

Successful cultural changes also require grassroots involvement. Frontline workers, often ignored in decision-making processes, have valuable practical knowledge and are potential agents of change. Listen to them them and involving them is fundamental to any reform (Melati & Janissek-Muniz, 2022).

Furthermore, the incorporation of collaborative practices, such as participatory management and shared strategic planning, strengthens the sense of belonging and collective commitment. This results in greater engagement and better quality of services provided to the population (Galvão, Pansani & Harrad, 2021).

Finally, the process of institutional change needs to be continuous, monitored and adjusted according to accumulated learning. The organizational culture, although resistant, can be transformed through intentional, well-articulated strategies and supported by a long-term public vision.

7. METHODOLOGY

The research will address the explanatory method, which, as characterized Marconi and Lakatos (2017), records facts, analyzes them, interprets them and identifies their causes. This practice aims to broaden generalizations, define broader laws, structure and define theoretical models, relate hypotheses in a more unitary vision of the universe or productive scope in general and generate hypotheses or ideas by force of deduction logic.

This type of research was chosen because it allows, in addition to describing the phenomenon under study, delve deeper into the analysis of the causal relationships involved, offering providing subsidies to understand the problem in its complexity.

This study uses the deductive approach method, starting from the principle pious that if all the premises are true, then consequently the conclusion will also be true. According to Lakatos and Marconi (2003), all information or factual content of the conclusion must already be, at least implicitly, contained in the premises. Thus, the deductive method guided the logical organization of the work, part-taking from the general theories and concepts raised in the literature to analyze the object specific to this study. The deductive arguments, therefore, ensured coherence between the theoretical premises and the conclusions drawn, ensuring solidity to the interpretation of data.

Regarding technical procedures, two main types were used research: bibliographic research and documentary research.

Bibliographic research, as highlighted by Prodanov and Freitas (2013, p. 54), was prepared from already published material, consisting mainly of books, magazines, scientific articles, newspapers, dissertations, theses, cartographic material and data available on the internet, with the aim of putting the researcher in direct contact with the knowledge already produced on the subject. This bibliographic survey was fundamental to theoretically substantiate the problem investigated, identify gaps in knowledge and build the theoretical framework that supports the hypotheses and analysis of this work.



According to Gil (2002, p. 46), "bibliographic research is developed with based on material already prepared, consisting mainly of books and scientific articles. cos". In addition, Lakatos and Marconi (2003, p.158) emphasize that this is a "general overview of the main works already carried out, covered with important importance, as they are able to provide current and relevant data related to the theme".

In parallel, documentary research was used, which, according to Gil (2002), is if of materials that have not yet received analytical treatment, or that can still must be reworked according to the research objects. Do- official documents, institutional reports and legislation relevant to the topic, enabling trying to compare what is prescribed in the standards and documents with what is presented based on academic literature. This strategy provided a cross-referencing of data which strengthened the analyses and gave greater robustness to the conclusions (GIL, 2002, p. 45).

Thus, the combination of bibliographical research and docu- documentary ensured a careful investigation, with the application of critical evaluation and synthesis of selected information, allowing the construction of a comprehensive vision people and articulate about the object of study. The entire process was conducted under a dialectical perspective, understanding the phenomenon not as something static, but in cons- significant movement and transformation, as Lakatos and Marconi (1991, p. 75) point out:

[...] for dialectics, things are not analyzed as fixed objects, but as moving objects: no thing is always in the process of transforming or developing; the end of one process is always the beginning of another Lakatos and Marconi (1991, p. 75).

Therefore, the methodology adopted is anchored in the deductive method, in the research explanatory and in the articulation between bibliography and documents allowed an analysis theoretical, of a qualitative nature, capable of revealing nuances and contradictions present in the phenomenon investigated.

8. RESULTS AND DISCUSSIONS

Data extracted from specialized literature reveal that Brazil has promoting significant efforts to modernize its public management, although the results are still unequal between different levels of government. Governments state and municipal governments with greater institutional capacity have managed to advance



faster in adopting technologies and restructuring processes internal (Maia & Correia, 2022).

The implementation of digital government, through platforms such as GOV.BR, demonstrated positive impacts on the speed of service, reducing queues face-to-face and user satisfaction with public services. However, the absence of technological infrastructure in remote regions remains an obstacle for its full effectiveness (Melati & Janissek-Muniz, 2022).

Innovation programs like government labs have offered creative solutions to old problems, such as excessive bureaucracy and low transparency. These initiatives, when institutionalized, can promote changes in the organizational culture of public bodies (De Bem Machado et al., 2022).

There was also a growing appreciation of instruments of social participation, especially in municipalities that have adopted digital platforms for citizen listening. Tools such as online participatory budgeting, consultations public and reporting apps have been reported as effective in bringing between government and society (Thomé & Carvalho, 2023).

However, the difficulty of transforming participation into influence still persists. real in political decisions. The deliberative structure of management councils, for example, it often lacks autonomy and binding power, which compromises its credibility (Saldanha & Da Cruz, 2022).

The documentary analysis indicated that the presence of public policies based in evidence is incipient. Despite advances in data collection, few municipalities and states have teams trained in statistical analysis and evaluation of impact of public programs (De Oliveira Lima et al., 2020).

In the field of technological innovation, the uses of big data and AI are still limited to pilot experiences. The dissemination of these technologies depends directly on continuous funding, technical training and legal security in the use of data public (Tessarolo et al., 2021).

Another relevant result was the recognition of the role of partnerships intersectoral. Successful experiences involve coordination between the State, the sector private sector, universities and civil society organizations. This cooperation has



generated more efficient policies adapted to local realities (Montezano & Isidro, 2020).

It is therefore concluded that advances in Brazilian public management, although promising, still face structural and cultural barriers. Institutional innovation needs to be accompanied by a redesign of governance models, prioritizing decentralization, active listening and accountability.

To consolidate the transformations underway, it is essential that there is administrative continuity, long-term strategic planning and investment constant in the qualification of public servants. Without these elements, good practices run the risk of becoming isolated and punctual initiatives (Maia, Correia & Resende, 2023).

8.1. Discussion and Future Implications

The analysis of the results reinforces the idea that the transformation of management public sector does not depend only on technology, but on a broad restructuring of values and institutional practices. Innovation must be viewed as a process continuous, and not as a one-off event (Saldanha & Da Cruz, 2022).

In this sense, the data indicate that Brazil needs to invest in institutionalization of innovation. This means creating permanent structures of promotion, networks for exchanging good practices and indicators capable of measuring real advances in public governance (De Bem Machado et al., 2022).

The culture of evaluation and monitoring must be incorporated as a routine public administration. The lack of systematic feedback reduces the ability to correction and adjustment of public policies, compromising their effectiveness (Galvão, Pansani & Harrad, 2021).

Transparency must be treated as a strategic vector and not just as a legal obligation. States and municipalities that have adopted open data policies have reaped benefits in terms of social control, combating corruption and improving institutional image (Melati & Janissek-Muniz, 2022).

On the other hand, it is necessary to address inequality in access to technology. The digital divide is still an obstacle to the universalization of e-government and the democratization of innovation policies. Digital inclusion, therefore, must be addressed as a priority public policy (Maia & Correia, 2022).



The development of innovative public leaders is another strategic challenge. The public sector needs managers capable of dealing with complexity, uncertainty and diversity, without renouncing legality and ethics (Montezano & Isidro, 2020).

Multilevel governance, coordinated between different federative entities, is also essential for the effectiveness of public policies. It is urgent strengthen inter-federative coordination mechanisms, especially in areas such as health, education and the environment (Thomé & Carvalho, 2023).

The strengthening of participatory bodies must be accompanied by milestones regulatory measures that guarantee its deliberative and not just consultative nature. The participation must no longer be seen as a cost and must be understood as investment in democratic legitimacy (Saldanha & Da Cruz, 2022).

In the future, institutional resilience will be one of the main criteria for success of public management. States capable of adapting quickly to crises, such as pandemics, climate disasters and economic shocks will depend on structures flexible and solid collaborative networks (De Oliveira Lima et al., 2020).

Finally, building a new public governance requires commitment political, social engagement and continuous investment. The 21st century state must be simultaneously efficient, democratic and inclusive — there is no longer room for dichotomies between management and citizenship, between innovation and social justice.

9. FINAL CONSIDERATIONS

The transition of Brazilian public management towards modernity is marked by numerous obstacles, but also promising opportunities for reconstruction institutional. This study revealed that the path of innovation, when combined with social inclusion and strengthening of democratic participation, can result in concrete advances in the relationship between State and society.

The data and analysis presented demonstrate that Brazil is, in fact, in movement. Although unevenly and often fragmented, different spheres of public power have been incorporating technological tools and strategies participatory in their decision-making processes. This transformation, however, does not occur spontaneously: it requires planning, political will and, above all, listening active population.



Addressing the structural challenges of public management requires more than the simple modernization of systems. It fundamentally requires the redefinition of role of the State as an agent inducing sustainable development, promoting social justice and guardian of the public interest. The State needs to be seen again as an ally of citizenship and not as a distant, ineffective or hostile apparatus.

In this sense, technological innovations must be understood as tools and not as ends. Its effectiveness is directly linked to the ability of the public authorities to integrate them into broad strategies of inclusion, equity and efficiency. A computerized system that excludes a significant portion of the population due to the lack of access or digital literacy, it becomes, paradoxically, yet another mechanism of social exclusion.

The strengthening of democratic governance, in turn, depends on the recognition of civil society as a legitimate and active political subject in the formulation of public policies. It is not just about opening formal spaces for participation, but to ensure that these spaces have effectiveness, representation and power of real influence on decisions.

The culture of evaluation and monitoring must be consolidated as an axis structuring the new public management. Public policies can no longer be guided by assumptions or ideological agendas unrelated to evidence. Rationality technique, when combined with citizen listening and transparency, offers better conditions solid foundations for building effective policies.

Furthermore, public management in the 21st century must necessarily be adaptive. The COVID-19 pandemic has highlighted the need for rapid response and coordinated is vital for the survival and well-being of populations. This requires flexible institutional structures, efficient intersectoral communication and processes decentralized decision-making.

Cooperation between federative entities is equally essential. There is no how to face the country's major challenges — such as inequality, violence, deforestation and the climate crisis — without solid coordination between municipalities, states and the Union. Multilevel governance needs to stop being rhetoric and become everyday practice.

From a human point of view, this work also reveals a dimension that sometimes gets lost in technical language: public management deals with lives. Each form, each computerized system, each approved budget represents, in the end



of the accounts, real impacts on people's daily lives. Making administration
A more efficient public service is, therefore, an act of ethical and civic responsibility.

The experiences analyzed demonstrate that it is possible to innovate even in the face of
of scarcity. Local initiatives, built with creativity and protagonism
community, have pointed out alternative paths for more inclusive management and
effective. These practices need to be valued, disseminated and institutionalized as
part of the State's collective learning.

The training of public servants also emerges as a central theme. No
it is not just about training technicians to operate systems, but about training citizens
ethical, sensitive and committed to the common good. Public servants must be
recognized as a key piece of a nation's project.

Finally, it is necessary to remember that the transformation of public management is not
exclusive task of the State. Civil society, social movements, academia,
media and the private sector have fundamental roles in this process.
reconstruction of a new pact between State and society will only be possible with
permanent dialogue, co-responsibility and mutual trust.

It is therefore concluded that the future of Brazilian public management is open —
and it is up to each generation to decide what kind of State it wants to build. A more
human, transparent, efficient and democratic is not an unattainable utopia, but
a horizon that gets closer with each step taken towards committed innovation
with social justice.

May this article serve not only as an academic record, but as
instrument of provocation, reflection and engagement. Public management is not a
neutral field: it is the space where social projects and world views are disputed
and the realization of rights. And, for this very reason, it must be continually thought about,
debated and reinvented.

Transforming public management is, ultimately, transforming the way we relate to one
another as a community. It's about building bridges, removing walls, and opening up
ways for public service to truly be a reflection of the desires of a people.

This journey will be long, full of ups and downs. But each step forward, no matter how small,
whatever it may be, represents a collective victory. May we not lack the courage to dare, nor
sensitivity to listen. Because the future we want starts now — and is built
in every public decision made with ethics, empathy and commitment to life.

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