

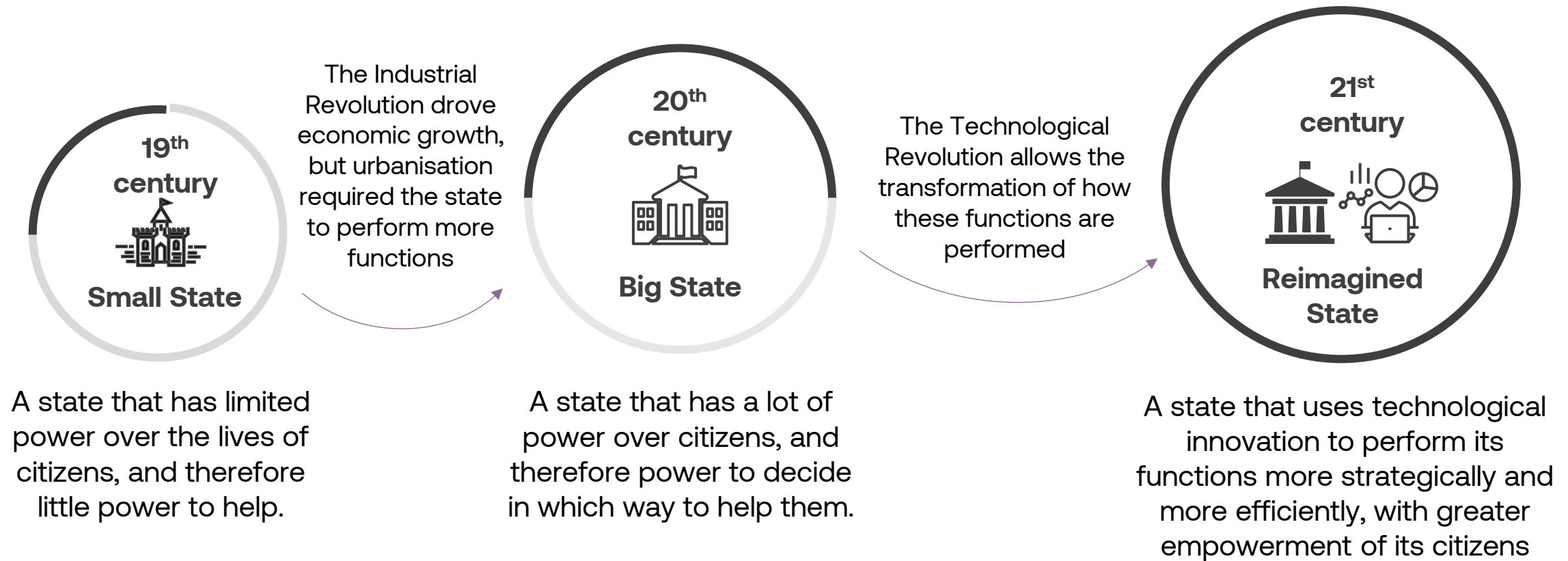


TONY BLAIR INSTITUTE FOR GLOBAL CHANGE

State Transformation in Brazil

A New Vision for Governing in the 21st Century

The state has evolved in response to past changes, but meeting the growing needs of citizens will demand a new shift



Technology makes this the most exciting – and most impactful – time to govern

From reducing costs by automating repetitive tasks to transforming the citizen experience through personalised service delivery, technology can help governments:



Improve **government efficiency** and introduce new practices

Technology enables governments to streamline operations, reduce costs, and improve efficiency through automation and digital tools, while fostering a culture of innovation by introducing new, data-driven approaches to governance and service delivery.



Deliver better, more effective and personalised **social and public services**

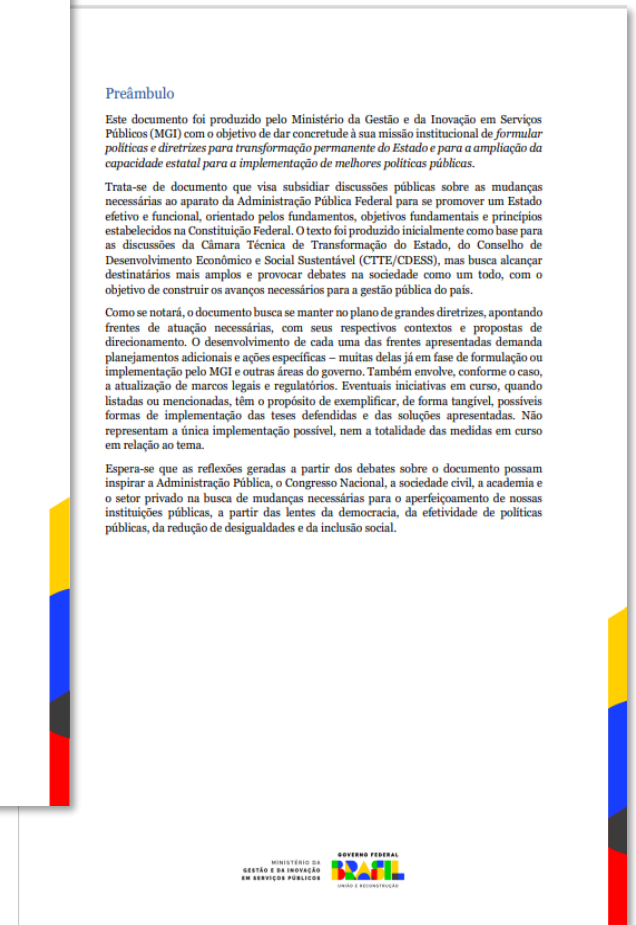
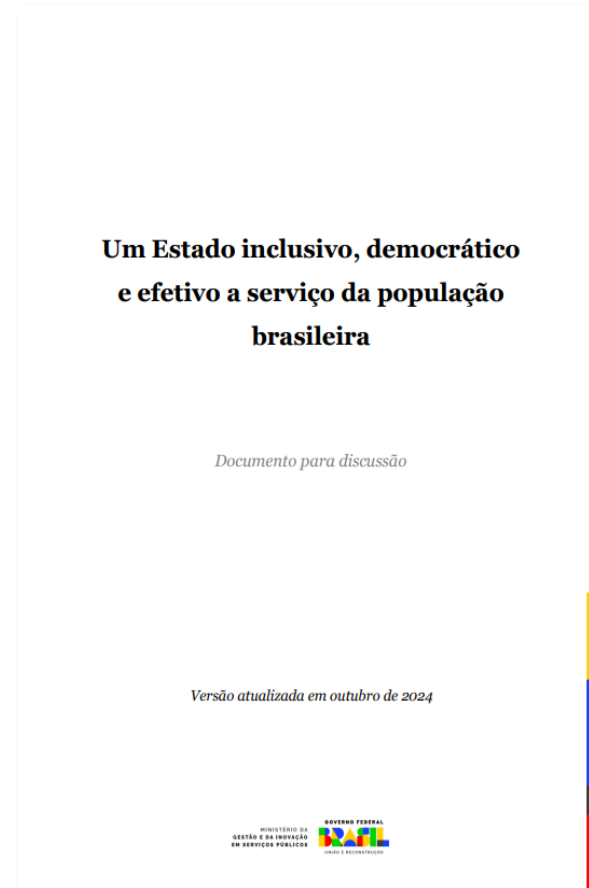
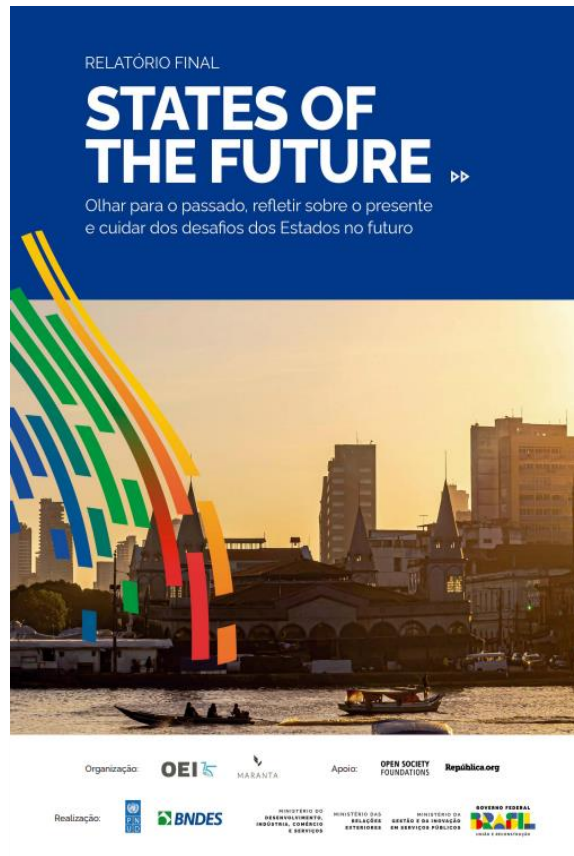
By leveraging technology, governments can gain a deeper understanding of societal challenges, digitize and streamline service delivery, and develop innovative solutions to address key issues and deliver policy priorities.



Drive **economic growth and prosperity**

Technology has the potential to catalyse economic transformation by fostering new industries, creating opportunities in emerging sectors, and driving sustained economic growth and prosperity.

Brazil has already produced thought-leadership on state transformation, defining a set of guidelines for action



Reflections on *Guidelines for State Transformation in Brazil*

1

In an era of unprecedented change and ambiguity, **the role of the state is more vital than ever**, demanding its **transformation** to meet the complex, evolving and emerging challenges of the 21st century while continuing to **fulfil its mission to be at the service of its citizens and their evolving needs**.

2

Talent is the **biggest driver behind state transformation** – and as such needs to be diverse and representative of the country. Public servants need to have the **skills and career prospects** enabling the design of more effective and innovative public policies and citizen engagement.

3

To ensure that **every citizen is reached**, the State needs to put in place transparent and effective **delivery mechanisms** that close the feedback loop and improve citizen engagement. Equally, new technological transformations enable the public sector to **design impactful public policies while remaining efficient**.

4

Technological foundations are the enabler of digital transformation. The design of a sovereign ‘DPI stack’ can expand the reach and effectiveness of public services, and serve as a basis for wider experimentation with new technologies such as AI that can result in efficiency gains.

5

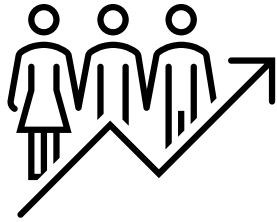
State transformation will be achieved only through the **inclusion of perspectives from and partnership with government and non-government actors**. Results need to impact societies and economies, and the state has the power to unlock innovation and productivity – going beyond cost-saving measures.

These priorities are about both behavioural, cultural, and organisational change – and can be amplified by technology

Priority	Description	Opportunities for State Transformation	For discussion
Inspire and drive change across government	Build a movement of change, empowering civil servants to improve the lives of citizens	Identify the impactful opportunities, policies, and interventions that can reach the entire population, and shape and embed new organizational models to deliver high-quality policies and services	
Build a 21 st century bureaucracy	Attract, upskill, and retain policy, delivery, and innovation talent	Train and empower civil servants to be comfortable with 21 st century technologies and experimenting within government, and design a career structure that attracts and retains diverse Brazilian talent	
Improve transparency, efficiency, and effectiveness	Leverage technology and innovation to drive new ways of working and delivering	Enhance the impact of public policies and contributions of public servants and improve the effectiveness and quality of delivery of the Brazilian public administration	
Embed digital and innovation across the public sector	Break down siloes, enable data sharing and institutional reform, and drive shared direction	Establish a foundational Brazilian digital public infrastructure upon which public services can be built, improved, and scaled, serving as a base to experiment with new technological innovations such as AI	
‘State-as-a-Service’: government as a catalyst for innovation and inclusion	Position the public sector as an innovation exemplar, and shape policies and processes to catalyse local and national innovation	Unlock innovation and productivity in state-owned enterprises and leverage the tangible and intangible assets of the state to better serve the public interest, in collaboration with actors from federal states and wider society	

Brazil may not focus on all five outcomes immediately – and many are linked, and can be cumulative

To apply technology effectively, and maximise its benefits, we need to focus on people...



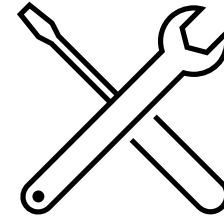
How can we leverage digital tech to improve lives and livelihoods – and government?

From shaping relevant content and services, to positioning government as a catalyst for local digital economies and societies



How can we shape organisations – and cultures – to maximise the power and potential of tech?

Avoiding duplication and siloes – and empowering government and the public sector to drive innovation – and to lead by example



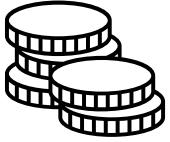
How can we ensure that everyone plays a role – and that no one is left behind?

Recognising that digital, tech, and innovation are key tools and assets for public service design and delivery, policymaking, and national strategy and development

...And governance is about ensuring that tech can have the greatest positive impact (within, and beyond, government)

Reimagining Government for the 21st Century

Governance options are driven both by **context**, and the **outcomes** you're looking to achieve



What financial capital do I have?

Do my governance options require funding (e.g., a Ministry of AI), or tackling 'tech debt'?



What political capital do I have?

Does change require legislation, collaboration, or 'lighter touch' options?



What relational capital do I have?

Do I have key stakeholders on-side, and engaged – and how can I build trust?



What levers and options do I have available now?

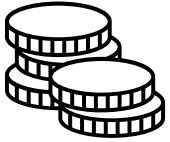
What should I prioritise, and how do I build from here?



What outcomes do I want to achieve?

Which governance mechanism can be most effective?

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What outcomes do I want to achieve?

Which governance mechanism can be most effective?

1/5: Inspire and drive change across government

For discussion
Non-exhaustive



Some
potential **big**
questions

1. Where do I **get started** with [AI, digital, or innovation] and **what it means** for my country?
2. How do I **convince** other leaders in government of its importance?
3. How do I drive support for **longer-term digital and innovation change**?
4. How can I best **facilitate institutional change** to accelerate digital transformation?



What could
outcomes
look like?

- Defining strategy and policy to explore AI, digital, and/or innovation
- Understanding the role and value-add of tech – including in tackling key priorities
- Shaping broader governance approaches to accelerate or deepen innovation journeys
- Securing buy-in and change management for digital transformation institutional reforms

Example: AGESIC, Uruguay's digital government agency, has institutionalized a '**change management**' team composed of public sector experts on the topic provide expertise to teams driving forward digital transformation reforms to help build approaches and solutions that secure buy-in within government.

Example: Germany's '**PD**' is an in-house publicly-owned consultancy recognised as a 'hidden champion' in the public sector. PD works on a wide-range of digital and innovation projects, including supporting the setup of **digital governance initiatives in national and regional public bodies**.

Other examples could include: (D)ARPA units, advisory councils, mission controls

2/5: Build a 21st Century-ready bureaucracy

For discussion
Non-exhaustive



Some
potential **big**
questions

1. Where can I find – and hire – **talent**? What **skills** should I be looking for?
2. How do I **encourage experimentation and innovation** within my civil service?
3. My civil service is **analogue**. How can we go digital?
4. How do I **diffuse digital standards and best practice** across my civil service?



What could
outcomes
look like?

- Digital 'cadre' of technical expertise, and wider public sector digital literacy
- Shaping culture of experimentation and agility within the Public Administration
- Structuring career progression to retain talent within government
- Training and curriculum development to embed digital delivery best practice

Example: The US **Digital Corps** provides a structured two-year fellowship for 'early-career technologists' to work on public sector tech projects and priorities - with a particular focus on software engineering, data science and analytics, product management, design, and cybersecurity.

Example: Canada's **Digital Government Community Awards** recognise and celebrate - through award statues and 'e-badges'- public servants working on digital. The 2024 award categories focus on service design, inclusion, innovation, data and information, and leadership. With a separate 'rising star' award.

Other examples could include: experiential/seconded programmes, challenge prizes

3/5: Improve transparency, efficiency, and effectiveness

For discussion
Non-exhaustive



Some
potential **big**
questions

1. How can I **avoid duplication and wasted effort** between federal units?
2. How do I **build best citizen engagement** with digital?
3. How can I move **further and faster**?
4. How can I best **close the feedback loop** with the citizens I serve?



What could
outcomes
look like?

- Data driving monitoring, learning, and evaluation – and a ‘feedback loop’
- Ensuring digital leads to positive outcomes for citizens
- Strong digital capabilities – and digital leadership - within federal units and public sector
- Government recognised for its effective and transparent delivery of public policies

Example: The UK's NHS AI '**Skunkworks**' team ran rapid projects to explore the potential of AI in improving healthcare- including trialling a ‘synthetic data’ solution to protect patient data. The team also provided technical expertise to support NHS staff in understanding, building, buying, and deploying AI solutions.

Example: In India, the **platform ‘MyGov’** provides a site for citizens to directly engage with government by contributing to policy formulation and discussions on issues of public interest. Citizens can also submit direct feedback to Indian states and ministries. As of March 2023, the platform had 30 million+ registered users.

Other examples could include: Delivery Units, taskforces, citizen engagement platforms

4/5: Embed digital and innovation across the public sector

For discussion
Non-exhaustive



Some
potential **big**
questions

1. How do I **institutionalise digital, AI and/or innovation** within government?
2. What are the **digital foundations** required to leverage other 21st century technologies?
3. Can **we use** [AI, digital, or innovation] **to tackle** [key national priority]?
4. How can I **test and adopt new technologies** to make my administration more effective?



What could
outcomes
look like?

- Launching initiatives for civil servants to experiment with new technologies
- Understanding the role and value-add of tech – including in tackling key priorities
- Establishing the digital foundations and architecture to accelerate innovation
- Collaboration between federal entities on usage of current and emerging technologies

Example: India developed the '**India Stack**' – a collection of digital components, protocols, policies, and processes to position the public sector as an innovation leader and to accelerate public and private service delivery. Its payment 'rails' alone have helped to increase the financially-included population from 25% (2008) to 80%+.

Example: Singapore's '**AI Trailblazers**' initiative provided government agencies with 'seamless' freeaccess to high-performance cloud infrastructure – including pre-trained GenAI models, and low-code developer resources – to enable civil servants to build and test GenAI solutions in a safe and secure way.

Other examples could include: agile monitoring, learning, and evaluation; digital standards, Chief Digital Officers

5/5: 'State-as-a-Service': government as a catalyst for innovation and inclusion

For discussion
Non-exhaustive



Some
potential **big**
questions

1. How can my government **be a catalyst?**
2. How can I get **civil society and other sectors to play a role – or to lead?**
3. Why is [**Digital Public Infrastructure**] important?
4. How can government **be a better customer and collaborator?**



What could
outcomes
look like?

- Thriving and dynamic digital economies and societies
- Robust and interoperable (internally and externally) digital government architecture
- Ensuring procurement and partnership mechanisms are navigable by local MSMEs
- Government as a key catalyst and customer for the local digital ecosystem

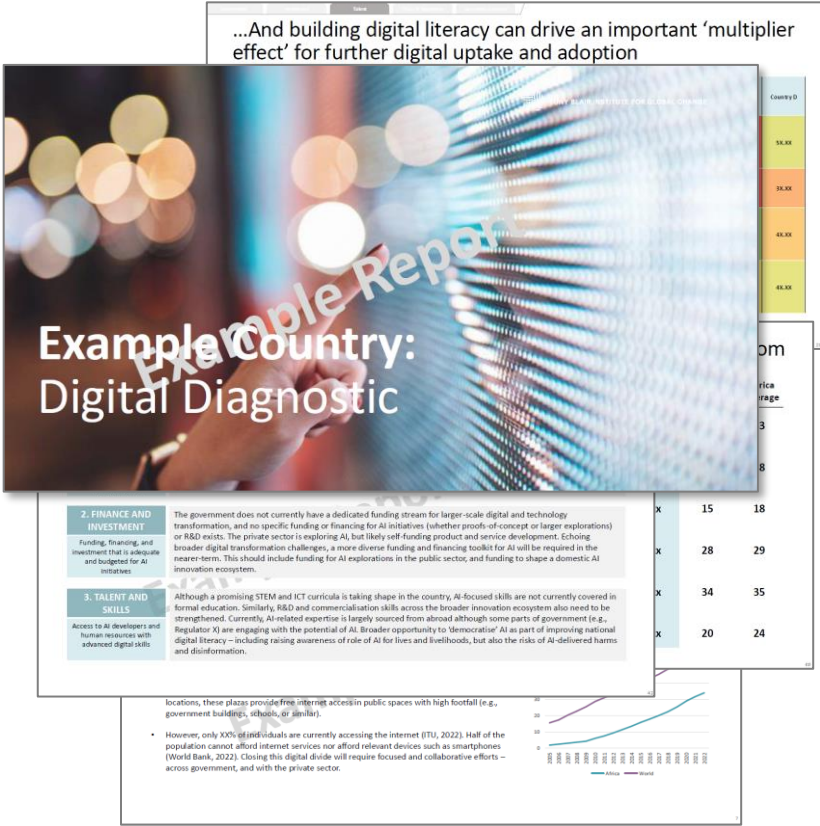
Example: with its open government architecture, Estonia established a **Digital Testbed Framework** where digital innovators could use the government tech stack, public sector digital expertise, and secure data to develop commercial solutions - in exchange for government being granted free use of any developed solution.

Example: UK' Government Digital Marketplace aimed to better connect the public sector to digital suppliers and improve procurement to encourage MSMEs to work with the government. In 2018, the marketplace had 5,000+ suppliers (of which 90%+ SMEs) available to provide core digital services to the public sector.

Other examples could include: testbeds and sandboxes, moonshots and prizes, innovation clusters

TBI works with governments to drive whole-of-government and whole-of-society approaches to tech and innovation

Government	The government drives digital transformation by setting direction, pace, and ambition—establishing the vision, rules, and strategy while integrating digital into core policy and delivery frameworks.
Finance & Investment	A diverse and blended funding toolkit is essential for the sustainable development, implementation, and scaling of digital and AI initiatives.
Talent & Skills	Attracting, developing, and retaining digital talent is vital to drive innovation, while greater digital literacy fosters the adoption of digital products and services.
Policy & Regulation	Policy and regulation can both accelerate and hinder a national digital agenda. While they shape and catalyze innovation, they must also establish essential protections and guardrails.
Digital Infrastructure	Digital infrastructure comprises essential components, enablers, and foundations to extend digital benefits across government and the entire country.
Innovation Economy	Sustainable digital transformation relies on building an Innovation Economy by uniting the private sector, civil society, academia, and R&D to foster digital solutions and a thriving ecosystem.



Technology as an enabler: how can we leverage 21st century innovations to help us deliver on these outcomes?

	Build a 21 st Century Bureaucracy	Embed digital and innovation across the public sector	Illustrative
Government	<ul style="list-style-type: none"> Establishment a 'taskforce' within the public administration in charge of leading skills development 	<ul style="list-style-type: none"> Creation of a Delivery Unit with the mission of monitoring digital transformation and closing the feedback loop with citizens 	
Finance & Investment	<ul style="list-style-type: none"> Creation of an 'SDG Innovation Fund' to encourage civil servants to design impactful policy solutions leveraging tech 	<ul style="list-style-type: none"> Establishment of agile procurement processes to attract MSMEs and scale pilots co-developed with innovators 	
Talent & Skills	<ul style="list-style-type: none"> Launch of digital literacy programmes to amplify knowledge and increase usage of emerging technologies such as AI 	<ul style="list-style-type: none"> Definition of curricula for schools and universities and training materials for the public to be familiarised with new tech 	
Policy & Regulation	<ul style="list-style-type: none"> Development of a 'Service Manual' to train and embed best practice and document digital processes among the civil service 	<ul style="list-style-type: none"> Update of Cloud, Data and Telecom policies to avoid having legacy approaches embedded in legislation limiting innovation 	
Digital Infrastructure	<ul style="list-style-type: none"> Ensure that every government building is reliably connected to the internet and that civil servants have access to devices 	<ul style="list-style-type: none"> Establishment of data and connected systems that enable modern digital services, Cloud computing, cyber, and AI. 	
Innovation Economy	<ul style="list-style-type: none"> Creation of a collaboration programme between public servants and universities in designing solutions for government 	<ul style="list-style-type: none"> Location of government agencies within innovation clusters facilitating collaboration between government and innovators 	

We would like to co-design a programme of collaboration, and are ready to support MGI on State Transformation today

For discussion

Potential Workstreams



Support you in defining the outcomes that MGI would like to achieve in the short-term



Collaborating on thought-leadership on State Transformation in the age of AI



Building out a programme of collaboration to support MGI on digital transformation

Activities (January – April 2025)

- Working on the set of outcomes that are more relevant to you and what you want to achieve
- Helping you structure workshops to engage with other government entities in these discussions
- Diving deeper with case studies and conversations with TBI global experts on specific topics
- Co-writing thought-leadership articles and blogs on the intersection between governance and AI
- Providing technical advice on strategy, policy and delivery to implement tech foundations
- Supporting in conceptual and technical design of a 'Brazilian DPI & AI stack'



Thank you!