

EXECUTIVE **SUMMARY**

Integrated Management
Report 2024



Ministry of Management and
Innovation In Public Services • MGI



**LIST OF RESPONSIBLE PARTIES
IN 2024**

MINISTER OF STATE
Esther Dweck

EXECUTIVE SECRETARY
Cristina Kiomi Mori

DEPUTY EXECUTIVE SECRETARY
Adauto Modesto Junior

**EXTRAORDINARY SECRETARY
FOR STATE TRANSFORMATION**
Francisco Gaetani

**DEPUTY EXTRAORDINARY
SECRETARY FOR STATE TRANSFORMATION**
Celina Pereira

SECRETARY OF MANAGEMENT AND INNOVATION
Roberto Seara Machado Pojo Rego

**DEPUTY SECRETARY OF MANAGEMENT
AND INNOVATION**
Kathyana Dantas Machado Buonafina

SECRETARY FOR DIGITAL GOVERNMENT
Rogerio Souza Mascarenhas

DEPUTY SECRETARY FOR DIGITAL GOVERNMENT
Luanna Sant'Anna Roncaratti

SECRETARY FOR PERSONNEL MANAGEMENT
José Celso Cardoso Jr.

**DEPUTY SECRETARY FOR
PERSONNEL MANAGEMENT**
Regina Coeli Moreira Camargos

SECRETARY FOR LABOUR RELATIONS
Jose Lopez Feijóo

**DEPUTY SECRETARY
FOR LABOUR RELATIONS**
Patrícia Vieira da Costa

**SECRETARY FOR FEDERAL
ASSET MANAGEMENT**
Lucio Geraldo de Andrade

**DEPUTY SECRETARY FOR FEDERAL
ASSET MANAGEMENT**
Carolina Gabas Stuchi

**SECRETARY FOR COORDINATION AND
GOVERNANCE OF STATE-OWNED COMPANIES**
Elisa Vieira Leonel

**DEPUTY SECRETARY FOR COORDINATION AND
GOVERNANCE OF STATE-OWNED COMPANIES**
Ana Paula Cunha Machado Cavalcante
e Pedro Luiz Costa Cavalcante

SECRETARY FOR SHARED SERVICES
Cilair Rodrigues de Abreu

**DEPUTY SECRETARY
FOR SHARED SERVICES**
Isabela Gomes Gebrim

DIRECTOR-GENERAL OF THE NATIONAL ARCHIVE
Ana Flavia Magalhaes Pinto

**DEPUTY DIRECTOR-GENERAL
OF THE NATIONAL ARCHIVE**
Gecilda Esteves Silva

Based on the list of MGI Responsible
Parties in 2024, according to Normative
Instruction TCU – No. 84/2020, Art. 7º



Brasília, April 2025
Secretariat of Shared Services of the MGI:
Esplanada dos Ministérios, Bloco K, 2º andar,
Zona Cívico-Administrativa, Brasília-DF
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MESSAGE FROM THE MINISTER

Esther Dweck

To transform the State and strengthen its capacity to deliver quality policies and services to the population, the Ministry of Management and Innovation in Public Services (MGI) plays a multifaceted role.

Its areas of action range from the digitalization of public services to the management of human resources, federal assets, and State-owned companies. The focus is on delivering more and better public services and building a more inclusive, democratic, and efficient State.

Reconstructing the State requires innovation and actively listening to social demands. Dialogue among federative spheres, which is reflected in various MGI initiatives, reinforces the democratic nature of ongoing changes.

This report reflects efforts made throughout 2024 to ensure a better quality of life for the population. It summarizes the most relevant information presented in the MGI's Integrated Management Report, fulfilling the constitutional duty of transparency to society.

The MGI has as strategic drivers its mission, vision, and values, approved as part of its strategic planning through Resolution No. 1/2023, issued by the Ministerial Governance Committee (CMG).

MISSION

EXPAND AND ENHANCE MANAGEMENT, SERVICES, AND GOVERNMENT POLICIES for society and public administration, supporting and fostering innovation and strengthening the capacities of the State.

VISION

TO LEAD THE TRANSFORMATION OF THE STATE, grounded in democratic values, to promote innovation in public policies that drive sustainable development and the full exercise of citizenship.

VALUES

Collaboration, democracy, diversity, integrity, participation, quality, and sustainability.



STRATEGIC ROADMAP

MGI 2023-2027

MISSION

Expand and enhance management, services, and government policies for society and public administration, supporting and fostering innovation and strengthening State capacities.

VISION

Lead the transformation of the State, grounded in democratic values, to promote innovation in public policies that drive sustainable development and the full exercise of citizenship.

STRATEGIC OBJECTIVES



STRATEGIC OBJECTIVE 1

PROMOTE INNOVATION, IMPROVE MANAGEMENT, AND ENHANCE THE QUALITY OF PUBLIC SERVICES in collaboration with federal public institutions, federative cooperation with states and municipalities, and dialogue with society

STRATEGIC OBJECTIVE 2

VALUE PUBLIC SERVANTS TO ENSURE THE FULL EXERCISE OF THEIR FUNCTIONS and improve the quality of services provided, enhancing recruitment processes and career development, promoting the professionalization of the bureaucracy, and democratizing labor relations

STRATEGIC OBJECTIVE 5

ENHANCE GOVERNMENT PROCUREMENT MODELS and public partnerships as tools for driving inclusive and sustainable development in the country

STRATEGIC OBJECTIVE 8

STRENGTHEN STATE-OWNED ENTERPRISES WITH PROPER CORPORATE GOVERNANCE, revaluing public ownership and its role in the country's inclusive and sustainable development

STRATEGIC OBJECTIVE 11

CONSOLIDATE AND MANAGE THE NATIONAL DATA INFRASTRUCTURE to facilitate governance, integration, and the use of data in public policies with security, respect for privacy, and information protection

STRATEGIC OBJECTIVE 3

LEAD AND PROMOTE THE DIGITAL TRANSFORMATION of public administration, federative cooperation, with security, transparency, and a focus on people

STRATEGIC OBJECTIVE 6

IMPROVE THE USE AND ALLOCATION OF FEDERAL ASSETS through participatory, rational, and socially and environmentally just management, prioritizing the implementation of public policies

STRATEGIC OBJECTIVE 9

ENHANCE ASSET MANAGEMENT PROCESSES AND SERVICES through digital transformation and a focus on people

STRATEGIC OBJECTIVE 12

TRAIN AND DEVELOP THE SKILLS OF PUBLIC AGENTS necessary to better serve society with agility and innovation, adapted to dynamic contexts

STRATEGIC OBJECTIVE 4

CONSOLIDATE THE IDENTIFICATION SYSTEM AND IMPLEMENT THE NATIONAL IDENTITY CARD nationwide, expanding access to public services and building trust with the population

STRATEGIC OBJECTIVE 7

EXPAND ACCESS TO DOCUMENTS by strengthening document and archive management, ensuring the right to information and the country's memory

STRATEGIC OBJECTIVE 10

ENHANCE GOVERNMENT STRUCTURES, governance models, and management to deliver more and better public policies

STRATEGIC OBJECTIVE 13

PROVIDE SHARED SUPPORT SERVICES and disseminate high-quality solutions across the entire federal public administration

VALUES



COLLABORATION



DEMOCRACY



DIVERSITY



INTEGRITY



PARTICIPATION



QUALITY



SUSTAINABILITY

PERFORMANCE

The MGI in numbers

STRATEGIC OBJECTIVE 1

PROMOTE INNOVATION, IMPROVE MANAGEMENT,
AND ENHANCE THE QUALITY of public services



In 2024, Strategic Objective 1 became
the foundation of the MGI's strategy



Promotes collaboration between
the government and society



Is connected to the other
strategic objectives



Guides actions with principles of
innovation, quality, and integrated
management



Strengthens trust and modernization of
public services, with a focus on people
and sustainability

STRATEGIC OBJECTIVE 2

VALUE PUBLIC SERVANTS for high-quality public service



UNIFIED NATIONAL PUBLIC COMPETITION (CPNU)

6,640 positions
in 21 federal bodies
970,000 candidates
Those approved have already
started taking office in 2025
Composition of teams
with regional diversity
More inclusion and diversity
in public service



NEW FORMS OF LEADERSHIP

55,000 public servants
participated in the “Voices
of Public Service” survey
Training of 51 Black leaders
through the LideraGov program



RESTRUCTURING OF PUBLIC CAREERS

Salary adjustment for 100%
of federal employees
Establishment of a new
career path
for Indigenous peoples
Publication of guidelines
to optimize career plans and
positions



DIGITAL TRANSFORMATION IN PEOPLE MANAGEMENT

1.3 million people
served with greater accessibility
and efficiency
Digital onboarding
or new public servants
Life verification
through biometrics in the Sougov app
Registration validation
with race/color data



FEDERAL PLAN TO COMBAT HARASSMENT AND DISCRIMINATION

Active listening and support
for affected individuals
Measures to reduce
psychosocial risks
Training on
harassment and discrimination
Educational initiatives
for a more inclusive public service



PERMANENT NEGOTIATION WITH PUBLIC SERVANTS

Greater recognition
for those who serve the country
Food allowance
increased by 52%, now at BRL 1,000
Pre-school assistance
increased by 51%
Adjustments ranging from 5% to 100%
in healthcare assistance

STRATEGIC OBJECTIVE 3

DIGITAL TRANSFORMATION of public administration



EXPANSION OF THE GOV.BR PLATFORM

Facilitating access to public
services with greater
security and efficiency
More than 4,900
public services available
Over 90% of services offered
digitally, enabling easier
remote access
41% of income tax returns
pre-filled through the
gov.br account



EXPANSION OF THE GOV.BR NETWORK

Expansion of the network
to improve accessibility
to public services
1,520 participating
municipalities in 2024
121 million Brazilian citizens
served
A 109% increase
compared to 2023



CENTER OF EXCELLENCE IN PRIVACY AND SECURITY IN THE PUBLIC SECTOR

50 educational materials
created in plain language
Issuance of 2,000
cybersecurity alerts
Launch of a postgraduate
Privacy at UnB



GOV.BR STARTUPS

Technical support for digital
transformation in projects with social
and economic impacts
20 strategic projects
in progress
16 projects
completed



DIGITAL ACCESSIBILITY

4,384 accessibility services
made available
90% of gov.br services
feature accessibility options

STRATEGIC OBJECTIVE 4

CONSOLIDATE THE IDENTIFICATION SYSTEM and implement the National Identity Card across the country



NATIONAL IDENTITY CARD (CIN)

Brazil's physical persons registry (CPF) and the gov.br support for secure digital identification

Over 17.1 million

CINs issued between 2023 and December 2024

14.42 million documents

Issued in 2024 alone (84.3% of the total)



SECURITY AND PRIVACY IN IDENTIFICATION

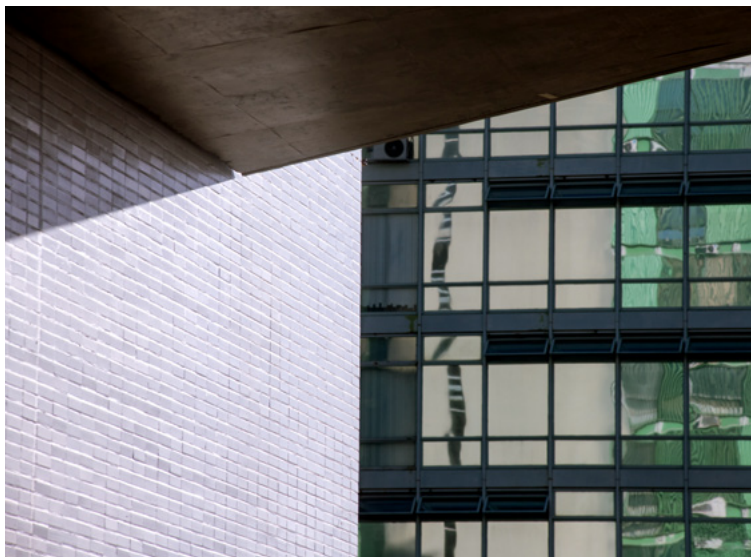
Implementation of the Civil Identification System featuring a centralized database

Biometric verification and federal biometric system under development

21 states and the Federal District issue the CIN exclusively

BRL 47 million

Secured to accelerate issuance in 2025 and 2026



STRATEGIC OBJECTIVE 5

ENHANCE MODELS of government procurement and public partnerships to drive inclusive and sustainable development



SUPPORT TO RIO GRANDE DO SUL DURING THE 2024 CLIMATE DISASTER

418 municipalities in the state served

Agility in procurement for acquiring cleaning kits, urban services, and fuels



G20 ■ LEADERS' SUMMIT IN RIO DE JANEIRO

Strengthening Brazil in the global stage

Centralized procurement for the event resulting in savings of BRL 129 million



NATIONAL PUBLIC PROCUREMENT STRATEGY

Creation of the Interministerial Commission on Sustainable Procurement

Creation of preference margins to prioritize Brazilian products

STRATEGIC OBJECTIVE 6

IMPROVE THE USE AND ALLOCATION of federal assets through participatory, rational, and socially and environmentally just management



DEMOCRATIZATION OF FEDERAL ASSETS "IMÓVEL DA GENTE"

Establishment of 27 forums for the Federal Property Democratization Program

474 properties allocated for public policies, benefiting 27 states and 238 municipalities

25 properties allocated for social housing (benefiting 4,593 families)

22 properties allocated for land regularization (benefiting 160,000 families)

429 properties allocated for other public policies and programs

Allocation of properties for Minha Casa Minha Vida program entities

51 properties reserved for 26 selected entities

Allocation of areas for education

6 federal land areas allocated for federal institutes, offering over 8,000 positions in SP, SC, PE, AC e MG



EXPANSION OF THE PROMOTION OF THE ECONOMIC AND SOCIAL FUNCTION OF FEDERAL PROPERTIES

6 conservation units regularized

5 conservation units delivered to the Ministry of the Environment and Climate Change

Allocation of areas for traditional communities

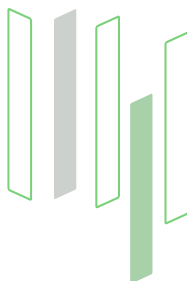
2,536 families benefited, including:

100 Indigenous families with land granted to FUNAI

272 families supported through agro-extractive settlements via INCRA

2,164 Sustainable Use Authorization Terms issued for 2,150 families

Granting of sustainable use authorization to the Quilombola community Vidal Partins (170 hectares), in SC



STRATEGIC OBJECTIVE 7

EXPAND ACCESS TO DOCUMENTS by strengthening document and archive management



NATIONAL ARCHIVE

Strengthening the preservation of documentary heritage and accessibility to information

2.1 million documents accessed

18,667 services provided and 900,000 documents made availables

649,047 documents preserved in the Information System (SIAN)

958,315 documents digitized

82,824 documents restored, focusing on items of high relevance



IMPROVEMENT OF THE NATIONAL ARCHIVES POLICY

Creation of the State and Federal District Public Access Network

Creation of the II National Archives Conference (CNARQ)



IMPLEMENTATION OF THE DOCUMENT AND ARCHIVES MANAGEMENT SYSTEM ACCELERATION PROGRAM (SIGA) ACELERA SIGA

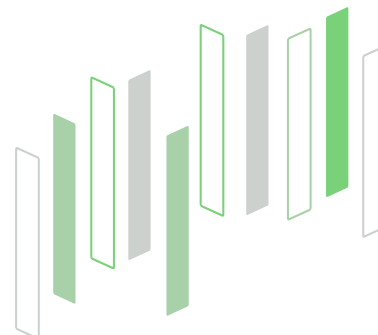
165 agencies supported across all regions of the country

Technical and financial support to 22 federal agencies in Rio Grande do Sul affected by floods

Allocation of BRL 14.6 million for the recovery of collections in the state

IDENTIFICATION OF ARCHIVAL COLLECTION WITH A FOCUS ON GENDER AND RACE

Indexing of 25 archival collections to promote visibility of documents related to historically marginalized groups





STRATEGIC OBJECTIVE 8

STRENGTHEN State-owned companies



State-owned companies invested BRL 96.2 billion in 2024, with 97,2% financed through their own resources

Over 17,600 people were hired



STRENGTHENING THE GOVERNANCE OF STATE-OWNED COMPANIES

Launch of the Inova Program
Includes business restructuring, continuous training, and support for academic research

Pledge for Diversity, Equity, and Inclusion signed by 33 companies and 5 ministries

Revamp the Annual Public Policy Report to make information clearer and more accessible to society

123 State-owned companies
44 with direct federal control

The 2025 Aggregated Report on Federal State-Owned Companies has been published, providing more details about these companies

STRATEGIC OBJECTIVE 9

ENHANCE THE PROCESSES AND SERVICES of asset management



DIGITAL TRANSFORMATION AND SERVICE IMPROVEMENT

New version of the Secretariat for Federal Asset Management (SPU) Services Portal, more modern and intuitive

Startup Project SPU + Ágil
Service redesign to reduce processing times and improve service

Progress in the SPUnet system
with the implementation of three modules

Consolidated registry of new properties
100% online digital contract drafting and signing

Production of integrated cartographic data



IMPROVEMENT OF GOVERNANCE AND INSTITUTIONAL MANAGEMENT OF THE SPU

Implementation of the Federal Public Property Management System to centralize information

Integration between different levels of government and agencies

Ongoing training and capacity building for SPU's technical staff

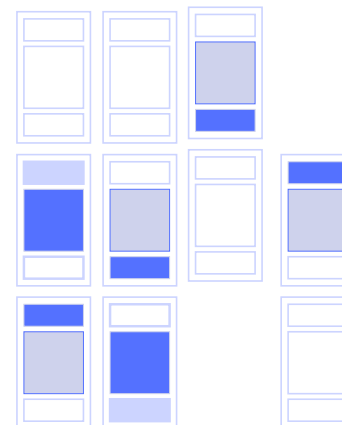


ENHANCEMENT OF FEDERAL PROPERTY CONTROL

55 public hearings held in 11 states

19,257,79 km of marginal lands
5,831,65 km of demarcated maritime lands

Demarcations in Pará, Maranhão, Amazonas, Mato Grosso, and Paraná



STRATEGIC OBJECTIVE 10

ENHANCE GOVERNMENT STRUCTURES, governance models, and management to deliver more and better public policies



REVISION OF PUBLIC ADMINISTRATION RULES

MGI and AGU revised Decree-Law 200/1967, hosting virtual seminars that brought together over 6,000 participants



STATE TRANSFORMATION

The MGI released a document outlining a more inclusive State, featuring 15 key pillars to improve public administration



IMPROVEMENT OF FEDERAL PARTNERSHIPS AND TRANSFERS

Transferegov.br enhanced to track amendments and projects under the New PAC, with BRL 21.6 billion currently in execution

National and regional forums strengthened the Partnership Network



NATIONAL MANAGEMENT AND INNOVATION PROGRAM

Partnerships with 5 states to bring management and innovation practices to municipalities



IMPROVING MANAGEMENT AND PERFORMANCE

MGI modernized public administration with a focus on transparency, innovation, and delivery monitoring

175 institutions and 72,148 participants joined the new management and performance system



EXPANSION OF THE NATIONAL ELECTRONIC SYSTEM (SEI)

SEI was expanded to 144 federal institutions and 16 states, with over 1 billion digital documents in 2024



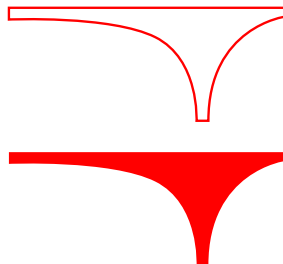
IMPROVEMENT OF SUPPORT FOR CORE GOVERNMENT SYSTEMS

Customer Service Center modernized with new support channels, including WhatsApp and chatbots



MODERNIZATION OF THE RURAL ENVIRONMENTAL REGISTRY (CAR)

Access to the system is now via gov.br login



STRATEGIC OBJECTIVE 11

CONSOLIDATE AND MANAGE the National Data Infrastructure



NATIONAL DATA INFRASTRUCTURE

Over 977 services integrated

Savings of BRL 3.21 billion in 2024

697.4 million transactions carried out

207 units integrated

1.6 million personal communications sent

New guidelines for digital communications with citizens



STRATEGIC OBJECTIVE 12

TRAIN AND DEVELOP the skills of public agents



2 million participation certificates in training issued in 2024

9,000 certificates issued for international participants

Innovation Week 2024 the largest public sector innovation event in Latin America, with 15,000 participants



TRAINING OF FEDERAL SERVANTS

Training of 80 technicians from IPEA and 103 analysts from the Ministry of Planning and Budget

In 2025, over 6,000 new public servants will be trained



STRENGTHENING OF FEDERATIVE CAPACITIES STRENGTHENING OF FEDERATIVE CAPACITIES

680,000 certificates issued for state and municipal public servants

More than 250 leaders trained in 2024



TRANSFORMATION OF THE PUBLIC SECTOR

Launch of feminist and antiracist programs with 150 initiatives and 8,000 certificate

50,000 certifications in artificial intelligence

29th CLAD Congress Brazil as a global reference in public management

STRATEGIC OBJECTIVE 13

PROVIDE SHARED SUPPORT SERVICES and disseminate high-quality solutions across the entire federal public administration



EXPANSION AND ENHANCEMENT OF COLABORAGOV

Expansion of ColaboraGov to 13 ministries, doubling its service capacity

1,791 procurement and contracting requests consolidated to optimize processes

2,787 items donated to optimize asset management

10 agencies with modernized fleets featuring hybrid vehicles

Architecture projects developed for breastfeeding spaces, communal areas, and coworking



PEOPLE MANAGEMENT

Payroll management for 40,670 people in 13 agencies, with BRL 1 billion/month in compensation

2,329 public servants trained, resulting in a savings of BRL 169,194.85

Implementation of the Personnel Management Dashboard, centralizing data and improving public service efficiency

Retirement preparation initiatives implemented, focusing on well-being and recognition



INFORMATION TECHNOLOGY

Greater transparency and efficiency through tools such as Compartilha Serviço, Compartilhe Gestão, and the Dashboard Hub

Data Governance Week discussing data-driven culture and the use of artificial intelligence



GOVERNANCE AND RISK MANAGEMENT

The MGI has defined its strategic roadmap through 2027. The strategic objectives cover key areas for the transformation of the State and are aligned with the 2024 – 2027 Multi-Year Plan (Plano Plurianual – PPA) and national policies for modernizing public administration.



In 2024, significant achievements were made, including the implementation of more secure identification systems, reforms to the public service entrance exam model, and the expansion of digital transformation initiatives in partnership with states and municipalities. These advances demonstrate the impact of MGI's strategic initiatives in strengthening State capacity and improving public policies, fulfilling its mission to foster a more innovative, sustainable, and citizen-centered public administration.

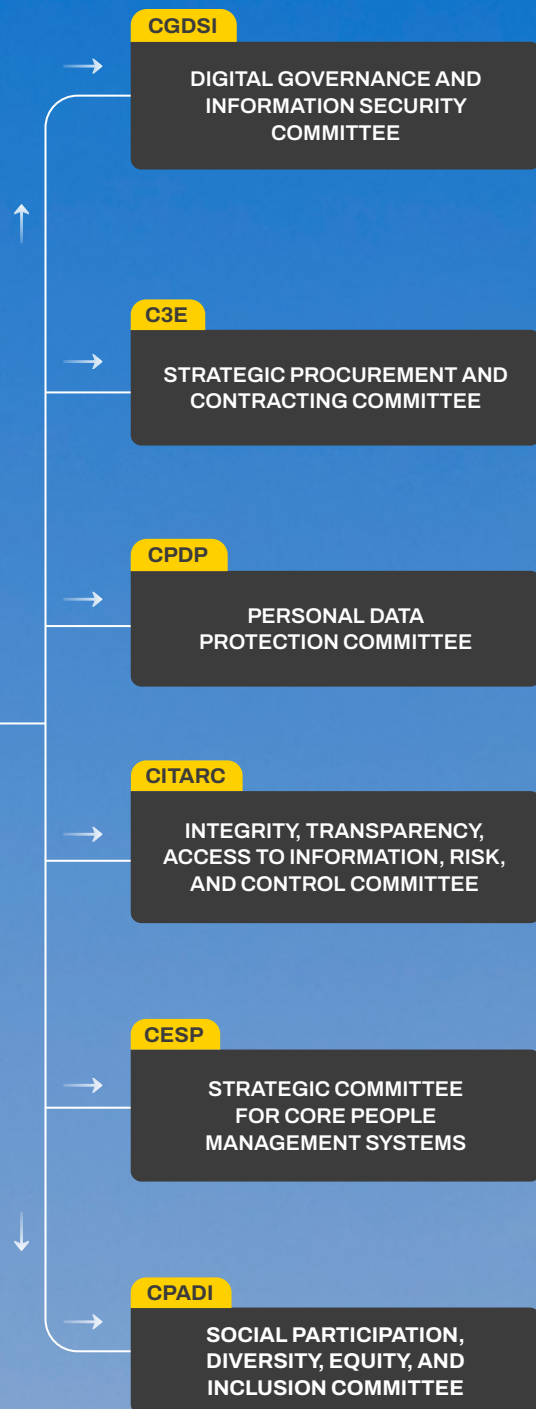
Strategy monitoring is conducted continuously, with quarterly meetings between the Minister and secretariats to ensure delivery of priority actions. The development of the new Strategy Management System (Sistema de Gestão da Estratégia - SisGE) aims to enhance this process by increasing efficiency in goal management and accountability to society.

Risk management also plays a vital role at the MGI. In a dynamic environment, this practice strengthens the Ministry's ability to anticipate threats, mitigate impacts, and find solutions to problems before they arise. In 2024, the MGI established key tools for this area, such as the Strategic Risk Portfolio, the Risk Management Guide, and the designation of integrity multipliers.

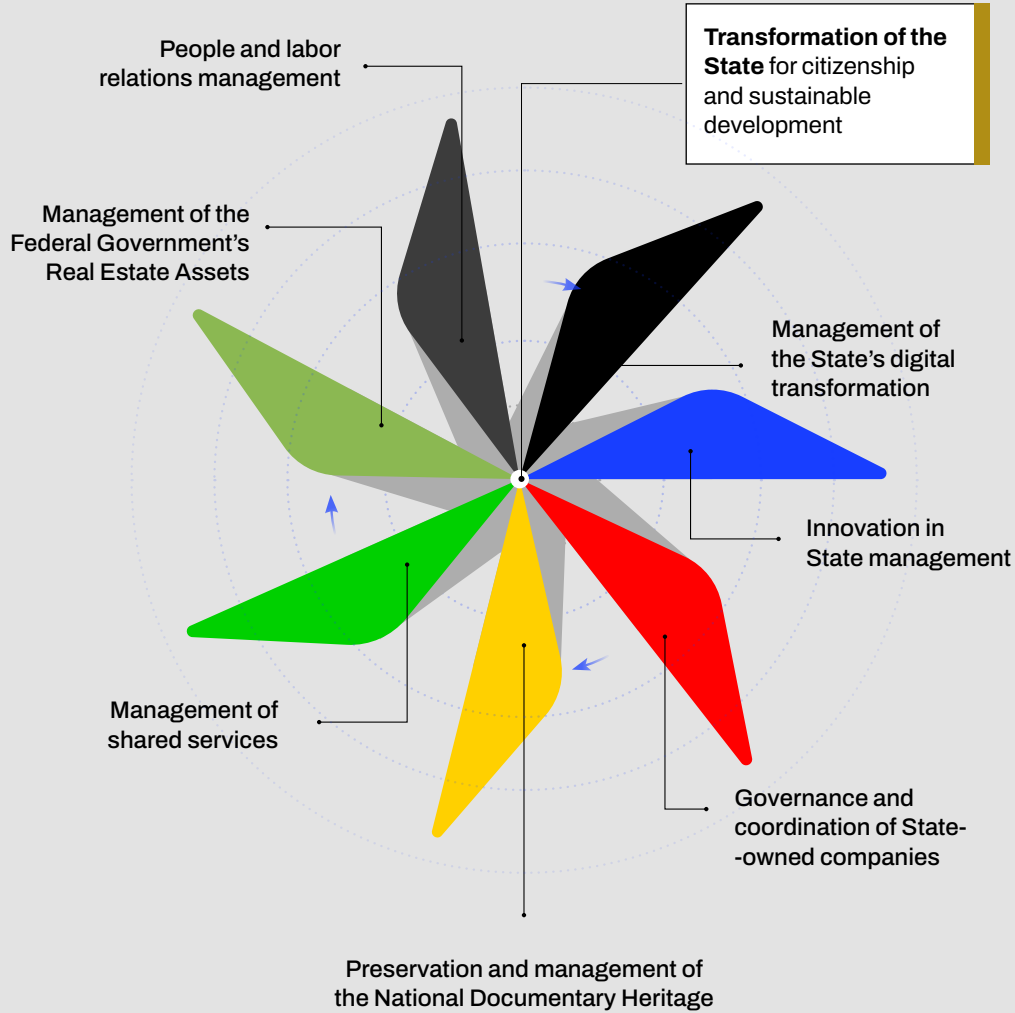
The Ministry also has a Risk Management Policy in place. In 2024, monitoring efforts identified 259 risk events, enabling classification and the adoption of mitigation measures. As a result, the maturation and systematization of risk management have promoted resilience to crises, improved planning and more efficient resource use, and strengthened governance within MGI.



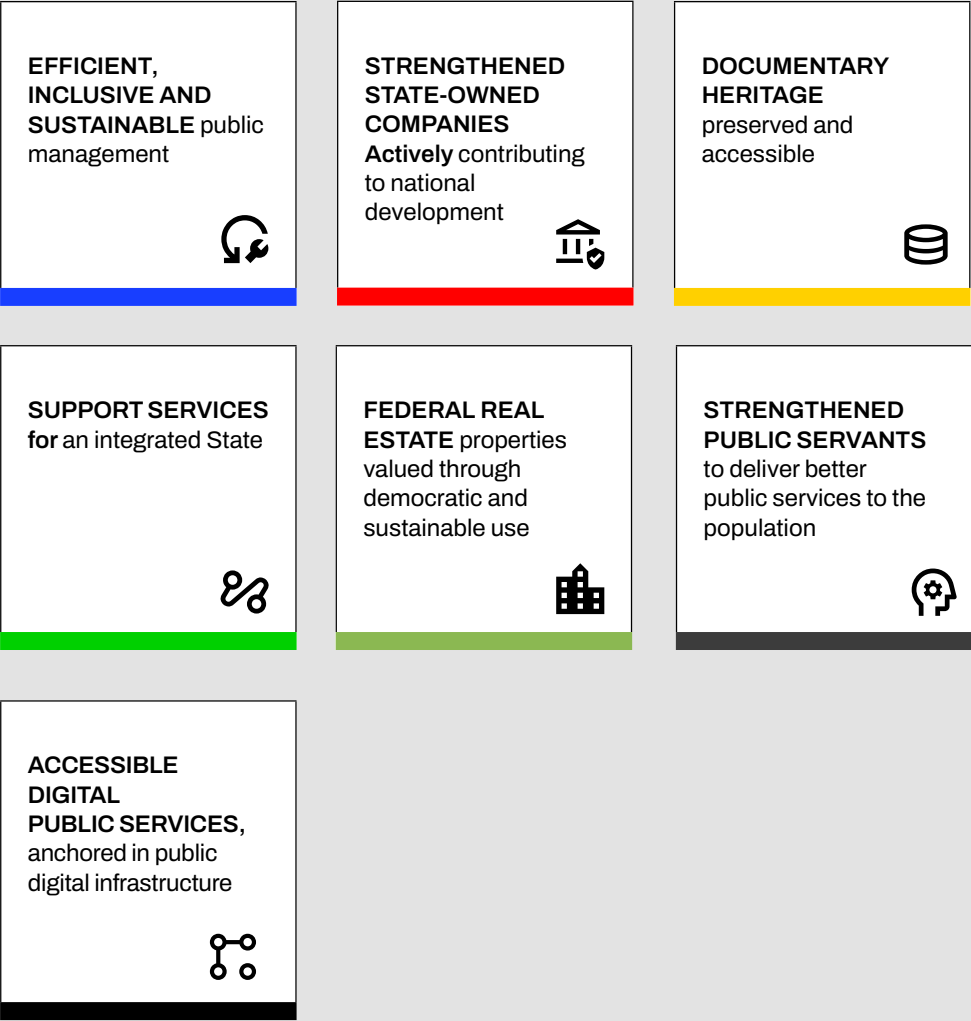
GOVERNANCE STRUCTURE



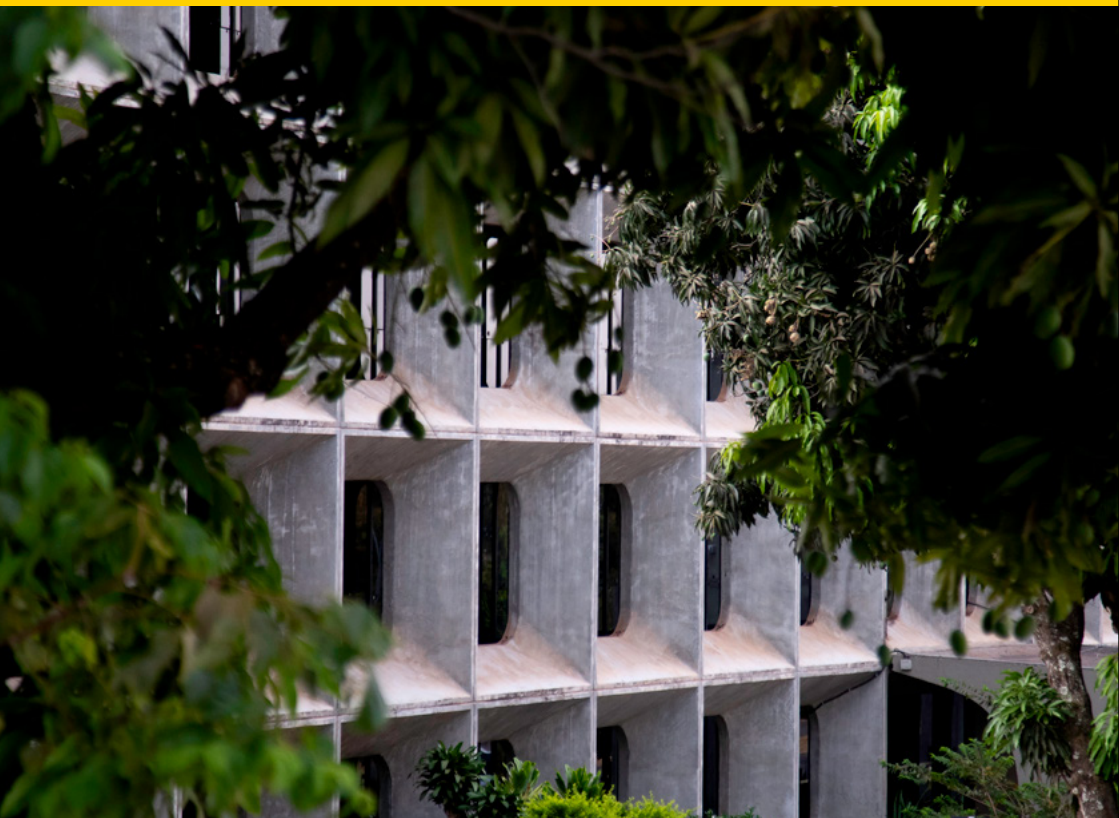
THE MGI'S VALUE CHAIN



PUBLIC VALUE GENERATED



ENVIRONMENTAL AND SOCIAL SUSTAINABILITY



Reimagining the State's initiatives for green, digital, and inclusive development has been a priority for the MGI since its inception. One of the most significant efforts in 2024 was the publication of the Sustainable Logistics Master Plan (Plano Diretor de Logística Sustentável), which outlines the strategy for MGI's procurement and logistics operations, encompassing the 13 ministries within the Shared Services Center, ColaboraGov.

The plan focuses on the efficient use of natural and material resources, waste management, energy efficiency, water management, and quality of life in the workplace. Another key initiative is the international technical cooperation with the United Nations Development Programme (UNDP) on strengthening capacities for the modernization and enhancement of federal government management, which includes sustainability initiatives and the promotion of gender and racial equity.

The commitment to integrity and diversity is reflected in the Pró-Integrity Program and the creation of the Social Participation, Diversity, Equity, and Inclusion Committee (Comitê de Participação Social, Diversidade, Equidade e Inclusão – CPADI), fostering an organizational culture based on respect and transparency.

The MGI has also implemented a policy reserving 8% of outsourced labor contract positions for women experiencing violence. The goal is to leverage the State's contracting power to promote employability and social inclusion. Additionally, the Ministry has adhered to the UNDP Gender and Race Equality Seal, which provides support and recognition to public sector organizations for their efforts to achieve gender equality.

BUDGETARY AND ACCOUNTING INFORMATION



The MGI's budget in 2024 was BRL 14.30 billion. This amount represents a 4.33% increase compared to the Annual Budget Law (LOA) approved for the period.

The MGI's budget includes direct administration units, the National Archives, and other assets under the ministry's supervision.

BRL 2024 ALLOCATION
14.30 billion

 **99,99%**
BUDGET EXECUTION



Of available discretionary
primary expenditures

**FIND
OUT MORE**



BUDGETARY
AND FINANCIAL
EXECUTION OF
THE MGI



FINANCIAL
STATEMENTS

WHO WE ARE



5.953

PUBLIC SERVANTS CURRENTLY
SERVING AT MGI



47%

FEMALE



833

ELIGIBLE FOR RETIREMENT
AT ANY TIME

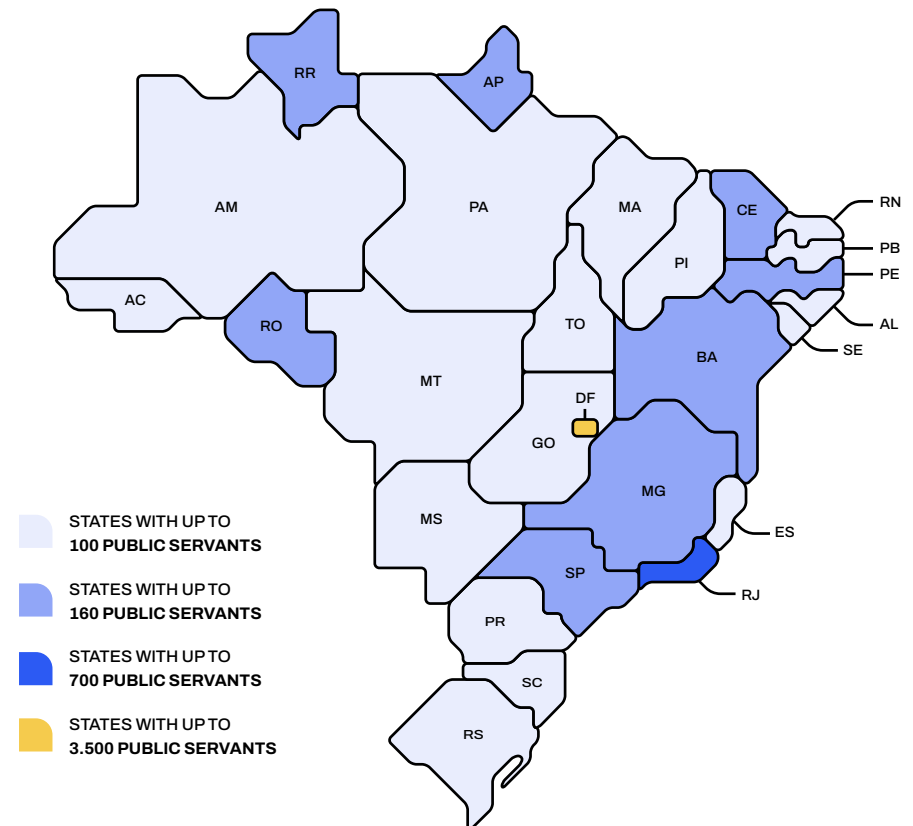


53%

MALE

Number of MGI public servants by state

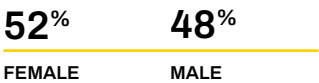
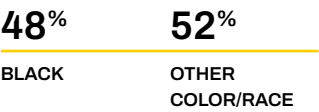
The MGI is present in all federative units



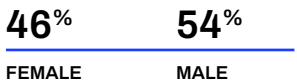
The MGI follows the social policies outlined in Decree No. 11,443/2023. Currently, 45% of leadership positions from levels 1 to 12 are held by Black individuals, while at levels 13 to 17, that figure is 34%. Efforts are also under way to balance gender representation in these roles. The numbering of levels indicates the hierarchical position of each role within the ministry.

MINISTRY LEADERSHIP

POSITIONS CCE/FCE 1 A 12



POSITIONS CCE/FCE 13 A 17



REMOTE WORK

