What GINGA delivers

GINGA is turning its five dimensions into practical tools to support innovation in public bodies.

Innovation Governance Model

Developed with support from the Ibero-American General Secretariat (SEGIB), it defines roles, responsibilities and coordination among institutions and teams. It highlights existing work and connects initiatives across government.

Public Innovation Capacity and Capabilities Index

Developed with CLAD, Enap and UFRGS, it brings together indicators of enabling and dynamic state capabilities. It helps each public body identify and develop its capacity to innovate, without ranking institutions.

Innovate with GINGA Framework

It organizes concepts and references on Brazilian public innovation, connecting evidence, regulatory frameworks and public-sector experience. It clarifies meanings and distinctions without imposing a single definition.

Incentive Packages

Combine support suited to each context's barriers, including curation, connections, access to resources, safe experimentation, dissemination and institutional support.

GINGA Enabling Environment Framework

Covers psychological safety, trust, leadership, diversity and working conditions, guiding actions to strengthen collaboration, learning and safe experimentation.

GINGA takes shape in the circle, and a circle is never made alone

It belongs to those already innovating in public service, often without calling it innovation, and to those helping good solutions gain space and continuity. We want to connect experiences, listen to local contexts and support those who make things happen.



PHOTO: GINGA ARCHIVE

Launch of the GINGA Manifesto. GINGA Workshop — Drafts of the Future, Enap Innovation Week, 2025.

Join the circle! Discover GINGA and be part of this movement

Learn more:
https://www.gov.br/gestao/pt-br/assuntos/gestaoeinovacao/inovacao-governamental/ginga.
General Coordination for Innovation and Strategic Governance — CGINGA.
Directorate of Innovation — DINOV.
Secretariat for Management and Innovation — SEGES

MINISTÉRIO DA GESTÃO E DA INOVAÇÃO EM SERVIÇOS PÚBLICOS

GOVERNO DO BRASIL
DO LADO DO POVO BRASILEIRO

GINGA

Innovation as a permanent capability of the State

What is GINGA?

GINGA is a structuring movement that connects and strengthens Brazil's government innovation ecosystem. It aims to turn innovation from an occasional initiative into a permanent capability of public institutions. Beyond creating projects, it creates the conditions to innovate. Good ideas already exist in government but are scattered or confined to one body. GINGA connects people, institutions and resources so these ideas gain direction and lasting support.

"Choosing the word GINGA is an excellent opportunity to affirm a concept about the origins and contribution of racial diversity to the government innovation ecosystem. Ginga comes from kujinga, in the Kimbundu language, from Angola."

Magali Dantas, public servant and specialist in ethnic-racial relations

The State already innovates. What is missing is GINGA

Public innovation maps show initiatives concentrated in the South and Southeast, while frontline, everyday innovation goes uncounted. It is dismissed as a workaround or "we'll manage somehow." A public servant has an idea but does not know where to take it; a successful project ends when leadership changes; a neighbouring agency solves the same problem without others knowing. The issue is not a lack of skill or willingness, but a lack of enabling conditions: legal uncertainty, risk aversion and incentives that reward compliance over experimentation. Another imported tool will not solve this. GINGA needs a circle: shared decisions, listening to local contexts, rules that protect experimentation and collective memory of what was learned.



Today

- laboratories
- networks
- awards
- hubs
- platforms
- calls for proposals



With GINGA

The circle that organizes the game

- clear roles
- a shared record
- a common direction

The five dimensions of GINGA

Governance

Strategic coordination, clear roles and systems thinking; collective decision-making and cooperation across ministries and levels of government.

Incentives

Material, symbolic, organizational and behavioural tools that encourage everyday innovation, including work not yet recognized as innovation.

Normative Framework

Embeds innovation in public bodies' routines, legitimizes experimentation and reduces uncertainty while avoiding sterile bureaucracy.

Growth of Innovation Capacity

Measures and develops capacities and capabilities, addresses inequalities and strengthens the ability to innovate.

Ambience (enabling environment)

Human and institutional conditions for innovation, focused on psychological safety, trust, diversity and well-being rather than command-and-control.