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Implementation and challenges of artificial intelligence in Latin American public management: A systematic review

Implementación y desafíos de la inteligencia artificial en la gestión pública latinoamericana: una revisión sistemática

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Abraham Saul Sanchez Mendez
https://orcid.org/0000-0002-9416-7885
asanchezm12@ucvvirtual.edu.pe
Universidad César Vallejo. Lima, Peru

Rocío Tarcila Vicente De paz
https://orcid.org/0000-0003-3509-4214
rvicentepa16@ucvvirtual.edu.pe
Universidad César Vallejo. Lima, Peru

Elva Melisa Cueva Vásquez de Rojas
https://orcid.org/0009-0004-6877-2178
ecueva18@ucvvirtual.edu.pe
Universidad César Vallejo. Lima, Peru

Abstract

Currently, artificial intelligence (AI) is positioned as a key tool for transforming public administration by automating processes, optimizing decisions, and reducing corruption through data control. This study aims to analyze the implementation and challenges of artificial intelligence in Latin American public management based on the evidence available in the scientific literature. Methodologically, it adopts a qualitative approach and a systematic literature review following the PRISMA protocols. The results reveal that AI facilitates the rapid processing of large volumes of data, the automation of administrative workflows, effective policy planning, and improved service delivery that brings the State closer to its citizens. However, these benefits coexist with significant structural gaps, such as territorial heterogeneity, budgetary constraints, and insufficient infrastructure, in addition to the urgent need to establish ethical and regulatory frameworks that prevent human rights violations. The study concludes that AI is neither a panacea nor an inevitable threat, but rather a tool conditioned by the institutional context. Its success will depend on the ability of states to harmonize technological innovation with social justice and democratic accountability.

Keywords: state, management, governments, technology.

Resumen

Actualmente, la inteligencia artificial (IA) se posiciona como una herramienta clave para transformar la administración pública, al automatizar procesos, optimizar decisiones y reducir la corrupción mediante el control de datos. Este estudio tiene como objetivo analizar la implementación y los desafíos de la inteligencia artificial en la gestión pública latinoamericana a partir de la evidencia disponible en la literatura científica. Metodológicamente, adopta un enfoque cualitativo y una revisión sistemática de la literatura siguiendo los protocolos PRISMA. Los resultados revelan que la IA facilita el procesamiento rápido de grandes volúmenes de datos, la automatización de flujos administrativos, la planificación efectiva de políticas y una mejor prestación de servicios que acerca el Estado a la ciudadanía. Sin embargo, estos beneficios coexisten con brechas estructurales significativas, como la heterogeneidad territorial, las limitaciones presupuestarias y la insuficiente infraestructura, además de la urgencia por establecer marcos éticos y normativos que eviten la vulneración de derechos. Se concluye que la IA no es una panacea ni una amenaza inevitable, sino una herramienta condicionada por el contexto institucional. Su éxito

dependerá de la capacidad de los Estados para armonizar la innovación tecnológica con la justicia social y la rendición de cuentas democrática.

Palabras clave: estado, gestión, gobiernos, tecnología.

Introduction

Citizens worldwide increasingly demand that national resources be channeled toward improving quality of life (Transparencia Internacional, 2023). This claim is not new, though it has intensified in recent years amid rising social inequality, precarious basic services, and widespread distrust of public institutions. People expect tangible outcomes: well-equipped hospitals, adequately supplied schools, functional roads, and effective public security. Persistent corruption, however, continues to erode the rule of law by diverting resources away from health, education, security, and infrastructure sectors, among others (Monsalvo, 2024). Funds intended to address urgent needs end up in private hands, causing public works to stall, teacher salaries to arrive late, and medicines to run out in health centers. Corruption thus constitutes not merely an economic offense but a direct violation of human rights, for embezzling public money effectively steals the future of citizens.

Fernand and Pastás (2022) point out that corruption entails substantial costs for individuals, firms, organizations, the public sector, and the broader economy. Its detrimental effects on national economic development are well documented in the economic literature. Corruption distorts markets, discourages foreign investment, drives up project costs, and generates inefficiencies ultimately borne by taxpayers. When a firm must bribe an official to secure a license, that additional expense is passed along to consumers through higher prices. Moreover, corruption fosters impunity and weakens democratic institutions, as those charged with enforcing the law are themselves among its violators.

This problem has permeated all sectors of society, globally and across Latin America alike. Song (2023) explains that corruption in the region has been a systemic issue throughout its recent history, with the Odebrecht case offering a clear illustration of its far-reaching consequences across multiple countries. This emblematic scandal exposed how a Brazilian construction company paid bribes to high-ranking officials in several nations to secure lucrative contracts, triggering political upheaval, protracted litigation, and the downfall of governments. Beyond the headlines, what remained was evidence that corruption is not an isolated phenomenon but rather an organized network that crosses borders and demands equally coordinated responses.

Corruption is hardly a novel development. Obando et al. (2021) observe that it has been recurrent throughout Latin America, experiencing exponential growth during the 1990s, which, together with other adverse factors, generated persistent social tensions. During those years, many countries in the region underwent privatization processes and economic liberalization that, while attracting investment, also created opportunities for bribery and influence peddling. Weak control systems and a lack of transparency facilitated the appropriation by public officials of resources meant for collective welfare.

In short, corruption has evolved over time, demonstrating just how difficult its eradication from government sectors has proven to be. Alcarraz (2022) notes that this is partly attributable to multiple factors that impede ethical development in public management, including insufficient training for civil servants, the absence of clear codes of conduct, political pressures to meet short-term targets, and limited citizen participation in decision-making. Compounding these issues, public administration faces structural data-management constraints that curtail its capacity to respond efficiently to citizen demands (Wirtz et al., 2021).

For this reason, before shifting the responsibilities of management, monitoring, costs, and budgeting to AI, States must first ensure the adoption of new governance models, since most bureaucratic structures remain designed for linear, hierarchical governance (Waheduzzaman, 2024) rather than for the continuous feedback loops between humans and AI (Obeta et al., 2026). Instead of rigid command chains where decisions flow downward, flexible, network-based teams are needed, ones capable of adjusting actions according to AI-generated insights and willing to experiment without fear of failure. AI is not a magic wand; it is a tool that must be continually fed, supervised, and corrected by trained personnel to deliver meaningful benefits. Against this backdrop, the present study aims to analyze the implementation and challenges of artificial intelligence in Latin American public management based on available scientific evidence.

It is worth noting that AI in public management was selected specifically because algorithms are already being used in several regions to cross-reference tax declaration data with property, vehicle, and business records,

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uncovering inconsistencies and expanding taxpayer bases, thereby enabling governments to save resources, enhance service quality, and boost citizen satisfaction (Carranza et al., 2023).

Clearly, the application of artificial intelligence in the region entails governance challenges spanning sustainability, economic development, health, and education, yet it can serve as an essential tool for combating corruption in developing countries (Filgueira, 2023). The goal is not to believe that AI will solve every problem overnight, but to recognize that, when properly deployed, it can be a powerful ally in rendering public management more transparent, reducing spaces of opacity, and facilitating citizen oversight. Its technological potential and the ethical questions it raises demand a balance between efficiency, equity, and democratic participation (Ariza, 2025). Given these challenges, one must ask: what are the implementations and challenges of artificial intelligence in Latin American public management?

Methodology

The study was developed under a qualitative approach, employing documentary research based on a systematic review. According to Higgins et al. (2023), a systematic review is a type of scientific study that uses systematic and explicit methods to identify, select, and critically appraise all relevant research on a given question, with the aim of providing a comprehensive, impartial, and reproducible synthesis of the available evidence. In addition, the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocols were followed, which Page et al. (2021) define as an evidence-based minimum set of items for reporting in systematic reviews and meta-analyses, designed to help authors transparently document why the review was conducted, what they did, and what they found. In this regard, the following phases were established for the research:

Identification of studies

The first stage consisted of identifying scientific literature through a systematic search in major academic databases, including Scopus, Web of Science, PubMed, and SciELO. As a result, 86 records potentially related to the use of artificial intelligence in public management in Latin America were retrieved. The search was conducted using the following thematic categories: artificial intelligence for efficiency and transformation of public management, digital governance, regulation and ethical frameworks for artificial intelligence, digital transformation and modernization of e-government, technological infrastructure, institutional capacities and data management, and limitations, challenges, and gaps for AI implementation.

Removal of duplicate records

Once the documents were collected, records were reviewed to identify duplicate publications across databases. During this stage, 14 duplicate records were eliminated, yielding an initial sample of 72 unique studies, which were considered for the next phase.

Screening of titles and abstracts

Subsequently, the 72 records underwent a screening process through review of titles and abstracts. This assessment verified their relevance to the research objective and to the inclusion and exclusion criteria established beforehand. As a result, 40 studies were discarded for not specifically addressing the topic of interest, for adopting a different focus, or for failing to meet the defined methodological requirements. Consequently, 32 articles advanced to the next phase.

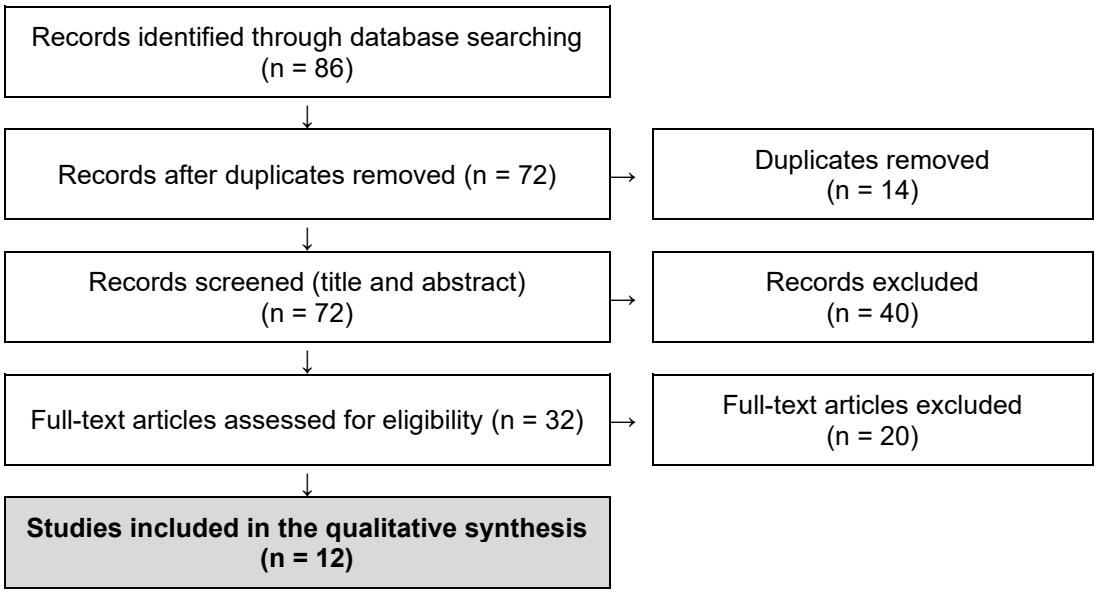
Eligibility assessment

In this phase, a full-text reading of the 32 selected articles was conducted to determine whether each study met all the eligibility criteria established for the systematic review. As a result of this evaluation, 20 articles were excluded because they did not satisfy the defined criteria or contained insufficient information for analysis.

Inclusion of studies

Finally, following the identification, deduplication, screening, and eligibility assessment process, 12 studies that met all established criteria were selected.

Figure 1
PRISMA flow diagram



Source: Authors' own elaboration

Results and discussion

The findings and their discussion are presented below, organized in a table that summarizes twelve relevant studies on artificial intelligence (AI) in Latin American public management. The table includes authorship, country, title, and main findings to facilitate comparison of empirical contributions and theoretical reviews.

Table 1
Findings from the sample resulting from the PRISMA protocols

No.	Author	Country	Title	Findings
1	Arguelles (2023)	Mexico	Advantages and disadvantages of using Artificial Intelligence in the public policy cycle: Analysis of international cases	The main advantage is the immediate processing and analysis of large volumes of highly diverse information, which automates processes. The disadvantage lies in certain shortcomings in distinguishing reliable from unreliable information, which may lead to erroneous identification of emerging public problems.
2	Ospina & Zambrano (2023)	Colombia	Digital government and artificial intelligence: A look at the Colombian case	AI must operate within an ethical framework to prevent malpractices and risks associated with this technology.

3	Espinoza et al., (2023)	Peru	Municipal digital government from the citizens' perspective	55.7% of residents perceive municipal digital government as deficient; similar results were observed across evaluated dimensions (external 62.1%, internal 58.0%, relational 57.5%, and promotional 60.3%).
4	Sánchez et al. (2023)	Paraguay	Adoption of artificial intelligence in tax administrations: Literature review	Tax administration represents an ideal and highly promising domain for AI, given that AI operates through algorithms and data; its success thus depends on the volume and quality of available data.
5	Campos (2025)	Latin America and the Caribbean	Artificial intelligence and public policy in Latin America and the Caribbean	AI offers the possibility of overcoming certain obstacles through more effective planning, improved service delivery, and closer ties between the State and citizens.
6	Romandía & Ordaz (2023)	Mexico	E-government in municipalities of the state of Sonora 2016–2021	Overall compliance improved during the period, though unevenly. Large municipalities (>200k inhabitants) exceeded 96% compliance (2019–2021). Small municipalities (<10k inhabitants) showed very low performance (e.g., 0% in Bacoachi). Budgetary gaps emerged as a critical factor.
7	Bueno et al., (2026)	Latin America	Artificial intelligence and public management: Algorithmic innovations for institutional decision-making	The research concludes that, to harness AI's benefits without undermining democratic values, solid institutions, clear regulations, and accountability mechanisms are necessary to ensure justice, transparency, and responsibility in public administration.
8	Sánchez (2022)	Latin America	Artificial intelligence in the public sector and its limits concerning fundamental rights	States and their authorities must adopt regulatory measures to address AI when it directly affects citizens' rights. States must establish regulations that impose clear limits and obligations regarding AI systems.
9	Ribeiro & Segatto (2022)	Brazil	Artificial intelligence in Brazilian public organizations: Heterogeneities and information technology capacities	25% of organizations use AI, with heterogeneity across levels of government. Organizations with AI exhibit greater adoption of cloud computing, decision support systems, transactional digital services, and formalized IT governance structures.

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10	Sánchez-Chero et al., (2025)	Ecuador	Artificial intelligence: Impacts and challenges in public procurement: A systematic review	AI, as part of technological innovation, improved efficiency, though it faced implementation challenges by reducing regulatory obstacles that limited its effectiveness in public management.
11	Zamora (2025)	Ecuador	Artificial intelligence in public administration, its challenges, opportunities, and cases in Latin America and Ecuador	The findings show that although AI generates positive impacts on efficiency, accountability, and public value creation, challenges persist related to technological infrastructure, data regulation, and staff training.
12	Torres (2025)	Bolivia	Government of the future: Intensive data use and artificial intelligence for public policy	The conclusions highlight the need for an integrated institutional reinforcement strategy linking the various components of data governance to AI development in the public sector.

Source: Authors' own elaboration

From the analysis of the evidence gathered across the twelve studies, three axes emerge that explain the current state of artificial intelligence in Latin American public administration: the transformative potential of the technology, the structural gap conditioning its adoption, and the regulatory urgency to safeguard citizens' rights. First, broad consensus exists regarding the benefits AI brings to state management. Authors such as Arguelles (2023) and Sánchez et al. (2023) concur in highlighting its capacity to process large volumes of diverse data and automate workflows, positioning it as a particularly suitable tool for domains such as tax administrations. Along similar lines, Campos (2025) and Zamora (2025) underscore that its implementation enables more effective planning and more citizen-responsive service delivery, positively influencing efficiency and accountability.

However, when comparing these contributions against empirical findings, a marked asymmetry in institutional capacities becomes apparent. While Ribeiro and Segatto (2022) reveal that barely one-quarter of Brazilian public organizations employ AI, the study by Romandía and Ordaz (2023) exemplifies this fracture in Sonora, demonstrating that large municipalities surpass 96% digital compliance, whereas small localities such as Bacoachi register 0% progress. This perception of precariousness is confirmed by Espinoza et al. (2023) from the citizen perspective, where more than half of respondents rated municipal digital governments as deficient across all dimensions. Thus, the efficiency promised by AI exposes the persistent lack of infrastructure and territorial inequality still prevalent across Latin American countries.

Faced with this reality, the studies shift focus toward governance and ethics. Bueno et al. (2026) and Ospina and Zambrano (2023) emphasize that for AI not to erode democratic values, solid institutions, clear ethical frameworks, and transparency mechanisms are indispensable. Reinforcing this idea, Sánchez (2022) and Torres (2025) assert that States must implement strict regulations setting boundaries on algorithmic systems when they affect fundamental rights, articulating a data governance approach that connects all institutional components.

These challenges are far from trivial. Sánchez-Chero et al. (2025) and Zamora (2025) caution that while AI improves operational efficiency, its practical effectiveness continues to encounter regulatory obstacles, insufficient staff training, and outdated IT structures. Consequently, the success of artificial intelligence in the region will depend not solely on algorithmic sophistication, but rather on the capacity of governments to weave a comprehensive strategy linking technological innovation with institutional strengthening and territorial equity.

Table 2
Thematic classification of selected studies

No.	Thematic category	Articles addressing it	Description
1	Artificial intelligence for efficiency and transformation of public management	1, 4, 5, 7, 9, 10, 11, 12	The studies highlight that artificial intelligence optimizes public management through process automation, massive data analysis, improved decision-making, administrative efficiency, and more timely and effective public service delivery.
2	Digital governance, regulation, and ethical frameworks for artificial intelligence	2, 7, 8, 10, 11, 12	They analyze the need to establish public policies, legal norms, ethical principles, and governance mechanisms to regulate the responsible use of artificial intelligence, ensuring transparency, accountability, rights protection, and reliable algorithmic deployment.
3	Digital transformation and modernization of e-government	2, 3, 6, 9, 11	They examine the incorporation of digital technologies in public institutions, highlighting progress and limitations in e-government, service digitalization, institutional interoperability, and strengthening the State's technological capacities.
4	Technological infrastructure, institutional capacities, and data management	4, 6, 9, 10, 11, 12	The studies provide evidence that AI success depends on data quality, technological infrastructure, resource availability, human talent training, and the strengthening of organizational capabilities for implementing digital solutions.
5	Limitations, challenges, and gaps for artificial intelligence implementation	2, 3, 6, 8, 10, 11	They identify challenges associated with budgetary constraints, insufficient infrastructure, incomplete regulatory frameworks, ethical risks, data protection, territorial inequalities, and institutional resistance, factors conditioning effective AI adoption in the public sector.

Source: Authors' own elaboration

In sum, the findings confirm that AI in Latin American governments is in an early and uneven adoption phase, marked by tensions between efficiency promises and democratic risks. In this context, the results converge in indicating that technological adoption outpaces institutional capacities and citizen trust. In Latin America, this gap is aggravated by territorial fragmentation and negative citizen perceptions, which reduce willingness to implement AI.

This raises the following question: is AI a solution or a new problem? On one hand, evidence shows consensus that AI can optimize processes and improve services. On the other, concerns persist regarding biases, lack of transparency, and rights violations. This poses a paradox, wherein the very algorithms that could make tax administration or urban planning more efficient may perpetuate inequalities if not subject to ethical oversight. Regarding the role of regulation and state capacities, most studies explicitly mention the need for normative frameworks and accountability.

Conclusions

The findings of this study allow it to be affirmed that artificial intelligence in Latin American governments is not an end in itself, but rather a means whose effectiveness depends entirely on the institutional environment that hosts it. Far from negative discourses about AI, the evidence explains that artificial intelligence optimizes processes, accelerates decision-making, and strengthens accountability, though its effective implementation amplifies the region's historical inequalities.

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One of the main consensuses identified is the differential value of AI for massive data processing and repetitive task automation, particularly in domains such as tax administrations and urban planning. However, this efficiency promise confronts a reality in which organizations with greater technological and budgetary capacity achieve significant progress, while small municipalities or peripheral regions remain lagging, revealing that the digital divide is not exclusively technological but also fiscal, territorial, and organizational. This fracture is further reflected in citizen perception, where more than half of the population rates digital governments as deficient, generating additional distrust toward AI.

Ultimately, the success of artificial intelligence in Latin America will not be measured by code sophistication or volume of processed data, but by the capacity of States to articulate a comprehensive strategy linking technological innovation with social justice, territorial equity, and democratic accountability. AI is a powerful tool, but deep transformation still depends on political will, institutional robustness, and the empowerment of vigilant citizenry. Embracing this challenge requires moving from passive adoption to active construction of a digital ecosystem that places people at the center of public management.

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