REVISTA INVECOM
ISSN en línea: 2739-0063

Digital transformation and modernization of public management: a systematic literature review

Transformación digital y modernización de la gestión pública: revisión sistemática de literatura

Received: 06/05/2026 **- Accepted:** 17/07/2026

Danti Michael Novoa-Jacobo
https://orcid.org/0000-0003-1525-5850
d.novoa_2014@outlook.com
Universidad Cesar Vallejo. Trujillo, La Libertad, Peru

Abstract

This research aimed to assess the challenges, existing conditions, and key concepts regarding the digital transformation of states in Latin America, and the digital transformation of public administration. For this purpose, a qualitative, systematic literature assessment was conducted. This included a documentary review of research published within the years 2023 to 2025 in the SciELO and Dialnet bibliographic databases. The sample included 30 studies, and the selection criterion was the thematic relevance of the studies. The results demonstrated the presence of five major digital state transformation theories regarding public governance and open government, results-based management, and public value creation. The results also described some of the challenges that include digital gaps, insufficient institutional capacity, resistance to change in organizations, and challenges in intergovernmental relations. The results identify trends and challenges related to the strengthening of public institutions and the provision of public services. The results also address the challenges of the modernization of public services in Latin America, focused on the citizen.

Keywords: digital transformation, public administration, e-government.

Resumen

Este estudio exploró las principales teorías, posiciones estancadas y obstáculos de la transformación digital del Estado y la administración pública en América Latina. El método utilizado fue revisión sistemática cualitativa, con documentación de las bases de datos SciELO y Dialnet para analizar artículos científicos publicados desde 2023 hasta 2025. La muestra incluyó 30 estudios, seleccionados por su relevancia para el tema. Los resultados identificaron cinco teorías principales para la transformación digital del Estado, gobernanza pública abierta y gobierno abierto, gestión basada en resultados y la concepción de valor público. Además, se describieron obstáculos relacionados con la brecha digital, las limitaciones del marco institucional, la resistencia de las organizaciones y los desafíos de coordinación entre los diferentes niveles de gobierno. Los resultados brindan la posibilidad de identificar algunas tendencias y obstáculos relevantes para el fortalecimiento de las instituciones y la mejora de los servicios públicos.

Palabras clave: transformación digital, administración pública, gobierno electrónico.

Introducción

Over the past few decades, the internationalization of modernized management systems has aimed at more efficient and effective services, yet gaps between countries persist (OCDE, 2024). Digital transformation, paired with innovation and transparency, holds the potential to close these gaps and strengthen the connection between the State and its citizens (Puron-Cid et al., 2022). Institutional design and the consolidation of functional, sustainable institutions are likewise integral to the design and implementation of management policies (Gault, 2018; Santos, 2021). State modernization, then, extends well beyond the mere integration of administrative and technological components.

Across Latin America, the management of public affairs confronts obstacles ranging from inequality to low public-sector efficiency and persistent governance gaps. Against this backdrop, public administration modernization seeks to improve the quality of public services and build mechanisms for citizen participation. According to the OCDE (2020), improving the quality of public administration should be actively encouraged, while institutional resilience is strengthened through innovation and flexibility (Pliscoff-Varas, 2016). State modernization therefore rests on an institution's capacity to remain flexible in the face of novel circumstances.

In Peru, low public-sector productivity and persistent gaps in service quality call for a modernization strategy geared toward improving public-sector performance through transparency and internal controls (Bravo & Rodríguez, 2026; Montenegro et al., 2026). Similarly, public oversight and process evaluation are key to modernizing public service management by making public services more efficient and effective (Herencia & Silva, 2026; Hernández, 2023).

The combination of insufficiently advanced technology and specialized human resources creates obstacles at the regional and local levels. Strengthening targeted internal controls and transparency in the public sector, then, improves government performance and helps build citizen trust (Bravo & Rodríguez, 2026; Montenegro et al., 2026). The new public management model, in turn, can be implemented through oversight, evaluation, and the adoption of modern technology (Herencia & Silva, 2026; Hernández, 2023).

Public management modernization seeks to transform systems and build institutions capable of managing, organizing, and improving the efficiency and quality of services, in response to citizens' needs. Improving public management means moving beyond the traditional, stable, bureaucratic model; it is a combination of design innovation and the synergistic strengthening of capacities. Innovation in public management, in this sense, aims to strengthen institutional capacity (Mora & Andrade, 2025), while a results-based management approach helps improve services and streamline bureaucratic procedures (Rengifo et al., 2024).

The public-modernization perspective draws on ideas about performance and the innovative collaboration between public and private institutions in generating public value and results-oriented services. State transformation is thus the product of institutional mobilization, citizen participation, transparency, and the judicious use of resources, taken together. New Public Management (NPM) ranks among the most influential of these methodologies, since it integrates formal performance- and results-based techniques together with evaluation, effectiveness, efficiency, accountability, planning, measurement, and procedural management aimed at developing the State. This modernization, however, also encompasses an approach grounded in governance, institutional innovation, and public value (Pollitt & Bouckaert, 2017).

Public governance thus becomes important because, in the process of State modernization, it strengthens cooperation among public institutions, social actors, and the private sector in addressing complex problems. The modern State calls for participatory, transparent, and cooperative models. Along these lines, Cora-Alava and Cejas-Martínez (2023) argue that public governance itself is in need of modernization.

Open government, moreover, is a key element of public-governance modernization, as it promotes transparency, the right to know, accountability, and active citizenship. Under this model, leaders gain legitimacy through transparency and collaboration with society. Benites (2025) finds that open-government policies consolidate citizen trust and optimize public management by increasing institutional transparency.

Values-based management, in the same vein, offers a framework for generating positive, sustainable social outcomes, with effectiveness reflected in satisfaction, inclusion, and the quality of public services. Paz-Ravines (2025) links public innovation and knowledge management to the strengthening of public capacities, while Velarde (2025) holds that public innovation amounts to innovation in public services and the generation of social value. Improvement, then, is synonymous with modernization and with a

multifaceted process spanning administrative effectiveness, transparency, innovation, results orientation, and governance with social participation.

Another factor in this process is the State's digital transformation, understood as the strategic incorporation of technologies to streamline the State and optimize administrative processes and public services, making them more efficient, user-friendly, clear, and inclusive. In Peru, Huamán and Medina (2022) note that technological and institutional gaps hinder the consolidation of a digital State. Álvarez et al. (2024) likewise argue that digitalizing public services improves administrative procedures and strengthens citizen service.

Digital government, in this regard, is one of the principal approaches within the State's digital transformation. Garrido-Leyva and Saavedra-Silvera (2024) emphasize that interoperability is essential to modernizing public administration, since it integrates systems, improves the flow of information, and reduces administrative barriers. Aguilar (2025) and Jáuregui (2025) likewise agree that digital government enhances administrative efficiency when adequate strategic frameworks, trained personnel, and sustainable digital policies are in place.

Public decision-making, moreover, can likewise benefit from other technologies, including artificial intelligence, data analytics, and digital tools more broadly. As the OCDE (2024) and Roque (2025a) point out, however, digital transformation encompasses not only technology but also the capacity to manage change and close digital gaps in order to deliver citizen-focused services. It should accordingly be understood as the combined technology-innovation-governance-capacity nexus oriented toward creating public value, together with administrations that are more effective, efficient, transparent, and citizen-centered.

Despite the frameworks already in place, certain inconsistencies remain in the conceptual and methodological tools available for analyzing how Latin American public management is adapting to digital technologies. More specifically, it is not yet clear which frameworks and theories are most relevant to the State's digital transformation and public management. It is therefore essential to analyze and organize the most recent studies to identify how these developments contribute to more effective public systems and services.

This study set out to conduct a comprehensive literature review and offer an analysis of public management modernization and the State's digital transformation in Latin America, along with emerging trends and conceptual frameworks. It also aimed to assess the impact of governance and results-based management, as well as the institutional and structural obstacles standing in the way of a more efficient, transparent, and inclusive State. Accordingly, the guiding research question was: What conceptual frameworks, trends, and challenges does the literature on public management in Latin America describe in relation to the State's digital transformation?

Methodology

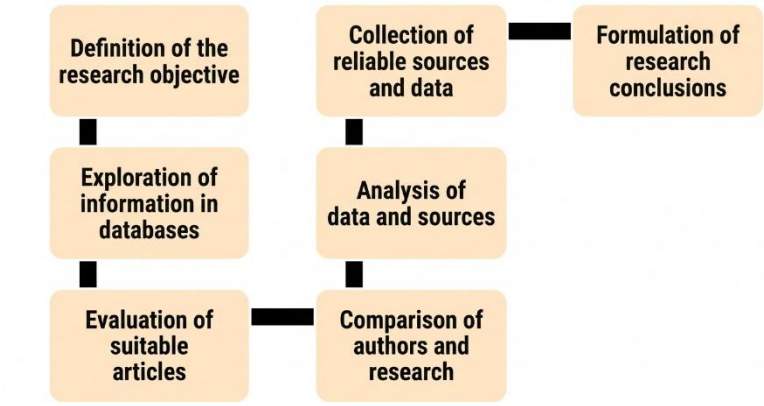
This research constitutes a qualitative systematic literature review, carried out through a structured sequence for identifying, selecting, analyzing, and synthesizing scientific evidence. In keeping with the methodological principles of systematic reviews, transparency and traceability were maintained throughout the application of the selection criteria. The purpose of this research was to identify the trends, the leading theories, and the most significant knowledge gaps relating to public management modernization combined with the State's digital transformation.

Research design

This study consisted of a qualitative literature review of descriptive-analytical studies. It included an analysis of theories and institutional evidence on public management modernization and the State's digital transformation. For this purpose, 30 scientific articles published between 2023 and 2025 were selected from the SciELO and Dialnet databases based on their relevance, scientific rigor, and temporal

proximity. This selection also supported an in-depth analysis of the existing literature regarding the most frequently addressed themes and the main contributions and difficulties associated with public management modernization and the State's digital transformation.

The evaluation and selection of studies was guided by the following phases of the work:



Data collection or production techniques

Data collection consisted of a documentary review of scientific articles retrieved from the SciELO and Dialnet databases. To categorize and classify the data, a documentary-analysis matrix was designed that captured the theories, institutional evidence, approaches, and conclusions of each study. Studies were selected according to criteria of relevance, flexibility, and scientific quality, which helped ensure the soundness of the evidence analyzed and provided the basis for a progressive, critical analysis of the literature.

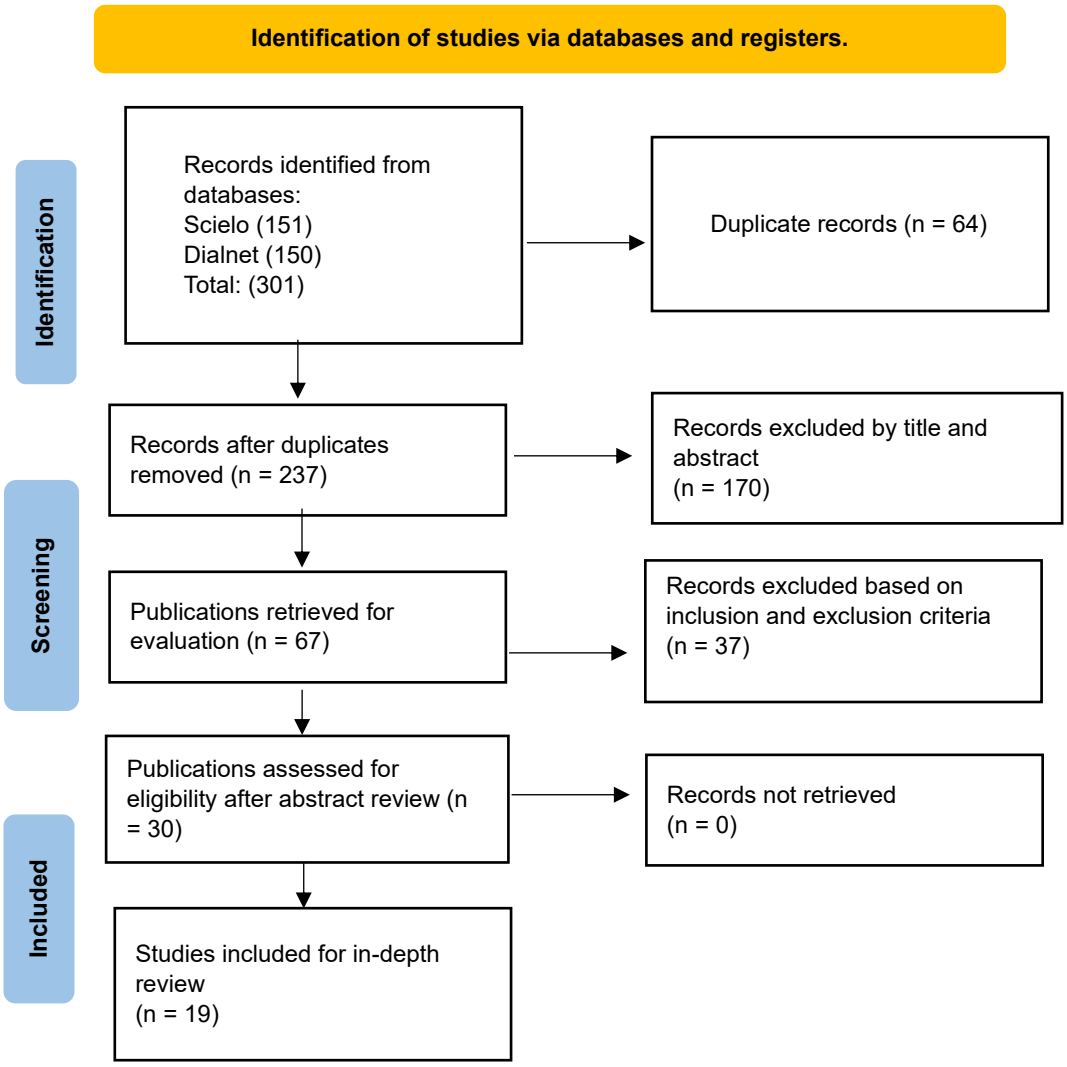
To help select and organize the information, the following criteria were applied:

- Scientific publications from 2023 to 2025.
- A predominance of articles in English (97%) and Spanish (3%).
- Thematic correspondence between the studies and the research variables.
- Inclusion of studies with clearly defined methodology, results, and conclusions.
- Priority given to articles published in indexed journals.
- Incorporation of studies conducted in different geographic contexts to broaden the analytical perspective.

Procedure

The methodological procedure consisted of searching for 30 scientific articles (15 from SciELO and 15 from Dialnet) published between 2023 and 2025 that addressed public administration modernization and the State's digital transformation. Theories, methods, and frameworks were analyzed using the documentary-analysis matrix. For this selection, studies were first identified, then their titles and abstracts were screened, and finally their methods, findings, and conclusions were analyzed. This process enabled a systematic integration of the study's scientific evidence.

Figure 1. Flowchart of bibliographic sources.



Results

The results present the characterization of the studies included in the review, together with the approaches identified regarding public management modernization and the State's digital transformation. The information is organized descriptively to facilitate its analysis and interpretation.

Table 1. Characterization of studies on public management modernization.

No.	Author	Title	Methodology	Country	Year	Database
1	Acosta et al.	Assessment of the PETI frameworks used by Ecuadorian public organizations.	Qualitative approach, documentary and descriptive analysis	Ecuador	2023	SciELO

2	De la Torre & Núñez	Municipal public administration in Ecuador and transparency	Descriptive-analytical research	Ecuador	2023	SciELO
3	Támara Trujillo & Espinoza Olcay	Incorporation of digital tools into public management	Non-experimental descriptive design	Ecuador	2023	SciELO
4	Espino Calderón et al.	Developments in public administration in Peru post-COVID-19	Descriptive-explanatory documentary study	Peru	2024	SciELO
5	Zacarías Vallejos, Borja Mucha, et al.	Implementation of digital government and optimization of administrative processes among public officials in a regional municipality	Cross-sectional correlational design	Peru	2024	SciELO
6	Rodríguez Hurtado et al.	Decentralization of managerial and process-management capacities in the Regional Government of Ayacucho, Peru	Quantitative correlational approach	Peru	2024	SciELO
7	Sánchez Bardales et al.	Analyzing how Open Government functions and how it relates to municipal management in Peru.	Descriptive-correlational study	Peru	2024	SciELO
8	Álvarez Pincay et al.	Electronic Government and Service Delivery in the Case of the GAD Property Registry	Descriptive case study	Ecuador	2024	SciELO
9	Yarin Meza & Berrocal Gutarra	Working in Public Administration in Peru: Adaptation and Resilience for the Future	Prospective qualitative research	Peru	2024	SciELO
10	Chunga-Montero	Open-government policies in Peru's regional governments.	Descriptive-analytical study	Peru	2025	SciELO
11	Herrera Ruesta et al.	Digital governance model for citizen participation in a municipality in Piura	Applied, proposal-oriented research	Peru	2025	SciELO
12	De La A Perero et al.	Comprehensive Public Management Model for Serving Users with Physical Disabilities in Ecuadorian State Institutions	Descriptive, proposal-oriented study	Ecuador	2025	SciELO
13	Rodriguez-Che et al.	Interaction between tax administration and results-based management in a district municipality in Peru	Explanatory-correlational design	Peru	2025	SciELO
14	López Castillo	Socioeconomic factors in solid-waste management in San Martín, Peru.	Quantitative causal	Peru	2025	SciELO

			approach (DEA and Tobit)			
15	Rosero Ordoñez	Digitalization and transparency in public management: challenges for government administration in Brazil, Mexico, and Colombia.	Qualitative comparative study	Brazil-Mexico-Colombia	2025	SciELO
16	Cora-Alava & Cejas-Martínez	Modernizing local public management from the principles of governance: An opportunity for institutionalization	Qualitative, analytical, documentary research	Ecuador	2023	Dialnet
17	León-Ramírez et al.	Digital transformation of public administration: a prospective approach to management modernization in local governments.	Prospective-descriptive study	Peru	2023	Dialnet
18	Saravia Salazar & Quevedo	Building public management: regional perspectives on State modernization through university theses	Qualitative documentary review	Peru	2024	Dialnet
19	De la Cruz Ccora et al.	Public management modernization and service quality: the case of a public university in Peru	Non-experimental correlational design	Peru	2024	Dialnet
20	Ingunza Nesterenko & Torero Solano de Martel	Institutional strengthening and public management modernization in a local government in Peru.	Descriptive-correlational study	Peru	2024	Dialnet
21	Morillo Avalos & Alegría Ferreyros	Government management in Latin America: Electronic government, modernization, social change	Interpretive qualitative research	Latin America	2024	Dialnet
22	Quintana Ruidías	Digital Transformation of Public Administration and Its Impact on the Management of District Municipalities in Piura.	Cross-sectional correlational design	Peru	2025	Dialnet
23	Velarde Barrionuevo	Advances in public management and public-value creation in Peru's local governments.	Descriptive-analytical study	Peru	2025	Dialnet
24	Pinargote Zambrano	Impact of Digital Leadership on Local Government Management in Latin America.	Quantitative correlational approach	Latin America	2025	Dialnet
25	Olaya Guerrero et al.	Digital transformation policies: digital government strategies in Peru's coastal regions and Cajamarca.	Descriptive-comparative study	Peru	2025	Dialnet

26	Roque Obregón	Data-driven public management through artificial intelligence for process optimization in Peru.	Applied technological research	Peru	2025	Dialnet
27	Roque Obregón	Integrated artificial-intelligence-based model for managing processes, information, and knowledge for the digital transformation and modernization of public administration in Peru.	Proposal-oriented model study	Peru	2025	Dialnet
28	Broncano Chancasanampa	Modernization, processes, and public value: the case of the UGEL in the Junín region amid administrative challenges in the education sector	Descriptive case study	Peru	2025	Dialnet
29	Ingaruca Ruiz	Institutional transformation and public administration modernization as pillars for strengthening the Peruvian State.	Analytical academic essay	Peru	2025	Dialnet
30	Valeriano Carrasco	Influence of public administration modernization on job performance in a public institution in Peru.	Explanatory-correlational design	Peru	2025	Dialnet

Descriptive analysis of the included studies

The analysis of the included studies reveals a marked geographic concentration of research conducted in Peru and Ecuador within the sample analyzed, reflecting the growing interest of these Latin American countries in strengthening State capacities through administrative modernization, institutional innovation, and the adoption of digital tools. One indicator of this trend is how the State is undergoing digital transformation to improve services and adapt to citizens' demands; optimizing public services and strengthening institutional transparency are likewise part of this transformation.

As in the previous category, the studies were predominantly qualitative, descriptive, and documentary in nature. The analysis of institutional experiences, public management models, and digital transformation was the focus of most of the studies, which examined components of State modernization processes and argued that more thorough longitudinal, comparative, and impact studies are needed to examine the long-term effects of digital public policies on institutional performance and the quality of services delivered to citizens.

This bibliographic compilation centers on studies drawing on research available in the SciELO and Dialnet scientific databases, prioritizing, wherever possible, studies that focus on the public digitalization of institutions, governance, results-oriented management, and value creation.

Theoretical approaches identified in the included studies

The review of the studies assessed the leading theories on the State's digital transformation and public management modernization. These frameworks outline the main conceptual dimensions found in the contemporary literature and make it possible to identify the ways in which State reform involves the articulation of institutional capacities, technological innovation, collaborative governance, and the creation of public value. Table 2 presents the distribution of studies by predominant theoretical approach, the associated authors, the number of studies identified, and a synthesis of their principal contributions.

Table 2. Predominant theoretical approaches identified in the included studies on public management modernization.

Predominant theoretical approach	Authors	No. of studies	Synthesis of the approach
Digital transformation of the State (digital government, e-government, data, AI, digital leadership)	Herrera et al. (2025); Morillo & Alegría (2024); Pinargote (2025); Roque (2025); Rosero (2025); Támara & Espinoza (2023); Zacarías et al. (2024)	10	The digitalization of public processes, the use of information technologies, data analytics, and digital leadership all help improve institutional efficiency, reduce bureaucratic burdens, and strengthen the delivery of citizen services.
Public governance and open government (transparency, participation, institutionalization)	Chunga-Montero (2025); Cora-Alava & Cejas-Martínez (2023); De la Torre & Núñez (2023); Ingunza & Torero (2024); Sánchez Bardales et al. (2024)	5	Citizen participation, transparency, and inter-institutional coordination foster State legitimacy and the sustainability of administrative reforms.
New public management and results orientation (human capital, performance, processes)	Broncano (2025); Rodríguez et al. (2024); Rodriguez-Che et al. (2025); Valeriano (2025)	4	Strengthening managerial competencies, results-based management, and the optimization of administrative processes increase organizational effectiveness and institutional productivity.
Strategic planning, resilience, and institutional foresight	Acosta et al. (2023); Espino Calderón et al. (2024); León-Ramírez et al. (2023); Yarin & Berrocal (2024)	4	Technological planning, the anticipation of future scenarios, and organizational adaptation make it possible to sustain modernization processes amid contexts of crisis and change.
Public value, service quality, and institutional innovation	Álvarez et al. (2024); De La A Perero et al. (2025); De la Cruz et al. (2024); Ingaruca (2025); López (2025); Saravia & Quevedo (2024); Velarde (2025)	7	Public innovation, institutional inclusion, and improved service quality strengthen the generation of public value and technical efficiency within State entities.

The results show that public management modernization in Latin America takes shape as a multidimensional process in which administrative capacities, technological innovation, collaborative governance, and a public-value orientation converge; as with digital transformation more broadly, this centers on how new technologies can be used to change what the State does and how it operates. The studies under review suggest that for these processes to be genuinely modern, technology must be complemented by public institutional capacity, leadership, and participatory mechanisms.

Discussion

The results show that Latin America's digital public-management system converges systematically around public governance, digital transformation, results orientation, strategic planning, and public-value

creation. The literature illustrates that these approaches develop within an interrelated system of articulating structures; although other approaches and methodologies exist, none operate in isolation, which makes it necessary to overcome administrative, technological, and organizational barriers. Accordingly, the discussion that follows addresses the principal approaches found in the studies and focuses on their roles and challenges in building States that are more visible, efficient, and inclusive.

Digital transformation of the state

The State's digital transformation calls for adopting technology, increasing efficiency, and modernizing public management. Támara and Espinoza (2023) explain how electronic government accelerates administrative functions; Zacarías et al. (2024) note that it simplifies bureaucratic structures; and Rosero (2025) and Morillo and Alegría (2024) identify positive effects on governance. Quintana (2025) and Olaya et al. (2025), for their part, explain its effects in contexts marked by institutional constraints. Pinargote (2025) and Roque (2025a) show that the relationship among public management, electronic government, leadership, digital governance, and artificial intelligence strengthens State management and its relationship with citizens.

These studies suggest that the State's digital transformation goes beyond the mere integration of technology, constituting instead an organizational change process that expands the capacities of both the State and public management. The gaps observed across different Latin American territories show that the mere presence of technology does not guarantee better public services; rather, it requires institutional transformation and a sustained commitment to digital transformation.

Public governance and open government

Public governance and open government are important attributes of State modernization, strengthening transparency, citizen participation, and inter-institutional coordination. Barriers to accessing information undermine citizen trust (De la Torre & Núñez, 2023), whereas open government fosters more participatory municipal management (Sánchez et al., 2024). The institutionalization of transparency remains only partial (Chunga-Montero, 2025), which points to the need for collaborative governance (Cora-Alava & Cejas-Martínez, 2023) and the strengthening of public personnel (Ingunza & Torero, 2024).

In the case of Latin America, public governance carries immeasurable value, since State reforms must contend with institutional fragmentation, uneven development across territories, and low levels of citizen participation. Transparency and open government, as concepts, must therefore move beyond mere administrative procedure and become tools for strengthening the fundamental structure of democracy and building public trust in government institutions.

New public management and results orientation

New public management calls for developing management skills and focusing on results in order to achieve efficiencies in State functions. Along these lines, management leadership was found to be linked to the effectiveness of regional governments, according to Rodríguez et al. (2024). Results-focused tax administration, moreover, was identified as a factor that strengthens fiscal sustainability, according to Rodriguez-Che et al. (2025). Valeriano (2025), similarly, connects the improvement of modern public systems with improved job performance. Broncano (2025), finally, established a relationship between process management and positive public value, alongside the development of a more efficient, results-centered administration.

The results show that New Public Management (NPM) remains an important focus of research, evidenced chiefly in management efficiency, performance evaluations, and strategically focused institutional outcomes. The evidence also points to a gradual shift away from a strong NPM focus, toward a form of public management that integrates management practice with innovative collaboration and public value within hybrid systems.

Following this line of reasoning, State modernization centers less on the mere efficiency of State operations than on the systems of management themselves—specifically, on integrating public-management systems with community participation and the adaptive capacity of State systems. Results-centered management of public systems, in this sense, is perceived less as a way of simply measuring the performance of State systems than as a method for building citizen trust and achieving greater integration across public-management systems.

Strategic planning, resilience, and institutional foresight

Amid changing scenarios, strategic planning, institutional foresight, and organizational resilience are essential to modernizing the State. Acosta et al. (2023) show that digital transformation requires combining technology with institutional strategy and aligning technological innovation with State objectives. León-Ramírez et al. (2023) note that scenario forecasting and strategic planning improve public decision-making. Espino et al. (2024) and Yarin and Berrocal (2024), likewise, indicate that the pandemic accelerated new service-delivery models and institutional adaptation toward digital transformation and resilience.

From this standpoint, organizational resilience functions as a core building block enabling public institutions to adapt to uncertainty, crisis, and rapid technological change. Consequently, State modernization efforts should move away from reactive models and instead strengthen institutional capacity, so that public services and citizen demands remain aligned with the pace of modernization.

Public value, service quality, and institutional innovation

Public value and institutional innovation help improve services and strengthen the relationship between the State and its citizens. Álvarez et al. (2024) link State digitalization to citizen service, while De la Cruz et al. (2024) connect modernization with improvements in university services. Saravia and Quevedo (2024) highlight knowledge management as a strategic resource; Velarde (2025) treats public value as an outcome of innovation; López (2025) examines municipal efficiency; De la A Perero (2025) addresses institutional inclusion; and Ingaruca (2025) considers organizational reform and State modernization.

With this in mind, the studies addressing State modernization and its relationship with citizens emphasize that the goal is achieved only when reforms deliver clear benefits to the population; public services must become more inclusive, accessible, and efficient. Public value, for this reason, is the element that links digitalization to the State's relationship with its citizens, as well as to administrative management and State legitimacy.

Taken together, this evidence leads to the conclusion that modernizing public administration in Latin America requires moving beyond fragmented systems and developing integrated systems that unify technology, institutional capacity, governance, and a citizen-centered approach. Digital transformation improves State efficiency, yet challenges persist around the digital divide, limited organizational capacity, and the sustainability of reforms. Future research should therefore pursue longitudinal studies and impact evaluations to determine the lasting effects of these transformations on the quality of public services and citizen trust.

Conclusions

This systematic literature review has analyzed the frameworks, trends, and challenges of public management modernization within the digitalization of public management in Latin America, showing that the digital-transformation process is a highly complex, multidimensional undertaking. Within this framework, the cross-cutting nature of digital technologies and public value gives rise to a concept of governance grounded in results-based management and the strategic planning of public value.

The strategic use of digital technologies within the broader process of governance modernization, institutional transformation, and public-service digitalization lays the groundwork for greater efficiency and transparency in public services. However, the integrative transformation of public management is not

reducible to the digitalization of public services; rather, it is a modernization process that strengthens State management and meets citizens' expectations.

The literature reviewed shows that, although Latin America has made progress in implementing digital government and administrative reform, challenges remain in the form of the digital divide, uneven development across regions, and the lack of sustainable mechanisms for citizen participation. Modernizing the State calls for management models that combine technological innovation with the generation of public value and human resources within a more collaborative, flexible design.

Finally, this review found that recent studies on the public-modernization process have made important contributions, though further research is still needed on the sustained impact of digital public-service reform on public service delivery, citizen trust, and the modern State.

References

Acosta, Á., Padilla, P., & Rojas, Y. (2023). Análisis de las metodologías PETI para las instituciones públicas del Ecuador. *Estudios de la Gestión: Revista Internacional de Administración*, (14), 25-51. https://doi.org/10.32719/25506641.2023.14.2

Aguilar Soto, I. V. (2025). Transformación digital en la gestión pública peruana: Una revisión sistemática sobre la implementación del e-government (2010-2024). *Aula Virtual*, *6*(13), 920-938. https://dialnet.unirioja.es/servlet/articulo?codigo=10501179

Álvarez Pincay, D. E., Bernal Álava, Á. F., & Álvarez Villacreses, B. M. (2024). Gobierno electrónico en la prestación de servicios públicos: El caso del Departamento de Catastro del GAD (Puerto López). *Revista InveCom, 4*(2), 1–10. https://doi.org/10.5281/zenodo.10625823

Benites Paniagua, L. K. (2025). Gobierno abierto y modernización de la gestión pública en el Perú: Un análisis empírico del impacto de la transparencia y la participación ciudadana en 2024. *Estudios y Perspectivas Revista Científica y Académica,* *5*(1), 2005–2026. https://doi.org/10.61384/r.c.a..v5i1.964

Bravo Intriago, H. E., & Rodríguez Cedeño, M. J. (2026). La importancia de la transparencia en los procesos de contratación pública como mecanismo de prevención de la corrupción y fortalecimiento de la gestión estatal. *Revista Científica Arbitrada Multidisciplinaria PENTACIENCIAS*, *8*(1), 213-220. https://doi.org/10.59169/pentaciencias.v8i1.1763

Broncano Chancasanampa, L. H. (2025). Modernización, procesos y valor público: El caso de la UGEL en la región Junín frente a los desafíos administrativos del sector educativo. *Saber Servir: revista de la Escuela Nacional de Administración Pública*, (13), 336-344. https://doi.org/10.54774/ss.2025.13.21

Chunga-Montero, C. E. (2025). Políticas de gobierno abierto en gobiernos regionales de Perú. *CIENCIAMATRIA Revista Interdisciplinaria de Humanidades, Educación, Ciencia y Tecnología, 11*(21), 26–39. https://doi.org/10.35381/cm.v11i21.1580

Cora-Alava, A., & Cejas-Martínez, M. (2023). Modernización de la gestión pública local desde los principios de la gobernanza: Una oportunidad para su institucionalización. *593 digital Publisher CEIT*, *8*(3-1), 133–145. https://doi.org/10.33386/593dp.2023.3-1.1855

De La A Perero, G. M., Herrera Ruesta, K. V., & Bazán Lucas, M. A. (2025). Modelo de gestión pública de atención integral para usuarios con discapacidad física en establecimientos estatales Ecuador. *Revista InveCom*, *5*(3), 1–9. https://doi.org/10.5281/zenodo.14511046

De la Cruz Ccora, J. L., Huiza Paytan, C., Rivera Trucios, F., De la Cruz, F. G., García Cajo, O. M., & Paco Huamani, W. F. (2024). Modernización de la gestión pública en la calidad del servicio: Caso de una universidad pública en el Perú. *Comuni@cción: Revista de Investigación en Comunicación y Desarrollo*, *15*(4), 286–297. https://doi.org/10.33595/2226-1478.15.4.1178

De la Torre, S. D. la, & Núñez, S. (2023). Transparencia en la administración pública municipal del Ecuador. *Estudios de la Gestión: Revista Internacional de Administración*, (14), 53-73. https://doi.org/10.32719/25506641.2023.14.3

Espino Calderón, V. C., Medina Sotelo, C. G., Montoya Vargas, R., Quijano Rivera, F., & Jara Aguirre, C. J. (2024). Modernización de la Gestión Pública en el Perú a partir de las experiencias del Covid-19. *Prohominum*, *6*(2), 77-93. https://doi.org/10.47606/ACVEN/PH0236

Garrido-Leyva, H. J., & Saavedra-Silvera, O. S. (2024). Hacia un Estado Digital: La importancia de la interoperabilidad en la modernización gubernamental. *Revista Invecom*, *5*(1). https://doi.org/10.5281/zenodo.12549467

Gault, F. (2018). Defining and measuring innovation in all sectors of the economy. *Research Policy*, *47*(3), 617-622. https://doi.org/10.1016/j.respol.2018.01.007

Herencia Pauccar, H., & Silva Cueva, J. (2026). Modernización del estado mediante la transformación digital en la gestión de organismos gubernamentales. *Impulso, Revista de Administración*, *6*(13), 57-77. https://doi.org/10.59659/impulso.v.6i13.224

Hernández, H. (2023). Liderazgo transformacional y desempeño organizacional en una Unidad de Gestión Educativa Local—Perú. *Gestionar: revista de empresa y gobierno, 3*(2), 7-16. https://doi.org/10.35622/j.rg.2023.02.001

Herrera Ruesta, K. V., Gallardo Zapata, J. E., Carreño Calderón, R. F., Gómez Romero, C., & De La A. Perero, G. M. (2025). Modelo de gobernanza digital para la participación ciudadana en una municipalidad de Piura. *Revista InveCom*, *5*(3), 1-10. https://doi.org/10.5281/zenodo.14484269

Huamán Coronel, P. L., & Medina Sotelo, C. G. (2022). Transformación digital en la administración pública: Desafíos para una gobernanza activa en el Perú. *Comuni@cción: Revista de Investigación en Comunicación y Desarrollo, 13*(2), 93-105. https://doi.org/10.33595/2226-1478.13.2.594

Ingaruca Ruiz, N. B. (2025). Hacia un Estado funcional: Reflexiones sobre reforma institucional y modernización de la gestión pública en el Perú. *Saber Servir: revista de la Escuela Nacional de Administración Pública,* (14), 152-168. https://doi.org/10.54774/ss.2025.14.8

Ingunza Nesterenko, M. A., & Torero Solano de Martel, N. Z. (2024). Empoderamiento y modernización: Análisis de la gestión pública en un gobierno local del Perú. *Gaceta Científica*, *10*(1), 23-28. https://doi.org/10.46794/gacien.10.1.2124

Jáuregui Iparraguirre, P. K. (2025). El Impacto del Gobierno Digital en la Modernización del Estado: Revisión Sistemática. *Revista Científica Visión de Futuro*, *29*(1). https://visiondefuturo.fce.unam.edu.ar/index.php/visiondefuturo/article/view/848

León-Ramírez, S. V., Llatas, F. D. H., Andonaire, L. R. U., & Calderón, R. A. E. (2023). Prospectiva y modernización en la gestión pública en gobierno locales. *Revista Venezolana de Gerencia*, *28*(9), 501-517. https://doi.org/10.52080/rvgluz.28.e9.31

López Castillo, L. E. (2025). Gestión municipal de residuos Sólidos en San Martín, Perú: Determinantes socioeconómicos. *Quipukamayoc*, *33*(69), 25-37. https://doi.org/10.15381/quipu.v33i69.29607

Montenegro Segovia, C. V., Heredia Pérez, G., Molina Frisancho, G., Allcca Perez, E., Ccorahua Avalos, K., & Torres Mendoza, L. (2026). Control interno y contrataciones públicas: Claves para la transparencia y eficiencia en la gestión estatal. *Revista InveCom*, *6*(3), 1-7. https://doi.org/10.5281/zenodo.17262556

Mora Encalada, N. Y., & Andrade Aguilar, A. A. (2025). Innovación y transformación digital en la administración pública: De la burocracia tradicional a la gobernanza digital. *Horizon International Journal*, *3*(1), 40-59. https://doi.org/10.63380/hij.v3n1.2025.86

Morillo Avalos, K. A., & Alegría Ferreyros, L. F. (2024). Gestión Pública en América Latina: E-Gobierno, modernización y transformación social. *Clío. Revista de Historia, Ciencias Humanas y Pensamiento Crítico*, (9). https://doi.org/10.5281/zenodo.14567230

Olaya Guerrero, L. M., Medina Marchena, A., & Paiva Ayala, W. R. (2025). Políticas de transformación digital: Planes de gobierno digital en las regiones de la costa peruana y Cajamarca (2025). *Telos: Revista de Estudios Interdisciplinarios en Ciencias Sociales*, *27*(3), 855-866. https://doi.org/10.36390/telos273.06

Organización para la Cooperación y el Desarrollo Económicos. (2020). Panorama de las Administraciones Públicas América Latina y el Caribe 2020. *OECD* Panorama de las Administraciones Públicas: América Latina y el Caribe, 2020. https://doi.org/10.1787/1256b68d-es

Organización para la Cooperación y el Desarrollo Económicos. (2024). 2023 OECD Digital Government Index: Results and key findings. *OECD Public Governance Policy Papers*. https://doi.org/10.1787/1a89ed5e-en

Paz-Ravines, M. E. (2025). La gestión del conocimiento como estrategia de modernización en la gestión pública. Revisión sistemática. *Noesis. Revista Electrónica de Investigación, 7*(14), 248-266. https://doi.org/10.35381/noesisin.v7i14.352

Pinargote Zambrano, I. F. (2025). Liderazgo digital y su influencia en los gobiernos locales de américa latina. *Visión Académica*, *3*(1), 31-41. https://doi.org/10.70577/6r17mw13

Pollitt, C., & Bouckaert, G. (2017). Public management reform: A comparative analysis—Into the age of austerity (4th ed.). *Oxford University Press*. https://doi.org/10.1093/oso/9780199268481.001.0001

Pliscoff-Varas, C. (2016). Implementando la nueva gestión pública: Problemas y desafíos a la ética pública. El caso chileno. *Convergencia Revista de Ciencias Sociales*, (73). https://doi.org/10.29101/crcs.v0i73.4241

Puron-Cid, G., Luna, D. E., Picazo-Vela, S., Gil-Garcia, J. R., Sandoval-Almazan, R., & Luna-Reyes, L. F. (2022). Improving the assessment of digital services in government websites: Evidence from the Mexican State government portals ranking. *Government Information Quarterly*, *39*(1), 101589. https://doi.org/10.1016/j.giq.2021.101589

Quintana Ruidías, H. D. (2025). Transformación digital en la administración pública y la gestión de gobierno de una municipalidad distrital en Piura. *Revista InveCom*, *5*(2), 1-10. https://doi.org/10.5281/zenodo.13256575

Rengifo Kahn, A. G., De Piérola García, V. M., Cueva Quezada, N. I., & Ludeña González, G. F. (2024). Política de modernización de la Gestión Pública del Estado Peruano. Un Scoping Review. *Aula Virtual*, *5*(12), 602-621. https://doi.org/10.5281/zenodo.12599512

Rodríguez Hurtado, V. R., Badajoz-Ramos, J., Mucha Pozo, A. L., & Aguilar Quispe, G. N. (2024). Trascendencia de competencias gerenciales y gestión para resultados en la efectividad del Gobierno Regional de Ayacucho-Perú. *Comuni@cción: Revista de Investigación en Comunicación y Desarrollo, 15*(2), 155-166. https://doi.org/10.33595/2226-1478.15.2.1121

Rodriguez-Che, R. M., Alfaro, J. G., & Florian, J. E. (2025). Interacción entre la administración tributaria y la gestión por resultados en una municipalidad distrital del Perú. *Espacios*, *46*(03), 461-469. https://doi.org/10.48082/espacios-a25v46n03p36

Romero, J. V., Vargas, H., Cardozo, P., & Murcia, A. (2021). How foreign participation in the Colombian local public debt market has influenced domestic financial conditions. *Latin American Journal of Central Banking*, *2*(4), 100043. https://doi.org/10.1016/j.latcb.2021.100043

Roque Obregón, J. R. (2025a). Gestión pública basada en datos en el Perú: Un agente de inteligencia artificial para mejorar procesos, datos y tecnología. *Saber Servir: revista de la Escuela Nacional de Administración Pública*, (13), 272-280. https://doi.org/10.54774/ss.2025.13.14

Roque Obregón, J. R. (2025b). Modelo integrador de la gestión por procesos, datos y conocimiento con inteligencia artificial para la modernización y transformación digital de la gestión pública en el Perú. *Saber Servir: revista de la Escuela Nacional de Administración Pública*, (14), 23-44. https://doi.org/10.54774/ss.2025.14.02

Rosero Ordoñez, S. L. (2025). Digitalización y transparencia en la administración pública: Desafíos en Brasil, México y Colombia. *Quipukamayoc*, *33*(69), 9-24. https://doi.org/10.15381/quipu.v33i69.30332

Sánchez Bardales, E., Cruz Caro, O., Carrasco Rituay, A. M., Torres Fernández, M., & Torres Valqui, Y. C. (2024). Analysis of the functions of open government and its relationship with management in local municipalities in Peru. *Universidad Ciencia y Tecnología*, *28*(123), 94-101. https://doi.org/10.47460/uct.v28i123.808

Santos, C. (2021). Open questions for public water management: Discussions from Uruguay's restatization process. *Utilities Policy*, *72*, 101273. https://doi.org/10.1016/j.jup.2021.101273

Saravia Salazar, J. I., & Quevedo Gallardo, C. Y. (2024). Construyendo la gestión pública: Perspectivas regionales de la modernización del Estado a través de las tesis universitarias, Arequipa 2002-2022. *Saber Servir: revista de la Escuela Nacional de Administración Pública*, (11), 24-46. https://doi.org/10.54774/ss.2024.11.02

Támara Trujillo, S. G., & Espinoza Olcay, W. A. (2023). Gobierno electrónico en la gestión de la administración pública. *ReHuSo: Revista de Ciencias Humanísticas y Sociales*, *8*(1), 18-34. https://doi.org/10.33936/rehuso.v8i1.5438

Valeriano Carrasco, H. M. (2025). Modernización de la gestión pública y desempeño laboral en una entidad pública peruana. *Horizon International Journal*, *3*(2), 251-268. https://doi.org/10.63380/hij.v3n2.2025.209

Velarde Barrionuevo, N. V. (2025). Iniciativas de Innovación Pública en el Perú: Materializando el Valor Público. *Ciencia y Reflexión*, *4*(1), 141-161. https://doi.org/10.70747/cr.v4i1.96

Yarin Meza, C. E., & Berrocal Gutarra, C. A. (2024). El futuro del Trabajo en la Administración Pública en el Perú: Adaptación y Resiliencia: *Cuestiones Políticas*, *42*(81), 111-125. https://www.produccioncientificaluz.org/index.php/cuestiones/article/view/43223

Zacarías Vallejos, V., Borja Mucha, C. S., Alvarado Cantorín, D. I., & Ninamango Solis, O. L. (2024). Gobierno digital y simplificación administrativa en empleados públicos de una municipalidad de la región Junín. *e-Revista Multidisciplinaria del Saber*, *2*, e-RMS23122024. https://doi.org/10.61286/e-rms.v2i.131

Author contribution

Author: Danti Michael Novoa-Jacobo

1. Conceptualization: Danti Michael Novoa-Jacobo.
2. Data curation: Danti Michael Novoa-Jacobo.
3. Formal analysis: Danti Michael Novoa-Jacobo.
4. Research: Danti Michael Novoa-Jacobo.
5. Methodology: Danti Michael Novoa-Jacobo.
6. Validation: Danti Michael Novoa-Jacobo.
7. Visualization: Danti Michael Novoa-Jacobo.
8. Writing – original draft: Danti Michael Novoa-Jacobo.
9. Writing – proofreading and editing: Danti Michael Novoa-Jacobo.