


SUSTAINABLE GOVERNANCE AND RESPONSIBLE PUBLIC PROCUREMENT IN THE REGIONAL ELECTORAL COURT OF GOIÁS: ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS 12 AND 16 OF THE UNITED NATIONS 2030

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ABSTRACT

Resolution No. 400, of June 16, 2021, of the National Council of Justice (CNJ), establishes a sustainability policy within the Brazilian Judiciary. This study explores the application of

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this resolution, which aims to promote sustainable practices in all judicial operations, aligning with the Sustainable Development Goals (SDGs) of the 2030 Agenda, especially SDG 12 (Responsible Consumption and Production) and SDG 16 (Peace, Justice and Effective Institutions). The research analyzes in detail the components of the Sustainable Logistics Plan (PLS), covering the efficient management of resources, the reduction of environmental impact, social inclusion and the promotion of cultural diversity, to assess the effectiveness of these initiatives in the Regional Electoral Court of Goiás (TRE-GO). Preliminary results indicate significant advances in reducing resource consumption, improving waste management, and promoting a more inclusive and healthy work environment. This study contributes to the understanding of the challenges and opportunities in the implementation of sustainability policies in the public sector, offering recommendations to strengthen sustainable governance and foster more responsible and equitable institutional development.

Keywords: Sustainability in public procurement. Sustainable criteria. Public procurement.

INTRODUCTION

Sustainability has been consolidated as a fundamental principle in global public management, driving the adoption of strategies that minimize environmental impacts and promote sustainable development. In Brazil, the Judiciary recognized this need and, in response, the National Council of Justice (CNJ) published Resolution No. 400 (CNJ, 2021), which establishes guidelines for the implementation of sustainable organizational practices, seeking environmentally correct, economically viable, and socially just processes. In addition, this standard aligns government efforts with the Sustainable Development Goals (SDGs) of the UN 2030 Agenda, in particular, targets 12.7 and 16.6, which encourage the adoption of sustainable practices and the promotion of accountable and transparent institutions (UN, 2015). Thus, public governance now has mechanisms to reinforce administrative efficiency and transparency.

In this context, including sustainability criteria in public procurement represents a significant structural advance. This approach makes it possible to assess the environmental impact of the products and services purchased and encourages the choice of suppliers that adopt responsible environmental policies. In addition, it promotes energy efficiency and the circular economy, which are essential factors to drive technological innovation and the growth of sustainable markets (RAINVILLE, 2022). The Sustainable Logistics Plan (PLS) thus emerges as one of the main instruments to operationalize these guidelines. In this way, public procurement contributes to more efficient resource management and improved governance.

For the preparation of this work, research was conducted in highly credible journals, selected based on rigorous scientific evaluation criteria. The studies surveyed show the importance of sustainability in public procurement from several perspectives. These works highlight the need to integrate principles of socio-environmental responsibility in government procurement processes, demonstrating that sustainable practices can improve the transparency and efficiency of bidding processes. In addition, by aligning contracting with the SDGs, the relevance of public policies aimed at sustainability is reinforced. In this context, the adoption of innovations and social responsibility practices emerges as an essential factor for public management, contributing to the implementation of more sustainable and efficient strategies (RAINVILLE, 2022).

The literature points out that one of the biggest challenges in implementing sustainability in public procurement is the resistance of *stakeholders*, who often prioritize

traditional cost-benefit criteria. The lack of technical training of civil servants and the need to adapt to new technologies also hinder the effective incorporation of sustainable criteria. Such interference is also proven in a study carried out in Brazil on the application of sustainable practices in the contracting carried out by federal institutions of higher education, in the State of Pará, in which it was observed that 97.50% of the employees of these organizations who participated in the research stated that they had limitations in the knowledge and compliance with the legislation that establishes criteria for purchases Sustainable. The training of public agents is essential for the creation of an institutional environment that favors effective respect for sustainable development (SILVA *et al.*, 2024).

Regarding the Brazilian Judiciary, there is a study on the application of the national sustainability policy in the Court of Justice of Tocantins that highlighted the importance of training magistrates and civil servants for the success of the proposed measures, a practice encouraged by the CNJ so that the performance of these public agents is aligned with the principles of the UN 2030 Agenda. Nevertheless, several studies highlight significant opportunities, such as reducing operating costs in the long term and fostering innovation. Studies show that the implementation of environmental criteria in government procurement not only contributes to the structuring of procurement processes and alignment with sustainability principles, but also reinforces governance and improves supply chain management through the adoption of sustainable practices (REJEB *et al.*, 2024). Such advances can serve as a model for both the public and private sectors.

According to the researchers, by adhering to the terms of the United Nations plan, the judiciary reaffirms its commitment to ethical, responsible, and sustainable action, strengthening the relevance of the Law for sustainable development and the promotion of social justice (SANTANA *et al.*, 2024). Law No. 14,133 (BRASIL, 2021) represents an important advance in the incorporation of sustainability in public procurement. This legislation establishes a new paradigm for the management of government procurement, promoting more responsible and environmentally conscious practices. By allowing the insertion of sustainable criteria in the public notices, and the inclusion of clauses that ensure the execution of services in a sustainable way, the law reinforces the commitment to environmental preservation. Its scope integrates principles of efficiency, sustainability and social responsibility, modernizing contracting policies. Thus, the public sector becomes better aligned with current environmental demands.

Resolution No. 347 (CNJ, 2020) and Resolution No. 23,702 (TSE, 2022) of the Superior Electoral Court (TSE) complement this scenario, reinforcing sustainable governance in public procurement. These regulations ensure the inclusion of socio-environmental practices in the bidding processes and decision-making processes of the Brazilian Judiciary. The integration of these guidelines contributes to the consolidation of a more efficient and sustainable public management model. Such measures promote transparency and innovation in administrative processes. In this way, public institutions align more consistently with the guidelines of the UN 2030 Agenda.

Within the scope of the Regional Electoral Court of Goiás (TRE-GO), the implementation of sustainable guidelines is evidenced by the Sustainable Logistics Plan (PLS), linked to the 2021-2026 Strategic Planning and Resolution No. 325 (CNJ, 2020), which defines goals for the optimization of resources and the digitalization of processes. The use of technological tools facilitates the monitoring of environmental and social criteria. In addition, the proposal for a sustainability seal seeks to encourage responsible practices among suppliers. These efforts contribute to modernization and transparency in public administration.

Despite the advances, the implementation of sustainable contracting still faces significant challenges. Among them, the need for training of civil servants and the resistance to change on the part of some suppliers stand out. Continuous assessment of these obstacles and the formulation of recommendations are essential to improve sustainability policies. The measurement of performance indicators plays a crucial role in the consolidation of these practices. Thus, this study aims to analyze the implementation and impacts of the sustainability guidelines in TRE-GO's public procurement, identifying challenges and proposing strategies for a more transparent, efficient and environmentally responsible public sector, aligned with SDGs 12 and 16.

In this context, it is essential to understand how TRE-GO applies and monitors sustainability criteria in its public procurement, analyzing the challenges faced, the results achieved, and the impact of these policies on the promotion of sustainable procurement (SDG 12.7) and the strengthening of effective and transparent institutions (SDG 16.6). To this end, we sought to map and describe the socio-environmental management instruments adopted by the Court, evaluating their effectiveness in ensuring sustainability in public procurement, as well as the obstacles related to the training of civil servants, the adaptation of suppliers and the implementation of more efficient strategies.

Finally, this study seeks to evaluate the sustainable practices already implemented by the TRE-GO and propose improvements to increase their effectiveness, aiming to ensure that the Court's public procurement is aligned with the guidelines of the UN 2030 Agenda and to promote greater transparency, efficiency and socio-environmental responsibility in the public sector, in line with SDG 12.7 and 16.6 targets.

METHODOLOGY

DESK RESEARCH

This documentary research aimed to evaluate the stage and performance of the sustainability policy implemented in the TRE-GO. To this end, several management instruments were selected and analyzed, such as standards, governance questionnaires, contracting forms and the Audit Risk Matrix, according to the models adopted by the TSE and TRE-GO.

In addition, Business *Intelligence* (BI) Panels were used, an electronic tool responsible for monitoring technical and managerial data related to sustainability, as shown in Chart 1. This integrated approach made it possible to identify the sustainable mechanisms and practices in force, offering subsidies for the proposition of improvements and the improvement of governance strategies in public administration.

Chart 1 – Documents and Instruments Evaluated in the Governance of Sustainable Procurement

| Category | Document / Instrument | Description |
|---------------------------------------|--|--|
| Legislation and Standards | Law No. 14,133/2021 (BRAZIL, 2021) | It defines guidelines for public procurement, establishing principles of efficiency and sustainability. |
| Legislation and Standards | Resolution No. 347 (CNJ, 2020) | Provides for the Governance Policy for Public Procurement in the Judiciary and has as a general guideline the promotion of sustainable development, in compliance with the legislation and the Sustainable Development Goals – 2030 Agenda. |
| Legislation and Standards | Resolution No. 23,702 (TSE, 2022) | Establishes specific guidelines for sustainable governance in the contracting of the Electoral Justice. |
| Legislation and Standards | Normative Instruction SLTI/MPOG No. 1/2010 (SLTI/MPOG, 2010) | Defines sustainability criteria for the acquisition of goods and services by the Federal Public Administration. |
| Legislation and Standards | Ordinance No. 452/2015 - PRES (TRE-GO, 2015) | Establishes the Management Committee of the Sustainable Logistics Plan - PLS-PJ within the scope of the TRE-GO with the attribution of preparing, monitoring, evaluating and reviewing the Court's PLS-PJ, by the provisions of CNJ Resolution No. 400/2021. |
| Monitoring and Governance Instruments | iGov TCU Questionnaire (TCU, 2024) | Instrument for surveying governance and public management, including sustainability aspects in contracting. |
| Forms and Technical Documentation | Terms of Reference | Standard documents that include sustainability criteria to guide hiring processes. |

| Category | Document / Instrument | Description |
|-----------------------------------|--------------------------------------|---|
| Forms and Technical Documentation | Green Seal | Form that evaluates environmental and sustainability practices of suppliers and contracted services. |
| Forms and Technical Documentation | Edicts | They include environmental and social requirements to ensure that contracts meet sustainable criteria. |
| Risk Analysis Instruments | Audit Risk Matrix (TSE, TRE-GO) | Tool to assess risks in the governance of contracts, especially regarding compliance with the Sustainable Logistics Plan (PLS). |
| Electronic Monitoring | Business Intelligence (BI) Dashboard | Digital platform that consolidates technical and managerial data on sustainability in TRE-GO contracts. |

Source: Prepared by the authors (2025)

The documents and instruments collected provided an essential preliminary basis for understanding the normative, operational and monitoring structure used by the TRE-GO in conducting its public procurement. This initial survey allows us to map the main institutional mechanisms that guide the implementation of sustainable practices, as well as to identify possible regulatory gaps and operational challenges that may compromise the effectiveness of the policies adopted. In addition, by gathering and systematizing this data, the research creates an analytical framework that will serve as a basis for the critical evaluation of current strategies and for proposing improvements, ensuring greater alignment of the Court's public procurement with the Sustainable Development Goals (SDGs 12.7 and 16.6).

DOCUMENTARY ANALYSIS

The analysis was carried out qualitatively, considering the sustainability policy within the scope of the TRE-GO to identify goals, corresponding impacts and alignment with the existing literature. Initially, the regulations that made it possible to know the provisions related to sustainability applied to public procurement, including the most recent, were examined.

Law 14,133 (BRASIL, 2021), known as the new Bidding and Administrative Contracts Law, incorporates sustainability principles by providing that public procurement considers environmental, social, and economic aspects. In its articles, the law establishes guidelines for public administrations to prioritize suppliers and products that adopt sustainable practices, promoting the efficiency of natural resources and social responsibility. In this way, it seeks not only to obtain goods and services with better cost-

benefit, but also to contribute to sustainable development and minimize environmental impacts in government contracts.

In the same vein, Resolution No. 347 (CNJ, 2020) defines guidelines for the integration of sustainable practices within the Judiciary, promoting environmental management and efficiency in the use of resources. The rule encourages judicial bodies to adopt actions that reduce the environmental impacts of their activities, such as reducing paper consumption, proper waste management, and saving energy and water. In addition, it guides the inclusion of sustainable criteria in bids and contracts, aiming at a more responsible environment in the public sector.

In turn, Resolution No. 23,702 (TSE, 2022) establishes guidelines for the promotion of sustainability in electoral activities, to reduce the environmental impact of elections. This standard encourages the adoption of sustainable practices, such as reducing the use of disposable materials, implementing waste management systems, and promoting technological solutions that reduce the consumption of paper and other resources. In addition, it guides the Regional Electoral Courts to incorporate environmental criteria in their operations and hiring, promoting a more ecological management.

More specifically, the Normative Instruction of the Secretariat of Logistics and Information Technology of the Ministry of Planning, Budget and Management No. 1 (SLTI/MPOG, 2010) establishes guidelines for the incorporation of sustainable practices in public procurement, aiming to promote sustainability in the public sector. This regulation guides the inclusion of environmental criteria in bidding processes and the contracting of goods and services, encouraging the choice of suppliers and products that meet energy efficiency, waste management, and lower environmental impact standards. The instruction also recommends that the specifications of the objects to be acquired consider aspects such as durability and reuse, aligning public procurement with the principles of sustainable development and environmental responsibility.

In addition to the regulations, mechanisms for monitoring sustainable practices were assessed, prepared by internal control bodies – such as the TRE-GO Audit Secretariat – and by external control, represented by the TCU, as well as by the internal areas linked to the TRE-GO strategy (Special Advisory on Strategic Planning, Governance and Management, Service Advisory, Sustainability and Support to Electoral Zones and Innovation Laboratory, Intelligence and Sustainable Development Goals of the Electoral Justice).

These documents – questionnaires, forms, risk matrix and others – enable the monitoring of effective sustainability actions provided for in the Strategic Planning and the PLS of the TRE-GO, according to the guidelines of the higher body (TSE), the resolutions of the CNJ and the guidelines of the TCU, ensuring the responsible and transparent use of budgetary resources.

An important tool for this inspection is the document iESGo 2024 – *Environmental, Social and Governance* (TC - 031.805/2023-0), used by the TCU through the Secretariat for External Control of Governance, Innovation and Digital Transformation of the State (TCU, 2024). This instrument requests a detailed assessment from public agencies, with specific questions to gather information on the adoption of sustainability practices.

In this aspect, the TRE-GO currently stands out. The iESGo 2024 survey indicates that the TRE-GO reached 72.1% in Indicator 7.3 (Contracting Management Index - iGestContrat), which covers several thematic axes of the survey (organizational public governance, management and governance, and contract management). One of the five items used to measure iGestContrat is the ContratSustent index, which measures the agency's ability to carry out sustainable hiring, whether the work processes of hiring management promote sustainable hiring, and whether the organization adopts sustainability criteria and requirements in hiring. As illustrated in Figure 1, the TRE-GO obtained the maximum score in the three items that make up the ContratSustent Indicator, standing out about most of the other public agencies evaluated by the TCU.

Figure 1 – Ability to carry out sustainable contracting



Source: Adapted from TCU (2024).

On another front, and in line with these principles, the precepts of sustainability are required of the companies participating in the TRE-GO bidding rounds, according to the requirements set out in the call instruments. Thus, it is observed that the contracting area itself (Administrative Support Advisory for Contracting of the Coordination of Goods and Acquisitions) prepared sustainability requirements for the models of Term of Reference and Bidding Notices.

The Risk Matrix of the Integrated Audit of the Electoral Justice, entitled "Governance and Management of Acquisitions", aims to ensure that activities related to acquisitions are carried out efficiently, transparently, ethically and by established policies, regulations and guidelines. Developed by the Regional Electoral Courts in conjunction with the TSE, the matrix presented as a thematic axis the alignment of strategic mechanisms – through the Key Objectives, which analyze the adherence of the demands of the Annual Contracting Plan (PAC) to the indicators and goals of the PLS – and identified as a risk event the demands contained in the PAC not articulated with the PLS.

In this cycle of the Sustainable Logistics Plan, the organizational culture is considered about sustainability, and a cut in the objectives is promoted to advance, first, in the SDGs that reflect institutional performance, the strengthening of sustainable governance and the goals established by the National Council of Justice. Thus, given Sustainable Goal 12 (Responsible Consumption and Production), especially target 12.7 (Promote sustainable public procurement practices, by national policies and priorities), the TRE-GO commits and includes specific objectives in its PLS, as shown in Figure 2:

Figure 2 – TRE-GO Sustainable Logistics Plan



Source: Prepared by the authors (2025)

Thus, it is verified that these documents constitute sufficient apparatus to evaluate the sustainability policy within the scope of the TRE-GO, and demonstrate that they are instruments of credibility, relevance, timeliness and purpose.

DOCUMENT ANALYSIS AND MONITORING OF THE SUSTAINABILITY POLICY AT TRE-GO

In the present study, the documents that clarify the research question were selected, according to the descriptive table presented below (Chart 2). The objective is to ensure that all parts of the research remain coherent, organized, interconnected, transparent and integral, making it possible to evaluate the effectiveness, efficiency and effectiveness of the Sustainability Policy at TRE-GO.

Chart 2 – Integrated Framework for Document Analysis

| Category | Data Collection Methods Document | Key Information | Observations |
|---------------------------|-----------------------------------|---|--|
| Legislation and Standards | Law No. 14,133 (BRAZIL, 2021) | Defines sustainability guidelines in public procurement. It establishes the importance of environmental and social criteria in bids and contracts. | Norm of indispensable content for the study in emphasis |
| Legislation and Standards | Resolution No. 400 (CNJ, 2021) | It highlights the importance of incorporating environmental criteria in purchases and contracts made by judicial bodies, promoting a more responsible and ecological performance in the justice system. | Precept of mandatory knowledge content for the study in emphasis |
| Legislation and Standards | Resolution No. 347 (CNJ, 2020) | Guidelines for sustainable practices in the Judiciary. It focuses on environmental management and resource efficiency in the judicial sector. | Essential resolution for the study in emphasis |
| Legislation and Standards | Resolution No. 23,702 (TSE, 2021) | Encourages the reduction of environmental impact | Essential normative for the understanding of the |

| Category | Data Collection Methods Document | Key Information | Observations |
|---------------------------|--|---|--|
| | | during electoral processes and in their hiring | matter under examination |
| Legislation and Standards | IN nº 1 (SLTI/MPOG, 2010) | Rules for the inclusion of environmental criteria in public procurement. It promotes the adoption of sustainable practices and efficiency in the procurement of goods and services. | Basic rules for determining the requirements to be charged in the contracting processes. |
| Legislation and Standards | Ordinance No. 452 (TRE-GO, 2015) | Establishes the Management Committee of the Sustainable Logistics Plan - PLS-PJ within the scope of the TRE-GO | Oversees the implementation and monitoring of sustainable guidelines, ensuring compliance with CNJ Resolution No. 400/2021. |
| Compliance Reports | iESG 2024 - <i>Environmental, Social and Governance</i> (TC- 031.805/2023-0) (TCU, 2024) | Instrument used by the TCU to assess the degree of compliance and challenges faced by public agencies, including TRE-GO, in the field of sustainability, among others. | This document is relevant to the present research, since it is a critical evaluation of the agency's routines, whose sustainability policy requirements are present. |
| Guides and Manuals | Strategic Planning | Systematic process of defining long-term goals and objectives for a public agency or organization, to achieve its purposes and mission effectively and efficiently. | A fundamental document to direct the efforts and resources of the agency, ensuring that its actions are aligned with its priorities and the needs of the society it serves. |
| Guides & Manuals | Sustainable Logistics Plan | Strategic document that guides organizations in the implementation of practices and processes aimed at sustainability in logistics and procurement management. | It is necessary for the present analysis, because it establishes policies for the management of logistics and purchasing processes, including sustainable criteria in the selection of suppliers and the evaluation of |

| Category | Data Collection Methods Document | Key Information | Observations |
|---------------------|--|--|---|
| | | | products and services. |
| Guides & Manuals | Term of Reference Template Procurement and Contracting Process | It defines in which parameters the acquisition or contracting will take place and among them there are points of observance of sustainability | Essential for companies to know what are the requirements related to the sustainable policy for a certain acquisition or contracting that is intended |
| Guides & Manuals | NOTICE - Requirement for participation in Bidding | Defines requirements for the participation of companies in the Bidding Procedures | Essential for companies to know what requirements related to the sustainable policy they must comply with to participate in the competitions |
| Results and Impacts | Risk Matrix SAUD - TSE Integrated Governance and Procurement Management Audit in the Electoral Court | Identifies and documents potential risks that may impact the objectives of the organization or the audited process. Risk Event, in this case, the Demands contained in the Annual Contracting Plan not articulated with the PLS. | It allows for continuous monitoring of risks and review of mitigation strategies. The matrix can be updated as new risks arise or conditions change, helping to keep the audit relevant and aligned with the current risk environment, enabling future adjustments by the Organization. |
| Guides & Manuals | Green Seal Form | Form that requests a breakdown of the environmental practices and initiatives adopted by the organization, such as waste management, energy and water savings, and use of recyclable materials. | Support document, which, duly completed, becomes essential for the recognition of the measures adopted by the agency that contribute to environmental protection and sustainability. |
| Results and Impacts | BI Dashboard (Electronic Document) | Tool that compiles and presents data in visual formats, such as graphs, tables and maps, allowing the | The analysis of the data contained therein is essential for monitoring the sustainable actions |

| Category | Data Collection Methods Document | Key Information | Observations |
|----------|----------------------------------|--|----------------------------|
| | | analysis and interpretation of relevant Sustainability information in the TRE-GO. This in an interactive, dynamic and managerial way, enabling more efficient decision-making. | carried out by the Agency. |

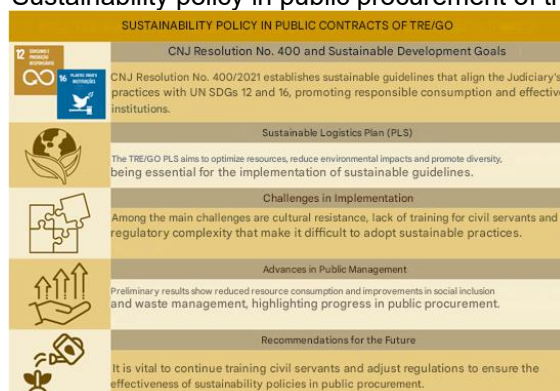
Source: Prepared by the authors (2025)

It is noteworthy that the focus group technique was not applied in the research, since the selected documents were considered sufficient, as they present the consolidation of actions related to the sustainability policy and because they are fed by groups directly linked to the theme. Thus, documentary research proved to be a valuable tool to understand the specific phenomena and contexts of the TRE-GO, especially due to the wide availability of records and relevant pieces.

RESULTS AND DISCUSSION

Subsequently, the results were interpreted based on documentary evidence, linking them to the research problem. This analysis considered the context and validity of the documents, and, after examining the data, it was found that there was a structured sustainability policy in the TRE-GO, including measurement mechanisms aligned with the literature, evidencing the commitment of the units involved and the implementation of relevant actions for their compliance. The main points addressed in the present study are summarized in Figure 3.

Figure 3 – Sustainability policy in public procurement of the TRE-GO



Source: Prepared by the authors (2025)

However, the achievement of all the proposed objectives was not verified, which can be attributed to the persistent challenges in the area. Among them, the complexity and regulatory innovation, the lack of transparency in bidding processes (which are sometimes opaque, making it difficult for companies to understand the evaluation criteria and decision-making), unfair competition or the lack of interest of companies that adopt unethical practices, and the bureaucratic slowness that can delay projects and increase costs.

In addition, it is observed that the companies able to participate in the bids are, for the most part, those that already adopt sustainable practices. This condition requires that such companies have greater knowledge and skills to comply with the required requirements – specializations that often burden costs and lead to withdrawal from participation. This same *expertise* is also required of public servants, who need adequate qualification for the execution and monitoring of bidding processes.

Given such difficulties, the findings of the Governance and Management Audit of Contracting integrated TSE/TRE-GO pointed to the existence of demands contained in the Annual Contracting Plan that are not articulated with the Sustainable Logistics Plan. This deficiency was attributed to a probable lack of planning culture related to hiring, as well as to the absence or insufficiency of manifestation of a unit specialized in adapting the demands to the PLS. Such factors can result in an increase in the level of uncertainty regarding the achievement of organizational objectives, in the non-compliance with social and environmental requirements and in the non-compliance with the expected indicators, in addition to causing the waste of resources.

In this sense, the research presents *valuable insights* into the need to integrate sustainable practices in various contexts. The analysis highlighted the importance of clear policies, robust regulations, and collaboration between different stakeholders to promote a more sustainable management of public resources, as proposed by the TRE-GO.

These studies have shown that, despite the challenges – such as the lack of specific regulation, cultural resistance and the prioritization of economic criteria over social ones – the adoption of sustainable practices can result in substantial benefits. In particular, implementing environmental and social criteria in public procurement can improve the quality of services and products, reduce environmental impact, and promote fairer working conditions.

The literature and the documentary analysis revealed that external pressures, both regulatory and social, play different roles according to the economic context. Developed

economies tend to respond more to regulatory and market pressures, while developing economies are more influenced by social pressures and the demand for corporate responsibility. Despite these differences, the awareness and education of *stakeholders* proved to be fundamental for the effective implementation of sustainability policies.

In addition, collaboration between governments, the private sector, and civil society has emerged as a crucial factor in overcoming barriers and promoting sustainable practices. Examples of successful initiatives in areas such as personal protection, school feeding, and road infrastructure, which can be adapted to the Judiciary and other public agencies, illustrate how innovation and the development of new technologies can facilitate the integration of sustainable criteria.

The study thus reinforces that the integration of sustainable practices in public procurement is not only feasible, but necessary to achieve more responsible and efficient development. It is recommended to adopt clear policies, financial incentives and strategic partnerships to overcome the identified obstacles and ensure the effective implementation of sustainable practices. The continuity of research and the deepening of techniques and solutions are essential to improve the management of public resources and promote a lasting positive impact.

CONCLUSION

The implementation of sustainability policies in public procurement at TRE-GO represents a significant advance in the management of public resources, promoting a more conscious and responsible approach to the environment and society. The new regulation, Law 14,133 (BRASIL, 2021), stands out by incorporating environmental and social criteria in bidding, encouraging practices that reduce environmental impacts and improve efficiency in the use of resources. Analysis of current documents and practices reveals that the integration of these policies can lead to a more transparent and sustainable management of public procurement, fostering responsible development.

Studies indicate that the adoption of sustainable criteria not only improves the efficiency of the public sector, but also encourages the market to adopt similar practices, expanding the positive impact of the initiatives. However, for this integration to be effective, it is essential to face challenges such as resistance to change, the need for continuous training of the professionals involved, and the updating of internal regulations. Flexibility in

management and the use of digital tools for monitoring and evaluation are essential for the consolidation of these policies.

The research carried out demonstrates that, although the policy of sustainability in public procurement offers considerable potential to optimize the use of resources and promote responsible practices, there is a continuous need for research and development. It is imperative to deepen the understanding of new techniques and solutions that facilitate the implementation of these policies, ensuring that sustainable practices are effectively integrated into the administrative routine. Progress in this area depends on continuous efforts to overcome existing challenges and improve sustainability strategies, to promote an increasingly green and efficient public sector.

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