**International Laboratory for Digital Transformation in Public Administration**

September 26th, 2024

Online conference “**Digital Governance and Public Administration: Interdisciplinary Insights from research”**

**Organizers:**

*Evgeny Styrin,* Head, Laboratory for Digital Transformation in Public Administration, NRU HSE;

*Eran Vygoda-Gadot,* Professor of Public Administration & Management, Division of Public Administration & Policy, School of Political Science, University of Haifa, Israel

**Moderator:** *Evgeny Styrin,* Head, Laboratory for Digital Transformation in Public Administration, NRU HSE;

**First session:**

**“Approach to Digital Transformation in Public Administration: Experience from China”**

*12 p.m. (Moscow time)*

**Helen Liu “Platform-mediated Government-Citizen Relationships: A Case of TaipeiPASS”**

The rise of the adoption of digital platforms for governments has transformed the relationships between the government and citizens. Building on the two-sided market and citizen engagement theories, this study has illuminated the dynamic landscape of government-citizen relationships as reshaped by governments using digital platforms. By integrating theoretical insights with empirical evidence from TaipeiPASS, this approach underscores the transformative potential of digital platforms to streamline administrative services and facilitate public engagement. The findings offer a foundational typology for understanding the evolving interplay between public sector entities and the citizens they serve. Finally, this study presents three strategies utilized for platform designs: service design focus, multi-platform integration, and automation for real-time services. The study also discusses three continual challenges learned from the case: re-designing services and organizational structures, balancing interests, and decentralizing and staff training.

**Yueping Zheng “Identifying the Barriers to Open Government Data Use in Private Sectors: A Grounded Theory Approach”**

Open Government Data (OGD) has made tremendous progress, especially on the supply side, as local governments have built OGD platforms and provided data to the public. In the big data era, there is an increasing demand for better utilization of OGD to develop digital economy. Nevertheless, the use of OGD by private sectors is still far from meeting expectations, despite the belief that they have a significant demand for it. The barriers to this have not been well discussed. This study aimed to identify these barriers to better understand the phenomenon. Interviews were conducted with 21 senior managers, engineers, and other professionals from various private sectors. Following the classic grounded theory method, a theoretical model was developed to explain the private sector’s use of OGD, comprising four main categories (cognition, business valueassessment, value pursuit, and organizational conditions), among which value pursuit plays an essential role. This study contributes to the current literature by elaborating on the understanding of the poor use of OGD in private sectors and offering practical insights to improve related policy design and OGD development for the future.

**Yiwei Gong “Enterprise Architecture: A methodology for digital transformation in government”**

Digital transformation (DT) is a strategic imperative for governments that aim to improve the efficiency of their services. However, there is limited knowledge of how governments approach DT in a hierarchical bureaucracy context. This report introduces the concept of Enterprise Architecture (EA) as a methodology to facilitate DT in governments. A conceptual model was created by combining the diamond framework, the technology enactment framework, and the EA scope to facilitate the analysis of adaptations inside governmental organizations and the external factors from the environment. This framework enhances the understanding of the adaptations in the organizational elements of structure, people, technology, and process during the transformation, and therefore, helps government managers better plan their DT journeys.

**Second session:**

**“Digital Transformation in Municipal Administration: View from Brazil”**

*4 p.m. (Moscow time)*

**Maria Alexandra Cunha “Investigating Technology and Government in Brazil: Themes and projects of a Brazilian research group”**

Digital government research addresses numerous aspects and materializes researchers' different interests. The projects of a research group in Brazil, the Technology and Government Research Group are presented, including some already completed and published works, ongoing projects, and the attempt to define areas of investigation and interest.

**Thiago José Tavares Avila, Beatriz Barreto Brasileiro Lanza “Priority actions to develop Digital Government in Brazilian municipalities”**

The evolution of Digital Government in Brazilian municipalities is crucial for enhancing public administration efficiency, transparency, and citizen engagement. Still, many public managers don´t have a clear strategy to solve this challenge. This presentation will outline fifteen priority actions required to advance digital transformation at the municipal level. The first axe emphasizes the need to strengthen the citizenship of city residents, supporting them in obtaining their single identification. It advocates for implementing standardized digital platforms and services that facilitate streamlined administrative processes and intergovernmental coordination. Also, the development of public ombudsmen and the digitalization of bureaucratic tasks will be necessary. The second axe will require developing a digital culture and transformation in relevant areas like education, health and on-demand services, generating more public value for the citizens. Finally, the proposal outlines a third axe, focusing on developing robust digital infrastructure, including high-speed internet access and secure data management systems, to ensure equitable access and reliability. This axe suggests establishing regulatory frameworks and performance metrics to monitor progress and ensure the sustainability of digital initiatives, supported by an empowered leadership and cabinet to guide all the Priority Digital Government Action Plan. These actions collectively aim to modernize municipal governance, improve service delivery, and enhance citizen satisfaction across Brazil.

**Mauricio Bouskela “Digital Governance and Climate Resilience: Transforming Public Administration for Brazil's Future”**

With 5,570 municipalities and an urban population that has grown by over 100 million in the last 50 years, Brazil faces new challenges in digital governance and public administration. Digital transformation presents opportunities to enhance services like healthcare and climate management through data analysis and technological solutions. In a context of vulnerability to climate change, digitalization and e-government policies are key to preparing Brazilian cities for the future. The presentation will explore digital strategies, along with innovative solutions for efficient public administration.

**Participants’ Bio**

**Maria Alexandra Cunha** holds a degree in Administration (1987) and Computing (1982) from the Federal University of Paraná, a Master's degree in Business Administration from the Getulio Vargas Foundation – SP (1994) and a doctorate in Administration from the University of São Paulo (2000). She was coordinator of the ADI division of the National Association of Post-graduation and Research in Administration – ANPAD for 4 years. She is a professor at the School of Business Administration of São Paulo and has been a professor at the Pontifical Catholic University of Paraná for 23 years. She is experienced in the area of Administration, with emphasis on Public Organizations, working mainly in the following subjects: electronic government, public computing, information society, public administration and information technology management. She was a Productivity Scholar at the Araucária Foundation, 2013-2014.

**Helen Liu** is a Professor in the Department of Political Science and the Graduate Institute of Public Affairs, National Taiwan University (NTU). She received a Ph.D. in public administration from Indiana University-Bloomington in 2009 and a BA in economics from University of Texas-Austin. Before joining the National Taiwan University, she was working in the Department of Politics and Public Administration, University of Hong Kong, emerging scholar in Urban Institute, Washington D.C., a summer fellow in the RGK Center on Philanthropy, University of Texas in Austin. Recently, she was awarded as one of the MOST Shackleton Fellow.  Her primary research interests are in interorganizational networks, social service provision, collaborative governance, crowdsourcing adaptation, and nonprofit management. Recently, she received the Ministry of Science and Technology Outstanding Research Award (2020).

**Yueping Zheng** obtained his Ph.D. from Rutgers University. Currently, he is an Associate Professor and Ph.D. advisor at the School of Government at Sun Yat-sen University. He also serves as the Director of the Center for Digital Governance at SYSU and is on the editorial boards of several Chinese journals, including the Journal of Public Administration, E-Government, and Public Management and Policy Review. Additionally, he is a member of the expert committees for digital government reform and construction in Guangdong, Guangzhou, and Foshan. His research interests include digital governance, mobile government, and smart cities. He has published articles in journals such as Government Information Quarterly, Public Management Review, Administration & Society, and the International Review of Administrative Sciences.

**Dr. Yiwei Gong** is a Full Professor at the School of Information Management at Wuhan University. He received a Ph.D. degree in Information Systems and a M.Sc. degree in Computer Science from Delft University of Technology. Yiwei serves as an editorial board member of Government Information Quarterly (GIQ), International Journal of Information Management (IJIM), and Journal of Theoretical and Applied Electronic Commerce. His research interests include Digital Transformation, Enterprise Architecture, Digital Government, and Data Management.

**Thiago José Tavares Avila** is a PhD candidate in Public Administration and Government at the School of Business Administration of the Getúlio Vargas Foundation (FGV/EAESP). He has a Master's degree in Computational Knowledge Modeling from the Federal University of Alagoas (UFAL). In 2020 he was awarded the greatest award for teams of public servants working with innovation around the world, the [Global Public Service – Team of the Tear – Category: Digitizing Public Services (Global Public Services Award – Teams of the Year – Category: Digitization of Public Services)](https://apolitical.co/en/solution_article/apolitical-announces-2019-global-public-service-teams-of-the-year) , granted by Apolitical – United Kingdom. Thiago Ávila was the founder of the award-winning initiative, the Working Group for Digital Transformation in State and District Governments – GTD.GOV ( [www.gtdgov.org.br](http://www.gtdgov.org.br/) ), of the National Council of Administration Secretaries – CONSAD and the Brazilian Association of State Information and Communication Technology Entities – ABEP-TI. He is a University Professor and a Professor of extension courses in the areas of Information Technology and Management, and Governance. He has worked in educational institutions such as Estácio FAL Alagoas College, Getúlio Vargas Foundation in Alagoas (FGV), Brazilian Institute of Education in Public Management (IBEGESP), UNINASSAU University Center and Alagoana Business College (FAN/FGV).

**Beatriz Barreto Brasileiro Lanza** is a consultant on Digital Government at IDB and a Professor at Verbo Jurídico. She has a Ph.D. in Administration from Universidade Federal do Paraná and Center for Technology in Government at the State University of New York, Albany (USA) and a post-doctorate in Urban Planning at Pontifícia Universidade Católica do Paraná (PUCPR), Curitiba, Brazil. She has research and consulting experience in digital government, smart cities, and digital transformation in government. Her consulting and research activities include projects for the Ministry of Economics (Brazil), CTG SUNY (USA), and UNU-eGov (Portugal). She is a track chair at the Annual International Conference on Digital Government Research and a coordinator of the post-graduate course on Digital Government and the Smart City at Verbo Jurídico. Research Fellow of the Center for Technology in Government at the State University of New York. Member of the Smart Cities Governments Research-Practice Consortium. She has worked for twenty years at the Paraná State Government, Brazil.

**Mauricio Bouskela** is an International Digital Technology Consultant with over thirty years of successful working experience, including eleven years working for Intel Corporation as Director for Latin America and fourteen years for the IDB. Since he joined the IDB in 2008, he led multiple cross sectorial projects in the Latin America and Caribbean Region (LAC) that leverage innovative technologies for social and economic development. At the IDB he has worked in projects in 20+ countries in the region. Since 2011 Mauricio has been leading Smart City and Big Data projects aimed at transforming LAC cities into Smart Cities; he led the development of the “International Case Studies of Smart Cities” and the publication “The Road Toward Smart Cities”. At Intel, Mauricio earned four times the “Intel Top Achievers Intel” and one “Intel Achievement Award”, and at the IDB he won the prizes of the “Most Innovative Team Award” and “Start Up Weekend”. Mauricio has a degree in Computer Science from the University of Campinas (Unicamp), a postgraduate degree in Marketing from Fundação Getúlio Vargas (FGV) and an MBA in Finance from the Brazilian Institute of Capital Markets (IBMEC).