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**The Impact of Digital Transformation on the
Governance of Public Administration –Estonia
Case Study-**

***Thesis submitted in partial fulfillment of the requirements for the Master
Degree***

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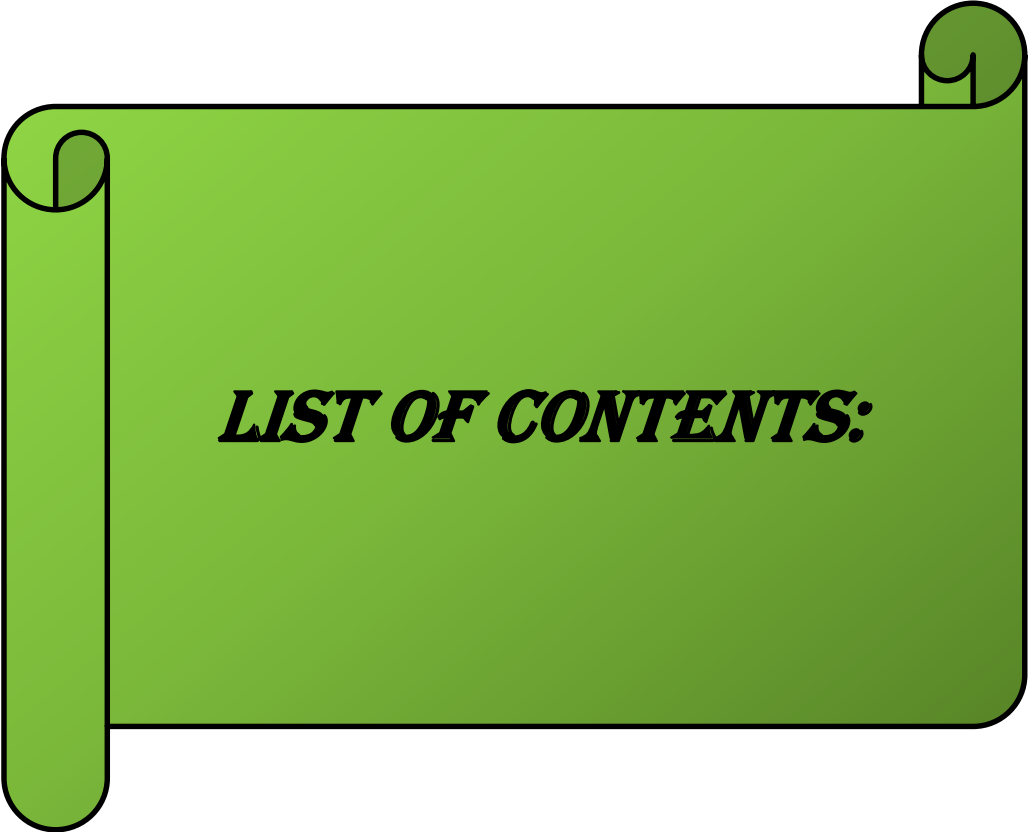
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Abstract:

The transformation of public administration through digital technologies has become a central theme in contemporary governance studies. This thesis explores the impact of digital transformation on the governance of public administration by examining the interplay between key variables: digital transformation, governance practices, and institutional performance. It analyzes how digital tools influence the structures, strategies, and coordination mechanisms of public institutions, and how they contribute to accountability, transparency, and adaptability. Using a qualitative methodology that combines descriptive analysis and case study methods, the study draws on the Estonian experience as a model for identifying and understanding the relationships between these variables. Estonia's integrated digital ecosystem provides a concrete example of how digital transformation can enhance public sector performance and reshape governance frameworks. The findings demonstrate that Estonia's public administration has undergone deep structural and procedural changes driven by digital technologies. These include the establishment of interoperable digital platforms, automation of administrative procedures, real-time data exchange, and citizen-centered service models. As a result, institutional coordination has improved, service delivery has become more efficient, and governance mechanisms have been redefined to promote transparency, participation, and accountability.

Keywords: Digital Transformation, Governance, Public Administration, Estonia.

ملخص:

أصبح تحول الإدارة العامة من خلال التقنيات الرقمية موضوعاً محورياً في دراسات الحوكمة المعاصرة. تستكشف هذه المذكرة أثر التحول الرقمي على حوكمة الإدارة العامة من خلال تحليل العلاقة بين المتغيرات الأساسية: التحول الرقمي، ممارسات الحوكمة، والأداء المؤسسي. وتتناول كيف تؤثر الأدوات الرقمية على الهياكل، والاستراتيجيات، وآليات التنسيق داخل المؤسسات العمومية، ومدى إسهامها في تعزيز المساءلة، الشفافية، والقدرة على التكيف. بالاعتماد على منهج نوعي يجمع بين التحليل الوصفي ودراسة الحالة، تم استخدام النموذج الإستوني لفهم طبيعة العلاقة

بين هذه المتغيرات. وتُعد إستونيا مثالاً ملموساً على كيفية مساهمة التحول الرقمي في تحسين أداء القطاع العام وإعادة تشكيل أطر الحوكمة. وتُظهر النتائج أن الإدارة العامة في إستونيا شهدت تحولات هيكلية وإجرائية عميقة بفعل التقنيات الرقمية، تمثلت في إنشاء منصات رقمية مترابطة، وأتمتة الإجراءات الإدارية، وتبادل البيانات في الزمن الحقيقي، وتطوير نماذج خدمات تتمحور حول المواطن. وقد أسفر ذلك عن تحسين التنسيق المؤسسي، وزيادة كفاءة الخدمات، وإعادة تعريف آليات الحوكمة بما يدعم الشفافية، والمشاركة، والمساءلة.

الكلمات المفتاحية: التحول الرقمي، الحوكمة، الإدارة العامة، إستونيا.

Résumé:

La transformation de l'administration publique à travers les technologies numériques est devenue un thème central dans les études de gouvernance contemporaines. Cette thèse explore l'impact de la transformation numérique sur la gouvernance de l'administration publique en examinant l'interaction entre les principales variables : la transformation numérique, les pratiques de gouvernance et la performance institutionnelle. Elle analyse comment les outils numériques influencent les structures, les stratégies et les mécanismes de coordination des institutions publiques, ainsi que leur contribution à la responsabilité, à la transparence et à l'adaptabilité. En utilisant une méthodologie qualitative combinant une analyse descriptive et une étude de cas, cette étude s'appuie sur l'expérience estonienne comme modèle pour identifier et comprendre les relations entre ces variables. L'écosystème numérique intégré de l'Estonie constitue un exemple concret de la manière dont la transformation numérique peut améliorer la performance du secteur public et redéfinir les cadres de gouvernance. Les résultats démontrent que l'administration publique estonienne a subi des changements structurels et procéduraux profonds grâce aux technologies numériques. Ceux-ci incluent la création de plateformes numériques interopérables, l'automatisation des procédures administratives, l'échange de données en temps réel et des modèles de services centrés sur le citoyen. En conséquence, la coordination institutionnelle s'est améliorée, la prestation des services est devenue plus efficace, et les mécanismes de gouvernance ont été redéfinis pour promouvoir la transparence, la participation et la responsabilité.

Mots-clés : Transformation numérique, Gouvernance, Administration publique, Estonie.