BRIDGE
Building Resilient Innovations in Democracy, Governance and Excellence

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1. Introduction

1.1 Course contents

The course “Legal, Implementation and Organizational Aspects of Digital Tools” that equips students with the required knowledge, insights and skills needed to navigate the rapidly evolving landscape of algorithmic governance and use of big data in public sector and not-for-profit contexts. The course is aimed at students who are interested in how technological opportunities and organizational aspects intersect, and how regulatory, organizational, and societal realities shape and are shaped by the prospects of algorithmic governance and big data. Through a structured series of lectures, students gain a clear understanding of the legal principles that govern the use of big data and algorithmic systems. The course clarifies data privacy aspects and data protection puzzles, explains the legal responsibilities attached to automated decision-support tools, and highlights regulatory considerations relevant to algorithmic governance. The course also introduces students to the challenges of implementing algorithmic governance such as dealing with resistance, aligning technological innovation with an organization’s strategy, and change management generally. Throughout the course, ample attention will be given to ethics. Students learn to identify risks associated with algorithmic bias and profiling, assess issues of transparency and accountability, and apply ethical frameworks that help ensure that automated processes align with core public values and fundamental rights.



Figure 1. Course announcement visual

2. Course setup

The original course consisted of various components (Figure 2). The online part was offered on Kyiv School of Economics' Moodle platform.

Date	Contents
18 December 2025	A live, online webinar to introduce the course to potential participants by EUR
15 January 2026 – 19 February 2026	Six weekly, prerecorded online lectures by EUR
16 January 2026 – 20 February 2026	Six weekly, optional Q&A sessions by EUR
18 – 20 May 2026	Optional, three day in person intensive course with site visits in Rotterdam, the Netherlands by EUR
29 July 2026	Follow-up seminar "Digital Era Governance: insights from the Netherlands for Ukraine" by KSE

Figure 2. Course components

3. Lecture description

3.1 Lecture one: Introduction to the challenges of Digital Era Governance

BRIDGE - Legal, Implementation and Organizational Aspects of Digital Tools - Lecture 1.pdf

Digital technologies have become constitutive of how public services are delivered, how citizens and governments more generally interact, and how public value is created. From data infrastructures and algorithmic decision-making to platforms, AI systems, and cross-border digital services, contemporary governance is increasingly becoming 'digital by default'.

This lecture on Digital Era Governance (DEG) offers an entry point into understanding how digitalization reshapes the state, public organizations, and governance arrangements. Building on classic public administration and governance theories, digital era governance provides a framework to analyze how digital technologies interact with institutional logics, accountability structures, and power relations.

Rather than treating technology as an external driver or deterministic force, the lecture emphasizes co-evolution: how digital technologies and governance systems mutually shape one another over time. Participants will be encouraged to critically reflect on what is genuinely new about digital-era governance, what represents continuity with earlier reforms (e.g. New Public Management and network governance), and what implications this has for public service delivery, institutions, and citizen-state relations. As for an empirical illustration and reflection, the emphasis will be on the use of chatbots in public service delivery.

Learning objectives

After having completed this lecture, participants will be able to:

- Understand the core assumptions and intellectual origins of the Traditional Model of Public Administration, New Public Management, and Digital Era Governance.
- Critically assess how digital technologies reshape public organizations, professional roles, and accountability.
- Identify challenges for research and practice based on an enlightened understanding of Digital Era Governance.

Take home message for academic researchers

Digital Era Governance is not merely about “using IT” but about transformations in governance capacity and state-citizen relations. Engaging with digital government can enrich mainstream social science debates on public governance, public service delivery, accountability and professionalism in public sector organizations.

Take home message for applied researchers & practitioners

Digital reforms succeed or fail less because of technology itself, and more because of alignment (or lack thereof) of technology, organizational capacity, and democratic values. Digital systems redistribute discretion and accountability—sometimes in unintended ways.

Storyline

The Information Society sets the broad societal context. Drawing on theorists such as Frank Webster, Manuel Castells, and Daniel Bell, it is argued that contemporary societies are defined by informatization — a process in which information intensifies existing social and power relations. This shift has transformed economic structures (information as commodity), labor markets (rise of knowledge workers and symbolic analysts), and coordination logics (networks replacing hierarchies). Governments have adapted accordingly, with a growing emphasis on 24/7 digitally delivered, personalized public services produced through interorganizational governance networks. The section closes by identifying four persistent "myths" of e-government — around rational planning, citizen empowerment, technological progress, and better government — that tend to oversimplify or mystify this transformation.

Digital Era Governance (DEG) traces the intellectual lineage of DEG as a reaction to New Public Management (NPM). NPM's market-based logic — disaggregation, competition, outsourcing, and performance measurement — generated significant organizational fragmentation and complexity in public service delivery. DEG emerged as a corrective, calling for reintegration around citizen-centric, end-to-end digital services with simplified back-offices. The early DEG vision (Dunleavy et al., 2006–2013) was somewhat technologically naïve in its embrace of web metaphors. A more recent articulation (2023) is less naïve and encompasses AI-driven service delivery, big data, chatbots, LLMs, and algorithmic governance, while emphasizing the

empowerment of data professionals as a new class of "system-level bureaucrats." Estonian e-government practice is presented as a partial real-world embodiment of DEG principles.

Digital Public Encounters zooms into empirical research on chatbots, using Estonia's Bürokratt platform as a case. A vignette-based survey experiment (n = 1,058) finds that perceived usefulness and trust in technology are the primary drivers of citizens' intention to use government chatbots, while privacy concerns have a mixed effect and — contrary to policy discourse — explainability does not significantly influence acceptance. A follow-up qualitative study of the data professionals who built Bürokratt reveals a distinctive public sector ethos: strong public service motivation, agile and decentralized teamwork, and open-source code as an alternative accountability mechanism, distinct from both classical bureaucratic and street-level bureaucratic orientations.

The overall takeaway is that DEG is reshaping not just service delivery channels but also the professional identities and accountability practices of those who operate them.

Suggested literature

1. Alishani, A., V. Homburg, and O. Velsberg. 2025. " Public Encounters and Government Chatbots: When Servers Talk to Citizens." Public Administration Review 1–11. https://doi.org/10.1111/puar.70005
2. Alishani, A., & Homburg, V. (2025). When citizens meet the chatbot: Evidence from a survey vignette experiment in Estonia. Public Policy and Administration, 0(0). https://doi.org/10.1177/09520767251404286
3. Bekkers, V., & Homburg, V. (2007). The Myths of E-Government: Looking Beyond the Assumptions of a New and Better Government. The Information Society, 23(5), 373-382. https://doi.org/10.1080/01972240701572913
4. Dunleavy, P. (2005). New Public Management Is Dead--Long Live Digital-Era Governance. Journal of Public Administration Research and Theory, 16(3), 467-494. https://doi.org/10.1093/jopart/mui057
5. Dunleavy, P., & Margetts, H. (2023). Data science, artificial intelligence and the third wave of digital era governance. Public Policy and Administration, 40(2), 185-214. https://doi.org/10.1177/09520767231198737
6. Joerges, B. (1999). Do Politics Have Artefacts? Social Studies of Science, 29(3), 411–431. http://www.jstor.org/stable/285411
7. Margetts, H., & Dunleavy, P. (2013). The second wave of digital-era governance: a quasi-paradigm for government on the Web. Philosophical Transactions of the Royal Society A: Mathematical, Physical and Engineering Sciences, 371(1987), 20120382. https://doi.org/10.1098/rsta.2012.0382
8. Pollitt, C., van Thiel, S., & Homburg, V. (2007). New Public Management in Europe. Palgrave Macmillan UK. https://doi.org/10.1057/9780230625365, https://link.springer.com/content/pdf/bfm:978-0-230-62536-5/1
9. Webster, F. (2014). Theories of the information society. London: Routledge. https://www.taylorfrancis.com/books/mono/10.4324/9781315867854/theories-information-society-frank-webster
10. Winner, L. (1980). Do Artifacts Have Politics? Daedalus, 109(1), 121–136. http://www.jstor.org/stable/20024652

11. Woolgar, S., & Cooper, G. (1999). Do Artefacts Have Ambivalence? Moses' Bridges, Winner's Bridges and Other Urban Legends in S&TS. Social Studies of Science, 29(3), 433–449. http://www.jstor.org/stable/285412

Suggested test items

1. What, according to Frank Webster, does the occupational definition of the Information Society focus on?
2. What did Langdon Winner argue when he introduced his tale about Moses' bridges?
3. Why, according to authors like Dunleavy and Margetts, did New Public Management as a reform fail?
4. What was Digital Era Governance a reaction to, according to Dunleavy and Margetts?
5. Why, according to the literature on Digital Era Governance, is outsourcing of ICT skills a bad thing?
6. Why are public encounters considered a relevant and interesting topic of study in the discipline of Public Administration
7. What was the most important motivation for Alishani and Homburg to study chatbots?
8. What is meant with open texture?
9. What methodology was used in Alishani and Homburg's article that was published in Public Policy and Administration?
10. What was NOT a finding in Alishani and Homburg's study of chatbot use in Estonia?

3.2 Lecture two: Organizational change and implementation of digital innovation

BRIDGE - Legal, Implementation and Organizational Aspects of Digital Tools - Lecture 2.pdf

Digital era governance innovations rarely fail because of technology alone. Instead, innovation succeeds or falters through processes of organizational change: shifts in structures, routines, professional identities, power relations, cultural change, and interpretive frames. While governments increasingly invest in advanced digital systems—such as platforms, data infrastructures, AI applications, and so on—the organizational capacity to absorb, adapt, and sustain these innovations remains a central challenge. This lecture offers an analytically grounded exploration of how digital innovations are translated into everyday organizational practices. The lecture builds on well-established theories of organizational change and policy implementation, and connects them to empirical insights from digital government research. Rather than presenting implementation as a linear or managerial process, the lecture conceptualizes digital innovation as a contested, negotiated, and path-dependent phenomenon. The lecture emphasizes the interaction between formal reform strategies and informal practices, highlighting why digital change often unfolds incrementally, unevenly, and with unintended consequences.

Learning objectives

After having completed this lecture, participants will be able to:

- Understand classic and contemporary theories of organizational change and implementation in the public sector.
- Identify key barriers and enablers of digital implementation in public sector organizations.
- Apply organizational change frameworks to empirical cases of digital government and develop recommendations to make change happen.

Take home message for academic researchers

Digital systems interact with existing routines, norms, and power structures, often producing hybrid practices. Classic implementation and organizational theories remain highly relevant, but require adaptation to digital innovations. Studying digital implementation offers a rich empirical lens for advancing broader theories of organizational change and governance.

Take home message for applied researchers & practitioners

Digital innovation requires sustained organizational work, not one-off projects or quick wins (although quick wins may help in the longer process). Resistance (reduced capacity or willingness to change) signals misalignment between systems and practice. Digital leadership implies and requires translating abstract digital strategies into locally meaningful practices.

Storyline

The lecture begins by challenging the assumption that good ideas and policies translate automatically into practice. Drawing on Wanda Orlikowski's foundational concept of "technology-in-use," the lecture argues that digital innovations are always socially enacted — organisations and individuals selectively adopt, reinterpret, and sometimes subvert tools in ways that diverge from their intended design. Examples include hospital doctors reducing collegial consultation by viewing X-rays individually on-screen, and frontline officers gaming decision-support systems to reach outcomes they consider just. A study of open data platforms across 1,500 US municipal departments reinforces this: implementation is a department-level, contextually shaped process influenced by organisational size, managerial capacity, and environmental pressures. The key conceptual point is that implementation is not a mechanical translation of policy into practice, but an ongoing process of (re)interpretation and enactment across organisational and institutional settings — often producing unintended consequences or serendipitous outcomes.

The second part examines why change is structurally difficult and how it can be managed. The lecture contrasts cynical and optimistic views of change, drawing on a comparative study of German and Ukrainian public servants that found strong underlying willingness to participate in digitalisation (93% of respondents) — framing apparent "resistance" as latent energy rather than obstruction. Classic planned-change frameworks are synthesised into the CATS model (drawing on Lewin-Schein, Kotter, Fernandez & Rainey, and Lippitt), which moves through unfreezing,

changing, and refreezing stages. However, the lecture is critical of CATS's linearity: it underestimates the role of genuine participation, and — crucially — fails to address the deeper cultural and structural "deep structures" of organisations that are hardest to shift.

The third part turns to what DEG implementation requires from leaders. Leadership is defined broadly as influencing others toward shared goals around public value. The lecture traces the evolution of leadership theory from trait-based to complex/shared models, then focuses on recent empirical work identifying two dimensions of digital public leadership. Strategic leadership involves articulating a coherent vision that connects technological possibilities to democratic public values, building legitimacy across stakeholders. Operational leadership involves leading by example, encouraging responsible experimentation, ensuring employees develop the necessary digital competencies, and attending to concerns about how jobs and work practices will change.

The overall message is that DEG-driven change is neither automatic nor purely technical — it demands deliberate, values-aware, and human-centred leadership at both strategic and operational levels.

Suggested literature

1. Orlikowski, W. J. (1993). CASE Tools as Organizational Change: Investigating Incremental and Radical Changes in Systems Development. MIS Quarterly, 17(3), 309-340. https://doi.org/10.2307/249774
2. Branderhorst, E. M., & Ruijer, E. (2025). Digital leadership in local government: an empirical study of Dutch city managers. Local Government Studies, 51(3), 576–599. https://doi.org/10.1080/03003930.2024.2363368
3. Lemke, F., Ehrhardt, K., & Popelyshyn, O. (2021). Support and resistance of public officials towards current eGovernment initiatives – A case study on Ukraine and Germany. Zeitschrift für Public Policy, Recht und Management, 14(1), 61-80.
4. van Roekel, H., Branderhorst, M., Tummers, L., & Meijer, A. (2025). Digital transformation leadership: A public value-centered measurement scale. Government Information Quarterly, 42(4), 102091. https://doi.org/10.1016/j.giq.2025.102091
5. Young, M. M. (2020). Implementation of Digital‐Era Governance: The Case of Open Data in U.S. Cities. Public Administration Review, 80(2), 305-315. https://doi.org/10.1111/puar.13156
6. van der Voet, J. (2016). Change Leadership and Public Sector Organizational Change. The American Review of Public Administration, 46(6), 660-682. https://doi.org/10.1177/0275074015574769

Suggested test items

1. What is a statement on ‘implementation’ that is consistent with the elaboration of the concept in the lecture?
2. What insight is triggered with the use of the concept of ‘technology in use’?
3. How is ‘resistance’ sometimes described (in a more positive connotation)?
4. What does the acronym CATS refer to?

5. What is the purpose of the unfreezing activities in CATS?
6. What is the deepest level of organizational culture according to Schein?
7. What element of digital leadership is to a lesser degree consistent with definitions of leadership in general?

3.3 Lecture three: Data ethics

BRIDGE - Legal, Implementation and Organizational Aspects of Digital Tools - Lecture 3.pdf

Data has become a core resource of public governance. Public sector organizations increasingly rely on large-scale data collection and 'intelligent' analysis to inform policy, automate decisions, target services, optimize compliance and fight fraud, and evaluate performance. From administrative data and registries to predictive analytics and AI-driven systems, data-intensive practices promise efficiency, effectiveness, and evidence-based decision-making. At the same time, they raise profound ethical questions about power, responsibility, rights, and public values.

This lecture on Data Ethics in Public Sector Governance provides an introduction to the ethical challenges that arise when data-driven practices are embedded in public organizations. The focus is not on compliance or technical safeguards alone, but on how ethical issues emerge from the interaction between data practices, policy principles, and ethics.

Rather than treating ethics as an external checklist or normative add-on, the lecture conceptualizes data ethics as situated, organizational, and political. Ethical dilemmas are shown to arise from trade-offs between competing public values—such as efficiency, equity, transparency, privacy, and accountability—and from asymmetries in knowledge and power between the state, citizens, and private actors. Participants are encouraged to critically reflect on how ethical concerns are framed, operationalized, and sometimes marginalized in data-driven public sector reforms.

As for an empirical illustration and reflection, the emphasis will be on debates on digital welfare (SyRI, RoboDebt) and uses of systems like COMPAS.

Learning objectives

After having completed this lecture, participants will be able to:

- Understand core concepts and debates in data ethics as they apply to public sector governance.
- Identify key ethical risks associated with data-driven decision-making in government.
- Analyze ethical dilemmas as organizational and institutional phenomena.

Take home message for academic researchers

Ethical issues are produced through organizational practices and institutional arrangements, not only through individual choices or technologies. Data ethics provides a productive lens for connecting normative theory with empirical research. Studying ethical tensions can reveal otherwise hidden dynamics of power, discretion, and responsibility in data-driven governance.

Take home message for applied researchers & practitioners

Ethical challenges often emerge during design, implementation, and everyday use—not only at the policy or legal stage. Ethical reflection requires ongoing deliberation and institutional support, not one-off assessments. Trade-offs between public values are unavoidable and must be made explicit.

Storyline

The lecture opens by anchoring data ethics in a broader tradition of ethics and political philosophy. Ethics is defined as the study of what constitutes a good life and how we should relate to others — including artefacts and technological systems. Political philosophy extends this to questions of how societies distribute power, rights, and justice. The central argument is that technology is not a neutral instrument but a political force that can enhance or erode citizens' freedoms and capacities for agency.

The motivating case is Robodebt, Australia's Online Compliance Intervention System (2015–2019), which automatically generated debt repayment notices for welfare recipients identified as having received excess benefits. The system produced approximately 370,000 false accusations, with the scheme's consequences linked to suicides. A royal commission concluded it was a mechanism that was neither fair nor legal, treating citizens as criminals. This case illustrates how the ostensibly objective logic of algorithmic automation can reproduce and amplify structural disadvantages and power inequalities rather than eliminate human bias.

The lecture then turns to two further empirical cases — COMPAS (a recidivism risk-scoring algorithm used in the US criminal justice system) and SyRI (a Dutch government risk-profiling system for detecting welfare fraud, struck down by a Dutch court in 2020). These cases collectively raise questions about algorithmic bias, transparency, due process, proportionality, and the rights of citizens to contest automated decisions.

A recurring theme is the tension between the techno-optimist promise of DEG — objective, efficient, personalized public services — and the reality that algorithmic and data-driven systems can embed and entrench existing inequities. The lecture positions ethics not as an afterthought but as an integral analytical lens for assessing digital tools, both as designed and as used in practice.

The overall takeaway is that normative frameworks drawn from ethics and political philosophy are essential for holding digital governance accountable to democratic values of justice, transparency, and civic dignity.

Suggested literature

1. Coeckelberg, M. (2020) AI Ethics. MIT Press
2. Benn, C. and Lazar, S. 2022. What's Wrong with Automated Influence. Canadian Journal of Philosophy 52: 125–148, doi:10.1017/can.2021.23

Suggested test items

1. What is a valid definition of 'negative freedoms'?
2. What discipline is likely to address the question of what constitutes a good digital life?
3. How would you describe 'nudging'?
4. What does the Robodebt case illustrate?
5. How was SyRI put to a halt?
6. What statement fits the line of reasoning in the lecture?
7. What statement correctly describes the findings in Orr and Davis' article Attributions of ethical responsibility by Artificial Intelligence practitioners?
8. What does the anecdote of WEATs demonstrate?
9. What is a valid reason for AI practitioners to engage in reflection on ethics related to the services they are developing?

3.4 Lecture four: The legal landscape

BRIDGE - Legal, Implementation and Organizational Aspects of Digital Tools - Lecture 4.pdf

Digital-era governance unfolds within, and is constrained by, law. As public sector organizations increasingly rely on digital infrastructures, data flows, platforms, and algorithmic systems, legal frameworks play a decisive role in shaping what governments can do, how they can do it, and with whom. Yet the legal environment of digital governance is no longer primarily national. Data crosses borders, digital services are co-produced with private actors, and regulatory authority is increasingly shared across international, supranational, and transnational regimes. This lecture on The Legal Landscape of Digital Era Governance, with a particular emphasis on international legal dimensions, introduces participants to the legal architectures that structure digital government beyond the nation-state. Rather than approaching law as a static set of rules, the lecture conceptualizes legal frameworks as dynamic governance instruments that interact with technology, organizational practices, and political choices. Particular attention is paid to legal fragmentation, regulatory overlap, and jurisdictional ambiguity—core features of digital-era governance that complicate accountability, implementation, and democratic control.

As an empirical illustration, we will focus on European legal developments (privacy frameworks, digital service norms).

Learning objectives

After this lecture, participants will be able to:

- Understand the role of law in structuring digital era governance at national, regional, and international levels.
- Distinguish between hard law, soft law, and regulatory standards in digital governance.
- Analyze legal challenges related to cross-border data flows, digital services, and algorithmic decision-making.

Take home message for academic researchers

Law is a constitutive element of digital era governance, not an external constraint. Legal fragmentation and jurisdictional ambiguity are central analytical challenges in digital governance research. Digital governance research benefits from interdisciplinary dialogue between law and social sciences.

Take home message for applied researchers & practitioners

Digital public services increasingly operate in multi-level legal environments that require careful navigation. International and supranational rules can both enable and constrain innovation. Understanding the international legal landscape supports sustainable, interoperable, and rights-respecting digital solutions.

Storyline

The session opens by contextualizing the need for governance. Building on the previous week's discussion of AI ethics, the lecture asks: given that digital technologies raise serious normative questions around democracy, justice, privacy, and accountability, should they be regulated — and how? A brief terminological distinction is drawn between governance (broad coordination among multiple actors using formal and informal means) and regulation (legally binding rules enforced by governments).

Smart cities serve as the entry point for discussing the governance of digital technologies in practice. Defined as the networked, computationally assisted management of urban infrastructure, smart cities illustrate both the potential benefits — more efficient services, better transport, environmental responsiveness — and the risks, including the entrenchment of surveillance in urban space. Predictive policing is given as a prominent example of how digital tools can erode civil liberties when deployed without adequate oversight.

The lecture then traces the evolution of EU digital policy, identifying three phases: early optimism around digital infrastructure (2010–2016); a shift toward corporate responsibility (2016–2018); and from 2018 onward, a move toward formal legislation embedding ethical principles. Key instruments surveyed include the GDPR, the Digital Services Act, the Digital Markets Act, the Data Governance Act, the Data Act, and — centrally — the EU AI Act (adopted June 2023).

The AI Act is presented as a risk-based regulatory framework: it bans applications deemed to pose unacceptable risk (such as social scoring and covert behavioral manipulation), requires conformity assessments for high-risk uses (biometric identification, law enforcement, migration management), and imposes lighter transparency obligations on lower-risk systems. The lecture situates this within the broader "Brussels effect" — the EU's capacity to export its regulatory standards globally, given the size of its market.

The session closes on a note of tension. While the EU has positioned itself as a global champion of human-centered, ethically grounded AI governance — explicitly contrasting its approach with US market-led and Chinese state-led models — there is growing industry pushback. A 2024 competitiveness report and a 2025 open letter from major European companies (including ASML, Philips, and Siemens) called for a two-year pause on AI Act implementation, warning against overregulation undermining Europe's international competitiveness. The lecture frames this as a "swinging pendulum," reflecting the ongoing challenge of balancing innovation with the protection of fundamental rights.

Suggested literature

1. Gules-Guctas, E. (2025). How Do Algorithmic Decision-Making Systems Used in Public Benefits Determinations Fail? Insights From Legal Challenges. Public Administration Review. https://doi.org/10.1111/puar.70043

Suggested test items

1. How is the 2010-2016 EU digital technology policy characterized in the lecture?
2. What is implied by the GDPR?
3. What is meant with the Brussel's effect?
4. What is meant with the move to European sovereignty?
5. What is meant by a data space?
6. What is argued in the report titled "The Future of European Competitiveness" (the 'Draghi'-report)
7. What values are part of the balancing act the EU has been trying to accomplish with the AI Act, GDPR, DSA and DMA?
8. What is the aim of the European AI Agency (under development)?

3.5 Lecture five: Democratic innovation and technology

BRIDGE - Legal, Implementation and Organizational Aspects of Digital Tools - Lecture 5.pdf

Declining trust in institutions, lower electoral turnout, and growing demands for inclusion and responsiveness have prompted governments aroound the world to experiment with democratic innovations—new institutional arrangements and participatory mechanisms designed to deepen, broaden, or reconfigure citizen involvement in public decision-making. Digital technologies play an

increasingly prominent role in these experiments, enabling new forms of participation such as online consultations, crowdsourcing, deliberative platforms, and, in some contexts, internet voting.

This lecture on Democratic Innovations, Digital Participation, and Technology offers a theoretically grounded and empirically informed introduction for social science researchers interested in how democracy is being reshaped through digital means. The lecture assumes solid disciplinary backgrounds in political science, public administration, sociology, or related fields, but limited prior engagement with digital participation technologies. Rather than celebrating digital tools as inherently democratizing, the lecture adopts a critical and institutional perspective, examining both the promises and the limits of technology-enabled democratic innovation.

Participants will explore how digital participation mechanisms interact with existing democratic institutions, political cultures, and power structures. Attention is paid to issues of legitimacy, inclusion, representation, deliberative quality, and trust—especially in high-stakes applications such as internet voting. The lecture situates digital democratic innovations within broader debates on democratic theory, governance, and state capacity.

As an illustration, we will focus on the diffusion and impact of Internet voting in Estonia.

Learning objectives

After having completed this lecture, participants will be able to:

- Understand key concepts and typologies of democratic models and various democratic innovations (and links between them).
- Analyze the role of technology in enabling, mediating, and constraining democratic practices.
- Critically assess the promises and risks of internet voting and other high-impact digital tools.
- Connect democratic theory to empirical research on digital participation.

Take home message for academic researchers

Democratic innovations must be analyzed in relation to existing models of democracy. Internet voting raises distinct democratic, legal, and ethical questions that go beyond usability and turnout. Normative democratic theory is essential for evaluating digital participation outcomes.

Take home message for applied researchers & practitioners

Digital participation tools are not neutral channels; design choices have democratic consequences. Inclusion, accessibility, and trust require sustained institutional effort, not just technical solutions. Transparency and procedural clarity are critical for legitimacy, especially in voting technologies.

Storyline

This lecture explores the relationship between digital technology and democracy, structured around three empirical and conceptual explorations: democratic theory, internet voting in Estonia, and the use of technology in citizens' assemblies.

The session begins by grounding the discussion in democratic theory. Drawing on Robert Dahl and Joseph Schumpeter, the lecture distinguishes between "thin" participation (low-effort, high-volume engagement such as voting or signing petitions) and "thick" participation (deep, sustained involvement such as co-creation or deliberative assemblies). Three simplified models of democracy are presented: the liberal-competitive model, focused on elite competition and electoral markets; the republican-participatory model, emphasizing active civic engagement and civil society; and deliberative democracy, which prioritizes rational, inclusive public debate as both a means and an end in itself. The lecture notes that real-world democracies are hybrids of these models, and that what "digital democracy" means depends heavily on which model one subscribes to.

The second part focuses on Estonia's internet voting system as a case study in democratic innovation. Introduced in 2005 and now used by over 50% of Estonian voters, internet voting leverages the country's mandatory eID infrastructure and X-Road data architecture. Research findings are presented: the typical internet voter has become harder to characterize as the user base has diversified across age groups and regions. Crucially, studies show that internet voting does not significantly increase overall turnout — it mainly converts existing in-person voters to online voters rather than mobilizing non-voters. The strongest predictor of internet voting adoption is not demographics but trust in technology, which has become increasingly polarized. The lecture also notes ongoing contestation around security and the integrity of the system, alongside Estonia's strategic use of internet voting as part of its national "Digital State" brand.

The third section examines how digital tools and AI can support citizens' assemblies — a deliberative, thick-participation format. Tools such as e-petitioning platforms, open data resources, and crowdsourcing platforms like pol.is can assist with agenda-setting, learning, and deliberation. Large language models (LLMs) are discussed as potentially powerful aids: helping participants formulate questions, presenting summaries in accessible formats, acting as "synthetic participants," and even playing devil's advocate to counteract groupthink. An EUR study on civil servants interacting with LLM-propelled agents found that synthetic participants introduced surprising perspectives and reduced preconceptions. However, the lecture cautions against overconfidence: risks include algorithmic bias, hallucinations, and the possibility that AI crowds out the authentic human soul of participatory democracy.

The lecture closes by returning to the core tension: whether digital tools strengthen or hollow out democracy ultimately depends less on the technology itself than on what conception of democracy we are trying to serve.

Suggested literature

1. Ehin, P., Solvak, M., Willemson, J., Vinkel, P. (2022). Internet voting in Estonia 2005–2019: Evidence from eleven elections. Government Information Quarterly. 39(4). https://doi.org/10.1016/j.giq.2022.101718

Suggested test items

1. What is a defining characteristic in Dahl's definition of democracy?
2. What is a defining characteristic in Schumpeter's definition of democracy?
3. What explanatory variables are used in Maleki and Hendrik's study to explain varieties of democracy?
4. How is digital democracy described in the lecture?
5. How is the risk of voting coercion mitigated in the Estonian election process?
6. What claim is used in the lecture to argue digital divide is not a major concern for Internet voting?
7. What variable is the strongest predictor for Estonian voters' first time Internet voting?
8. What opportunities can crowdsourcing platforms like pol.is bring to citizens' assemblies?

3.6 Lecture six: Assessing digital tools: public value and public values

BRIDGE - Legal, Implementation and Organizational Aspects of Digital Tools - Lecture 6.pdf

Digital tools are now deeply embedded in how governments design policies, deliver services, regulate society, and interact with citizens. From AI systems and data platforms to chatbots, portals, and participatory technologies, digital tools increasingly mediate public action. Yet assessing their success remains contested. Efficiency gains, cost reductions, or user uptake are often treated as indicators of performance, while broader questions about democratic legitimacy, equity, accountability, and trust receive less systematic attention. This final lecture on Assessing Digital Tools: Public Value and Public Values provides an integrative and reflective framework for evaluating digital tools in public sector governance. The lecture brings together insights from public administration, governance theory, and digital government research to move beyond narrow, instrumental evaluation criteria. Participants will explore how public value is constructed, contested, and institutionalized in digital contexts, and how different public values come into tension during design, implementation, and use. The lecture also serves as a conceptual synthesis of earlier themes in the course, linking technology, organization, law, ethics, and democracy through the lens of value assessment.

Learning objectives

After having completed this lecture, participants will be able to:

- Understand key theories of public value and public values in public administration.
- Identify public values embedded in digital tools and governance arrangements.
- Apply public value frameworks to empirical evaluation of digital tools.

Take home message for academic researchers

Public value assessment requires attention to multiple, often competing, public values. Research on digital government gains depth when assessment moves beyond efficiency and effectiveness.

Take home message for applied researchers & practitioners

Explicit articulation of public value and public values helps guide design and implementation decisions (and evaluation of digital innovations). Public value–oriented evaluation strengthens legitimacy, accountability, and trust.

Storyline

This final lecture in the BRIDGE course draws together the threads of preceding sessions — organizational change, data ethics, legal frameworks, and democratic innovation — by asking a synthesizing question: how can we systematically assess whether digital technologies positively or negatively impact public sector organizations and society? The answer lies in the frameworks of public value and public values.

The lecture begins by distinguishing these two related but distinct concepts. Public value, rooted in Mark Moore's "strategic triangle," refers to the collective expectations citizens hold regarding public service delivery — not merely what they receive individually, but what they value as members of a political community, including fairness, national pride, and concern for vulnerable groups. Public values, by contrast, are the normative principles — human dignity, accountability, sustainability, citizen involvement — that governments are obligated to uphold and that should guide policy and administration. The two are linked: genuine public value creation requires that these normative values be actively addressed in the process.

The lecture positions this framework as an alternative to the efficiency-first logic of New Public Management, arguing that digital era governance (DEG) innovations should be evaluated not only on cost savings and productivity but on a richer set of criteria: administrative robustness and rule of law; efficiency; service quality as perceived by citizens; and democratic engagement including transparency, social justice, and liberty.

The lecture closes by framing public value and public values as an integrating lens for the entire course. Questions of fairness, regulation, participation, and democratic innovation — explored in earlier sessions — can all be understood as expressions of contested public values. Technologies are never neutral, and evaluating them requires frameworks that go beyond efficiency to encompass the full range of what citizens and communities legitimately expect from their governments.

Suggested literature

1. Bannister, F., & Connolly, R. (2014). ICT, public values and transformative government: A framework and programme for research. Government Information Quarterly, 31(1), 119-128. https://doi.org/10.1016/j.giq.2013.06.002
2. Wang, C., Teo, T. S. H., & Janssen, M. (2021). Public and private value creation using artificial intelligence: An empirical study of AI voice robot users in Chinese public sector. International Journal of Information Management, 61, Article 102401. https://doi.org/10.1016/j.ijinfomgt.2021.102401
3. Moore, M.H. (1995) Creating Public Value: Strategic Management in Government. Harvard University Press, London.
4. Jørgensen, T. B., & Bozeman, B. (2007). Public Values. Administration & Society, 39(3), 354-381. https://doi.org/10.1177/0095399707300703
5. Larsen, A. G., & Følstad, A. (2024). The impact of chatbots on public service provision: A qualitative interview study with citizens and public service providers. Government Information Quarterly, 41(2), 101927. https://doi.org/10.1016/j.giq.2024.101927
6. Colin van Noordt, Gianluca Misuraca, and Ines Mergel (2024). Analysis of driving public values of AI initiatives in government in Europe. In: Charalabidis, Y., Medaglia, R., & van Noordt, C. (2024). Research Handbook on Public Management and Artificial Intelligence. Edward Elgar Publishing. https://doi.org/10.4337/9781802207347
7. Neumann, O., Matt, C., Hitz-Gamper, B. S., Schmidthuber, L., & Stürmer, M. (2019). Joining forces for public value creation? Exploring collaborative innovation in smart city initiatives. Government Information Quarterly, 36(4), 101411. https://doi.org/10.1016/j.giq.2019.101411

Suggested test items

1. In what way is public value different from value as used in business and traditional marketing?
2. How are organizational efficiency and public value related?
3. What is the conclusion that is presented by Grøndahl Larsen and Følsted?
4. What is the conclusion that is presented in the Van Noord – Misuraca – Mergel study?
5. What is the conclusion that is presented in the study on smart cities?
6. What is a valid reason why public value and public values can be effectively used to evaluate and assess digital era governance initiatives?
7. Which of the DEG assessment criteriums below are consistent with a public values perspective? (Human dignity, citizen participation, and accountability; Efficiency, effectiveness, and legitimacy; Productivity, ease of use, perceived effectiveness; Rights, obligations, and penalties)

4. In-person training

Between Monday 18 May and Wednesday 20 May 2026, an in-person extension to the online course took place at Erasmus University Rotterdam's campus. Five participants from the online

course traveled to Rotterdam to take part in an intensive series of lectures and visits. The program is listed below.

Monday 18 May, location Erasmus University campus, Burgemeester Oudlaan 50, 3062 PA Rotterdam, Polak building 3-09

11:00 – 12:00 Meet and greet, introduction, expectations

12:00 – 13:30 Lunch

13:30 – 15:00 Lecture by dr Alex Ingrams (University of Leiden, https://www.universiteitleiden.nl/en/staffmembers/alex-ingrams#tab-1)



15:00 – 15:30 Break

15:30 – 17:00 Lecture by prof dr Anne Fleur van Veenstra (TNO, https://www.tno.nl/en/about-tno/our-people/anne-fleur-veenstra/)



Tuesday 19 May, visit to The Hague

10:00 – 12:00 study trip to ICTU (www.ictu.nl), Wilhelmina van Pruisenweg 104, 2595 AN The Hague (departure from Novotel around 08:30)

- Welcome and introduction about ICTU by Wiepke Maljers (director Advisory)
- Democratie dichtbij and ICTU brengt werelden griffie en IT bij elkaar by Xander van der Linde
- Rules as code, Europa zet volgende stap met Rules as Code - ICTU, by Bas Kaptijn
- Discriminatietoets - Staatscommissie tegen Discriminatie en Racisme, by Xander van der Linde, 20 minuten

11:30 early Buffet Lunch



12:30 train to Dordrecht

14:00 – 15:30 visit to City of Dordrecht (www.dordrecht.nl), Spuiboulevard 300, 3311 GR Dordrecht



16:00 back to Rotterdam by train
Wednesday 20 May, location Erasmus University campus, Burgemeester Oudlaan 50, 3062 PA Rotterdam, Polak building 1-23
09:30 – 10:30 Lecture by prof dr Marc van Schuilenburg (Erasmus University Rotterdam, https://www.eur.nl/people/marc-schuilenburg) 10:30 – 11:00 Break 11:00 – 12:30 Lecture by dr Rebecca Moody (Erasmus University Rotterdam, https://www.eur.nl/people/rebecca-moody) 12:30 – 13:30 Lunch 13:30 – 1500 Lecture by prof dr Wolfgang Ebbers (PBLQ & Erasmus University, https://www.eur.nl/people/wolfgang-ebbers) 15:00 – 16:00 Reflections and lessons learned, goodbye

Storyline lectures

Dr Ingram's lecture ("Equipping the digital state: the case of national statistics agencies") was about how National Statistical Offices (NSOs) manage the gap between intellectual excitement and poor public image, while also modernizing. It first defines NSOs through concrete examples — health data in Ireland, economic activity in the UK, agriculture in the Netherlands, energy in Ukraine — then maps how institutional design varies enormously across countries: from centralized single-office models (Netherlands, Nordics) to fragmented multi-agency systems (13 federal agencies in the US) to hybrid regional/departmental structures (France, Ukraine, Argentina). Ingrams then turns to a "modernisation agenda," asking whether real progress has occurred, using the World Bank's Statistical Performance Indicators as a benchmark. COVID-19 emerges as a major stress test: the pandemic exposed and sometimes worsened credibility problems, with case studies of politicized data reporting (US, Russia, Belarus) and contested economic statistics (Venezuela, Argentina, Zimbabwe). A "good, the bad and the ugly" comparison follows, contrasting troubled agencies (Argentina's INDEC, China's NBS) with innovators (Statistics Estonia, UK's Data Science Campus, New Zealand's IDI, Singapore). It closes on unresolved dilemmas: digital divides, eroding institutional trust, and digital autonomy — leaving open whether NSOs should return to fundamentals or push further into data governance innovation.

Prof Dr van Veenstra talked about TNO's research on AI use across Dutch government services. Motivated by generative AI's rise since ChatGPT, the arrival of a national algorithm register (2022), and the EU AI Act (2024), the study targets data-driven AI systems specifically, excluding rule-based algorithms and individual civil-servant use of tools like ChatGPT. Through desk research and surveys (Jan–Apr 2024), van Veenstra's research team identified 266

applications—1.5 times more than in 2021. Municipalities dominate (105 cases), followed by inter-organizational collaborations. The most common uses are knowledge processing/anonymization and inspection/enforcement, relying heavily on image recognition and speech/text/NLP techniques. Compared to 2021, more applications are now fully implemented (38% vs. 21%) rather than experimental, signaling growing maturity. Physical-domain applications (transport, environment, housing) and administrative anonymization tools lead growth, while social-domain use has shrunk.

Generative AI applications remain limited (8 found) and mostly extend text-recognition tools rather than introducing new use cases—likely undercounted due to "shadow IT." The report closes with recommendations: standardize monitoring, clarify experimentation guidelines, share best practices, and improve the algorithm register's consistency and currency.

On Tuesday, 19 May, the program consisted of site visits to ICTU in the Hague and the City of Dordrecht. At **ICTU**, the morning opens with a welcome from Wiepke Maljers (Director Advisory), setting the context for ICTU's role as a bridge between government policy and IT implementation. Xander van der Linde then presents "Democratie dichtbij", exploring how ICTU connects the worlds of municipal councils (griffies) and IT — making democratic processes more accessible and technologically supported at the local level. Bas Kaptijn follows with a session on "Rules as Code," discussing how Europe is taking the next step in translating legislation directly into machine-readable, executable code — a shift with significant implications for policy implementation and compliance automation. The visit closes with a 20-minute segment led again by Xander van der Linde on the "Discriminatietoets" (Discrimination Test), developed in connection with the Dutch State Commission against Discrimination and Racism, examining how algorithmic or procedural tools can help identify and prevent discriminatory outcomes in public decision-making.

The visit to the **City of Dordrecht** offered a close-up look at the operational realities of digital government at the municipal level, grounded in the day-to-day workings of Dordrecht's population registry (Basisregistratie Personen). Rather than staying at a policy level, the conversation dove into concrete, often-overlooked complexities: how newborns are registered into the system, the procedural and ethical challenges of registering homeless residents who lack a fixed address, and the practical difficulties municipalities face when residents leave the city without notifying authorities — leaving administrative "ghost" records that complicate service delivery, taxation, and voter rolls.

These cases illustrated how seemingly routine administrative processes require significant judgment, flexibility, and human sensitivity — challenging any purely technocratic view of digital government as simply a matter of automation or system design. The hosts also shared a more personal dimension of the visit, reflecting on their career path into public service, the experiences that shaped her decision to leave a previous career, and what continues to motivate her to work for the public good. These reflections grounded the discussion in a broader narrative about civic commitment, adding a human perspective often missing from digital governance research and giving the visit both institutional and personal depth.

Prof dr van Schuilenburg talked about how transparency around government algorithms in the Netherlands has grown — the national algorithm register expanded from 675 entries (January 2025) to around 1,000 — while arguing this progress remains structurally reactive. His central

critique: transparency today mostly means accountability after the fact. Organizations register algorithms once they're already in use, rather than embedding ethical, legal, and societal reflection at the design stage — a pattern he suggests repeats lessons the Netherlands has learned "the hard way" (door schade en schande), referencing scandals like the Belastingdienst childcare benefits affair and DUO's discriminatory risk-profiling. The presentation closes with a call to shift transparency "upstream" — building ethical scrutiny into algorithm design itself, not just its disclosure.

Dr Moody talked about DE-CIST (Developing Energy Communities with Intelligent and Sustainable Technologies), a Rotterdam-based energy transition project led jointly by Erasmus University Rotterdam (ESSB), the Institute for Housing and Urban Development Studies (IHS), and TU Delft's Faculty of Architecture and the Built Environment. DE-CIST developed an algorithm to map the energy efficiency of individual buildings across Rotterdam — moving beyond generic sustainability policy toward building-specific insight. By identifying which energy-saving measures work best for which type of building, the project enables more targeted prioritization of interventions, both at the level of individual homeowners and at the neighborhood scale.

Moody would emphasize the project's second pillar: linking this technical mapping to citizen participation. Rather than treating energy efficiency as a purely technocratic exercise, DE-CIST is designed to create economies of scale by actively involving residents and societal partners in decision-making about which areas to prioritize — positioning the energy transition as a collaborative, inclusive process rather than a top-down rollout.

Prof Dr Ebbers traced digital government's evolution through three waves: the 1990s–2000s focus on information delivery and transactions, the 2010s shift toward platform-based, omnichannel service coordination, and the 2020s emergence of AI systems that actively generate responses and influence decisions. While the underlying promises — efficiency, accessibility, personalization — have remained constant, each wave has collided with messier realities: exclusion, accountability gaps, and implementation struggles.

He illustrates this with digital-by-default policies that technically succeeded yet failed societally by leaving vulnerable citizens behind, and with COVID-19, which exposed a fundamental tension between privacy protection and the scientific evidence needed to evaluate tracing apps — ultimately shaping Council of Europe resolution 2478.

His central lesson: technology's most consequential effects are relational and institutional, not technical. This reframes his current research into AI government, probing agency, accountability, responsiveness, trust, and legitimacy as AI increasingly co-determines interactions and outcomes. He concludes that governments need broader "institutional AI literacy" — spanning technical understanding, governance capability, public-value awareness, and organizational reflexivity — closing with an open question about AI's future reshaping of citizen-government relations.

5. Participants' feedback on the course

“Ethics and AI. I believe I can now share this knowledge with my students, and I have richer material to discuss with them.”

“Examples (videos) of realized features of digital governance in different countries were interesting.”

“I would like to organize a workshop focused on applying the ideas from the course to the Ukrainian context.”

"I was genuinely impressed by how much value applied social sciences hold within the system of governance in the Netherlands. I'd love to see research institutions become trusted partners for Ukrainian lawmakers as well. This kind of collaboration makes it easier to embrace innovation and to work out, together, how to use technology in a way that's not only effective, but also appropriate, safe and inclusive for everyone involved."

"It was interesting to spot similarities in how the challenges currently facing Ukraine were addressed in the Netherlands — what worked better, what was approached differently, and why. I was impressed by how some of the solutions we saw were future-proof to the degree that some platforms had been developed decades ago, yet are still conceptually relevant."

"What struck me most was the readiness of Dutch government agencies to collaborate with researchers and practitioners alike. It’s this very synergy that brings to life digital solutions that truly serve the public good. I also really admired how openly they discussed their mistakes alongside their successes. That level of honesty is the ultimate lesson in building public trust."

"What impressed me most was how deeply data and digital tools are already embedded in the everyday work of municipalities. It’s not just “digitalisation for the sake of digitalisation,” but a whole system where the government works with this data, brings in external actors, uses the logic of New Public Management, and keeps a connection with academia. For me, it was a strong example of how the state doesn’t have to work in isolation, but can build digital solutions together with others."

"I was very impressed that civil servants at different levels are truly passionate about their work, understand its meaning and impact, especially thanks to modern technology. This love for helping people is simply fantastic!"

6. Follow-up seminar

The seminar **"Digital Era Governance: insights from the Netherlands for Ukraine"** held on 29 July 2026 at KSE contributed to the project's broader objectives of strengthening democracy in Ukraine and building capacity across the public administration, research, and education sectors.

The seminar provided a platform for knowledge transfer and peer learning based on the international training experiences of three KSE lecturers, who participated in the program **"Legal, Implementation and Organizational Aspects of Digital Tools"** described above in this Deliverable. The speakers shared insights gained through academic and professional learning activities at Erasmus University Rotterdam, as well as through international cooperation and learning activities linked to the project.

The discussions focused on three interconnected areas: digital-era governance, the societal and policy impact of research, and data-driven approaches to improving the energy efficiency of buildings.

The event was delivered in a hybrid format, allowing participants to attend either in person at the KSE Dragon Capital Building in Kyiv or online via Zoom. This format supported broader access and engagement among representatives of academia, public administration, and other relevant stakeholders.

A total of 35 participants registered for the seminar, of whom 13 attended the event. The target audience included lecturers, researchers, and managers from the KSE community, as well as representatives of universities from different regions of Ukraine, particularly higher education institutions that are members of the Alliance of Ukrainian Universities. The seminar was also open to the wider KSE audience and followers interested in the topics addressed during the event, including digital governance, the use of research in public decision-making, artificial intelligence, data-driven policymaking, and energy efficiency.



Figure 3. Seminar announcement visual

To ensure broader outreach and enable access for participants who were unable to attend on the day of the event, all registered participants received the seminar materials, including the event recording and speakers' presentations. This follow-up dissemination helped extend the reach and potential impact of the seminar beyond its live attendance.

1. Digital era governance and implementation challenges: from changing relations with citizens to organisational transformation

Mykhailo Vidyakin presented the evolution of public administration from traditional bureaucracy and New Public Management towards Digital Era Governance. Drawing on the Dutch experience, including the role of ICTU in supporting public-sector digital transformation, the presentation emphasised that successful digitalisation requires not only technological solutions but also organisational change, interoperable data, citizen-centred service design, and leadership capable of overcoming institutional and cultural barriers.

2. The impact of technology governance: why it matters and why we need to measure it

Maria Kriuchok explored how academic research can contribute to public decision-making through instrumental, conceptual, and symbolic forms of impact. Using Dutch examples, including the work of TNO and cases involving failures of algorithmic government systems, the presentation highlighted the importance of evidence, critical research, transparency, and accountability in the development and implementation of AI-supported public services and policymaking.

3. Big data on cities for complex decision-making: how Rotterdam maps the energy efficiency of every building — and what this means for Ukraine's reconstruction

Oleh Omelchenko presented the Rotterdam DE-CIST case, demonstrating how integrated data can be used to identify opportunities for improving the energy efficiency of buildings and support more targeted public interventions. The presentation highlighted the importance of data integration and quality, while also demonstrating that technical solutions alone are insufficient without addressing social and behavioural barriers, financial constraints, and energy inequality—issues particularly relevant for Ukraine's reconstruction and recovery.

Key Outcomes and Relevance for the BRIDGE Project

The seminar facilitated the transfer of international knowledge and experience to Ukrainian academic and professional communities. It demonstrated how lessons from the Netherlands can inform discussions on public-sector digital transformation, evidence-based policymaking, responsible AI, data governance, and sustainable urban development in Ukraine.

Several cross-cutting conclusions emerged from the event:

- Public administration has evolved from traditional bureaucratic structures through New Public Management towards more integrated models of Digital Era Governance.
- Digital transformation should be understood as an organisational and societal process rather than solely as the introduction of new technologies.
- Citizen-centred design and the creation of public value should guide the development of digital public services.
- Integrated and interoperable data systems are essential for effective digital governance and evidence-based decision-making.
- Academic research can influence public policy in instrumental, conceptual, and symbolic ways and can play an important role in identifying risks associated with emerging technologies.
- Algorithmic systems used in public administration require appropriate mechanisms for testing, transparency, accountability, and human oversight.
- Data-driven approaches to energy efficiency need to be combined with an understanding of social inequality, financial constraints, and behavioural barriers.
- Collaboration between citizens, researchers, practitioners, municipalities, and public institutions is essential for the successful implementation of complex digital and societal innovations.

Overall, the seminar contributed to the capacity-building and knowledge-exchange objectives of the BRIDGE project by translating international academic and practical experience into policy-relevant discussions for the Ukrainian context.

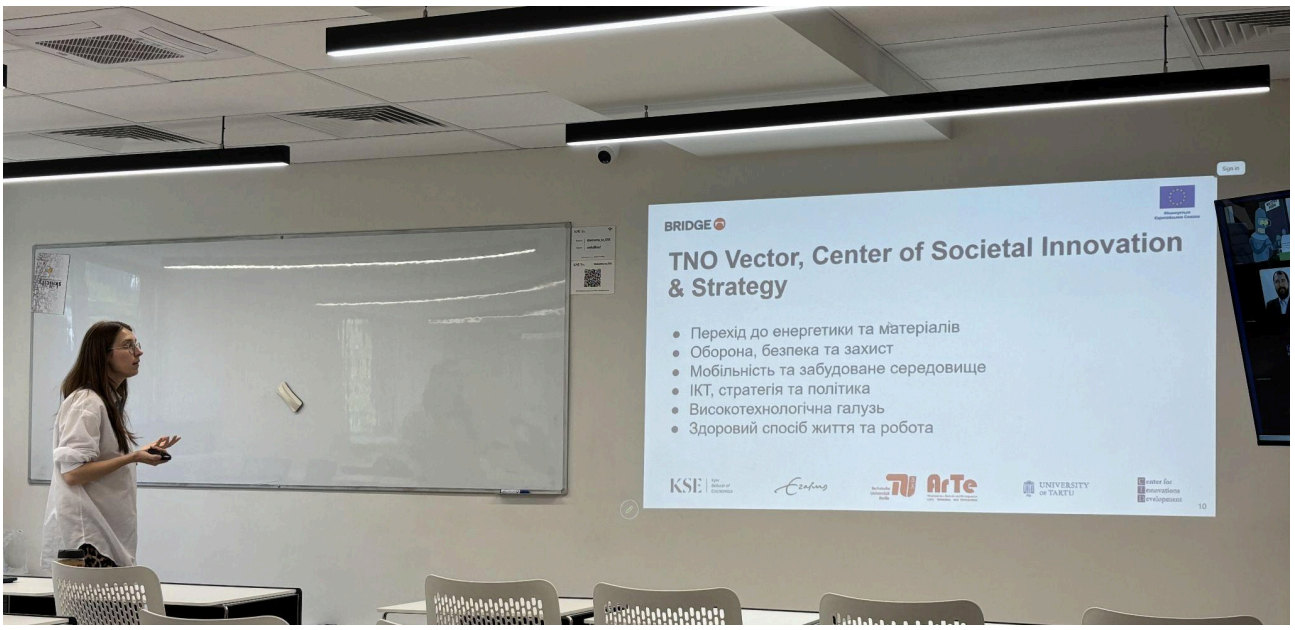

Figure 4. Photo of a presentation during the in-person seminar held on 29 July 2026

6.1 Follow-up Dissemination Activities

Following the seminar, the three KSE lecturers prepared a series of dissemination articles to further communicate the knowledge and insights generated through the learning activities and the seminar. Currently the articles are available in Ukrainian language.

1. **"After "digital feudalism": how the Netherlands is building a digital state and lessons for Ukraine"** — *Mykhailo Vidyakin*.

[Link to the article on Zenodo]

2. **"Science as a safeguard: why AI solutions in the Dutch government sometimes fail"** — *Maria Kriuchok*.

[Link to the article on Zenodo]

3. **"The Rotterdam energy-efficiency case: how Big Data reveals energy poverty"** — *Oleh Omelchenko*.

[Link to the article on Zenodo]

These follow-up publications extended the impact of the seminar beyond the immediate event by making its key findings and international insights accessible to a broader Ukrainian audience. They also supported the dissemination and knowledge-transfer objectives of the BRIDGE project and contributed to ongoing dialogue on democratic governance, digital transformation, evidence-based policymaking, and sustainable recovery in Ukraine.