

E-governance and digital transformation in Haiti: between ambitions and realities

Genie CYPRIEN,

Department of Political Science, National Cheng Kung University (NCKU), Tainan, Taiwan;

**Corresponding author: cypriengenie@yahoo.com*

Muhammad IQBAL,

Department of Political Science, Universitas Islam Internasional Indonesia, Depok, Indonesia.

iqbalmuh310@gmail.com

Abstract

The digital transformation of public services in Haiti represents a critical opportunity to modernize governance, enhance transparency, and improve citizen engagement. Over the past decade, several government agencies, often in partnership with international organizations, have sought to digitize administrative procedures, implement online information systems, and increase access to essential services. Through a qualitative approach, this research examines e-government strategies in Haiti, focusing on the challenges, success factors, and opportunities for effective digital transformation. Findings reveal that the transition faces significant structural, institutional, and socio-technical barriers. Fragmented, paper-based administrative systems, inadequate digital infrastructure, uneven connectivity, low digital literacy, and weak inter-agency coordination continue to hinder implementation. To succeed, Haiti's digital transformation requires integrated strategies combining technological upgrades, capacity building, institutional reform, and robust legal frameworks for data protection and cyber security. By aligning technology with governance reform and citizen needs, Haiti can build a more efficient, inclusive, and resilient public administration capable of addressing 21st-century challenges.

Keywords: e-governance; digital transformation; digital inclusion; Caribbean.

1. Introduction

Today, it is widely accepted that digital technologies offer considerable advantages that influence the strategic and operational choices of public sector entities. They aim to optimize administrative processes effectively and efficiently, produce high-quality results, and strengthen the sense of citizen participation [1]. The digitalization of public services seeks above all to shift from paper-based procedures to technology-driven processes, such as digitizing documents and offering online platforms that simplify access to administrative services and government information.

In Haiti, notable advancements have been achieved in the past few years. For instance, recent data suggests that Haiti is making progress in expanding mobile phone and internet access. Reports from event organizers indicate that between 2021 and 2022, the number of mobile, internet, and social media users grew nationwide. In 2022, over 65% of the population had access to mobile services, slightly up from 64% in 2021. Internet penetration also increased during this period, rising from 37% to 41.4%, accompanied by a parallel growth in the number of social media users.

Despite substantial national investments in digital infrastructure and a growing policy commitment to e-government reform, the digital readiness of public-sector institutions in Haiti remains uneven and poorly understood. The country suffers from a structural deficit

in digital infrastructure, with uneven internet coverage, unreliable access to electricity, and a still largely undigitized administration. Furthermore, institutional fragility and a lack of human and budgetary resources constitute major obstacles to the adoption of ambitious digital policies. Therefore, a question arises: how can the ambitions of digitization be reconciled with the complex reality of an administrative, technological, and institutional environment that is still in its infancy? Therefore, this study seeks to examine the digital readiness of public-sector institutions in Haiti and to address key questions that arise when governments want to pursue digital transformation.

Specifically, the study investigates three central issues: What drives public organizations in the country to adopt digital transformation strategies? How can digitalization be effectively introduced within government institutions? What organizational, managerial, and socio-technical impacts must be addressed during this transition? To explore these questions, the analysis draws on contemporary research in public administration, digital transformation theory, and e-government adoption models. It incorporates insights from Haiti-focused studies. The research design proceeds in three stages. First, it clarifies the foundational concepts of digital transformation within public organizations. Second, it analyzes the institutional motivations for pursuing digital reform. It also examines persistent challenges. Finally, the study identifies critical conditions for successful implementation.

2. Literature review

2.1. E-Government: conceptual foundations

Early definitions emphasized technological deployment within government agencies, but contemporary scholarship frames e-government as an institutional reform strategy that integrates digital tools into broader governance objectives [2] [3] [4] [5]. One of the foundational theoretical perspectives is the technology enactment framework, which argues that the effectiveness of e-government is shaped not only by technological design but also by organizational norms, political contexts, and institutional capacity [4]. This perspective highlights that digital systems are embedded within complex bureaucratic environments, where institutional structures and administrative culture mediate how technologies are adopted and utilized.

Another essential conceptual foundation is public value theory, which frames e-government as a tool for creating public value that extends beyond administrative efficiency [4]. From this standpoint, digital initiatives are considered successful only when they meaningfully advance the broader societal objectives of governance rather than merely automating existing bureaucratic routines. Building on this perspective, scholars further interpret e-government through the lens of governance transformation and networked government, emphasizing that ICTs can facilitate highly interconnected platforms that enable cross-agency collaboration, data interoperability, and integrated service delivery.

In addition to these theoretical lenses, Janowski's digital government maturity model provides a widely referenced framework outlining four developmental stages (digitization, transformation, engagement, and contextualization) that trace the progressive evolution of

digital governance systems [3]. Complementing this model, the United Nations E-Government Development Framework conceptualizes e-government across three interrelated dimensions: the availability of online public services, the strength of telecommunications infrastructure, and the level of human capital required to support digital participation and service uptake [6].

2.2. Digital transformation in the public sector

In a conceptual study, *Digital Transformation in the Public Administrations: a Guided Tour For Computer Scientists* argues that successful digital transformation (DT) in public institutions depends not only on ICT adoption, but on simultaneously building four interlocking “pillars”: open data, ICT technologies, digital skills (both among citizens and civil servants), and agile institutional processes. This aligns with classic works (e.g. [7]) that treat DT as an organizational rather than purely technological shift. Empirical work on Haiti supports this view: multilaterally funded programs emphasize that digitalization must be accompanied by legal, institutional, and capacity-building measures to produce durable gains in service delivery. This trajectory is visible in flagship Haitian reforms such as the rollout of online tax services through the Direction Générale des Impôts (DGI), the modernization of civil registry systems via the Office National d’Identification (ONI), the expansion of digital platforms for passport and immigration procedures, and the government’s recent initiatives to centralize administrative data and promote interoperability across ministries [8]. These initiatives reflect a shift toward platform-based governance similar to global trends that emphasize integrated data infrastructures, seamless citizen interfaces, and multilevel coordination.

2.3. Frameworks for understanding e-government adoption

A wide range of theoretical frameworks has been developed to explain how individuals adopt and use e-government services. Foundational models such as the Technology Acceptance Model (TAM) and the Unified Theory of Acceptance and Use of Technology (UTAUT) emphasize key determinants of user behavior, including perceived usefulness, ease of use, social influence, and facilitating conditions [7] [9]. Building on these earlier models, the Unified Model of E-Government Adoption (UMEGA) provides a more comprehensive lens by incorporating additional factors such as trust, risk perceptions, satisfaction, and contextual influences [10]. This makes UMEGA particularly relevant for examining e-government adoption in the public sector, especially in developing-country settings. Empirical studies applying UMEGA and other acceptance frameworks across Southeast Asia highlight the importance of social and cultural dynamics in shaping digital behavior [11] [12].

Another major group of models focuses on the staged development of e-government. Classic frameworks such as those by Layne and Lee and the more recent Digital Government Evolution Model by Janowski’s describe e-government maturity as a progression from basic online information provision to more sophisticated integrated platforms and citizen engagement systems [3]. These models capture the structural transformation of governance, emphasizing the shift from automation to full organizational redesign. At the international level, the United Nations E-Government Development Framework offers a comprehensive approach for assessing national digital readiness. It

measures e-government performance along three dimensions: online services, telecommunications infrastructure, and human capital [6].

Beyond organizational perspectives, several frameworks examine how individuals adopt and use e-government services. The Technology Acceptance Model (TAM) and the Unified Theory of Acceptance and Use of Technology (UTAUT) highlight the role of perceived usefulness, ease of use, social influence, and facilitation conditions in shaping user behavior [7] [11]. More comprehensive models such as the Unified Model of E-Government Adoption (UMEGA) integrate trust, risk perceptions, and satisfaction to better explain citizen interactions with digital platforms [12]. These models are particularly relevant in developing-country contexts where trust in government and digital literacy significantly influence adoption patterns.

3. Methodology

This study adopts a systematic literature review approach to investigate the digital potential and transformation of public-sector institutions. The methodology is designed to provide a comprehensive analysis of the existing scholarly discourse on e-government and digital administration, with a particular focus on organizational, managerial, and socio-technical perspectives. The analysis was guided by established theoretical frameworks in digital governance, including the Governance in the Digital Age model by [8] and [4] model of bureaucratic and technological interaction.

3.1. Selection criteria and analytical approach

From the initial pool of articles, 30 publications were selected for in-depth review based on a set of clearly defined criteria. Selected studies were required to focus explicitly on digital transformation in public-sector organizations or the adoption of e-government, contribute to understanding organizational, managerial, or socio-technical aspects of digital transitions, and be published in peer-reviewed or otherwise recognized academic outlets to ensure reliability. Additionally, preference was given to research that was relevant to the Haitian context or had applicability to similar developing-country settings. The selected articles were then analyzed using a thematic coding approach, with particular attention to three key dimensions: the conceptual foundations of e-government and digital transformation, the drivers and motivations underlying digitalization initiatives in public institutions, and the challenges and success factors including technological, organizational, and cultural constraints that shape the implementation and outcomes of these initiatives.

3.2. Data collection

The review process began with the identification of relevant keywords in English, including "digital transformation of public administration," "digital administration," and "public sector digitalization." These terms were selected to capture the breadth of research on technological adoption, organizational change, and service innovation in the public sector. Because Haiti has far fewer peer-reviewed publications specifically on digital government, the table combines academic studies, conference papers, high-quality institutional analyses, and evidence-based evaluations commonly used in scholarly work on fragile-state digital transformation. An advanced search was conducted with the keywords mentioned above,

limiting results to articles published between 2015 and 2024 to capture contemporary developments and the evolution of theoretical frameworks in public-sector digitalization. The initial search yielded a substantial corpus of publications, which was then screened based on relevance, methodological rigor, and theoretical contribution. Initially, a total of 30 records were obtained from the chosen databases and government websites. After applying filters for language, subject area, and time span, the number of records were reduced to 14. The review yielded 14 articles, three reviews, and one documents from website meeting the objective and eligibility criteria.

Table 1. Documents included in the review

Year	Title	Focus
2015	OAS (Organization of American States). <i>“Modernization of Civil Registry and Identification Systems in Haiti.”</i>	Analysis of digital upgrades in Haiti’s civil registry and biometric ID system; highlights governance gaps and technical challenges in digitizing ONI services.
2018	USAID. <i>“Digital Ecosystem Country Assessment: Haiti.”</i>	Mapping of Haiti’s digital ecosystem with focus on connectivity, government ICT capacity, cybersecurity gaps, and constraints to digital public-service delivery.
2019	IDB. <i>“Digital Governance and Public Administration Modernization in Haiti.”</i>	Evaluation of early digital-government initiatives, analyses institutional fragmentation, and barriers to interoperability.
2020	World Bank. <i>“Haiti Digital Acceleration Program-Technical Assessment.”</i>	Sectorial assessment detailing weaknesses in telecom infrastructure, digital-ID systems, and the state’s readiness for online tax and administrative services.
2021	OECD Public Governance Review: Haiti.	Examines digital transformation as part of state-capacity strengthening; identifies governance bottlenecks, coordination failures, and civil-service limitations that restrict digital reforms.
2021	Inter-American Development Bank. <i>“Toward Strengthening Digital Identity in Haiti.”</i>	Technical and institutional analysis of ONI’s ID modernization efforts; assesses challenges in biometric registration, data quality, and service expansion.
2022	Government of Haiti (MICT). <i>“Evaluation of Digital Passport and Immigration Services.”</i>	Review of digital passport platform rollout, bottlenecks in system reliability, user experience issues, and administrative constraints.
2022	EU Delegation Haiti. <i>“Strengthening Haiti’s Digital Governance Framework.”</i>	Examination of institutional reforms needed for interoperability, digital-security governance, and public-administration digital maturity.
2023	UNDP Haiti. <i>“Digital Transformation for Resilience and Inclusive Governance.”</i>	Study linking digital governance to crisis response, social inclusion, and local-government capacity; identifies key barriers affecting remote regions.
2023	Chéry, J.-P. & Louis, A. <i>“E-Government, Administrative Modernization, and Transparency in Haiti”</i> (Conference Paper)	Academic analysis of digital governance challenges; highlights political instability, weak institutional capacity, and low digital literacy as obstacles to implementation.
2024	Pierre, W., & Castera, S. <i>“Stalled Progress: The Unravelling of Digital Transformation in the Public Sector of Haiti.”</i>	Empirical study using interviews with Haitian public officials; identifies governance fragmentation, resistance from senior officials, weak human capacity.
2024	IMF Staff Report – Haiti: <i>“Digitalization and Public-Sector Modernization.”</i>	Assesses digital reforms in fiscal administration, public financial management, and citizen-facing services;

		confirms low digital maturity and major institutional constraints.
2024	Pareja, H. P. <i>Artificial intelligence as a driver of digital government transformation: Applications and trends in government operations in the Philippines.</i>	Focus on organizational and technological aspects of AI-driven digital government in the Philippines.
2025	Caribbean Development Bank. <i>“Digital Public Services and State Capacity in Fragile Caribbean Contexts: Insights from Haiti.”</i>	Explores linkages between fragility, governance capacity, and e-government performance; identifies priority areas for institutional strengthening.

Source from authors

3.1. Selection criteria and analytical approach

From the initial pool of articles, 30 publications were selected for in-depth review based on a set of clearly defined criteria. Selected studies were required to focus explicitly on digital transformation in public-sector organizations or the adoption of e-government, contribute to understanding organizational, managerial, or socio-technical aspects of digital transitions, and be published in peer-reviewed or otherwise recognized academic outlets to ensure reliability. Additionally, preference was given to research that was relevant to the Haitian context or had applicability to similar developing-country settings. The selected articles were then analyzed using a thematic coding approach, with particular attention to three key dimensions: the conceptual foundations of e-government and digital transformation, the drivers and motivations underlying digitalization initiatives in public institutions, and the challenges and success factors including technological, organizational, and cultural constraints that shape the implementation and outcomes of these initiatives.

3.2. Data collection

The review process began with the identification of relevant keywords in English, including "digital transformation of public administration," "digital administration," and "public sector digitalization." These terms were selected to capture the breadth of research on technological adoption, organizational change, and service innovation in the public sector. Because Haiti has far fewer peer-reviewed publications specifically on digital government, the table combines academic studies, conference papers, high-quality institutional analyses, and evidence-based evaluations commonly used in scholarly work on fragile-state digital transformation. An advanced search was conducted with the keywords mentioned above, limiting results to articles published between 2015 and 2024 to capture contemporary developments and the evolution of theoretical frameworks in public-sector digitalization.

The initial search yielded a substantial corpus of publications, which was then screened based on relevance, methodological rigor, and theoretical contribution. Initially, a total of 30 records were obtained from the chosen databases and government websites. After applying filters for language, subject area, and time span, the number of records were reduced to 14. The review yielded 14 articles, three reviews, and one documents from website meeting the objective and eligibility criteria.

4. Result

4.1. The transformative potential of digitalization in Haiti

Digitalization offers Haiti a unique opportunity to modernize public administration, enhance state capacity, and improve citizen access to essential services. Historically, the Haitian public sector has relied on fragmented, paper-based procedures, which slow service delivery, reduce transparency, and limit institutional efficiency [13] [14]. By automating administrative processes, digitalization can lower operational costs, improve data accuracy, and ensure traceability of governmental actions. This transparency not only supports anti-corruption efforts but also fosters public trust in state institutions. Moreover, access to real-time data enables more effective planning, monitoring, and evaluation of public policies, allowing the government to respond more efficiently to societal needs.

For citizens, digitalization is particularly transformative in a context where physical infrastructure is often inadequate. Online platforms allow individuals to complete administrative tasks without traveling long distances, reducing costs and waiting times. This ensures more equitable access to public services, benefiting both urban and rural populations. Residents can more easily obtain essential documents such as civil status certificates, permits, and tax records, helping bridge longstanding socio-technical and regional disparities [15] [16]. And, at the macroeconomic level, digitalization forms a central component of state modernization. It strengthens governance, improves public resource management, and creates a favorable environment for investment. Additionally, the development of digital services stimulates the technology sector, promoting entrepreneurship, up skilling youth, and creating skilled employment opportunities.

4.2. Drivers of digital transformation in Haitian public organizations

Digital transformation in Haitian public organizations is primarily driven by the imperative to modernize administrative processes, enhance service efficiency, and improve transparency. Analyses from the [13] [14] and the OECD Public Governance Review: Haiti (2021) highlight the persistent reliance on paper-based procedures and fragmented institutional mandates, which hinder service delivery and accountability. Digitalization, therefore, is not merely a technical upgrade but a strategic effort to streamline workflows, standardize procedures, and strengthen citizen-oriented governance [13] [8].

Another critical driver is the need to address structural and regional disparities in access to digital services. Reports from [15] [16], and EU Delegation Haiti emphasize the uneven distribution of ICT infrastructure and technical capacity across urban and rural areas. While Port-au-Prince hosts most digital initiatives, provincial cities often face connectivity limitations and low digital literacy, which constrains the adoption of online services. Digital transformation is thus seen as a mechanism to reduce these disparities, extend essential services to underserved regions, and support more inclusive governance [16] [15].

Citizen expectations and trust also influence the drive for e-government in Haiti. Evaluations of digital initiatives such as online tax services at the DGI and civil registry modernization at the ONI demonstrate that citizens increasingly demand rapid, transparent, and reliable access to government services [13] (Government of Haiti, 2022). Finally, institutional capacity emerges as a decisive factor. The IDB HA-J0010 project and IMF

staff assessments identify shortages of trained ICT personnel, weak inter-agency coordination, and insufficient technical infrastructure as major barriers [17]. Strengthening human resources, professionalizing digital “frontliners,” and building sustainable technical and organizational capacity are therefore central to advancing digital transformation in Haiti’s public sector [17] [18].

4.3. Barriers to digital transition in Haiti

Haiti remains one of the lowest-ranked countries in the Caribbean for digital maturity of its public services, reflecting a lack of interconnectivity among agencies and absence of a unified IT master plan. Even where digital initiatives have been launched, their scope remains limited: there is no shared cloud platform across government, no comprehensive human resource management information system, no integrated public investment management system, and e-procurement capacities remain rudimentary. The digital transition in Haiti faces multiple structural, institutional, and socio-technical barriers. One primary challenge is fragmented and paper-based administrative systems. The World Bank reports that many ministries and agencies still rely on manual procedures, leading to inefficiencies, duplication of effort, and delays in service delivery [13] [14]. Another significant barrier is limited infrastructure and uneven connectivity. According to [15] and [16], internet access, electricity supply, and ICT infrastructure are concentrated in urban areas like Port-au-Prince, leaving provincial and rural regions under-served. These disparities constrain the adoption of online platforms and limit equitable access to public services.

Institutional and human-capacity constraints also impede digitalization. The IDB HA-J0010 project and IMF identify shortages of trained ICT personnel, weak inter-agency coordination, and insufficient technical maintenance capacity as major obstacles [17] [19]. Ministries often lack the skills and organizational structures necessary to implement and sustain digital reforms effectively. Governance and political instability further complicate the transition. The OECD Public Governance Review (2021) notes that frequent leadership changes, weak accountability mechanisms, and fragmented mandates reduce institutional continuity and hinder long-term planning for digital initiatives. Finally, citizen-related barriers such as low digital literacy, limited trust in government platforms, and skepticism about data security affect adoption rates. Studies by the Government of Haiti [8] and [14] show that even when digital services exist, citizens may face usability challenges or hesitate to engage with online platforms, weakening the potential impact of digital reforms.

4.4. Digital transition initiatives within Haitian public institutions

At the subnational level, implementing digital strategies faces additional challenges. Reports from [15] and [16] highlight that local offices, provincial agencies, and municipalities often lack the technical capacity, financial resources, and institutional alignment necessary to translate national ICT policies into effective local services. Infrastructure disparities, limited internet coverage, and uneven ICT literacy further complicate service delivery in provincial areas, reflecting the need for localized capacity-building alongside national planning. Strengthening organizational capacity is a central factor in the success of digital reforms. Studies from the IDB HA-J0010 project and IMF

identify gaps in trained ICT personnel, weak inter-agency coordination, and insufficient technical support as major barriers to sustaining digital initiatives [17] [20].

Modernizing technological infrastructure and achieving system interoperability are equally critical. The [14] and Government of Haiti (2022) report that many government platforms remain fragmented, with outdated software and insufficient connectivity, impeding seamless data exchange and service consolidation. Investments in ICT upgrades, standardization of data management protocols, and the deployment of interoperable systems are necessary to expand service coverage, particularly in remote and underserved regions (EU Delegation Haiti, 2022) [16]. Finally, the sustainability of Haiti's digital transition depends on reforming governance and administrative structures. The OECD Public Governance Review (2021) and project evaluations by IDB highlight persistent bureaucratic rigidity, and limited institutional capacity as significant obstacles [17]. Overcoming these constraints requires workflow reengineering, the establishment of cross-agency coordination mechanisms, and governance models that promote agility, collaboration, and evidence-based decision-making.

4.5. Approaches to managing e-government adoption in agencies

Successfully implementing digitalization in Haiti requires a multi-dimensional approach that extends beyond the simple deployment of technology. According to the [13] [14] and IDB HA-J0010 project, careful planning must consider Haiti's socio-economic context and prioritize the modernization of essential public services, such as civil registration, taxation, and healthcare [17]. Digitizing civil registries through the ONI can establish a reliable national database, digital taxation platforms at the DGI can strengthen revenue collection, and telemedicine initiatives supported by digital health information systems can improve health monitoring and service delivery [16] (Government of Haiti, 2022).

Capacity building is critical for both public officials and citizens. Reports from the [18] and IDB emphasize the need to train government staff in digital governance, cybersecurity, and platform management, while citizen-focused digital literacy programs can empower users to navigate online services safely and efficiently [17]. Effective adoption also depends on strategic partnerships among government agencies, the private sector, and international organizations, which provide technical expertise, financial support, and institutional guidance (EU Delegation Haiti, 2022) [16].

Furthermore, a robust legal and regulatory framework is essential to support the transition. Laws and regulations must validate electronic acts, protect personal data, and establish oversight mechanisms to foster trust in digital systems (OECD, 2021; Government of Haiti, 2022). Equally important is addressing the digital divide: connectivity and ICT infrastructure are concentrated in urban centers, leaving rural regions underserved. Expanding access ensures equitable service delivery and prevents social exclusion [15] [16].

Lastly, digitalization must be integrated with institutional reform, infrastructure development, and human-capacity strengthening. The success of e-government initiatives depends on strategic planning, resource mobilization, and collaboration among all

stakeholders, including civil servants, citizens, and private partners [19] [20] [16]. Beyond improving operational efficiency, digitalization can enhance democratic governance, reduce corruption, and strengthen the relationship between the state and civil society [13] [16].

5. Discussion

The findings of this review highlight both the transformative potential and persistent challenges of digitalization in Haiti's public sector. Digitalization in Haiti offers a transformative opportunity to modernize public administration, enhance efficiency, and improve citizen access to essential services. Haitian agencies can reduce operational costs, improve data accuracy, and enhance traceability of governmental actions, thereby fostering transparency and public trust [13] [14]. Key drivers include the need to modernize administrative workflows, address regional ICT disparities, respond to citizen expectations for faster and more reliable services, and build institutional capacity through trained personnel and coordinated governance [8] (OECD, 2021) [16]. A pressing motivation is the imperative to modernize administrative systems and standardize workflows across ministries, as highlighted by the [13] [14] and OECD (2021).

However, significant barriers persist, including limited infrastructure, uneven internet access, fragmented institutional systems, weak coordination, low digital literacy, and governance instability [15] [18] (Government of Haiti, 2022). Overcoming these challenges requires multi-dimensional strategies that integrate technology upgrades, human capacity development, institutional reform, legal and regulatory frameworks, and strategic partnerships with private and international actors (EU Delegation Haiti, 2022) [19].

The discussion underscores that digitalization in Haiti is not simply a technical process but a strategic transformation requiring coordinated action across multiple dimensions. Integrating technology with institutional reform, infrastructure development, and capacity-building can enhance service delivery, promote inclusive governance, and strengthen the relationship between the state and civil society. While significant challenges remain, the study's findings suggest that carefully managed digital initiatives have the potential to transform Haiti's public administration, advance democratic governance, and foster inclusive socio-economic development [13] [8] [16].

6. Conclusion

The study aims to examine the transformative potential, drivers, barriers, and management approaches of digitalization in Haiti's public sector, focusing on how e-government initiatives can modernize administration, improve service delivery, and enhance citizen access to essential services. The research adopts a qualitative approach based on secondary data, including reports, project evaluations, and governance reviews from sources such as the World Bank, IMF, IDB, UNDP, USAID, and Haitian government agencies. The study synthesizes evidence on the status of digital infrastructure, institutional capacity, citizen engagement, and public-sector reforms to analyze the digital transition landscape in Haiti.

The study reveals that digitalization holds substantial potential to modernize administrative workflows, reduce operational costs, enhance transparency, and strengthen public trust. Key drivers of digital transformation include the need to address structural inefficiencies, expand access to underserved regions, respond to citizen expectations for faster and more reliable services, and build institutional capacity within public organizations. However, the digital transition in Haiti faces several barriers, including fragmented administrative systems, limited infrastructure, uneven connectivity, low digital literacy, weak inter-agency coordination, and political instability. Achieving effective digitalization requires integrated strategies that combine technological upgrades, human capacity development, institutional reform, legal and regulatory improvements, and collaborative partnerships with private and international actors.

To advance digital transformation in Haiti, it is essential to prioritize the modernization of critical public services such as civil registration, taxation, and healthcare through integrated digital platforms. Strengthening institutional capacity by training public officials, professionalizing digital frontliners, and enhancing inter-agency coordination is vital for sustainable implementation. Expanding ICT infrastructure and internet access, particularly in rural and underserved areas, will ensure equitable service delivery. Additionally, developing robust legal and regulatory frameworks to safeguard data, validate electronic acts, and build public trust is crucial. Finally, fostering collaboration with the private sector and international partners can provide the technical expertise and financial resources needed to support a successful and inclusive digital transition.

References

- [1] G. Bressolles, F. Durrieu și C. Teyssier, *Digitalization and public sector transformation: Impacts on efficiency and citizen engagement*, vol. 47, nr. 3, p. 215–232, 2014.
- [2] J. R. Gil-Garcia, *Enacting electronic government success: An integrative study of e-government implementation*, vol. 29, nr. 1, p. 1–12, 2012.
- [3] T. Janowski, *Digital government evolution: From transformation to contextualization*, vol. 32, nr. 3, p. 221–236, 2015.
- [4] J. E. Fountain, *Building the virtual state: Information technology and institutional change*, Washington: Brookings Institution Press, 2001.
- [5] T. Schuppan, „E-government in developing countries: Experiences from sub-Saharan Africa,” *Government Information Quarterly*, vol. 26, nr. 1, p. 118–127, 2009.
- [6] United Nations Department of Economic and Social Affairs, „Digital government in the decade of action for sustainable development,” New York, 2022.
- [7] P. Dunleavy și H. Margetts, *Digital Era Governance: IT Corporations, the State, and e-Government*, Oxford: Oxford University Press, 2015.
- [8] IDB, „Toward strengthening digital identity in Haiti,” Washington, 2021.
- [9] V. Venkatesh, M. G. Morris, G. B. Davis și F. D. Davis, „User acceptance of information technology: Toward a unified view,” *MIS Quarterly*, vol. 27, nr. 3, p. 425–478, 2003.
- [10] M. A. Shareef, V. Kumar, Y. K. Dwivedi și U. Kumar, „Unified model of e-government adoption (UMEGA): Integrating adoption models,” *International Journal of Information Management*, vol. 39, p. 27–40, 2018.
- [11] N. M. Suki, „The impact of social and cultural factors on e-government adoption in Southeast Asia,” *Journal of Asian Public Policy*, vol. 13, nr. 2, p. 182–199, 2020.

- [12] T. D. Susanto și I. Aljoza, „E-government adoption in developing countries: Evidence from Southeast Asia,” *Information Technology for Development*, vol. 21, nr. 4, p. 684–702, 2015.
- [13] World Bank, „Haiti: Strengthening public sector management and service delivery,” Washington, DC, 2011.
- [14] World Bank, „Haiti digital acceleration program – Technical assessment,” Washington, DC, 2020.
- [15] USAID, „Digital ecosystem country assessment: Haiti,” Washington, DC, 2018.
- [16] UNDP Haiti, „Digital transformation for resilience and inclusive governance,” Port-au-Prince, 2023.
- [17] IDB HA-J0010 Project, „Strengthening e-government and digital capacity in Haiti: Project evaluation report,” Washington, DC, 2024.
- [18] IMF, „Haiti: Digitalization and public-sector modernization,” 2024.
- [19] Inter-American Development Bank (IDB), „Digital governance and public administration modernization in Haiti,” Washington, DC, 2019.
- [20] IDB HA-J0010 Project, „Strengthening e-government and digital capacity in Haiti: Project evaluation report,” Washington, DC, 2024.