

## DIGITAL PLATFORMS OF PUBLIC ENTITIES AND USE BY CITIZENS: A SYSTEMATIC REVIEW

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### Abstract

This article explores the use of digital platforms by public entities and their interaction with citizens. The investigation is based on a systematic review of recent scientific literature (2021–2025), following the PRISMA method. In the aftermath of the pandemic, the acceleration of digitalization processes has become a hallmark of the contemporary era. Information and communication technologies (ICTs) have emerged as pivotal instruments in fortifying digital governance, enhancing administrative efficiency, and fostering citizen participation. Nevertheless, challenges such as access disparities, digital literacy, algorithmic discrimination, and the absence of comprehensive regulations that ensure the ethical and transparent use of data persist. A comprehensive analysis of 55 academic studies from Latin America, Europe, and Asia was conducted to identify best practices, common challenges, and avenues for enhancement in the implementation of citizen-centered state digital platforms. It has been determined that digital transformation in the public sector must not be regarded exclusively as a technological modernization; rather, it should be regarded as an opportunity to reconfigure the relationship between the state and society. This reconfiguration should prioritize the promotion of digital rights, equity, and effective democratic participation.

**Keywords:** digital platforms, digital governance, citizens.

### Resumen

El presente artículo explora el uso de plataformas digitales por parte de entidades públicas y su interacción con la ciudadanía, a partir de una revisión sistemática de la literatura científica reciente (2021–2025), siguiendo el método PRISMA. En un contexto post-pandémico marcado por la aceleración de procesos de digitalización, las tecnologías de la información y comunicación (TIC) se consolidan como herramientas clave para fortalecer la gobernanza digital, mejorar la eficiencia administrativa y fomentar la participación ciudadana. No obstante, persisten desafíos como las brechas de acceso, la alfabetización digital, la discriminación algorítmica y la falta de normativas sólidas que garanticen el uso ético y transparente de los datos. A través del análisis de 55 estudios académicos provenientes de América Latina, Europa y Asia, se identifican buenas prácticas, problemáticas comunes y oportunidades de mejora para la implementación de plataformas digitales estatales centradas en el ciudadano. Se concluye que la transformación digital en el sector público no debe ser vista únicamente como una modernización tecnológica, sino como una oportunidad para reconfigurar el vínculo entre Estado y sociedad, promoviendo derechos digitales, equidad y participación democrática efectiva.

**Palabras clave:** plataformas digitales, gobernanza digital, ciudadanos.

### Introduction

In the contemporary era, the digital realm has become an integral facet of our lives, and its pervasiveness is undeniable. Technological advances have precipitated a paradigm shift in the manner in which individuals engage with government entities, profoundly impacting social, economic, political, and cultural domains. In this scenario, the digital

platforms of public entities have become pivotal for the government to remain current, enhance its efficiency, and ensure universal access to services and rights. However, the viability of this prospect remains uncertain, particularly in regions such as Latin America, where significant disparities persist, digital access remains limited, and institutional challenges persist.

The advent of digital technology in government has given rise to numerous expectations regarding the potential for transformation in the management of the public sector. A compelling narrative has been posited regarding the manner in which technological advancements facilitate enhanced citizen engagement with the state. This engagement is manifested through various means, including transparency websites, digital systems for conducting online procedures, and platforms that enable public participation. According to the United Nations (UN, 2022), the implementation of a digital government can enhance administrative efficiency, increase transparency, and facilitate the exercise of citizen rights. However, experts also assert that there are risks associated with this approach. These risks include the potential lack of access to digital, uncontrolled, automatic decisions, the presence of weak institutions, and a decline in people's trust in democracy (Eubanks, 2023; Floridi et al., 2021).

In the context of Latin America, the implementation of public digital platforms has exhibited significant variations across different regions. While certain countries, such as Uruguay and Chile, have advanced with more comprehensive initiatives that demonstrate longevity (UNDP, 2023; OECD, 2023), others encounter challenges due to the absence of interconnected platforms, limited utilization, and the absence of articulated digital strategies. In Peru, for instance, numerous state portals exist, yet many lack interconnectivity and do not prioritize citizen engagement in their design (Rodríguez, 2023; León & Matos, 2021). This phenomenon engenders perplexity, hinders efficiency, and fails to leverage the full potential of technological advancements.

In this context, people play a pivotal role. The utilization of public digital platforms transcends the mere facilitation of procedures and the dissemination of information. These platforms also serve as conduits through which citizens engage with the State. The efficacy of these platforms in facilitating participation, fostering a sense of inclusion, and enabling the exercise of digital rights serves as a barometer for a nation's democratic maturity in the digital landscape. As Isin & Ruppert (2021) contend, the concept of being a digital citizen encompasses not only the possession of the internet, but also the capacity to navigate and engage with the social, technical, and political dimensions of the digital landscape.

One of the most significant challenges confronting governments is the digital divide, which manifests in both access to technology and in the manner in which it is utilized and adapted. For instance, data from the INEI (2024) reveals that internet access in rural areas of Peru remains below 50%, while in Lima, it surpasses 85%. This discrepancy engenders an inequitable distribution of opportunities, impeding the effective operation of state-sponsored initiatives. These initiatives ultimately favor the already connected, thereby neglecting marginalized groups such as the elderly, indigenous populations, rural women, and individuals with disabilities (Silva & Pineda, 2023; Hernández & Rueda, 2023).

Despite the ubiquity of the internet, navigating government websites can be a cumbersome and exasperating endeavor. A multitude of studies have indicated that these pages have not been created with the needs and preferences of all individuals in mind. Furthermore, these pages do not adequately address the requirements and expectations of users. According to García & León (2023), Ventura & Quispe (2022), and Cano et al. (2022), the following shortcomings have been identified in countries such as Mexico,

Peru, Bolivia, and Colombia: intricate language, disorienting navigation, limited accessibility, and a design that appears to be from a bygone era. This phenomenon engenders a pervasive sense of distrust among individuals regarding the state's actions and intentions.

Concurrently, technologies such as artificial intelligence (AI) are beginning to be utilized in public administration to enhance processes, automate decisions, and alleviate the administrative burden. However, the integration of AI within governmental entities also gives rise to a range of ethical and legal concerns. The question of who controls the decisions of the algorithms is a critical one. The following inquiry is posited: How might one circumvent the potential for bias in data analysis? A pertinent question to pose is the following: what are the implications of a machine's decision being contested by an individual? These inquiries, posed by scholars such as Coddou (2021), Floridi et al. (2021), and Oselame (2024), underscore the necessity for digitalization to be guided by clear regulations that safeguard individual rights.

Another salient point pertains to online citizen participation, that is, the notion that individuals have the capacity to influence governmental decisions through digital platforms. In principle, technological advancements present a unique opportunity to promote active engagement, facilitate collaboration, and enhance transparency. However, in reality, many of these platforms in Latin America are of limited utility, utilized by a select few with access, and do not facilitate significant discourse (Ramírez & Bustos, 2022; Díaz, 2023). Digital participation, when executed ineffectively, may appear to align with the concept of inclusion. However, it lacks tangible impact.

In conclusion, the challenge of digital administration must be acknowledged. Research indicates that nations that have demonstrated consistent progress in the digitalization of government have done so as a result of the presence of robust institutional structures, consistent national plans, specialized entities, and appropriate economic resources (OECD, 2023; UNDP, 2023). Conversely, circumstances in which digital transformation has been either fortuitous or uncoordinated have often yielded limited success. Digital administration must be regarded not merely as a technical matter, but rather as an indication of a government's capacity to effectively organize participants, establish rules, allocate resources, and formulate a future perspective.

This article presents a systematic review of 55 academic studies published between 2021 and 2025, which address various aspects of public digital platforms and their use by citizens. A thematic analysis yielded the identification of five key dimensions: The following five subjects are to be examined: (1) the digital divide, (2) user experience, (3) artificial intelligence, (4) citizen participation, and (5) digital governance. The primary objective is to provide a critical and comprehensive perspective on the opportunities, challenges, and conditions necessary for these platforms to meaningfully contribute to the strengthening of democracy and the enhancement of public management.

The present paper does not intend to offer a technocratic or deterministic vision of digitalization; rather, it aims to problematize its implementation based on empirical evidence, contemporary conceptual frameworks, and the rights-based approach. Rather than merely celebrating digitalization for its own sake, it seeks to address the following questions: for whom is this transformation occurring? How is it occurring? With what consequences? And under what conditions?

In summary, the article's underlying assumption is that technology, in and of itself, does not engender profound societal or state-level transformations. The extent to which digitalization contributes to the expansion of rights or the reinforcement of inequalities is

determined by a combination of political decisions, institutional capacities, and citizen participation.

### **Theoretical Framework**

#### **1. Digital government and public digital platforms: conceptual evolution**

The notion of digital government has undergone a substantial evolution in recent decades, transitioning from a predominantly technological approach to a more intricate conception that encompasses political, social, economic, and ethical dimensions. According to the United Nations (UN, 2022), the term "digital government" refers to the strategic use of information and communication technologies (ICTs) to transform the way in which governments interact with citizens, improve the delivery of public services, and increase the transparency and efficiency of the state apparatus.

In this framework, public digital platforms concretely express digital government in the virtual environment. These platforms are interactive systems designed to facilitate access to government services, allow the performance of procedures, offer public information, and, in some cases, promote citizen participation. As posited by Zegarra (2023), the success of these platforms is contingent not solely on their technological architecture, but also on their integration with institutional processes, their accessibility, and their capacity to address social needs.

In Latin America, the proliferation of digital platforms has occurred in conjunction with state reforms that aim to modernize public administration, enhance governance, and foster closer ties between the administration and the citizenry. However, as Rodríguez (2023) and León and Matos (2021) warn, in many countries this digitalization has been fragmented, with multiple platforms that do not communicate with each other, without interoperability, or a common strategic framework.

#### **2. Digital Citizenship: A Relational Construction**

Digital citizenship is defined as the set of rights, duties, capacities, and forms of participation that individuals exercise in digital environments. According to Isin and Ruppert (2021), the concept of being a digital citizen extends beyond mere access to the internet, encompassing the ability to exercise political agency, access services, maintain critical awareness, and engage in public affairs through digital platforms.

This concept of digital citizenship acknowledges the evolution of the virtual space into a novel public sphere, where interests are contested, demands are articulated, and novel forms of relationship with the State are established. In this vein, scholars such as Tapia and Huamán (2024) and Ramírez and Bustos (2022) posit that public digital platforms have the potential to fortify citizenship by facilitating transparent, efficient, and meaningful interaction with government institutions.

Nevertheless, the concept of digital citizenship is not without its own internal contradictions. A review of the extant literature indicates that the exercise of this right is contingent upon a number of factors, including but not limited to the digital divide, the lack of technological literacy, the limited representativeness of participatory platforms, and the exclusionary design of numerous state interfaces (Navarrete & Luján, 2023; Díaz, 2023). Therefore, it is imperative to conceptualize digital citizenship from a rights-based perspective, rather than perceiving it as a mere technical capability.

#### **3. Digital divide and inequality in access to public platforms**

The digital divide is a concept that has been frequently addressed in contemporary literature. This phenomenon is understood as the existing inequality in access, use, and appropriation of digital technologies between different social groups. According to Prada

(2023), the digital divide manifests across three distinct dimensions: (a) access (infrastructure), (b) use (skills), and (c) results (benefits obtained from use).

In the context of public digital platforms, this discrepancy manifests in the exclusion of substantial segments of the population from the services and rights that the State provides online. Rodríguez (2023) and Loaiza et al. (2023) demonstrate that in rural regions of Peru, Bolivia, and Ecuador, a significant proportion of the population remains unaware of the availability of state-run platforms for procedures or consultations. This phenomenon not only imposes restrictions on access to fundamental rights but also exacerbates existing inequalities in the physical realm.

The extant literature suggests that, even in the event of a reduction in the access gap, the functional gap may remain constant. In essence, the possession of an internet connection alone is insufficient for individuals to effectively engage with complex platforms, unless they possess the requisite skills to navigate them in technical languages or with personalized assistance (García & León, 2023; Salinas & Torres, 2024).

4. The concept of user experience, in conjunction with the tenets of citizen-centered design, is a multifaceted and evolving field.

The citizen-centered design approach has gained relevance as a guiding principle in the construction of inclusive and effective digital platforms. According to Norman (2022), the user experience should be accorded a high priority in public digital systems, as it has been demonstrated to influence both the level of citizen satisfaction and the effectiveness of the service.

Salazar & Poma (2023) and Ventura & Quispe (2022) posit that a significant shortcoming of state platforms in Latin America is their limited degree of usability. In many cases, these digital platforms mirror the bureaucratic logic of the physical state, characterized by cumbersome processes, extensive requirements, confusing interfaces, and languages that are inaccessible to ordinary citizens.

The Estonian case, as documented by Kitsing (2022), exemplifies how a straightforward, lucid, and user-friendly design that caters to the needs of the citizenry can foster elevated levels of trust, efficiency, and digital adoption. In Latin America, models such as Uruguay's—with a single gateway and a national digital identity—demonstrate the feasibility of transitioning towards inclusive platforms, provided there is sufficient political will, clearly defined regulatory frameworks, and adequate resources (OECD, 2023; UNDP, 2023).

5. The present study explores the integration of artificial intelligence and algorithmic management within the context of the public sector.

The integration of artificial intelligence (AI) into public digital platforms has given rise to profound discourse concerning its operational advantages and ethical risks. The integration of artificial intelligence (AI) within various facets of society has the potential to automate repetitive tasks, enhance data-driven decision-making processes, and personalize public services (Rodríguez, 2023; Tapia & Huamán, 2024). Nevertheless, the absence of adequate control mechanisms can result in decisions that are opaque, biased, and challenging to appeal.

Eubanks (2023) and Floridi et al. (2021) have cautioned against the potential pitfalls of relying on algorithms for the allocation of social resources, the classification of individuals, or the denial of services. In numerous instances, the logic underlying algorithms tends to reflect historical patterns that can perpetuate inequalities, discrimination, or institutional arbitrariness.

Algorithmic ethics, therefore, is presented as a new field of reflection for administrative law and public management. In their respective works, authors such as Oselame (2024)



and Coddou (2021) put forth a set of principles aimed at regulating the use of AI in the State. These principles include transparency, accountability, the right to explanation, and the necessity of human oversight. Presently, only a limited number of Latin American countries have demonstrated progress in this domain.

#### 6. Digital citizen participation and democratic governance

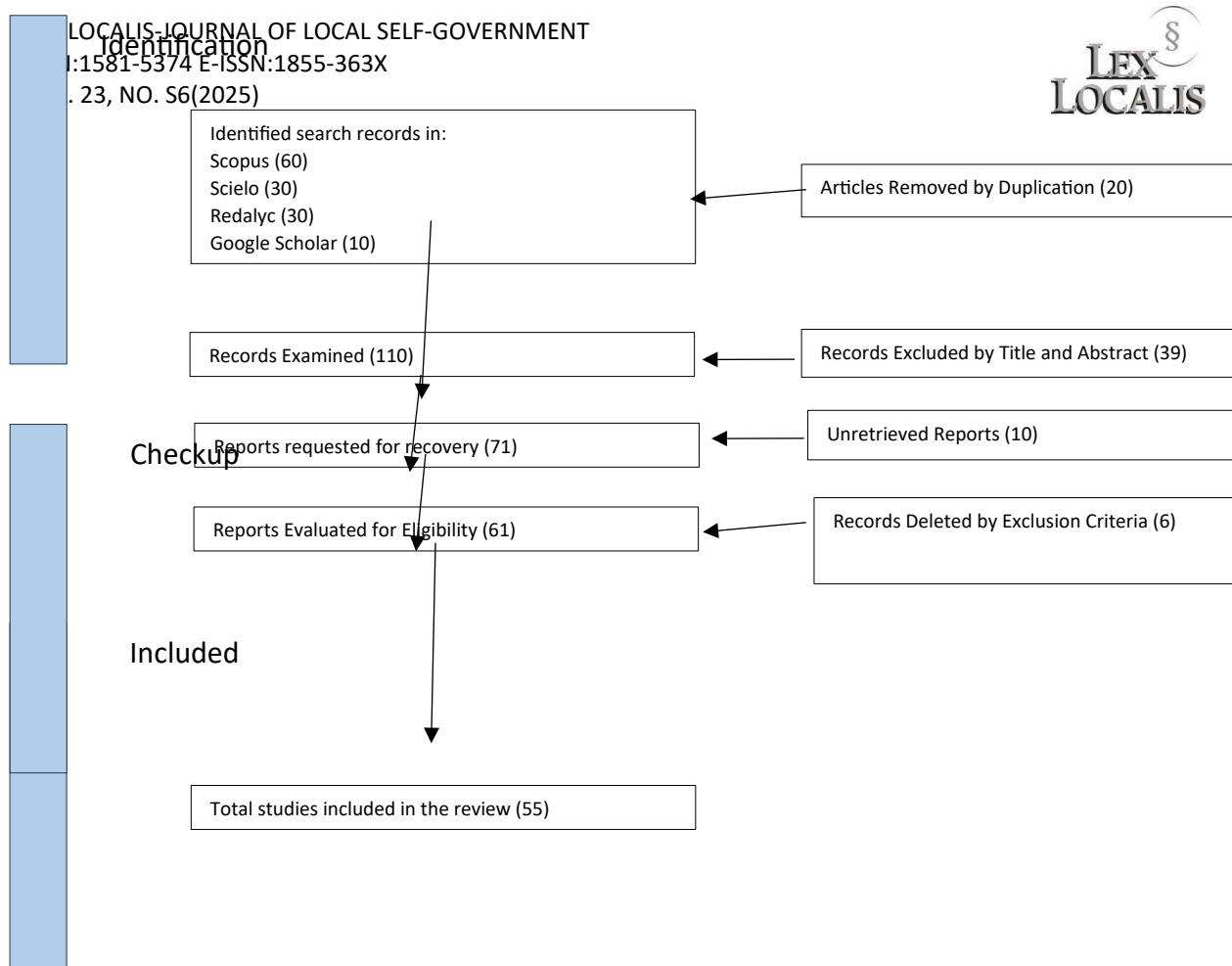
Citizen participation in digital environments constitutes an indispensable dimension of open government. Platforms such as online participatory budgeting, digital public consultations, or electronic petitions seek to expand democratic deliberation and generate more legitimate public policies (Zapata & Franco, 2022; Ramírez & Bustos, 2022).

However, extant literature indicates that these initiatives confront significant limitations, including low representativeness, an apparent lack of substantive impact on decision-making processes, a paucity of institutional feedback, and the absence of binding mechanisms (Bello & Rodríguez, 2022; Díaz, 2023). Consequently, numerous authors advocate for the integration of digital participation into existing face-to-face activities, emphasizing its role as a complement to ensure inclusivity and enhance effectiveness.

Digital governance is defined as the state's capacity to orchestrate, strategize, execute, and assess its digital transformation. The implementation of such initiatives necessitates the establishment of clear legal frameworks, the creation of specialized institutions, the assurance of sustained financing, and the presence of political leadership (Rodríguez, 2023; León & Matos, 2021). In the absence of these conditions, state digitalization is prone to fragmentation, disjointedness, and unsustainability.

#### **Methodology**

This study was carried out under a qualitative approach, following the PRISMA method, which ensures rigor and transparency in systematic reviews. PRISMA structures the study selection process in four phases: identification, screening, eligibility and final inclusion.



#### Inclusion criteria:

- Peer-reviewed academic publications between 2021 and 2025.
- Studies focused on digital platforms of public entities.
- Studies that analyse the citizen use of these platforms, their design, impact or perception.
- Texts available in English, Spanish or Portuguese.

#### Exclusion criteria:

- Non-academic papers (essays without empirical basis, newsletters, institutional notes).
- Studies focused exclusively on the private sector or non-state platforms.

#### Procedure:

Academic databases such as Scopus, SciELO, Google Scholar and Redalyc were consulted. Combinations of keywords such as: "public digital platforms", "digital government", "digital citizenship", "government e-services", "e-government" and "artificial intelligence in the public sector" were used.

Initially, 130 articles were identified. After applying filters and reading abstracts and full texts, 55 studies were selected that met the defined criteria.

#### Results

##### 1. Digital divide: access, appropriation and persistent inequality

A recurring theme in the reviewed articles was the pervasive nature of the digital divide, which functions as a systemic impediment to individuals' ability to access and effectively utilize state digital platforms. This assertion is supported by the findings of at least 14 studies (e.g., Prada, 2023; Andrade, 2024; Zegarra, 2021; Ponce & Soto, 2022), which demonstrate that this gap is not only technical but also social and cultural.

A multitude of studies have demonstrated that, in nations such as Peru, Bolivia, Mexico, and Colombia, geographical, economic, and educational inequalities have established a pattern in which rural and low-income inhabitants have less frequent and lower quality access to the state's digital services (Loaiza et al., 2023; Molina, 2022; Hernández & Rueda, 2023). Concurrent studies, including those by Ramos (2024) and León and Matos (2021), suggest that the absence of public policies focused on digital literacy has led to the emergence of a novel form of exclusion. The concept of "apparent inclusion" signifies that possession of an internet connection does not inherently guarantee a genuine capacity for interaction.

INEI (2024) reveals that in urban areas of Metropolitan Lima, internet access exceeds 85%, while in the Andean and Amazonian regions, this figure falls below 40%. This observation aligns with the findings of the OECD (2023), which indicate that Latin America exhibits more pronounced digital divides compared to other regions worldwide. Digital inclusion must be understood not only as access, but also as appropriation with a sense of citizenship (Navarrete & Luján, 2023).

2. The concept of citizen-centered design, as well as the notion of user experience, are of particular relevance in this context.

A review of the literature reveals that twelve articles have underscored the significance of platform design in ensuring usability, accessibility, and a tangible impact on citizens (García & León, 2023; Salazar & Poma, 2023; Cano et al., 2022). A constant in these studies is the criticism of design focused on management, rather than the end user. In nations such as Mexico and Peru, numerous public platforms continue to exhibit intricate, disorganized interfaces, replete with technical jargon and devoid of universal accessibility criteria (Silva & Pineda, 2023; Rodríguez, 2023).

Research conducted by Vargas (2021) and Ventura & Quispe (2022) indicates that certain demographic groups, particularly the elderly, individuals with disabilities, and those with limited digital literacy, exhibit a marked reluctance to utilize these platforms. This reluctance is attributed to the frustration stemming from the inability to locate clear information or access effective guidance mechanisms.

In contrast, Kitsing (2022) presents the case of Estonia, where the implementation of the "once only" principle and mobile-first design have made the user experience a global benchmark. This experience underscores the notion that the pivotal element in this regard is not solely the accessibility of technology, but rather its quality, relevance, and adaptability to the prevailing social context.

3. The present study explores the integration of artificial intelligence and automated decision-making processes within the context of public administration.

A total of ten studies documented the nascent integration of artificial intelligence (AI) in public administration in Latin American countries. Research conducted by Tapia & Huamán (2024), González & Vega (2023), and Rodríguez (2023) suggests that artificial intelligence (AI) is being employed to manage procedures, filter documents, and generate automatic responses on citizen service platforms.

However, this technological innovation is accompanied by significant regulatory and ethical gaps. Research conducted by Coddou (2021), Eubanks (2023), and Oselame (2024) indicates that, in numerous instances, there is an absence of human control mechanisms over automated decisions. This course of action jeopardizes the fundamental tenets of justice, particularly in the context of social and fiscal programs.

Floridi et al. (2021) and Binns (2022) propose international ethical frameworks that require algorithmic transparency, the right to explanation, and permanent human supervision. However, in Latin America, the implementation of these standards remains



limited, potentially resulting in an opaque and technocratic utilization of AI in public administration (Valenzuela, 2020).

#### 4. Digital Citizen Participation: A Study of the Discrepancy between Promise and Reality with Respect to the Exclusion of Certain Populations

Eleven articles examined digital participation initiatives promoted by local and national governments. The prevailing consensus among scholars in the field is that, while digital platforms in theory enable the expansion of participation, in practice they tend to reproduce the exclusions characteristic of the analog world (see Ramírez & Bustos, 2022; Zapata & Franco, 2022; Bello & Rodríguez, 2022).

Research conducted by Díaz (2023), Hernández & Rueda (2023), and Salinas & Torres (2024) indicates that effective digital participation is constrained by three factors: inadequate connectivity in marginalized sectors, the absence of feedback mechanisms, and citizen distrust regarding the tangible impact of their contributions.

In numerous instances, digital platforms permit users to engage in activities such as "commenting" or "voting," yet these actions rarely exert a tangible influence on the outcomes of public decisions. This phenomenon has been shown to engender frustration, which, in turn, has been demonstrated to act as a deterrent to participation (Pineda & Silva, 2023). Contemporary authors, such as Ramírez & Bustos (2022), have proposed more deliberative, binding, and multichannel models, where citizens can observe tangible outcomes of their intervention.

#### 5. The present study explores the nexus of multilevel digital governance and institutional sustainability.

A total of eight articles address the importance of establishing integrated digital governance structures, with coherent legal frameworks, sustained funding, and governing bodies. Rodríguez (2023), León & Matos (2021), Valenzuela (2020), and UNDP (2023) concur that the absence of coordination among distinct governmental levels (central, regional, and municipal) constitutes a significant impediment to the sustainability of digital platforms.

In the Peruvian context, a number of issues have been identified, including the presence of multiple disconnected platforms, the duplication of efforts, and the absence of interoperability between systems (Tapia & Huamán, 2024; Ramos, 2024). The E-Government Agency in Uruguay has been identified as a leading entity in the realm of digital transformation, with clearly delineated roles and responsibilities. In contrast, Peru grapples with a lack of institutional cohesion, a situation that has been observed to give rise to inefficiency and distrust among citizens (OECD, 2023).

### Discussion

The findings, derived from a systematic review of 55 academic articles published between 2021 and 2025, facilitate an in-depth examination of the social, technical, institutional, and ethical ramifications of digital platform utilization by public entities in varied contexts, particularly in Latin America. Despite the digital transformation of the state being prioritized in governmental and multilateral agendas, the extant literature indicates that the adoption of digital technologies in the public sector is encumbered by numerous tensions, ranging from structural gaps to challenges in design, participation, and governance.

A critical aspect elucidated by the extant literature is the persistence of the digital divide, which manifests not only as a limitation of access to technological infrastructure but also as a multidimensional form of social exclusion. As Prada (2023), Zegarra (2021), Loaiza et al. (2023), and Molina (2022) have noted, in numerous Latin American countries,

inequitable internet access, the absence of sufficient devices, and inadequate digital literacy collectively delineate a scenario in which the potential of digital inclusion is effectively stifled. This discrepancy, as Hernández and Rueda (2023) contend, is exacerbated when confronted with variables such as gender, age, educational attainment, and socioeconomic status. The digital divide in Peru is evident in the fact that more than 50% of rural households lack internet access (INEI, 2024). This indicates that the State's digitalization, far from being a democratizing opportunity in itself, can exacerbate existing inequalities if it is not accompanied by comprehensive and effective technological inclusion policies.

In this regard, the extant studies reviewed concur that the substantial adoption of digital technologies is as pertinent as access. The possession of a connected device does not inherently guarantee proficiency in its effective utilization for civic engagement, service provision, or participation in deliberative processes. As Navarrete and Luján (2023), and Ponce and Soto (2022) contend, the exclusion of individuals from public digital platforms is not attributable to a lack of connectivity, but rather, to factors such as ignorance, fear, and mistrust. This finding indicates that digitalization policies must extend beyond infrastructure expansion to encompass comprehensive digital literacy programs, particularly targeting historically marginalized sectors.

Another central axis that emerges in discourse is the necessity to adopt a citizen-centered design approach. A multitude of studies have been conducted that reveal a concerning trend among public digital platforms. These platforms have been designed with administrative logic, meaning they are engineered to reproduce bureaucratic procedures rather than to facilitate the lives of citizens. This phenomenon has been documented by Salazar and Poma (2023), García and León (2023), and Cano et al. (2022). This phenomenon engenders adverse user experiences, leading to frustration and the abandonment of digital channels. Vargas (2021) and Ventura and Quispe (2022) have noted that, in the context of cumbersome forms, intricate structures, and specialized terminology, a significant proportion of the population opts to revert to in-person interactions with physical offices, thereby counteracting the efficacy objectives of state digitalization initiatives.

Conversely, experiences in countries such as Estonia (Kitsing, 2022) and Uruguay (UNDP, 2023) demonstrate the potential of person-centered digital design to transform the relationship between the state and its citizens. The implementation of interoperable services, accessible from a single point of entry, with a single digital identification, has made it possible in these countries to improve institutional efficiency and increase user satisfaction. These successful experiences demonstrate that digital design must be accompanied by stable regulatory frameworks, sustained financing, and committed political leadership.

The integration of artificial intelligence (AI) within the domain of public administration has emerged as a subject of considerable scholarly debate, characterized by a blend of innovation and controversy. The utilization of algorithms to enhance procedures, personalize services, and detect fraud is a growing trend, as evidenced by the literature on the subject. Articles by Rodríguez (2023), Tapia & Huamán (2024), and González & Vega (2023) provide empirical evidence of this emerging trend. Nevertheless, the absence of adequate regulatory oversight in the implementation of these technologies engenders considerable hazards. As argued by Coddou (2021), Eubanks (2023), and Oselame (2024), artificial intelligence (AI) has the capacity to replicate pre-existing biases, to discriminate in an automated way, and to dehumanize public decisions that affect fundamental rights.

The ethical discourse surrounding the utilization of artificial intelligence (AI) in the public sector has been extensively explored by Floridi et al. (2021). These scholars have put forth a set of principles, including those pertaining to explainability, responsibility, and algorithmic accountability. However, in numerous Latin American countries, these principles have not yet been formally enshrined in legislation or institutional practices. This dynamic has the potential to result in scenarios of technological opacity, wherein citizens find themselves unable to comprehend and subsequently challenge the rationale behind decisions that have a direct impact on their lives. Consequently, the integration of AI within the public sector ought to be a gradual process, subject to close supervision, and prioritized to ensure the preservation of human rights.

With respect to digital citizen participation, the review reveals an ambivalent panorama. On the one hand, there have been noteworthy advancements in the development of platforms for public consultation, electronic voting, and participatory budgeting in countries such as Chile, Mexico, and Colombia (Zapata & Franco, 2022; Ramírez & Bustos, 2022; Díaz, 2023). Conversely, the efficacy of these platforms is constrained, as they frequently exert minimal influence on public decisions, demonstrate a limited impact, or are accessible exclusively to individuals who already possess internet access and digital literacy skills (Salinas & Torres, 2024; Bello & Rodríguez, 2022).

This phenomenon thus reproduces an enduring tension between representation and participation. While platforms enable citizens to be "consulted," they rarely guarantee that their voices will be binding. The extant literature proposes a shift towards more inclusive, deliberative, and multichannel forms of participation (Pineda & Silva, 2023; Hernández & Rueda, 2023), which combine digital and face-to-face spaces, encourage the co-production of policies, and give real weight to citizen opinions. In contexts characterized by pervasive distrust in institutional entities, such as Peru, this approach is instrumental in the process of restoring the State's legitimacy.

The discourse on digital governance has recently shifted its focal point to the capacity of states to formulate, harmonize, and maintain digital transformation initiatives. In countries exhibiting high institutional fragmentation, such as Peru, Bolivia, and Paraguay, the absence of a governing body, the duplication of platforms, and the lack of technological interoperability impede the consolidation of efficient digital ecosystems (León & Matos, 2021; Ramos, 2024; Rodríguez, 2023). This phenomenon can be attributed to the implementation of dispersed services, the introduction of superfluous procedures, and the resultant confusion among citizens.

Conversely, in countries such as Uruguay, South Korea, and Estonia, the implementation of a coherent national digital strategy, accompanied by dedicated financial resources, active political leadership, and integrated regulatory frameworks, has facilitated substantial advancements in terms of efficiency, transparency, and citizen engagement (OECD, 2023; UNDP, 2023). This evidence suggests that the digital transformation of the State cannot be understood as an exclusively technological process, but rather as a profoundly political process, which requires will, long-term vision, and inter-institutional dialogue.

In sum, a comprehensive review of 55 studies reveals that public digital platforms are potent, albeit equivocal instruments. Technology's positive impact is not guaranteed; rather, it is contingent upon the institutional, social, and ethical conditions that surround it. The digital transformation of the state must prioritize the interests of its citizens. This entails the protection of their rights, the facilitation of their participation in the democratic process, and the mitigation of historical barriers that impede their full citizenship.

## Conclusions

1. Public digital platforms are valuable instruments for transforming state management and strengthening citizen participation, but they require minimum conditions of digital equity.
2. Gaps in access, skills and user experience persist and must be addressed through inclusive digital literacy policies and citizen-centered design.
3. The implementation of artificial intelligence in the public sector needs robust ethical frameworks, with transparency, oversight and accountability mechanisms.
4. Digital participation strategies must transcend consultative logic and guarantee the effective inclusion of vulnerable groups in decision-making processes.
5. Successful digital governance is based on multi-level coordination, clear legal frameworks, technological interoperability, and sustained political will.

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