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An Essay About the Intersection of Interagency Collaboration and Artificial Intelligence Implementation in the Public Sector

NATÁLIA MARRONI BORGES
UNIVERSIDADE FEDERAL DO RIO GRANDE DO SUL (UFRGS)

RAQUEL JANISSEK-MUNIZ
UNIVERSIDADE FEDERAL DO RIO GRANDE DO SUL (UFRGS)

MATEUS PANIZZON
UNIVERSIDADE DE CAXIAS DO SUL (UCS)

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Introduction

In today's rapidly evolving technological landscape, artificial intelligence (AI) has emerged as a powerful resource with immense potential for the public sector (Alhosani, & Alhashmi, 2024). AI technologies can significantly impact the sector, including policy making, public service delivery, and internal management of public administrations (van Noordt & Misuraca, 2020).

Artificial intelligence (AI) refers to the simulation of human intelligence in machines that are programmed to think, learn, and adapt autonomously. These systems utilize algorithms and vast amounts of data to perform tasks that typically require human intelligence, such as game playing, computer vision, expert systems, heuristic classification and natural language processing (McCarthy, 2004). Considering such functionalities, AI is transforming the world by driving advancements across various sectors including healthcare (Esteva et al., 2017), finance (Bussmann et al., 2020), transportation (Bagloee et al., 2016), entertainment (Kaplan & Haenlein, 2019) and many others. The transformative power of AI is also evident in the development of smart cities (Kumar & Mallick) and advanced robotics (Beetz et al., 2016). Investments in AI technology are skyrocketing, with both public and private sectors recognizing its potential to revolutionize industries and improve efficiencies (Bughin et al., 2018; Agrawal et al, 2022). According to recent reports, global spending on AI is expected to exceed $110 billion by 2024, underscoring the significant economic and strategic importance placed on this technology.

Artificial intelligence has brought transformative changes to the public sector through its unique capabilities and the innovative solutions it provides (Margetss & Dorobntu, 2019; Eggers et al., 2017). By leveraging techniques and solutions that typically would require human intelligence, governments can enhance the efficiency and effectiveness of public services (Sun & Medaglia 2019). AI enables more informed decision-making processes by providing real-time data analysis and predictive insights (Provost & Fawcett, 2013), which are critical for policy-making, public safety, healthcare, and urban planning. Furthermore, AI-powered automation streamlines administrative tasks, reduces operational costs, and minimizes human error (Misuraca & van Noordt, 2020). As AI systems become more integrated into government functions, issues such as transparency, accountability, and ethical governance gain prominence, necessitating robust frameworks to guide their implementation and use (Charles et al., 2022; Witz et al., 2022). These frameworks ensure that AI deployment in the public sector aligns with societal values and regulatory standards, ultimately fostering trust and enhancing the quality of governance (Mikalef et al., 2021)

As already said, the implementation of artificial intelligence in the public sector has the potential to revolutionize public administration by enhancing the efficiency, transparency, and quality of services provided to citizens (Misuraca & van Noordt, 2020). For these benefits to be fully realized, the implementation might be conducted in an organized and strategic manner - ensuring that technologies are integrated coherently with public policies and social needs. This organized implementation involves establishing clear guidelines, providing adequate training for public servants, and creating robust governance mechanisms to oversee the ethical and responsible use of AI (Wirtz et al., 2022).

However, the implementation of AI in the public sector faces several barriers, including the lack of adequate technological infrastructure, resistance to change among

employees, concerns about data privacy and security, and regulatory and ethical challenges. Overcoming these barriers requires a joint commitment from governments, the private sector, and civil society to foster an environment of collaboration and innovation Chui & Malhorta, 2018; Charles et al., 2022).

Collaborative approaches (Frazier, 2014) and interagency collaboration (Lee & Lee, 2016) are foundational concepts in modern public administration, emphasizing the importance of cooperation between different governmental entities to achieve common goals. These approaches involve the sharing of information, resources, and expertise across various agencies to address complex issues more effectively and efficiently. Bardach (1998) emphasizes the potential of interagency collaboration to innovate and create public value by sharing resources and expertise across agencies, despite the challenges involved.

In the context of artificial intelligence (AI) implementation in the public sector, such collaborative strategies can be particularly beneficial. Interagency collaboration can facilitate the integration of AI technologies by standardizing protocols, ensuring interoperability, and pooling resources (Misuraca & van Noordt, 2020). This unified effort can address many of the challenges associated with AI adoption, such as technological infrastructure deficits, data privacy concerns, and resistance to change. By leveraging the collective strengths of multiple agencies, the public sector can develop robust governance frameworks that enhance transparency, accountability, and ethical use of AI (Chui et al, 2018; Charles et al., 2022).

As this essay will explore, adopting an interagency collaborative approach to AI implementation presents a promising strategy. The central research question guiding this study is: *how can interagency collaboration enhance the implementation of AI solutions in the public sector*? By exploring this question, the research seeks to uncover the mechanisms through which collaborative efforts can be optimized to ensure the successful implementation of AI technologies, thereby improving public service delivery and governance outcomes.

Artificial Intelligence

Artificial intelligence (AI) is recognized as a disruptive innovation with the potential to enable companies to restructure or redefine their business models, aiming for survival, sustained operations, and competitive advantages (Wirtz et al., 2022). This technology encompasses machines designed to mimic human capabilities that typically require human intelligence (McCarthy, 2004). These systems utilize algorithms and vast amounts of data to perform game playing, computer vision, expert systems, heuristic classification and natural language processing (McCarthy, 2004).

Even considering the functionalities (not discussing the technology behind) AI is a vast and complex field, incorporating a range of techniques and applications from simple automation algorithms and machine learning to deep neural networks that emulate the structure of the human brain (Haefner et al., 2021). The breadth of AI applications spans virtually every sector of the economy. Understanding this wide scope helps to recognize how AI can transform processes and systems (Medaglia et al, 2021). This understanding aids in identifying effective use cases that add value. However, AI is not a universal solution; it comprises a collection of concepts, methodologies, techniques, and tools that must be adapted and applied to the specific context of each problem (Rossi & Tagliabue, 2022).

Isolating the main concepts that stem from AI is important to maximize its potential. Among these concepts, the approach of machine learning (Domingos, 2012) and deep learning (LeCun et al., 2015) stands out, both inside the main concept of artificial intelligence. Today, much is said about natural language processing (Goldberg, 2017) and computer vision (Szelisk, 2010) as approaches used for specific techniques that help machines "understand"

images and texts, giving rise to solutions that are currently in focus when it comes to AI, popularly called generative AI. However, for each of these approaches, there is a myriad of associated techniques, making the subject — particularly for laypeople — quite complex.

What distinguishes AI from other technologies is its ability to learn from data and autonomously adapt over time, simulating human intelligence (McCarthy, 2004). This unique characteristic allows AI not only to process information for human use but also to learn from data and update results without human intervention or additional programming, making collaboration a key variable.

Artificial Intelligence in Governments

Governments are increasingly recognizing the value of artificial intelligence in improving efficiency, reducing costs, and enhancing decision-making processes (Tuo et al., 2021). By leveraging AI technologies, governments can analyze vast amounts of data and generate insights to inform evidence-based policy making (van Noordt & Misuraca, 2022). Furthermore, AI algorithms can automate routine administrative tasks, freeing up valuable time and resources for government officials to focus on more strategic and high-level activities (Eggers, Schatsky, & Viechnicki, 2017). In the context of policymaking, artificial intelligence technologies can support various stages of the policy cycle, specially in terms of augmentation, such as agenda setting, policy formulation, decision-making, policy implementation, and evaluation. It can provide policymakers with access to real-time data and predictive modeling, enabling them to make more informed decisions and develop effective policy solutions (Misuraca & van Noordt, 2020). Additionally, AI technologies can improve public service delivery by enhancing the efficiency and effectiveness of government operations (Mergel, Edelmann, & Haug, 2019).

Through automation, augmentation, and intelligent decision-making systems, AI can streamline processes, reduce human error, and ensure the timely delivery of services to citizens. For example, multi-agents, virtual agents and chatbots can handle customer inquiries and provide quick and accurate responses, while recommendation systems can personalize service offerings based on individual preferences and needs (Lindgren, Madsen, & Hofmann, 2019). Moreover, AI can strengthen internal management by facilitating data-driven decision making and improving organizational efficiency. By analyzing large volumes of data, AI can identify patterns and insights that may not be easily discernible to humans (Wirtz, Weyerer, & Geyer, 2019). With the potential for AI technologies to significantly impact the public sector becoming increasingly evident, governments must navigate the complexities and challenges associated with the integration of AI into various aspects of governance (Kuziemski & Misuraca, 2020). Smart Cities are using AI digital twin technologies for complex urban simulation and policy-improvement (Weill et al., 2023),

Artificial Intelligence Implementation in Governments

The integration of artificial intelligence (AI) into government operations has been a topic of increasing interest and discussion in recent years. AI-powered solutions have the potential to significantly enhance the communication and service delivery between citizens and government agencies (Androutsopoulou et al., 2019). Particularly, AI can help reduce administrative burdens and improve the overall effectiveness and efficiency of public services (Sousa et al., 2019).

One notable example of AI implementation in the government sector is the case of Dubai, where the government has actively integrated AI into its e-services (IBM Global AI

Adoption Index 2022, 2023) Beyond Dubai, other countries are also making significant strides in adopting AI for governance and public services.

- **Singapore** has been actively investing in AI research and development, with a focus on utilizing AI for urban planning, transportation management, and public safety. (Woo, 2018).
- **The United Kingdom** has developed a National AI Strategy, which outlines plans to invest in AI research and development, skills, and infrastructure. The strategy also emphasizes the ethical and responsible use of AI. (Kazim et al., 2021).
- **Canada** has been recognized as a global leader in AI research, with significant investments in AI hubs like Montreal and Toronto. The Canadian government has also launched several initiatives to support the development and adoption of AI across various sectors, including healthcare, finance, and manufacturing. (Cifar, 2017).
- **China** has emerged as a major player in AI, with ambitious plans to become a global leader in AI by 2030. The Chinese government has been heavily investing in AI research, development, and deployment across various sectors, including healthcare, transportation, and security. (Zhang & Sun, 2022).

One of the key considerations in the realm of AI implementation is the need for robust data governance frameworks. As AI systems rely heavily on data for training and decision-making, governments must establish clear policies and guidelines for data collection, storage, and usage (Wirtz et al, 2022). This entails addressing issues related to data privacy, security, and fairness, as well as ensuring that the data being utilized is representative and free from biases (Gasser & Almeida, 2017).

In parallel with the technical aspects, ethical considerations play an important role in shaping the responsible use of AI in the public sector. As AI systems have the capacity to make significant decisions that impact individuals and communities, it is essential to establish ethical guidelines and mechanisms for ensuring fairness, transparency, and accountability in AI-driven processes. This involves addressing issues such as algorithmic transparency, explainability, and the mitigation of potential biases in AI decision-making (Floridi et al., 2018).

Additionally, as governments harness AI for policy making, emerges the need to equip policymakers and public officials with the necessary skills and knowledge to effectively leverage AI tools and interpret the outputs in a nuanced and responsible manner emerges. This underscores the importance of investing in training and capacity-building programs that enable government professionals to engage with AI technologies effectively and ethically (Wirtz et al, 2022).

The implementation of AI in government requires a structured approach encompassing several stages and strategies, drawing insights from various studies:

- Assessment and Planning: Governments must begin by assessing their readiness for AI implementation, which includes evaluating existing infrastructure, identifying potential use cases, and determining the necessary resources (Agarwal et al., 2022).
- Data Governance: Establishing robust data governance frameworks is crucial. This includes developing policies for data collection, storage, and usage that address privacy, security, and ethical considerations (AboAbdo et al., 2023).
- Building Infrastructure: Governments need to invest in the necessary technological infrastructure to support AI initiatives. This involves upgrading existing systems, acquiring new technologies, and ensuring that there is adequate computational power and storage capacity (Gupta et al., 2023).

- Skill Development and Training: Training government officials and employees on AI technologies is critical for successful implementation. This includes both technical training for those directly involved in AI projects and broader education for all staff to understand the implications and potential of AI (Kamarudin et al., 2023).
- Pilot Projects: Implementing pilot projects allows governments to test AI solutions on a smaller scale before full-scale deployment. These pilots can provide valuable insights and help identify potential issues that need to be addressed (Smith et al., 2023).
- Scaling and Integration: After successful pilot testing, governments can scale up AI projects and integrate them into regular operations. This stage involves continuous monitoring and evaluation to ensure that the AI systems are functioning as intended and delivering the expected benefits (Zhang et al., 2023).
- Continuous Improvement: AI implementation is an ongoing process that requires continuous improvement. Governments should establish mechanisms for regularly updating AI systems, incorporating feedback, and adapting to new technologies and changing needs (Lee et al., 2023).

These steps can assist public enterprises in implementing AI-based solutions. However, it is important to recognize that AI is a vast field encompassing a variety of solutions, each with distinct characteristics and associated Technologies (Zuiderwijk, Chen & Salem, 2021) This diversity complicates the establishment of a single framework that can accommodate all these differences. Moreover, this is only one of the numerous challenges that must be addressed when aiming to adopt AI in the context of government operations. Some of these challenges will be examined in greater detail in the following section.

Challenges of implementing AI in governments

The implementation of AI-based solutions in the public sector presents a series of complex challenges that need to be addressed to ensure the success and effectiveness of these technologies. From a technical perspective, one of the challenges is the complexity of integrating AI systems into existing government infrastructures (Merhi, 2023). Many governments operate with legacy systems that were not designed to interoperate with advanced AI technologies, complicating integration and necessitating the standardization of data formats and protocols (Agarwal et al., 2022). Moreover, government agencies often operate in silos, with their own legacy systems and processes (van Noordt & Misuraca, 2022). This siloed approach can hinder the seamless integration of AI systems and impede the sharing of data and information. Furthermore, the lack of a unified data governance framework poses challenges in terms of data management, privacy protection, and interoperability.

Ethical challenges are also significant. Ensuring the privacy and security of data used by AI systems is crucial. Governments must develop policies and frameworks to protect sensitive information and prevent unauthorized access (Ben Rjab et al., 2023). Furthermore, the transparency and explainability of AI systems are essential to maintain public trust and ensure that decisions are fair and equitable. This includes the need for AI systems to be transparent and for their decisions to be understandable and justifiable (Gupta et al., 2023). Addressing issues of bias in AI algorithms is also important, ensuring that systems are free from prejudices that could lead to discriminatory outcomes (Gupta et al., 2023).

From an organizational perspective, resistance to change is a common obstacle. Implementing AI solutions requires a cultural shift within government agencies, where resistance to change and fear of job displacement can hinder the adoption of AI technologies (Misra et al., 2023). Additionally, there is a significant skills gap in AI within the public sector. Providing training and capacity-building programs is essential to equip public officials

with the necessary skills to effectively use AI technologies (Kamarudin et al., 2023). Another challenge is the potential fear of job displacement. Implementing AI solutions in the public sector requires a paradigm shift in thinking and a willingness to embrace technological advancements (Misra et al., 2023). Government officials and employees may fear that AI will replace their roles or undermine their expertise (van Noordt & Misuraca, 2022).

Finally, data governance challenges are critical. Establishing robust data governance frameworks is essential to ensure that data collected, stored, and used is managed ethically and securely. This includes developing policies to ensure data quality and interoperability between different agencies (AboAbdo et al., 2023). Protecting citizens' privacy is a priority, and developing guidelines for data collection, storage, and use can help ensure that privacy rights are respected (Ben Rjab et al., 2023). Additionally, securing sufficient funding for AI projects is an ongoing challenge, requiring governments to prioritize AI initiatives and allocate the necessary financial and human resources for successful implementation (Smith et al., 2023).

Table 1 - Challenges to AI Implementation in the public sector

Ethical challenges	Privacy of data	Ben Rjab et al., 2023
	Transparency	Gupta et al., 2023
	Explainability	Gupta et al., 2023
	Bias	Gupta et al., 2023
	Security of data	Ben Rjab et al., 2023
Organizational perspective	Resistance to change	Misra et al., 2023
	Job displacement	van Noordt & Misuraca, 2022
	Skills gap	Kamarudin et al., 2023
Data governance	Data governance frameworks	AboAbdo et al., 2023
	Guidelines for data collection, storage, and use	Ben Rjab et al., 2023
	Funding for AI projects	Smith et al., 2023
Technical Perspective	Complexity of integrations	Merhi, 2023
	Interoperability	Merhi, 2023
	Standardization of data formats	Agarwal et al., 2022
	Operation in silos	van Noordt & Misuraca, 2022

There are strategies to overcome the challenges of implementation of AI in the public sector. One of them involves the interagencies collaboration, which will be better described in the following session.

Interagency collaboration

Collaboration is a fundamental aspect of modern organizational structures, as it allows individuals and teams to leverage their unique skills, knowledge, and resources to achieve shared goals (Frazier, 2014). This principle extends beyond the boundaries of a single organization, as interagency collaboration has emerged as a relevant strategy for addressing complex social, economic, and environmental challenges (Warm, 2011). By integrating the expertise and resources of multiple government agencies, interagency collaboration can enhance the efficiency and effectiveness of public service delivery (Lee & Lee, 2016).

Considering this, interagency collaboration can be understood as the coordinated and cooperative efforts of multiple government agencies working together to achieve common goals and objectives. It involves the sharing of resources, information, and expertise to tackle complex issues that require a multidisciplinary approach. This is a fundamental practice in contemporary public administration, facilitating innovation, efficiency, and effectiveness in the delivery of public services (Fedorowicz et al., 2009). Kwon et al. (2009) discuss how

collaborative strategies are essential for the preservation of state government digital information, emphasizing partnerships and the sharing of information and resources among various agencies.

Little wonder it is seen as essential for creating joint production capacities and for innovation in public administration. Bardach (1998) defines interagency collaboration as the creation of joint production capabilities in service delivery and regulatory enforcement. The author argues that interagency collaboration capacity is crucial for innovation and the creation of public value, serving as a necessary foundation for the public sector to innovate both in its products and processes.

Due it's characteristics, interagency collaboration is a multifaceted phenomenon that involves several key elements. As outlined in a comprehensive review of the literature, external forces, shared problems, resources, and capacity building are all essential components of effective interagency cooperation (Frazier, 2014). These factors work in tandem to create an environment that fosters collaboration and enables agencies to tackle complex issues that transcend their individual jurisdictions.

According to Ward et al. (2018) the success of interagency collaboration is often rooted in the institutional factors and processes that govern the relationships between participating agencies. A strong history of informal institutional collaboration can serve as an important antecedent to the formation and implementation of formal collaborative arrangements. Additionally, the presence of a champion who can cultivate and develop both informal and formal institutions can play a crucial role in facilitating interagency cooperation. Furthermore, the rules-in-use and the rules-in-form may vary at different levels of management, highlighting the need for a nuanced understanding of the organizational dynamics that shape interagency partnerships.

Benefits of Interagency Collaboration

One significant benefit of interagency collaboration is the potential to enhance the quality and efficiency of service delivery to the target population. By uniting organizations from different sectors or those with complementary capabilities, there is an opportunity to leverage combined resources, expertise, and knowledge to provide more effective services (Frazier, 2014). This collaborative approach can reduce duplication of efforts, increase access to services, and improve the coordination of care or assistance for clients. Additionally, interagency collaboration can lead to better outcomes for service users, as the integration of strengths and resources from various organizations results in more holistic and effective service delivery (Sowa, 2008).

The drive to form interagency collaborations often stems from the desire to secure these service delivery benefits and enhance overall organizational performance (Sowa, 2008). Collaborative efforts facilitate shared problem-solving and increased capacity (Frazier, 2014). When organizations work together, they can collectively identify and address shared problems, leading to more sustainable and comprehensive solutions (Frazier, 2014). Furthermore, collaboration fosters capacity building as organizations learn from each other and develop new skills and capabilities (Frazier, 2014).

Interagency collaboration also strengthens the overall capacity of the participating organizations. By sharing information, best practices, and other resources, collaborating agencies promote organizational learning and development. This collective effort can lead to advancements and innovations that individual agencies may not achieve independently (Patel et al., 2012). Additionally, collaboration allows organizations to pool their expertise and

competencies, enabling them to pursue ambitious goals or tackle complex problems beyond the scope of a single agency. This collaborative approach enhances the ability to serve larger groups of people, as the combined resources and expertise can reach a wider audience (Green & Johnson, 2015).

Moreover, interagency collaboration provides organizations with access to additional funding and resources that may not be available through individual efforts. By joining forces, agencies can leverage their collective assets to apply for grants or other funding sources that require collaborative approaches. This is particularly beneficial for smaller or resource-constrained organizations that may struggle to secure adequate funding independently. The pooling of resources through collaboration enables participating agencies to deliver a broader range of services or reach a larger segment of the target population (Sowa, 2008).

The development of stronger relationships and networks among participating organizations is another significant advantage of interagency collaboration. As agencies work together to achieve common goals, they build trust, understand each other's perspectives, and establish effective communication channels (Warm, 2011). These stronger relationships facilitate future collaboration and information-sharing, enhancing the overall capacity of the network. Additionally, collaboration exposes organizations to new ideas, approaches, and connections that they might not encounter through individual efforts. This exposure fosters innovation and the exploration of new solutions to complex problems.

Bringing together diverse perspectives and expertise through interagency collaboration stimulates innovation and creativity. The exchange of knowledge, ideas, and approaches can lead to novel solutions that individual organizations might not generate on their own. As noted in the literature, "increased collaborations can save considerable time and money, and most often, breakthrough research comes through collaborative research rather than by adhering to tried and true methods" (Medhi et al., 2019).

Table 2 – Benefits of Interagency Collaboration Practices

Improved Service Delivery and Efficiency	Reduced duplication of effort	Sowa, 2008
	Increased access to services	Sowa, 2008
	Better coordination of assistance for clients	Sowa, 2008
	Shared problem-solving	Frazier, 2014
	Increased capacity	Frazier, 2014
	Sustainable and comprehensive solutions	Frazier, 2014
	New skills and capabilities	Frazier, 2014
	Improved service delivery	Sowa, 2008
	Holistic and effective service	Sowa, 2008
Enhanced Organizational Capacity	Organizational learning and development	Patel et al., 2012
	Advancements and innovations	Patel et al., 2012
	Pool expertise and competencies	Green & Johnson, 2015
	Serve larger groups of people	Green & Johnson, 2015
Funding and Resources	Access to additional funding and resources	Sowa, 2008
Strengthened Relationships and Networking	Build trust	Warm, 2011
	Effective communication channels	Warm, 2011
	Resource sharing	Warm, 2011
	Understand each other's perspectives	Warm, 2011
	Exposition to new ideas	Warm, 2011
Increased Innovation and Creativity	Exchange of knowledge	Sowa, 2008
	Development of novel solutions	Sowa, 2008

In the context of implementing artificial intelligence solutions in the public sector, interagency collaboration is of utmost importance (van Noordt & Misuraca, 2022).

Implementing artificial intelligence solutions in the public sector requires collaboration among multiple agencies and stakeholders (J. Straub et al., 2023). These agencies may include government departments, regulatory bodies, technology providers, and other relevant organizations (van Noordt & Misuraca, 2022). By working together, these agencies can harness their collective expertise, resources, and perspectives to ensure the successful implementation and adoption of artificial intelligence solutions (Merhi, 2023). In the following section, we will address in detail the possible contributions of interagency collaboration in the adoption of artificial intelligence in the public sector.

Interagency collaboration and Artificial Intelligence Implementation

The intersection of interagency collaboration and the implementation of Artificial Intelligence (AI) in the public sector offers an opportunity to leverage collective resources and expertise to tackle complex challenges. Both fields can benefit from each other, addressing the distinct hurdles each faces while enhancing their overall effectiveness. According to van Noordt and Misuraca (2022) the successful implementation of artificial intelligence in the public sector requires effective interagency collaboration to overcome various challenges and maximize its benefits

This collaboration is essential for several reasons (Yi Ding & Janssen, 2018). Firstly, the public sector encompasses a wide range of agencies and departments, each with their own unique goals, mandates, and responsibilities (Khamis et al., 2019). In order to fully harness the potential of artificial intelligence, these agencies could work together to align their objectives and share resources (Attard-Frost, 2024). Secondly, interagency collaboration ensures that the implementation of artificial intelligence solutions is holistic and comprehensive (Criado & de Zarate-Alcarazo, 2022). This is because artificial intelligence solutions in the public sector often require access to diverse datasets and expertise from multiple agencies. In addition, interagency collaboration fosters innovation and knowledge sharing (Van Noordt & Misuraca, 2021).

By pooling resources, expertise, and best practices, agencies can leverage each other's strengths to develop more effective and efficient artificial intelligence solutions. Lastly, interagency collaboration can address ethical and policy considerations related to artificial intelligence in the public sector (Misra et al., 2023). This collaboration allows for the establishment of guidelines, regulations, and frameworks that ensure responsible and equitable use of artificial intelligence. Moreover, interagency collaboration promotes transparency and accountability in the implementation of artificial intelligence solutions (Ben Rjab et al., 2023).

By examining the information provided in Tables 1 and 2, we can better understand how the benefits of interagency collaboration can help overcome the difficulties associated with AI implementation in the public sector.

Interagency collaboration, which involves the coordinated efforts of multiple governmental agencies to achieve shared objectives, provides several key benefits that are particularly advantageous for AI implementation. For instance, **resource sharing allows agencies to pool data, technology, and expertise, overcoming individual limitations and creating a robust foundation for AI development and deployment**. Given the technical and resource-intensive nature of AI projects (Bardach, 2001) the share of resources can be helpful in AI implementation projects. **Enhanced innovation is another significant benefit, as collaboration fosters an environment where diverse perspectives and expertise converge, leading to the development of more innovative solutions to complex problems** (Kwon et al., 2009).

Cost efficiency is also a significant advantage of interagency collaboration. Joint projects enable agencies to share development costs and benefit from economies of scale (Fedorowicz et al., 2009). Funding constraints also pose a significant challenge for AI implementation. **Collaborative funding models enable agencies to share the financial burden and secure the necessary resources for successful AI deployment** (Bardach, 2001; Kwon et al., 2009).

However, implementing AI in the public sector presents numerous challenges. One of the most significant barriers is the existence of data silos within and between agencies, which impede the free flow of information necessary for training and refining AI algorithms. Collaborative efforts can break down these silos, facilitating data sharing and integration across different platforms and systems (Kwon et al., 2009). Furthermore, cultural differences between agencies, including distinct priorities and operational procedures, can hinder collaboration and the seamless integration of AI solutions (Kwon et al., 2009; Fedorowicz et al., 2009).

Lack of technical expertise across all agencies is another critical challenge. Not all agencies possess the technical knowledge required for AI implementation. **Interagency collaboration helps bridge this gap by leveraging the strengths and expertise of various agencies, ensuring that AI projects are adequately supported by skilled personnel** (Bardach, 2001). Additionally, regulatory and ethical concerns, such as bias in AI algorithms, data privacy, and security issues, necessitate a unified approach to develop standardized regulations and ethical guidelines, which can be effectively addressed through collaborative frameworks (Fedorowicz et al., 2009).

Another relevant aspect of successful AI implementation is risk mitigation. Through collaboration, agencies can better anticipate and mitigate the risks associated with AI, such as ethical concerns, data privacy issues, and technological uncertainties. This collaborative risk management approach ensures a more secure and responsible deployment of AI technologies (Fedorowicz et al., 2009). In Table 3, the information developed throughout this section has been synthesized to provide a more objective understanding of the benefits of interagency collaboration that can potentially aid in the implementation of artificial intelligence in the public sector.

Table 3 - Interagency Collaboration Benefits related to AI implementation Challenges

		Improved Service Delivery and Efficiency									**Enhanced Organizational Capacity**				**Funding and Resources**	**Strengthened Relationships and Networking**					**Increased Innovation and Creativity**	
		Reduced duplication of effort	Increased access to services	Better coordination of assistance for clients	Shared problem-solving	Increased capacity	Sustainable and comprehensive solutions	New skills and capabilities	Improved service delivery	Holistic and effective service	Organizational learning and development	Advancements and innovations	Pool expertise and competencies	Serve larger groups of people	Access to additional funding and resources	Build trust	Effective communication channels	Resource sharing	Understand each other's perspectives	Exposition to new ideas	Exchange of knowledge	Development of novel solutions
Ethical challenges	Privacy of data				x	x					x							x				
	Transparency				x	x					x			x				x			x	
	Explainability				x	x					x			x				x			x	
	Bias				x	x					x							x		x	x	
	Security of data				x	x					x							x				
Organizational perspective	Resistance to change							x											x		x	
	Job displacement							x														
	Skills gap							x														
Data governance	Data governance frameworks				x	x																
	Guidelines for data collection, storage, and use				x	x																
	Funding for AI projects														x							
Technical Perspective	Complexity of integrations	x			x	x												x				x
	Interoperability	x			x	x												x				x
	Standardization of data formats	x			x	x												x		x		x
	Operation in silos	x			x	x		x		x								x	x	x		

The following section discusses the relationship between the implementation of AI in the public sector and the interagency collaboration that has been developed thus far

Discussions and Final Considerations

The primary objective of this research was to explore the intersection of interagency collaboration and the implementation of artificial intelligence (AI) in the public sector. By examining the challenges associated with AI implementation and the benefits derived from interagency collaboration, this study aimed to uncover how these two domains can be

leveraged to enhance public sector performance. The discussion confirmed that interagency collaboration offers significant potential to address technical, organizational, and governance-related challenges in AI implementation.

In building this work, we observed the key challenges of AI implementation, including data silos, cultural differences, technical expertise gaps, and regulatory and ethical concerns. By aligning these challenges with the benefits of interagency collaboration, such as resource sharing, enhanced innovation, cost efficiency, and improved decision-making, it was demonstrated how collaborative efforts can mitigate these barriers. This synthesis is encapsulated in Table 3, providing a clear and objective understanding of the potential benefits of interagency collaboration in AI implementation.

While this approach offers valuable insights, it is important to acknowledge that the methodology could be enhanced. Future research should aim to collect primary data to better specify the relationships between interagency collaboration and AI implementation. The current literature lacks detailed frameworks that address the nuances of these relationships. By conducting empirical studies and collecting data from real-world implementations, researchers can develop more specific models and frameworks that guide public sector entities in collaborative AI integration.

Specifically, this article is part of a broader project aimed at improving public sector performance through technological innovations. Within this larger framework, the findings of this article highlight a significant discovery: interagency collaboration can significantly reduce the technical challenges of AI implementation. On the other hand, the persistence of data governance issues indicates a significant area for further development. Given the vast amounts of data held by government agencies, establishing robust data governance frameworks is essential for effective AI implementation. This is particularly critical in light of ongoing discussions about data privacy, security, and ethical use.

Interagency collaboration can help to address the complexities of integrating AI systems into government infrastructures. The siloed nature of government operations can be mitigated through collaborative efforts, which streamline integration processes and enhance data sharing and interoperability. Establishing cross-agency task forces or working groups dedicated to AI implementation can facilitate the exchange of best practices and expertise, leading to more effective AI integration across government entities.

Moreover, interagency collaboration can address resistance to change and fears of job displacement within the public sector. By fostering a collaborative environment focused on capacity-building and skill development, agencies can provide training programs and resources that equip government officials and employees with the necessary skills to leverage AI technologies effectively. This approach emphasizes the potential of AI to augment human expertise rather than replace it, fostering a culture of openness to technological advancements.

In conclusion, effective interagency collaboration is essential for overcoming the challenges associated with AI implementation in the public sector. Through collaboration, governments can address technical, organizational, and governance-related challenges, creating a conducive environment for the responsible and impactful use of AI in governance and public service delivery. However, there remains a significant gap in specific models and frameworks to guide public enterprises through this process. The existing literature underscores the necessity of interagency collaboration but falls short in providing detailed pathways or frameworks. Future research should focus on developing these frameworks to facilitate collaborative AI implementation effectively.

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