



Catalytic Power of AI & Next Practice Public Service Delivery

AAPAM/DPSA 10th Research Seminar
Stellenbosch University

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Presented by

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Directorate of Research and Management Consultancy



Session Outline

- Current State
- The Great Shift
- Catalytic Nature of AI
- Future Public Service
- CTA



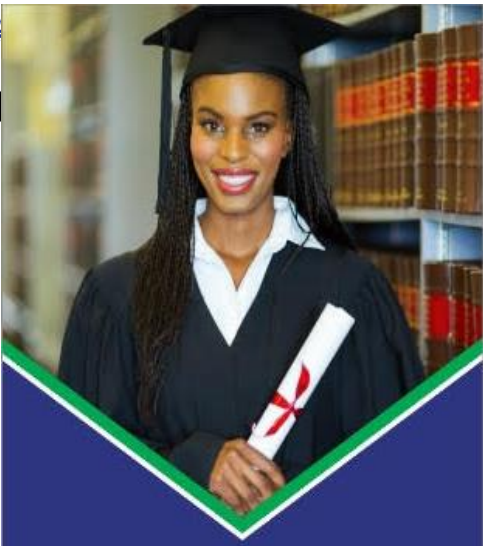
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Current State



Government Structures

- Government Structure
 - Three Arms - Executive, Legislature, Judiciary
 - Many Ministries, Departments and Agencies; One Government
 - We, ... the people....
 - Government by... For the people
- Principles of...
 - Complementarity
 - Indivisibility
 - Unity of purpose
- No Wrong Door in Government

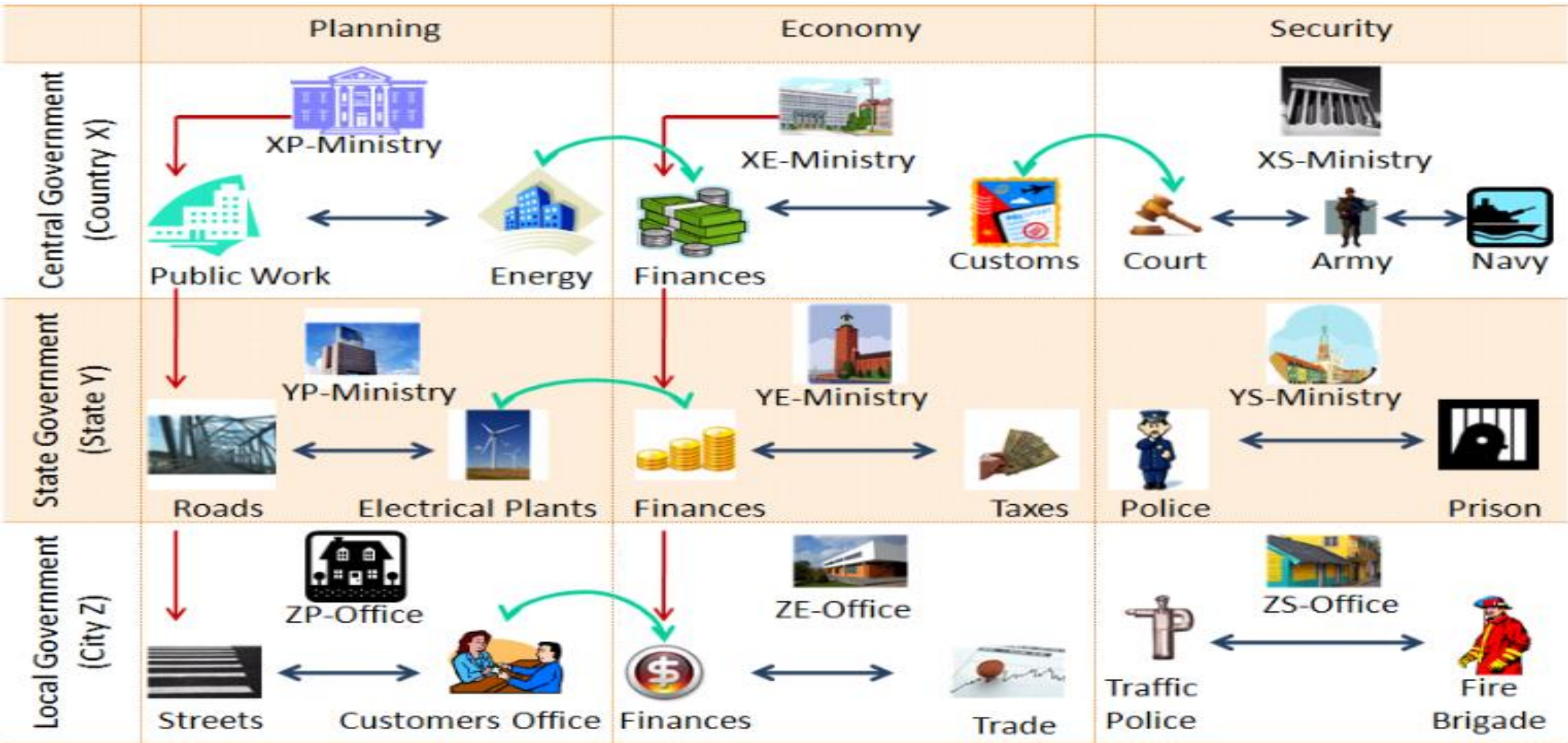


Whole of Government Concept

- Government Delivering as ONE
 - Coordinating
 - Collaborating and
 - Linking up government
 - Multiple levels, missions, programs, agencies based on constituent's needs



WoG in Practice





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The Great Shift



The Shift

- WOG to WON
- WON to WOR
- Blue Ocean Shift
- Scale Matters

Digital Transformation Trajectory



- 01** Vision, leadership, mindsets
- 02** Legal and institutional framework
- 03** Organizational setup and culture
- 04** Systems thinking and integration

Online Presence	Transactional	Connected	Transformative
<p>Individual leaders in IT Department support e-government; Reactive mindsets</p>	<p>Some e-government champions across government</p>	<p>Leadership's commitment at top level Creates an environment that allows people to become more involved</p>	<p>Transformational leadership and full support for digital government from leadership at all levels of government. Digital strategy is embedded in or aligned with the national development strategy Teams are aligned around data Forward-looking, proactive/anticipatory, innovative, digital and adaptive mind-sets</p>
<p>Basic laws are in place</p>	<p>Regulators as watchdogs Some form of legal authentication Some form of citizen ID</p>	<p>Most legislation is in place</p>	<p>Regulators as facilitators; Far-sighted and comprehensive legal framework; Strong Digital ID; regulatory sandboxes to explore use of emerging technologies</p>
<p>Not centralized</p>	<p>E-government coordination is under a ministry such as the ICT Ministry</p>	<p>CIO located at the central level</p>	<p>CIO located within the highest-ranking decision-making body in government with budgetary autonomy; Multi-disciplinary and cross functional teams; network of CIOs national/local level Environment of continuous learning to quickly adapt to change; Operational agility, e.g., analytics-enabled human resources to identify and bridge skills gaps, and procurement engages innovative start-ups; Augmented workforce or human and machine collaboration, which require among other things, creativity, strategic decisions and empathy; freeing up employees to carry out higher value-added tasks which require creativity</p>
<p>Departments work in silos, Low integration of services Information available online</p>	<p>Two-way communication with people Downloadable forms Some e-government projects are experimenting with integrated approaches</p>	<p>E-services cut across ministries and departments and services are provided in a seamless manner; From government centric to people centric service delivery</p>	<p>Strong single government website "Digital-first principle," digital by default, digital by design and mobile-first principle Public service delivery as an integrated system; Strong National Digital ID; Anticipatory people-centric and people driven services; Co-creation of services Government is easy to deal with, responsive and adaptive to people's needs</p>

Digital Transformation Trajectory



05 Data management

Limited access to accurate, timely, disaggregated and widely available data

Transaction data-based culture

Data integration and synchronization

Data governance office; once-only (data) principle; data-driven culture evidence-informed decisions; continuous monitoring and improvement of data open, machine-readable government data and high usage of open data

06 ICT Infrastructure, affordability & access

Low connectivity
Low availability of hardware
No strategy on ICT investment as a whole
IT centric

Customer centric

One single government website

High broadband connectivity, use of frontier technologies, big data; platform business model; decentralized and interoperability architecture secure by design; blockchain as a security feature; ecosystem centric

07 Resources

Little or no investment for digital transformation

Investment for specific projects

Large scale investment

Whole-of-government and long-term approach to IT investment, including sustainability in financing; public-private partnerships

08 Capacity of capacity developers

Limited capacity

Investment in computer labs

The use of ICTs in integrated in all curricula

Strong partnerships with academia, think tanks, private sector, i.e., innovation labs, and other national governments, e.g., regional cybersecurity training; engagement of schools of public administration in building curricula for digital capacity and other relevant skills, continuous training of trainers

09 Societal capacities

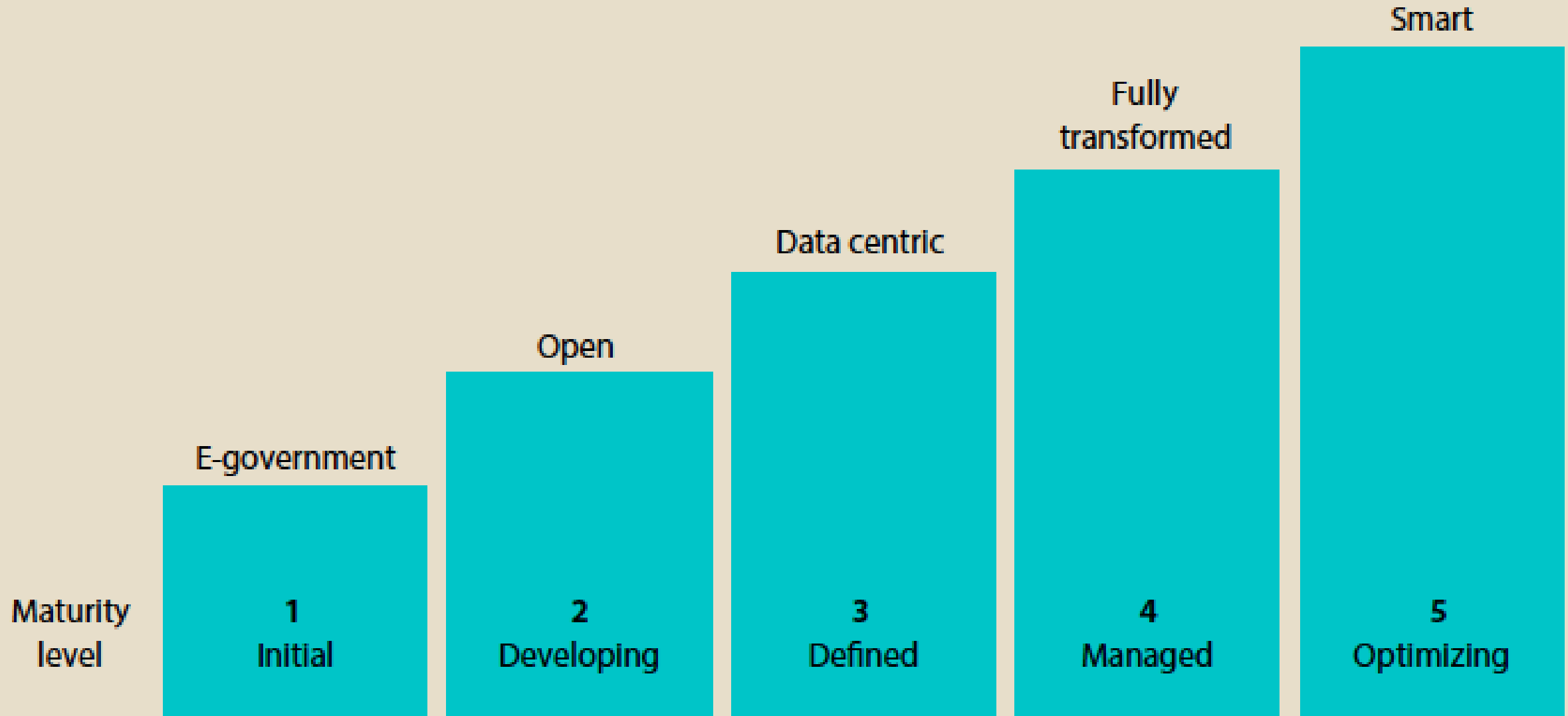
Limited programmes in place to build societal capacities

Outreach activities to some vulnerable groups

Digital literacy in society is high and Internet penetration is also very high at all levels; Omni or multichannel approach to lifelong learning; Partnerships between government and local ICT industries; Maintain trust in government and ICT security, safety and privacy.



Digitilization Maturity Grid





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Catalytic Nature of AI

AI will affect almost 40% of
jobs around the world by
June 2027 (IMF)



AI Catalytic Dimensions

- **Efficiency and Innovation Catalyst**
 - Cost savings
 - Innovation - new products, business models, and revenue streams.
- **"AI agents"** that reason, act, and collaborate across systems
 - AI as a core competitive advantage.



AI Catalytic Dimensions

- **Workflow & Culture Change**
 - AI & culture change
 - Organizational transparency
- Accelerating R&D (Education, Chemicals Industry etc)

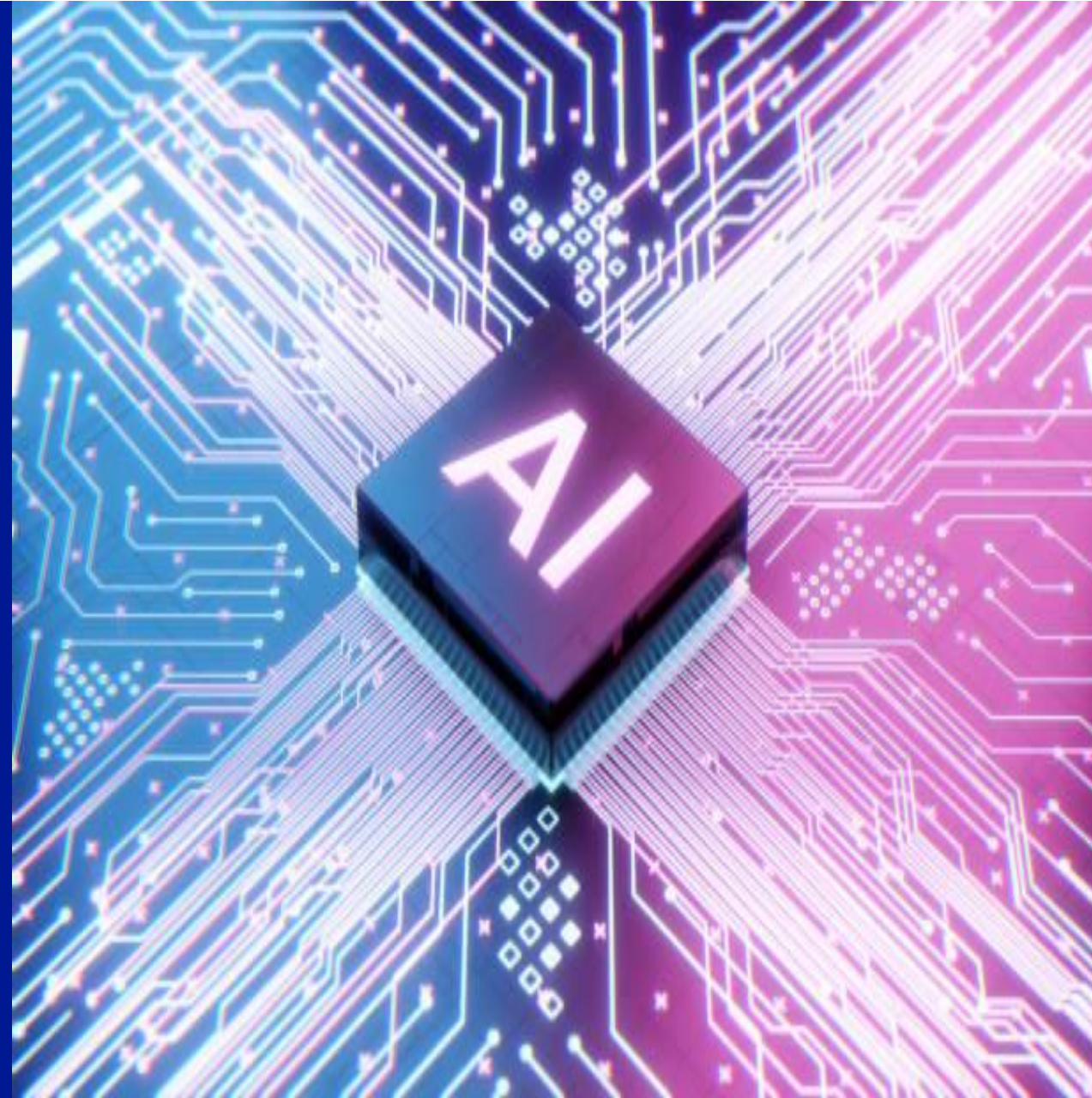


AI Catalytic Dimensions

- **Hybrid Workforce Catalyst**
 - Blended workforce
 - Shift from AI as tools to collaborators.

Artificial Intelligence
is projected to
contribute up to \$15.7
trillion to the global
economy by 2030

It may potentially
boost global GDP by
14% to 26%





AI Dilemmas

- Policy & regulation - Ethical Issues
- Data Privacy and Security
- Bias in algorithms - unfair decisions
- Funding
- Human Factors - skills gap, fragmented adoption(no strategy)
- Infrastructure
- De-externalization
- AI as Industrial Policy?

Future Public Service



NOW OFFERING

- ✓ Academic Programmes
- ✓ Executive Programmes
- ✓ Consultancy Services
- ✓ Trade Programmes
- ✓ Research



Future Public Service - Delivery

Current

- Service delivery
 - Standardized

Future

- Service delivery
 - Government of One
 - A once-only government where a single digital citizen identity
 - AI deployment at scale – 24/7 citizen service



Future Public Service - Policy

Current

- Policy and decision making
 - Cost-benefit analysis
 - Stakeholder consultations
 - Implementation
 - viability analysis

Future

- Policy and decision making
 - Crowd-sourced, distributed & AI driven policy making
 - Policy scenarios simulation – Predictive Policy Making
 - Data, Analytics & AI



Future Public Service - Operations

Current

- Operations
 - Shared services
 - Automation
 - Competitive outsourcing

Future

- Operations
 - Lean, integrated, interoperable
 - Digital offices, and robotized processes.
 - End-users, AI driven service delivery



Future Public Service - Regulation

Current

- Regulation
 - Standardized and protective

Future

- Regulation
 - Risk based, AI detected
 - Netzen AI pull
 - Touchless compliance
 - Intelligent regulation
- Government as largest AI Consumer

Future Public Service

Current

• Workforce

- Permanent and pensionable
- One dimensional, straight jacket career based with rigid job classifications
- 75% of jobs will be dramatically re-designed by 2030.

Future

• Workforce

- Render services outside the office and outside the public service.
- Talent clouds will be managed.
- Human-machine collaboration
- Flex working times
- Employees-Workforce Ecosystem Management
- Adaptive workspace
- New competences & Capabilities
- Just in time workforce.

Case Studies

- Digital Health - AI detection of climate related health challenges
- Smart Agriculture - Food Security
- Transport - Detection of off-route transportation trucks and theft detection
- Security - Control of all household appliances in the house, remotely

Critical Success Factors



NOW OFFERING

- ✓ Academic Programmes
- ✓ Executive Programmes
- ✓ Consultancy Services
- ✓ Trade Programmes
- ✓ Research



Critical Success Factors

- Cultural & Mindset Change
- Political Goodwill/Champions
- Policy and Governance Frameworks for AI
- Budget
- IT Infrastructure, Compute Power
- Implementation Roadmap & KPIs
- Human Capacity Development



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CTA

Key Questions

- Governance Architecture?
 - Marx Weber 5.0?
 - Porterian Wisdom - Structure follows strategy or Strategy & Structure Comingled?)
 - De-externalization of Governance?
 - Integration of LT AI Models?

- Global Footprint (54 countries in Africa, venues around the world)
 - Executive Training
 - Academic Programmes
 - ESAMI Global Research (Government, Industry, Academia)
 - ESAMI Global Consulting
- Working with Schools of Government, Universities, Research Think Tanks



Registration is Open

Early
Bird Fee:
\$50

ESAMI Global Research Colloquium 2026

Date: 25th - 27th November 2026

Venue: Arusha, Tanzania (Hybrid)

Theme:

Funding Research in Africa: Ecosystems, Partnerships, Infrastructure, Artificial Intelligence & Commercialisation of Outputs

Secure Your Spot Today!

EARLY REGISTRATION ENDS
ON 15TH AUGUST 2026

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