



Digital Transformation for Responsive Governance

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- Digital Transformation Imperative & Key Pillars
- Transformation Trajectory & Maturity
- DT Building Blocks
- Capacity Building Requirements
- Case Studies

Digital Transformation Imperative & Key Pillars



Digital Transformation Imperative

- Digital government transformation can yield several benefits...
 - Advancing sustainable development
 - Driving systemic change
 - creating equal opportunities
 - Improving accessibility, timeliness, reliability and quality of public services
- **BUT, ...** Preconditions exist

Digital Transformation Imperative

- Take an **ecosystem approach** and embrace **systemic change**
- Be **home-grown** and based on **local knowledge**
- **Be Inclusive:** creating equal opportunities for all people to access reliable and quality services.
- **Be Collaborative:** provide integrated digital services with a high degree of coordination among MDAs, civil society and the private sector.
- **Be Responsive and user-centric:** informed by people-centric approaches to service delivery, addressing concrete problems and needs experienced by different groups in society.

Digital Transformation Imperative

- The Governance Dimension
 - More Open Government – Greater transparency
 - Data and information availability
 - Comparable service delivery assessments

- 1. Vision, leadership and mindsets:** Strengthen transformational leadership, build digital capacities, and change mindsets at the individual and institutional levels.
- 2. Institutional and regulatory framework:** Establish a comprehensive legal and regulatory framework for the development of an integrated institutional ecosystem.
- 3. Organizational set-up and culture:** Transform the organizational set-up and culture.
- 4. Systems thinking and integration:** Promote systems thinking and the development of integrated approaches to policymaking and service delivery.
- 5. Data governance:** Ensure the strategic and professional management of data to address data access and use priorities and enable data-driven policymaking.
- 6. ICT infrastructure and affordability and access to technology:** Provide access to high-speed broadband Internet and safe and secure access to new technologies for all.
- 7. Resources:** Mobilize resources and align priorities, plans and budgeting, including through public-private partnerships.
- 8. Capacities of capacity developers:** Enhance the capacities of schools of public administration and other capacity-building entities and mechanisms.
- 9. Societal capacities:** Develop capacities at the societal level to bridge the digital divide and ensure that no one is left behind.

Considerations for Legal Framework

- ✓ **Institutional ecosystem for the deployment of digital government**, i.e., laws, regulations, policies, guidelines, and standards that addresses issues such as access to information, data privacy protection, digital security, AI legislation, among others.
- ✓ Collective effort and a multilateral response.

Comprehensive Legal Framework for Digital Government

- Access to information such as Freedom of Information Act
- Personal data protection act including digital security
- Child protection and abuse prevention
- Open government data
- Digital identity
- Digital certification/ signature
- E-procurement
- Digitally publishing government expenditure
- Data interoperability
- Regulations on AI
- Digital government as a right

Scorecard Across the Pillars in Africa

- Progress being made, mixed pace
- Scores vary across countries and dimensions
- No single country has a green in any dimension
- Intra-country disparities exist in all dimensions



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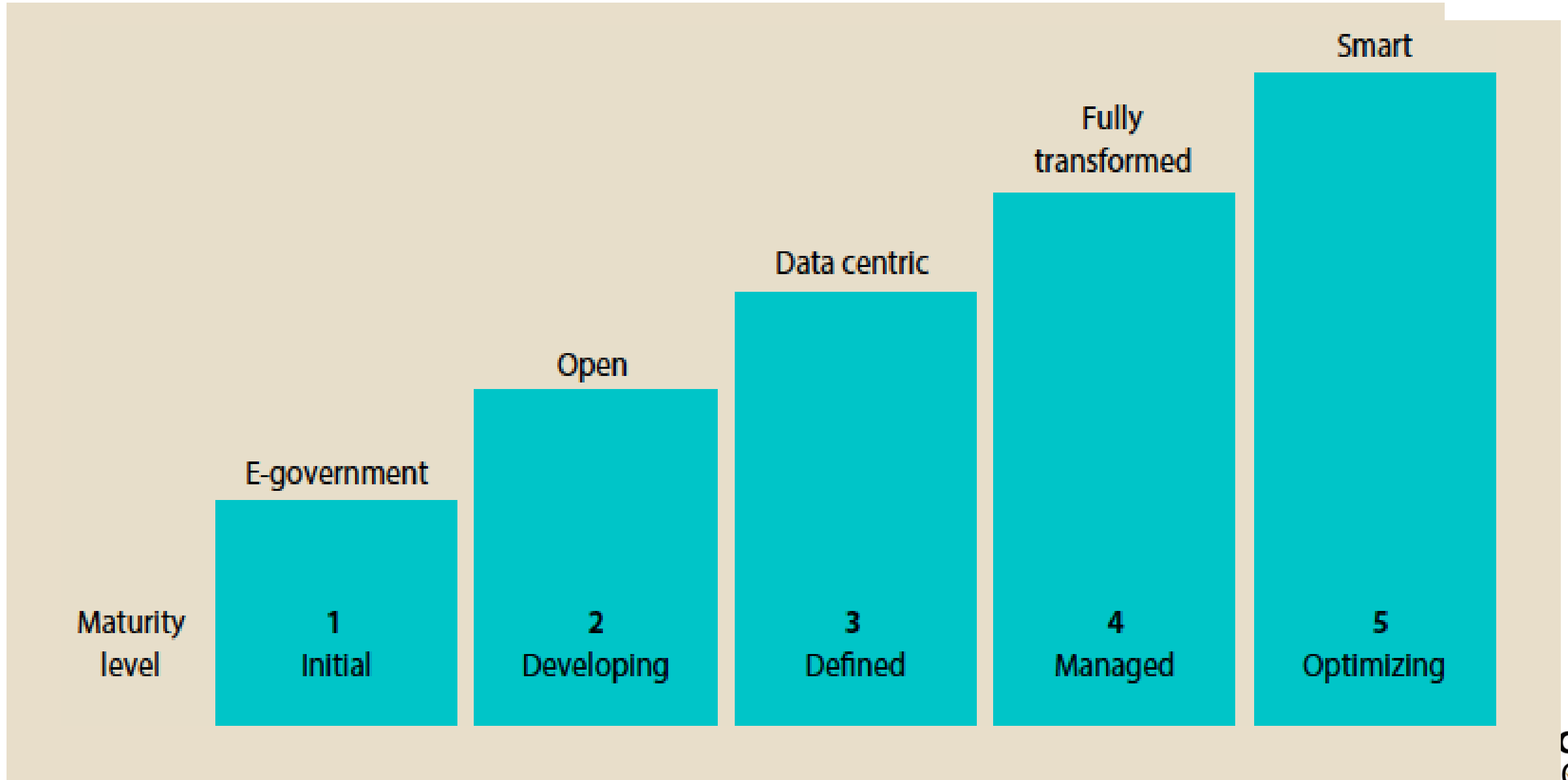
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Transformation Trajectory & Maturity

Digital Transformation Maturity





Online Presence



Transactional



Connected



Transformative

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

Online Presence	Transactional	Connected	Transformative
Individual leaders in IT Department support e-government; Reactive mindsets	Some e-government champions across government	Leadership's commitment at top level Creates an environment that allows people to become more involved	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
Basic laws are in place	Regulators as watchdogs Some form of legal authentication Some form of citizen ID	Most legislation is in place	Regulators as facilitators; Far-sighted and comprehensive legal framework; Strong Digital ID; regulatory sandboxes to explore use of emerging technologies
Not centralized	E-government coordination is under a ministry such as the ICT Ministry	CIO located at the central level	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
Departments work in silos, Low integration of services Information available online	Two-way communication with people Downloadable forms Some e-government projects are experimenting with integrated approaches	E-services cut across ministries and departments and services are provided in a seamless manner; From government centric to people centric service delivery	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



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

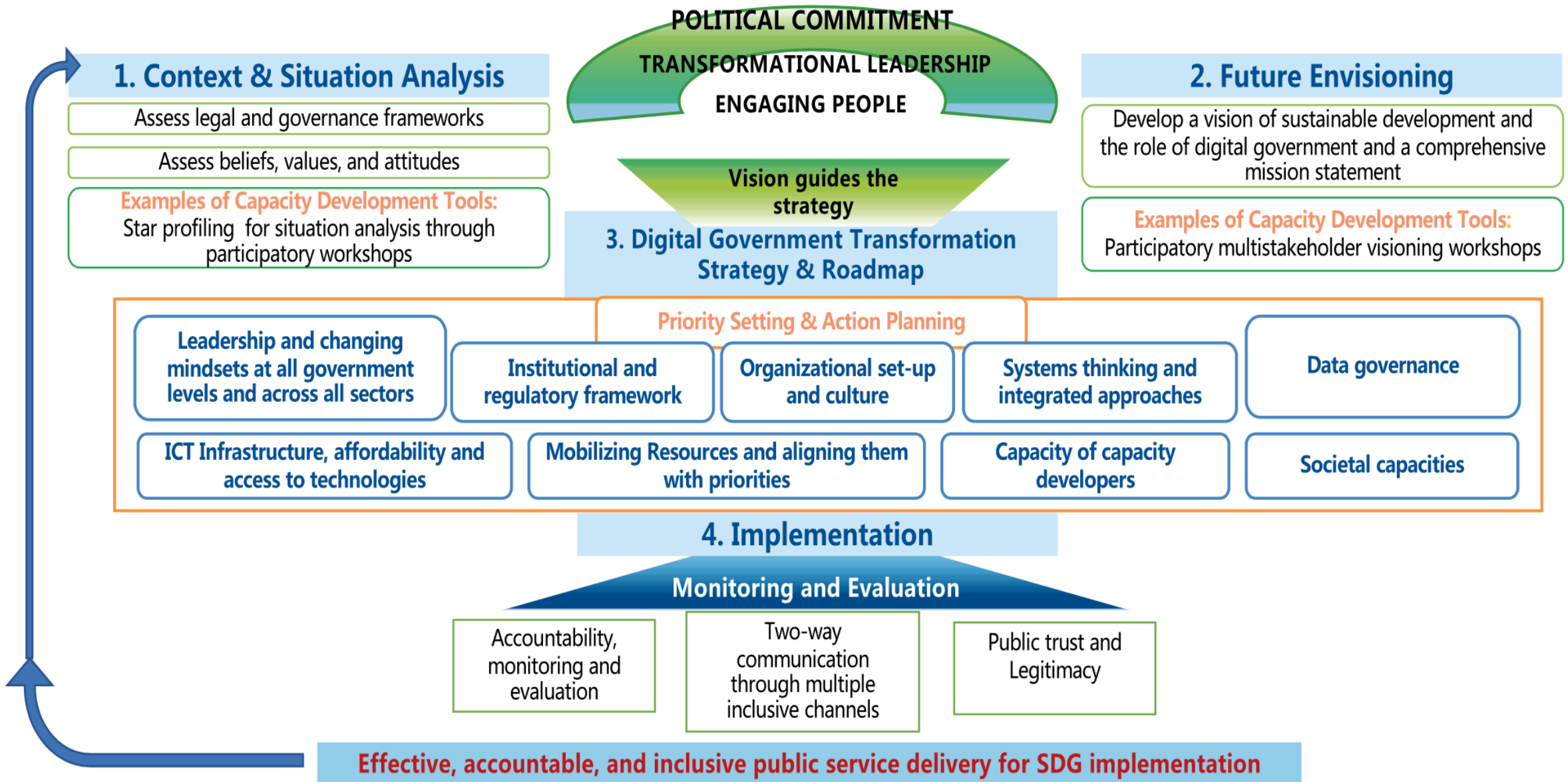
Outreach activities to some vulnerable groups

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.

DT Building Blocks



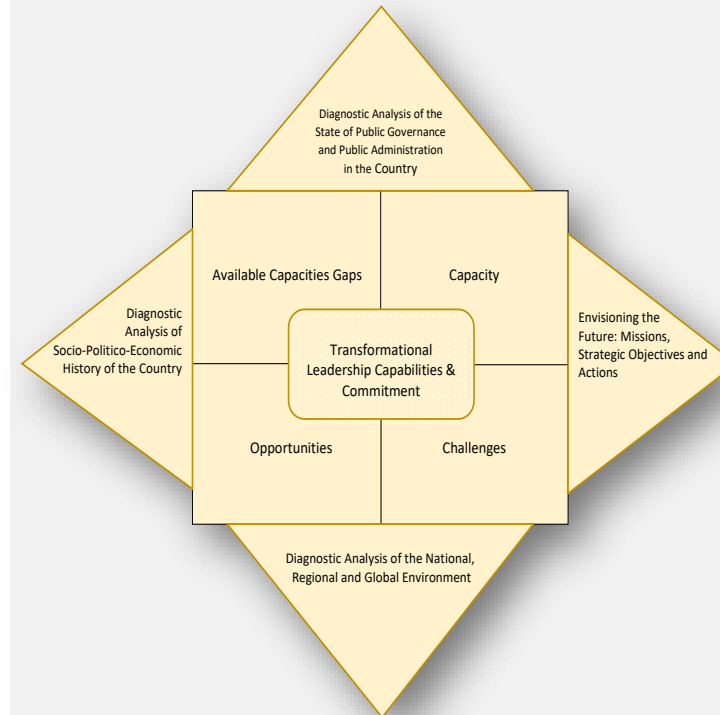
Digital Transformation B-Blocks



Situational Analysis

Diagnostic situational analysis is imperative

The diagnostic analysis can make use of the star profiling approach, which analyzes the capacities of transformational leaders



Digital government and developing digital capacities should support the implementation of a country's development vision and help create public value.

Digital Government Vision

The visioning exercise can include defining the following:

- Where does the country intends to go and how can digital transformation can help to realize national goals?
- Do we have adequate capacities to effect change and an implementation plan?

- governance principles
- national goal
- digital government value

- digital government priorities (short and long-term), aligned with a country's development strategy and aligned with the SDGs

- Leadership & mindset change
- Institutional and regulatory framework
- Organizational set up and culture
- Systems thinking and integration plus interoperability aspects
- ICT Infrastructure requirements
- Capacity Building
- Data Governance
- Financing



**Priority Setting
& Action
Planning**

Capacity Requirements



Capacity Requirements

What capacities are needed for sustainable digital government transformation at

- Institutional/Organizational
- Individual
- Societal Level?

Capacity Requirements

- Institutional / Organizational
 - Client Value Mapping
 - Workflow & Workstream Development & Redesign
 - Organizational Culture Recalibration
 - Process Interoperability
 - Change Leadership

Capacity Requirements

• Individual

- Leadership in digital government transformation
- Digital literacy
- Mindset change
- Teamwork and collaboration

MINDSETS AND COMPETENCIES



EVIDENCE-BASED MINDSET

An evidence-based mindset is vital, as it allows public servants to base policy development and decision-making on proven evidence, sound data, and established research. One key competency of those with an evidence-based mindset is data literacy, which reflects the capacity to locate, retrieve, analyse and utilize data and information for problem-solving. An evidence-based mindset and data literacy support the achievement of SDG target 16.10, ensuring public access to information and protecting fundamental freedoms in accordance with national legislation and international agreements. These capacities can also be critical for ensuring the effective use of policy screening tools to support risk-informed decision-making.

DIGITAL MINDSET



An innovative digital mindset allows public servants to conceive of new and different ways ICT can be leveraged to improve processes and develop creative solutions. Those working in the public sector today must be willing and able to use rapidly evolving new technologies. They need to understand how these technologies can contribute to digital government transformation and must be able to identify relevant risks and limitations. Since new digital skills are regularly needed as technologies evolve, it is important that public employees have a digital mindset that allows them to be digitally "nimble" and ready to embrace change. Digital skills and competencies are needed to design and deliver services with end-users in mind.

COLLABORATIVE MINDSET

Public servants need to have a collaborative mindset that will allow them to identify issues of common concern and to pursue dialogue, coordination, partnerships and networking to address those issues. One of the competencies linked to the collaborative mindset is cooperation. Public servants need the knowledge and skills to apply an integrative whole-of-government and whole-of-society approach to work across silos and to facilitate network-based governance.

Capacity Requirements

• Society

- Capacity for Capacity Builders
- Online services to vulnerable groups
- Hackathons, awareness-raising workshops, training, and informational meetings with an array of stakeholders
- WiFi spots in public spaces, kiosks for services, and other similar initiatives
- LNoB Principle

MEaL





➤ **Indicators of performance: quantitative and qualitative measures**

- user uptake
- user satisfaction
- the share of automated customer service generated by the digital government system.

• **Digital government implementation index**

3. Dilemmas

- Risks?
- Digital Government Divide?

1. Dilemmas

- Push?
- Pull?
- Hybrid?

2. Dilemmas

- Priority areas?
- Infrastructure?
- Financing?

Case Studies

- Transformation of Judicial Service Delivery
- E-Citizen
- E-Procurement Systems
- Land Registries

How we Fit In

• ESAMI's Role

- 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

CTA

• Resilient Institutions & Communities

- Resilient institutions create impact that is
 - positive, responsive, replicable, scalable and sustainable
- Resilient communities withstand shocks
- Build Capacity, Allocate Funds, Be Accountable, Demonstrate Transparency



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