



Digital Transformation and AI in Public Sector Project Management in Kenya: Challenges, Opportunities, and Policy Recommendations

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ABSTRACT: Public sector institutions globally are increasingly adopting Artificial Intelligence (AI) and digital tools to improve project implementation, service delivery, accountability, and operational efficiency. In Kenya, public sector projects continue to face persistent challenges, including delays, budget overruns, fragmented communication systems, weak monitoring frameworks, and bureaucratic inefficiencies that negatively affect project outcomes and public trust in government institutions. This paper examines the role of AI and digital project management tools in enhancing efficiency and accountability in Kenya's public sector, drawing on Kenya's evolving digital governance landscape including the Digital Economy Blueprint (2019), the Kenya National Digital Master Plan 2022–2032, and the Kenya Artificial Intelligence Strategy 2025–2030. Using a structured secondary literature review guided by the OECD Digital Government Framework and the Technology Acceptance Model (TAM), the paper identifies four core findings: the persistence of manual workflows across most public agencies, fragmented inter-agency coordination systems, a significant digital skills deficit in the public service, and escalating cybersecurity vulnerabilities. Despite these challenges, substantial opportunities exist through AI-powered analytics, workflow automation, cloud-based collaboration tools, and integrated Management Information Systems (MIS). The paper concludes with seven targeted policy recommendations covering digital governance frameworks, institutional capacity, interoperability, procurement reform, public-private partnerships, and ethical AI governance. These findings contribute to the growing body of literature on digital governance in Sub-Saharan Africa and offer actionable guidance for practitioners and policymakers pursuing sustainable public sector transformation.

KEY WORDS: Artificial Intelligence, Digital Governance, Public Sector Management, Project Management, Management Information Systems, Digital Transformation, e-Government

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1. INTRODUCTION

Effective project management is critical to the successful implementation of public sector programs and development initiatives. Governments are increasingly required to manage complex projects involving infrastructure development, social protection programs, healthcare systems, education reforms, and digital service delivery. The effectiveness of these projects directly influences national development outcomes, public trust, and institutional accountability (Project Management Institute [PMI], 2024).

Despite increased investment in governance reforms, many public sector projects in Kenya continue to experience implementation challenges. Delayed project completion, cost overruns, weak monitoring systems, fragmented communication channels, and inadequate coordination mechanisms remain common across ministries and public institutions (World Bank, 2024).

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Traditional project management approaches that rely heavily on manual documentation, spreadsheets, and siloed reporting structures often contribute to inefficiencies and reduced transparency. These structural constraints are compounded by rapid population growth and the growing complexity of service delivery mandates placed on government agencies (Awere et al., 2025).

Globally, Artificial Intelligence (AI) and digital technologies are transforming project management practices by improving operational efficiency, enhancing communication, and enabling evidence-based decision-making. AI-powered tools support predictive analytics, workflow automation, resource planning, risk assessment, and performance tracking (McKinsey & Company, 2023). Similarly, digital collaboration platforms such as Jira, Asana, Smartsheet, ClickUp, Trello, and integrated MIS systems allow institutions to centralize workflows, improve coordination, and monitor projects in real time.

In Kenya, ongoing digital transformation initiatives have created significant policy foundations for integrating technology into public administration. The Digital Economy Blueprint (2019) established the overarching framework for Kenya's digital transformation. The Kenya National Digital Master Plan 2022–2032 subsequently set the target of advancing digital literacy among 300,000 public servants (UNDP, 2023). Most recently, the Kenya Artificial Intelligence Strategy 2025–2030 positions Kenya as a regional leader in AI-driven public service delivery, with specific emphasis on healthcare, agriculture, financial services, and public administration (Government of Kenya, 2025). However, adoption of these technologies remains inconsistent across institutions due to policy, infrastructural, and capacity-related barriers.

This paper examines the challenges affecting public sector project management in Kenya and evaluates how AI and digital tools can strengthen efficiency, accountability, and service delivery outcomes. It is grounded in two complementary theoretical frameworks; the Technology Acceptance Model (TAM) and the OECD Digital Government Framework which together provide analytical lenses for understanding both individual-level adoption barriers and system-level governance maturity. The paper contributes to the growing body of literature on digital governance in Sub-Saharan Africa and offers actionable policy recommendations for practitioners and policymakers.

2. PROBLEM STATEMENT

Public sector institutions in Kenya continue to face significant project implementation challenges despite increasing investments in governance reforms and digital transformation initiatives. Many projects experience delays, budget overruns, weak stakeholder coordination, poor documentation practices, and inadequate monitoring systems. The World Bank's Second Program for Strengthening Governance for Enabling Service Delivery and Public Investment in Kenya (P180287) has identified persistent weaknesses in expenditure management, service delivery coordination, and monitoring as systemic constraints requiring sustained institutional reform (World Bank, 2024).

Manual and fragmented project management processes reduce operational efficiency, contributing to cost overruns and delays. In many cases, project data remains decentralized across departments, making it difficult for managers and policymakers to track progress, identify implementation risks, and make timely decisions (Liang et al., 2025). A 2023 GIZ assessment of AI practitioners in Kenya observed that while the private sector has proactively embraced AI applying it in predictive analytics, scenario planning, workflow management, and digitization, the public sector remains significantly behind, and Kenya is not an exception to this continental trend (GIZ, 2023).

Additionally, limited technical capacity, weak interoperability between systems, and bureaucratic procurement processes slow the adoption of digital technologies within government institutions (Aninakwah, 2024). Without strategic policy interventions, public institutions may continue to face inefficiencies that undermine service delivery, transparency, and public trust (Latupeirissa et al., 2024).

3. RESEARCH OBJECTIVES

The study was guided by the following objectives:

- i. To identify key challenges affecting project management in Kenya's public sector.
- ii. To examine the role of AI and digital tools in improving project implementation and monitoring.
- iii. To assess the barriers affecting the adoption of digital technologies in public institutions.
- iv. To propose policy recommendations for strengthening digital transformation in public sector project management.

4. RESEARCH QUESTIONS

The study was guided by the following research questions:

- i. What challenges affect project management in Kenya's public sector?
- ii. How can AI and digital tools improve efficiency and accountability in project implementation?
- iii. What barriers hinder the adoption of digital technologies in public institutions?
- iv. What policy interventions can support effective digital transformation in public sector project management?

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5. THEORETICAL FRAMEWORK

This paper is anchored in two complementary theoretical frameworks that together provide an integrated analytical lens for examining digital technology adoption in public sector contexts.

The Technology Acceptance Model (TAM), originally proposed by Davis (1989) and subsequently extended for organizational and public sector contexts, posits that individuals' decisions to adopt a technology are primarily determined by two perceptual factors: perceived usefulness and perceived ease of use (Venkatesh & Bala, 2008). In the context of Kenya's public sector, TAM helps explain why digital tool adoption remains uneven despite supportive policy mandates: where public servants perceive digital systems as technically complex, inadequately supported, or unlikely to improve their work outcomes, adoption rates will remain low regardless of top-down directives. TAM thus foregrounds the importance of training, usability design, and demonstrated value in driving sustained uptake of AI and digital project management tools.

The OECD Digital Government Framework complements TAM by shifting the unit of analysis from the individual to the institutional and systemic level. The OECD (2022) characterizes mature digital governments as those exhibiting six key dimensions: digital by design, data-driven public sector, government as a platform, open by default, user-driven public service, and proactiveness. This framework enables an assessment of where Kenya's public institutions currently sit on the digital governance maturity spectrum and what specific institutional investments in data infrastructure, interoperability, and open governance are required to advance toward higher-maturity models. Taken together, TAM and the OECD Digital Government Framework provide both a micro-level account of adoption barriers and a macro-level roadmap for systemic digital transformation, making them well-suited to the dual research focus of this paper.

6. LITERATURE REVIEW

6.1 Digital Transformation in Public Sector Governance

Digital transformation refers to the integration of digital technologies into organizational processes to evolve existing processes and culture, thereby improving operational efficiency, service delivery, and decision-making (Angelopoulos et al., 2023). According to the OECD (2022), governments globally are increasingly adopting digital governance strategies to improve transparency, accountability, and citizen engagement. In its Digital Government Index, the OECD found that leading digital governments are characterized by user-driven service design, data governance maturity, and the proactive use of emerging technologies to anticipate and respond to citizen needs.

In Africa, digital governance initiatives have accelerated due to increased internet connectivity, mobile technology adoption, and pressure to modernize public administration systems (UNDP, 2023). Kenya has emerged as one of the leading digital economies in East Africa, particularly through its eCitizen platform, Integrated Financial Management Information System (IFMIS), and digital financial systems such as Mpesa (Meru & Kinoti, 2022). The Kenya National Digital Master Plan 2022–2032 sets an ambitious agenda to digitize public services, strengthen data infrastructure, and build digital skills across the public sector, with a target of training 300,000 public servants in digital competencies (UNDP, 2023).

Kenya's most recent policy milestone, the Kenya Artificial Intelligence Strategy 2025–2030, explicitly prioritizes AI adoption in public administration, identifying it as a strategic tool for improving efficiency, accountability, and evidence-based governance (Government of Kenya, 2025). The strategy places particular emphasis on responsible AI deployment, data sovereignty, and the development of ethical AI governance frameworks, indicating a more sophisticated policy posture toward AI than many peer economies in the region. However, research indicates that many public institutions still face challenges related to fragmented systems, inadequate digital infrastructure, and low technical capacity (Kariuki & Mutiso, 2022). The 2024 Global Index on Responsible AI notably assigned Kenya a Government Actions score of only 4.68, signaling that policy ambition has not yet translated into measurable institutional progress (Global Center for AI, 2025), a gap this paper directly addresses.

6.2 Artificial Intelligence in Project Management

Artificial Intelligence is increasingly being integrated into project management processes to support predictive analytics, risk management, workflow automation, and resource management (Nabeel, 2024). AI systems can analyze large volumes of project data and generate insights that support evidence-based decision-making. Natural language processing tools, machine learning models, and intelligent dashboards are being deployed by both public and private sector organizations to reduce project failure rates and improve accountability frameworks (Reznikov, 2025).

According to McKinsey & Company (2023), AI-powered analytics can significantly reduce operational inefficiencies by improving forecasting accuracy and automating repetitive administrative tasks. AI tools also enhance monitoring and reporting by enabling real-time performance tracking and automated dashboard generation (Rofina, 2025). The PMI's Pulse of the Profession 2024 report found that organizations with mature project management capabilities and those leveraging digital and AI tools reported significantly higher success rates compared to those that did not, and were far more likely to meet strategic goals and deliver on budget (PMI, 2024).

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Continental and comparative perspectives further enrich this picture. Rwanda launched its National AI Policy in 2023, emphasizing responsible data use, capacity building, and local problem-solving, becoming one of the first African countries to formally outline a vision for AI-driven economic transformation (Ariyo, 2025). Egypt's National AI Strategy 2021–2025 similarly focuses on education, capacity building, and AI for sustainable development. The African Union AI Continental Strategy, launched in June 2024, establishes an overarching continental goal of harnessing AI's transformative potential for socio-economic growth. These regional developments position Kenya's AI Strategy 2025–2030 within a broader continental momentum, while also raising the competitive stakes for implementation.

The UNDP, in partnership with the Government of Kenya and Microsoft, established the Africa Centre of Competence for Digital and AI Skilling at the Kenya School of Government in Nairobi (UNDP, 2023). This initiative directly targets the gap in AI and digital skills among public servants and is designed to extend its impact beyond Kenya through a hub-and-spokes model. However, while regional comparisons are instructive, they must be approached with caution: Rwanda's AI governance model operates within a distinctly centralized political economy that may limit direct transferability to Kenya's more decentralized and multi-actor governance environment.

6.3 Challenges in Public Sector Project Management

Public sector institutions often face structural and operational challenges that affect project implementation. These include bureaucratic approval processes, fragmented communication systems, political interference, and weak accountability frameworks (Kundu et al., 2024). The PMI (2024) notes that ineffective communication, inadequate monitoring systems, and failure to adapt to evolving technological environments remain major contributors to project failure globally.

In Kenya, governance studies have identified procurement delays, manual workflows, and weak institutional coordination as key barriers to effective project implementation (World Bank, 2024). The Public Financial Management Reforms Secretariat has documented persistent gaps in public investment management, noting that policymakers at national and county level must entrench transparency and information flow across all stages of the public investment cycle (PFM Reforms Secretariat, 2023).

Cybersecurity presents an increasingly acute challenge. The World Economic Forum's Global Cybersecurity Outlook 2025 notes that geopolitical tensions, emerging technologies, and sophisticated cybercrime are compounding the complexity of the cybersecurity landscape for governments globally. In Kenya, the National KE-CIRT/CC detected over 855 million cyber threats targeting critical information infrastructure between July 2022 and June 2023, underscoring the vulnerability of government digital systems (Microsoft, 2025). These risks are particularly salient in contexts where digital adoption is accelerating without commensurate investment in cybersecurity capacity.

7. METHODOLOGY

7.1 Research Design

This study adopted a structured qualitative literature review methodology. This design was selected because the research questions are policy-analytical in nature, and robust secondary sources on digital governance, AI adoption, and public sector project management in Kenya are available and sufficient to support systematic analysis. A structured literature review, applies explicit and reproducible procedures for source identification, selection, and synthesis, thereby reducing selection bias and improving the transparency of conclusions (Tranfield et al., 2003).

7.2 Search Strategy and Source Selection

Sources were identified through a multi-stage search process. Electronic databases searched included Google Scholar, JSTOR, the World Bank Open Knowledge Repository, OECD iLibrary, and UNDP publication archives. In addition, targeted searches were conducted on the websites of key institutional actors including the Government of Kenya, the Public Financial Management Reforms Secretariat, Microsoft, GIZ, and the Project Management Institute.

Inclusion criteria were: (i) publications dated 2019 or later, to ensure relevance to Kenya's current digital governance landscape; (ii) sources directly addressing AI, digital tools, or project management in public sector or African development contexts; and (iii) publications by recognized academic, governmental, or development institution authors. Sources were excluded if they addressed digital transformation exclusively in private sector contexts without transferable governance implications, or if they could not be verified as originating from credible institutional sources. A total of 32 sources met the inclusion criteria and were retained for analysis.

7.3 Analytical Approach

Thematic analysis was applied to identify key patterns, challenges, and opportunities across the reviewed literature. Following Braun and Clarke's (2006) framework for thematic analysis, themes were developed through an iterative process of familiarization, initial coding, theme generation, and review. Four primary thematic clusters emerged from the analysis: (1) Project management challenges, (2) the enabling potential of AI and digital tools, (3) adoption barriers specific to the Kenyan public sector, and (4) policy and governance responses. These themes correspond directly to the four specific research objectives, ensuring

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systematic alignment between the analytical framework and the research questions. Kenya-specific evidence was consistently integrated alongside global and comparative African perspectives to ensure contextual grounding while drawing on transferable lessons from comparable governance environments.

8. FINDINGS AND DISCUSSION

8.1 Manual and Semi-Digital Processes Persist Across Most Public Agencies, Limiting Project Visibility and Accountability

Despite increasing policy commitments to digital transformation, the thematic analysis reveals that manual and semi-digital project management processes remain the norm across most Kenyan public institutions. Many agencies continue to rely on excel spreadsheet-based tracking, and paper documentation, resulting in delayed reporting, inconsistent data management, reduced transparency, and weak project visibility. These manual approaches increase the risk of human error and reduce institutional responsiveness to emerging implementation risks.

The World Bank's implementation reporting on the Second Program for Strengthening Governance (P180287) illustrates both the persistence of this problem and the potential for improvement. As of mid-2024, 89% of Ministries, Departments, and Agencies (MDAs) were processing payments through eCitizen, surpassing the 75% target, a finding that demonstrates digital workflow adoption can yield measurable efficiency gains when backed by institutional commitment and investment (World Bank, 2024). However, these gains remain concentrated in transactional payment functions and have not been systematically extended to project monitoring, planning, and reporting. GIZ (2023) reinforced this finding, observing that Kenya's public sector lags considerably behind the private sector in the adoption of AI-driven workflow management and scenario planning tools. This uneven progress indicates that incremental adoption is insufficient; a more strategic and systemic shift is required.

8.2 Fragmented Communication and Coordination Systems Undermine Multi-Agency Project Implementation

The analysis identifies fragmented communication systems as a persistent structural barrier to effective project implementation, particularly in programs spanning multiple ministries, donor agencies, and county governments. The absence of centralized digital platforms contributes to duplicated efforts, delayed approvals, inconsistent reporting, and weak stakeholder collaboration. These coordination failures are especially pronounced in decentralized programs where there are weak interoperability systems and slow procurement processes.

The World Bank County Governance and Performance Program (P180935) identified improving county service delivery coordination and monitoring as one of four key result areas requiring sustained intervention (World Bank, 2023). This finding aligns with broader evidence from Liang et al. (2025), who identify fragmented execution environments as a primary driver of project management inefficiency in institutional settings. Digital collaboration tools including integrated workflow platforms, shared dashboards, and real-time data systems can significantly improve coordination by creating single sources of truth for project data across institutional boundaries. However, realizing this potential requires not only technological investment but deliberate governance redesign to establish information-sharing protocols and inter-agency accountability structures.

8.3 The Digital Skills Deficit in Kenya's Public Service Remains a Binding Constraint on Technology Adoption

Inadequate digital literacy represent the most consistently cited constraint on digital transformation across the reviewed literature. Many public servants lack sufficient training in project management software, data analysis tools, AI applications, and digital reporting systems. Resistance to organizational change compounds this barrier, particularly among senior staff trained in legacy administrative processes. The analysis further reveals that where training programs exist, they are often episodic rather than embedded in continuous professional development cycles, and rarely accompanied by performance incentives that encourage sustained adoption.

This constraint is not unique to Kenya; the GIZ (2023) assessment identifies skills deficits as the leading barrier to AI adoption across the public sector in Africa but its scale in Kenya is significant given the ambition of the AI Strategy 2025–2030. Recognition of this gap has prompted important institutional responses. The Africa Centre of Competence for Digital and AI Skilling, established at the Kenya School of Government through a partnership between the Government of Kenya, UNDP, and Microsoft, represents a substantive effort to address this deficit through structured training in systems thinking, human-centred problem-solving, strategic foresight, and AI applications (UNDP, 2023). The Public Service Commission has similarly partnered with technology companies through platforms such as the Ajira program and Jitume centres (Microsoft, 2025). However, these initiatives remain at an early stage of scale, and the gap between current digital competencies and those required for the institutions to operationalize the AI Strategy 2025–2030 remains large.

8.4 Accelerating Digital Adoption is Expanding Kenya's Cybersecurity Attack Surface Faster Than Institutional Defenses are Developing

The thematic analysis reveals a concerning asymmetry between the pace of digital adoption in Kenya's public sector and the development of institutional cybersecurity capacity. Over 855 million cyber threats targeted Kenya's critical information infrastructure between July 2022 and June 2023, a figure that reflects not only external threat volumes but also the expanding attack

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surface created by ongoing digitization of government systems (Microsoft, 2025). Globally, the WEF Global Cybersecurity Outlook 2025 identifies geopolitical tensions, emerging technologies, and sophisticated cybercrime as compounding factors that are making the cybersecurity landscape increasingly complex for public institutions.

Kenya's National Computer and Cybercrimes Coordination Committee (NC4) coordinates national cybersecurity efforts in support of the Digital Masterplan goals, but gaps in institutional capacity and enforcement remain significant (Microsoft, 2025). The Kenya Data Protection Act (2019) provides a foundational legal framework for data governance, but compliance within public institutions is inconsistent. Critically, the analysis finds that cybersecurity is frequently treated as a technical afterthought in digitization projects rather than as an integral governance concern. As AI and digital tools are deployed at greater scale across government systems, this gap represents not merely a technical risk but a systemic governance risk with the potential to undermine public trust in digital government more broadly.

8.5 Opportunities Presented by AI and Digital Tools

Despite the challenges identified above, the reviewed literature consistently identifies substantial opportunities for AI and digital technologies to improve project management outcomes in Kenya's public sector. These opportunities span four domains.

First, AI-powered predictive analytics enable governments to forecast project delays, cost overruns, and resource gaps before they materialize, shifting project management from reactive to proactive (McKinsey & Company, 2023). This capability is particularly valuable in Kenya's infrastructure and social protection programs, where implementation risks are complex and multi-dimensional. Second, integrated MIS platforms allow for centralized, real-time tracking of project milestones and expenditures, strengthening both internal oversight and external accountability to citizens and development partners. The Kenya Public Investment Management Information System (PIMIS), supported by the World Bank and EU, represents an important step in this direction, though full implementation across all agencies remains incomplete (PFM Reforms Secretariat, 2023). Third, workflow automation tools reduce the administrative burden on project teams, enabling staff to focus on higher-value coordination and analytical functions. Fourth, cloud-based collaboration platforms address the coordination fragmentation identified in Finding 2 by enabling real-time information sharing across institutional and geographic boundaries.

These opportunities are recognized at the highest policy levels. The Kenya AI Strategy 2025–2030 identifies AI in public administration as a strategic use case, specifically flagging efficiency gains in service delivery, data management, and evidence-based policy as priority targets (Government of Kenya, 2025). Realizing these opportunities, however, depends on simultaneously addressing the structural barriers identified in Findings 1 through 4.

9. POLICY RECOMMENDATIONS

9.1 Develop a National Digital Project Management Framework

The Government of Kenya should establish standardized guidelines for digital project management across public institutions. Building on existing frameworks such as the Kenya AI Strategy 2025–2030 and the National Digital Master Plan 2022–2032, the framework should address interoperability standards, data governance, digital reporting protocols, and cybersecurity requirements. Clear implementation guidelines and monitoring mechanisms should be embedded within existing project cycles across all ministries, departments, and agencies.

9.2 Strengthen Institutional Capacity Through Sustained Training Programs

Public institutions should invest in continuous training programs focused on AI applications, project management software, digital literacy, and data analytics. Critically, capacity-building initiatives must be continuous rather than episodic, target both technical and managerial staff, and be accompanied by performance incentives that encourage adoption and sustained use of digital tools. The current reliance on externally funded training programs creates dependency risks.

9.3 Improve Interoperability Between Government Systems

Government agencies should prioritize integrated systems that support secure data sharing and centralized reporting. The ongoing implementation of IFMIS, PIMIS, and eCitizen should be deepened to cover project management and monitoring functions. Improved interoperability would reduce data duplication, strengthen coordination between institutions, and enable the generation of government-wide performance analytics for senior decision-makers.

9.4 Treat Cybersecurity as a Core Governance Investment

Public institutions should strengthen cybersecurity infrastructure and ensure compliance with the Kenya Data Protection Act (2019). The NC4 should be resourced to expand its technical assistance role to project-implementing agencies. Clear protocols for data access, storage, and sharing should be implemented across all digital systems, and regular cybersecurity audits should be mandated for institutions adopting AI and data-driven tools. Critically, cybersecurity must be embedded into the design phase of digitization projects rather than added retroactively.

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9.5 Streamline Procurement Processes for Digital Innovation

Public procurement frameworks should be revised to support faster acquisition and implementation of digital technologies while maintaining accountability and transparency. Current regulations were not designed for the acquisition of AI-powered software and should be updated accordingly. A tiered approval framework for digital tools below a defined financial threshold could reduce procurement cycle times without compromising oversight. Procurement officers should also receive targeted training on the evaluation of digital and AI tools, given the technical complexity of assessing such products against value-for-money criteria.

9.6 Expand and Formalize Public-Private Partnerships for Digital Transformation

Collaboration with private sector technology firms can improve access to technical expertise and accelerate innovation within the public sector. Existing partnerships such as those between the Government of Kenya, Microsoft, and Google for digital skills development and AI deployment should be formalized through structured partnership agreements that include clear deliverables, accountability mechanisms, and knowledge transfer requirements (Microsoft, 2025; UNDP, 2023). The government should also engage Kenya's growing AI research and startup ecosystem, including institutions such as IBM's Research Lab in Nairobi, to co-develop locally relevant digital governance solutions.

9.7 Establish an Ethical AI Governance Framework for the Public Sector

As Kenya advances AI adoption in government, clear ethical guidelines for AI use in project management, citizen service delivery, and public decision-making are essential. The Kenya AI Strategy 2025–2030 identifies ethics, equity, and inclusion as a core pillar of AI governance. The 2024 Global Responsible AI Index score of 4.68 on Government Actions underscores the gap between policy intent and institutional practice (Global Center for AI, 2025). Drawing on comparative models from Rwanda's National AI Policy (2023) and the AU's AI Continental Strategy (2024) while accounting for contextual differences in governance structure, Kenya can position itself as a regional leader in responsible AI governance.

10. CONCLUSION

Sustainable digital transformation requires strong governance frameworks, continuous institutional capacity building, proactive cybersecurity investment, streamlined procurement processes, and coordinated ethical AI governance. Kenya's demonstrated capacity for rapid digital adoption as evidenced by the eCitizen rollout proves that such progress is achievable. The task now is to extend this progress systematically to project management and monitoring functions across the full breadth of public institutions, at both national and county levels.

As Kenya continues to pursue digital governance reform, integrating AI and digital project management systems into public administration will be essential not only for improving project delivery outcomes and institutional accountability but for restoring and sustaining public trust in government. Future research should examine primary data from public servants and project managers to test the relationships identified in this review empirically, particularly the applicability of TAM constructs in the specific organizational cultures of Kenyan public institutions and to evaluate the implementation outcomes of the Kenya AI Strategy 2025–2030 as it progresses.

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