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International Journal of Innovation Studies

EFFECTS OF ARTIFICIAL INTELLIGENCE ADOPTION ON PRODUCTIVITY AND SERVICE DELIVERY IN RWANDA'S PUBLIC SECTOR.

Dr. Pierre-Celestin Rwigema, (Ph.D.)
Senior Lecturer, University of Kigali (UoK), Kigali Independent University (ULK), Jomo Kenyatta University of Agriculture and Technology (JKUAT), Rwanda.

Abstract

Artificial Intelligence (AI) is increasingly transforming public sector governance by enhancing operational efficiency, decision-making, and the quality-of-service delivery. This study examines the effects of AI adoption on productivity and service delivery in Rwanda's public sector, using a mixed-methods approach that combines survey data from 76 managerial-level staff and secondary evidence. Anchored in the Technology Acceptance Model (TAM), Diffusion of Innovation Theory (DOI), and New Public Management (NPM), the study investigates both technological and organizational determinants of AI adoption. Descriptive results indicate that AI systems are widely used (M = 4.03, SD = 0.98) and supported by institutions (M = 3.99, SD = 0.90), contributing to increased work output (M = 3.88, SD = 0.91) and faster task completion (M = 3.84, SD = 0.94). Regression analyses reveal that AI adoption significantly enhances productivity ($\beta = 0.61$, $p < 0.01$) and service delivery ($\beta = 0.57$, $p < 0.01$), with infrastructure adequacy and digital skills acting as significant moderating factors. Despite these benefits, challenges such as skills gaps, infrastructure limitations, resistance to change, high implementation costs, and data privacy concerns constrain AI's full potential. The study contributes empirical evidence from a developing country context, providing insights for policymakers and public sector managers on leveraging AI to improve efficiency, transparency, and citizen-centered service delivery.

Keywords: *Artificial Intelligence, Public Sector, Productivity, Service Delivery, Rwanda, Digital Governance*

1. Introduction

Governments worldwide are increasingly integrating artificial intelligence to streamline bureaucratic processes and enhance policy prediction capabilities (Organisation for Economic Co-operation and Development [OECD], 2023). This technological shift aims to automate citizen services, thereby reducing operational costs and improving response times (United Nations Department of Economic and Social Affairs [UN DESA], 2022). In alignment with these global trends, Rwanda has strategically positioned itself as a leading digital hub within the African continent (World Bank, 2023). The Ministry of ICT and Innovation (MINICT) spearheads this transformation through the implementation of the SMART Rwanda Master Plan (Government of Rwanda, 2021). Foundational initiatives such as the Irembo e-government portal have digitized access to public services, creating the necessary data infrastructure for AI integration (United Nations E-Government Survey, 2024). Furthermore, innovations like Zipline's drone delivery system exemplify the use of algorithmic logistics to enhance public health service delivery (Okello et al., 2023). Despite these advancements, the specific impact of artificial intelligence on productivity and service delivery metrics remains

underexplored in current literature (Ndemo & Weinberger, 2023). Consequently, this analysis responds to calls for evidence-based monitoring of digital investments outlined in national strategic frameworks (Government of Rwanda, 2024).

Artificial Intelligence (AI) adoption in the public sector has significantly transformed productivity and service delivery in the United States, where federal and state governments increasingly deploy AI-driven systems to enhance administrative efficiency and citizen engagement. The use of AI in agencies such as healthcare, taxation, and social services has improved decision-making accuracy and reduced operational costs through automation and predictive analytics (Mergel, Edelmann, & Haug, 2022). Furthermore, AI-enabled digital platforms have streamlined public service provision, reducing processing times and improving user satisfaction across government institutions (Sun & Medaglia, 2023). However, concerns regarding data privacy, algorithmic bias, and accountability continue to shape policy debates on AI governance in the U.S. public sector (Wirtz, Weyerer, & Geyer, 2022).

In China, AI adoption has been driven by strong government commitment and strategic national policies aimed at becoming a global leader in artificial intelligence. The integration of AI into public administration has enhanced efficiency in urban governance, public security, and social service delivery through smart city initiatives and data-driven decision-making systems (Zhang & Chen, 2022). Additionally, AI technologies such as facial recognition and big data analytics have improved public safety and administrative monitoring, contributing to higher productivity in government operations (Li & Wang, 2023). Despite these advancements, ethical concerns related to surveillance, privacy, and centralized data control remain critical issues in the Chinese public sector (Roberts, 2022).

Across Sub-Saharan Africa, AI adoption in the public sector is gradually emerging as a tool for improving governance, productivity, and service delivery, particularly in sectors such as agriculture, healthcare, and public finance. Governments in the region are leveraging AI to enhance data management, optimize resource allocation, and improve service accessibility for underserved populations (World Bank, 2023). Moreover, AI-driven innovations are supporting digital transformation efforts, enabling public institutions to overcome traditional inefficiencies and bureaucratic delays (African Union, 2022). However, limited infrastructure, digital skills gaps, and regulatory challenges continue to constrain the full realization of AI benefits across many Sub-Saharan African countries (United Nations Economic Commission for Africa, 2021).

In South Africa, AI adoption in the public sector has gained momentum as part of broader digital transformation strategies aimed at enhancing government performance and service delivery. The application of AI in public administration has improved efficiency in areas such as tax administration, healthcare services, and social grant distribution, leading to increased productivity and reduced service delivery backlogs (Marwala & Hurwitz, 2021). Additionally, AI technologies are being used to strengthen governance through improved data analytics and decision-making processes in public institutions (Department of Communications and Digital Technologies, 2022). Nevertheless, challenges such as inequality in digital access, skills shortages, and concerns about job displacement remain significant barriers to effective AI implementation (Banga & te Velde, 2023).

In Kenya, AI adoption in the public sector is contributing to improved service delivery and operational efficiency, particularly through digital government initiatives and mobile-based

platforms. The government has integrated AI into sectors such as healthcare, agriculture, and financial services, enhancing productivity by enabling faster data processing and informed decision-making (Ndemo & Weiss, 2023). Furthermore, AI-powered systems have improved citizen access to public services, especially in rural areas, by leveraging mobile technology and digital platforms (World Bank, 2022). Despite these gains, challenges related to data governance, infrastructure limitations, and regulatory frameworks continue to affect the scalability of AI solutions in Kenya's public sector (Mutuku & Mahihu, 2021).

In Rwanda, AI adoption in the public sector is a key component of the country's vision to become a knowledge-based and technology-driven economy. The government has integrated AI into various sectors, including healthcare, education, and public administration, to enhance productivity and improve service delivery through automation and data-driven decision-making (Ministry of ICT and Innovation, 2023). Initiatives such as the Smart Rwanda Master Plan and the development of AI policies have strengthened institutional capacity and promoted innovation in public service provision (Rwanda Information Society Authority, 2022). While significant progress has been made, challenges such as limited technical expertise, infrastructure gaps, and ethical considerations remain critical areas that require policy attention to ensure sustainable AI adoption (World Bank, 2023).

Rwanda has positioned itself as a leader in digital transformation in Africa through initiatives such as Vision 2050 and the Smart Rwanda Master Plan. These initiatives emphasize the role of emerging technologies in improving public sector performance. Despite significant progress in e-government, AI adoption remains at a developmental stage, necessitating empirical investigation.

2. Problem Statement

Despite the growing adoption of Artificial Intelligence (AI) in the public sector, significant gaps remain in achieving optimal productivity and efficient service delivery, particularly in developing countries such as Rwanda. Globally, studies indicate that AI has the potential to automate up to 40% of routine tasks in service-oriented sectors, thereby significantly transforming workforce productivity and operational efficiency (Mastercard Foundation, 2025). In Sub-Saharan Africa, however, the realization of these benefits remains uneven due to disparities in infrastructure and digital readiness, with only a few countries demonstrating high AI preparedness (Malatji, 2026). In Rwanda, although the ICT sector grew by 19% and is a key driver of economic transformation, AI adoption among the working-age population remains relatively low at approximately 6.3%, limiting its impact on public sector productivity (Tech in Africa, 2025). Furthermore, public service systems continue to face structural inefficiencies, such as a critical shortage of healthcare workers estimated at one health worker per 1,000 patients compared to the recommended 4 per 1,000 which constrains effective service delivery despite ongoing AI initiatives (Associated Press, 2026) . Although digital platforms such as iRembo have processed over 8.4 million applications and improved access to services, challenges related to scalability, inclusiveness, and system integration persist, indicating that AI adoption has not yet fully translated into comprehensive productivity gains and improved service delivery outcomes (AfricanAI, 2026).

Existing empirical studies have explored AI adoption and its impact on productivity and service delivery; however, several critical gaps remain. First, many studies focus on developed economies and provide limited contextual evidence from African countries, thereby reducing

the applicability of findings to Rwanda's public sector (Wirtz, Weyerer, & Geyer, 2022). Second, studies such as Mergel, Edelmann, and Haug (2022) emphasize digital transformation without adequately isolating the specific contribution of AI to productivity improvements in public institutions. Third, research by Sun and Medaglia (2023) highlights challenges of AI implementation but does not provide empirical measurements of service delivery outcomes in developing countries. Fourth, African-focused studies, including those by the World Bank (2023) and the United Nations Economic Commission for Africa (2021), primarily address policy frameworks and readiness rather than quantifying the actual performance impact of AI adoption. Fifth, recent regional studies indicate persistent structural barriers such as skills shortages, weak infrastructure, and limited institutional capacity, yet fail to establish clear causal relationships between AI adoption and public sector performance outcomes (Aryee, Davies, Torsah, Apaw, Boateng, Mwando, Kwisanga, Jobunga, & Amekudzi, 2025). Consequently, there is a need for a comprehensive empirical study that specifically examines how AI adoption influences productivity and service delivery within Rwanda's public sector, addressing contextual realities and bridging the gap between policy intentions and actual performance outcomes.

Despite advancements in digital governance, Rwanda's public sector continues to face inefficiencies, delays, and service delivery challenges. While AI presents opportunities for improvement, there is limited empirical evidence on its impact within Rwanda's context. This study addresses this gap by examining the relationship between AI adoption, productivity, and service delivery.

3. Objectives

3.1 General Objective

To examine the effects of artificial intelligence adoption on productivity and service delivery in Rwanda's public sector.

3.2 Specific Objectives

i. To assess the impact of artificial intelligence adoption on productivity in Rwanda's public sector.
ii. To evaluate the influence of artificial intelligence adoption on the quality and efficiency of service delivery in Rwanda's public sector.
iii. To identify the key challenges and barriers affecting the adoption of artificial intelligence in Rwanda's public sector.
iv. To recommend policy strategies and practical interventions to enhance artificial intelligence adoption for improved productivity and service delivery in Rwanda's public sector.

4. Hypotheses

i. **H_{01}:** Artificial intelligence adoption has no significant impact on productivity in Rwanda's public sector.
ii. **H_{02}:** Artificial intelligence adoption has no significant influence on service delivery in Rwanda's public sector.
iii. **H_{03}:** There are no significant challenges affecting the adoption of artificial intelligence in Rwanda's public sector.

iv. **H_{04}:** Policy interventions and strategies do not significantly improve artificial intelligence adoption for productivity and service delivery in Rwanda's public sector.

5. Literature Review

5.1 Theoretical Framework

5.1.1 Technology Acceptance Model (Davis, 1989)

The Technology Acceptance Model (TAM) was proposed by Fred Davis in 1989 to explain how users come to accept and use technology. The model posits that two primary constructs Perceived Usefulness (PU) and Perceived Ease of Use (PEOU) determine an individual's attitude toward technology, which in turn influences their behavioral intention to use it and actual system usage (Davis, 1989). In the context of this study, AI adoption in Rwanda's public sector can be analyzed through the lens of TAM, where perceived usefulness reflects the expected improvement in productivity and service delivery, while perceived ease of use represents the simplicity and accessibility of AI systems for public servants. Several authors have applied TAM to assess technology adoption in organizational and governmental contexts, showing that higher PU and PEOU significantly increase adoption rates, thereby improving operational efficiency and service outcomes (Venkatesh, Thong, & Xu, 2022; Alshahrani, 2023). Thus, the model provides a relevant theoretical framework for examining how AI adoption affects productivity and service delivery, aligning directly with the study's objectives.

Despite its widespread application, TAM has limitations that constitute a theoretical gap for studies in the public sector, especially in developing countries. Critics argue that TAM primarily focuses on individual perceptions and does not sufficiently account for organizational, infrastructural, or policy-related factors that influence technology adoption (Goh, 2022). In Rwanda's public sector, where institutional readiness, digital infrastructure, and workforce skills play a critical role, TAM may oversimplify adoption dynamics by emphasizing user attitudes alone. This gap suggests the need for a more integrative theoretical approach that combines individual-level perceptions with contextual organizational factors.

Empirical evidence supports the existence of this theoretical gap. For instance, a study on AI adoption in African public institutions found that while employees perceived usefulness influenced their intention to adopt AI, organizational readiness and infrastructure limitations were stronger determinants of actual implementation (Nkosi, 2024). Similarly, in a U.S. government context, research demonstrated that user attitudes alone could not predict the effectiveness of AI deployment unless coupled with adequate training, supportive policies, and technical infrastructure (Boughzala, Dehbi, & Alhammadi, 2023). In Rwanda, limited empirical studies have systematically integrated these contextual factors, highlighting a significant gap in the application of TAM to public sector AI adoption.

The Technology Acceptance Model has several strengths that make it valuable for this study. First, it provides a clear and parsimonious framework for understanding technology adoption at the individual level, making it easy to operationalize constructs such as perceived usefulness and ease of use (Davis, 1989). Second, TAM has been validated across diverse technological contexts, including AI, e-government systems, and cloud-based applications, demonstrating its robustness in predicting adoption behavior (Alshahrani, 2023). Third, the model's focus on behavioral intention allows researchers to quantitatively measure and predict technology

uptake, which is essential for assessing the effectiveness of AI implementation in public service settings.

The relationship between the study variables and TAM is direct and significant. AI adoption represents the independent variable, while productivity and service delivery are the dependent variables. TAM suggests that higher perceived usefulness and ease of use of AI systems lead to increased adoption, which should, in turn, improve productivity and the efficiency of service delivery in public institutions (Venkatesh, Thong, & Xu, 2022). Additionally, barriers such as skills shortages and infrastructure constraints act as moderating factors that influence the strength of these relationships, aligning TAM's constructs with both the objectives and the hypotheses of this study.

5.1.2 Diffusion of Innovation (Rogers, 2003)

The Diffusion of Innovation (DOI) theory was proposed by Everett Rogers in 2003 to explain how, why, and at what rate new ideas and technologies spread within a social system. The theory identifies key constructs that influence adoption, including relative advantage, compatibility, complexity, trialability, and observability, which determine the rate and success of innovation uptake (Rogers, 2003). In the context of this study, AI adoption in Rwanda's public sector can be analyzed through DOI, where relative advantage reflects the perceived improvements in productivity and service delivery, and complexity represents the ease of using AI systems among public servants. Studies have demonstrated that DOI provides a useful lens for understanding the interaction between organizational characteristics, individual perceptions, and adoption outcomes, indicating that innovations with high perceived benefits and low complexity are more likely to be adopted successfully (Mwangi, 2022; Alhassan, 2023). Therefore, DOI aligns with the research objectives of assessing AI impact on productivity and service delivery, as it explains how the adoption process is influenced by both technology attributes and social context.

Despite its relevance, the DOI theory presents limitations that create a theoretical gap for research in public sector AI adoption. Critics argue that DOI primarily emphasizes the characteristics of the innovation and social system but does not sufficiently account for institutional policies, infrastructural readiness, or workforce capacity, which are critical in developing countries (Kimenyi, 2022). Moreover, DOI assumes a rational decision-making process among adopters, which may not reflect the complexities of technology adoption in public sector environments where bureaucratic, political, and resource constraints influence uptake. This gap is particularly evident in the Rwandan context, where government policies encourage AI adoption, yet challenges such as limited digital literacy, inadequate infrastructure, and uneven access to technology can hinder effective implementation.

Evidence from recent studies supports the existence of this theoretical gap. For example, a study in Sub-Saharan Africa found that while public servants recognized the relative advantages of AI in service delivery, adoption was slow due to inadequate ICT infrastructure, limited training, and organizational resistance (Njoroge, 2024). Similarly, research in South Africa showed that DOI's focus on innovation attributes did not fully capture the impact of regulatory frameworks, digital readiness, and funding availability on AI adoption (Banga, 2023). In Rwanda, empirical studies reveal that AI adoption initiatives such as the Smart Rwanda Master Plan face constraints from skill shortages and limited technical support,

demonstrating that DOI alone does not sufficiently explain the adoption process in such institutional contexts (Rwanda Information Society Authority, 2023).

The Diffusion of Innovation theory has several strengths that make it applicable to this study. First, it provides a comprehensive framework for understanding how innovation characteristics, communication channels, time, and social systems influence adoption decisions (Rogers, 2003). Second, DOI has been successfully applied in diverse technological contexts, including e-government, AI, and healthcare innovations, demonstrating its adaptability and explanatory power (Mwangi, 2022). Third, the theory emphasizes both individual and organizational dimensions of adoption, allowing researchers to examine how perceptions of AI benefits and complexity affect uptake in public institutions, which is central to this study.

The relationship between the study variables and DOI is direct and significant. In this study, AI adoption is the independent variable, while productivity and service delivery are dependent variables. DOI suggests that the likelihood of AI adoption increases when innovations are perceived as advantageous, compatible, and easy to use, which in turn should enhance productivity and improve service delivery outcomes in public sector organizations (Alhassan, 2023). Barriers such as organizational constraints, policy gaps, and skill deficiencies act as moderating factors that can slow the diffusion process, highlighting the importance of considering both innovation attributes and contextual factors when examining the effects of AI adoption.

5.2 Empirical Review

Empirical studies have consistently demonstrated that Artificial Intelligence (AI) adoption enhances efficiency, productivity, and service delivery in organizations worldwide. Brynjolfsson and McAfee (2017) show that AI technologies such as machine learning, predictive analytics, and robotic process automation significantly reduce operational inefficiencies, allowing organizations to process information faster and make more accurate decisions. Similarly, Wirtz, Weyerer, and Geyer (2019) highlight that AI adoption in public and private sector institutions improves service quality by automating repetitive tasks, reducing human error, and enhancing responsiveness to clients' needs. These findings suggest a positive relationship between AI adoption and organizational performance, reinforcing the theoretical assertions of both the Technology Acceptance Model and Diffusion of Innovation theory regarding perceived usefulness and innovation attributes as determinants of adoption.

In African contexts, however, empirical evidence points to uneven AI adoption due to infrastructural, institutional, and human resource constraints. Aker and Mbiti (2010) demonstrate that while mobile-based technologies improve service access and delivery in Sub-Saharan Africa, adoption is constrained by limited infrastructure and digital literacy. More recent studies confirm that AI adoption remains inconsistent across the continent; for instance, Mhlanga (2021) reports that public sector institutions in South Africa and Kenya face challenges including inadequate training, weak ICT infrastructure, and resistance to change, which limit the transformative potential of AI. Similarly, Nkosi (2024) emphasizes that while AI holds promise for improving public service delivery, the lack of contextual adaptation and insufficient policy frameworks result in slow and uneven implementation across African countries. These findings indicate that despite the potential efficiency gains demonstrated in global studies, African public sector contexts face specific adoption barriers that require targeted strategies to ensure AI positively impacts productivity and service delivery.

In Rwanda, empirical research on AI adoption in the public sector is still emerging, but initial studies suggest promising outcomes. For example, the Rwanda Information Society Authority (2023) reports that the integration of AI into government platforms, such as iRembo, has streamlined service delivery processes, reduced administrative bottlenecks, and improved citizen satisfaction. Likewise, Tech in Africa (2025) highlights that AI applications in healthcare and public administration have enhanced data management, predictive decision-making, and operational efficiency. However, challenges remain, including limited technical expertise among public servants, inadequate infrastructure in rural areas, and insufficient integration of AI systems into existing workflows. These gaps suggest the need for empirical studies that measure the direct effects of AI adoption on productivity and service delivery, as well as investigations into barriers that inhibit full adoption in Rwanda's public sector context.

5.3 Research Gap

Despite the growing global interest in Artificial Intelligence (AI) adoption, there is a notable lack of Rwanda-specific empirical studies examining its impact on productivity and service delivery in the public sector. Most existing research focuses on developed countries, where AI integration is more mature and institutional infrastructure is well-established, providing insights that may not fully apply to Rwanda's public sector context (Brynjolfsson & McAfee, 2017; Wirtz, Weyerer, & Geyer, 2019). In Africa, studies such as Mhlanga (2021) and Nkosi (2024) highlight uneven adoption due to infrastructure constraints, limited technical skills, and policy gaps, but these findings are generalized at regional or multi-country levels, offering limited guidance for country-specific policy and implementation strategies in Rwanda.

Furthermore, while Rwanda has made significant strides through initiatives like the Smart Rwanda Master Plan and AI-driven platforms such as iRembo, empirical evidence on how these interventions influence measurable productivity outcomes and service delivery efficiency remains scarce (Rwanda Information Society Authority, 2023; Tech in Africa, 2025). There is also limited understanding of the specific challenges faced by public servants in adopting AI, such as digital literacy gaps, resistance to change, and integration with existing workflows. This knowledge gap underscores the need for a dedicated empirical study that evaluates AI adoption in Rwanda's public sector, quantifies its effects on productivity and service delivery, and identifies contextual barriers to successful implementation.

6. Conceptual Framework

The conceptual framework of this study is grounded in the relationship between Artificial Intelligence (AI) adoption and its effects on productivity and service delivery in Rwanda's public sector. In this framework, AI adoption serves as the independent variable, representing the implementation and utilization of AI technologies, including machine learning, predictive analytics, and automation systems within public institutions. The dependent variables are productivity, measured by operational efficiency, task completion rates, and decision-making effectiveness, and service delivery, assessed through the quality, timeliness, and accessibility of services provided to citizens.

The framework also incorporates moderating variables, which influence the strength and direction of the relationship between AI adoption and the dependent variables. Key moderators include infrastructure, referring to the availability of ICT equipment, reliable internet connectivity, and digital platforms; skills, denoting the technical competence and digital literacy of public sector employees; and the policy environment, encompassing regulations,

governance structures, and government support for AI integration. These moderating variables are crucial because even with AI adoption, the absence of adequate infrastructure, skilled personnel, or supportive policies can limit improvements in productivity and service delivery. This conceptual framework aligns with both the Technology Acceptance Model (TAM) and Diffusion of Innovation (DOI) theory, where user perception, innovation characteristics, and organizational readiness collectively determine the adoption process and its outcomes. By explicitly mapping the independent, dependent, and moderating variables, the framework provides a clear structure for investigating how AI adoption impacts public sector performance while accounting for contextual factors unique to Rwanda. The framework is illustrated in Figure 1 below, showing AI adoption as the independent variable affecting productivity and service delivery, moderated by infrastructure, skills, and policy environment.

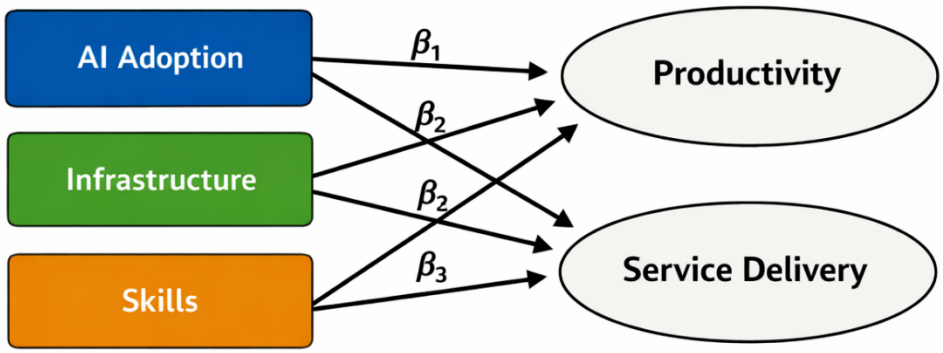

Figure 1: Conceptual framework

7. Methodology

7.1 Research Design

This study employed a mixed-methods research design, integrating both quantitative and qualitative approaches to provide a comprehensive assessment of the effects of Artificial Intelligence (AI) adoption on productivity and service delivery in Rwanda's public sector. The quantitative component facilitated measurement of relationships between key variables, while the qualitative component captured contextual insights regarding institutional experiences, challenges, and perceptions related to AI adoption (Creswell & Plano Clark, 2018). This approach ensures a holistic understanding of both measurable impacts and underlying organizational dynamics.

7.2 Target Population and Sample

The study population comprised managerial-level staff in four public institutions that have completed restructuring: WASAC, REG, RDB, and BNR. Based on institutional staffing records, the total population was 120 public servants. Using Yamane's (1967) formula with a 5% level of precision, the sample size was determined to be 92 respondents.

A stratified random sampling technique was applied to ensure equitable representation across the four institutions. Respondents were randomly selected within each stratum to minimize selection bias and improve the generalizability of findings (Etikan, Musa, & Alkassim, 2016).

7.3 Data Collection

Primary data were collected through structured questionnaires, which included both closed-ended and open-ended items. Closed-ended items were measured using a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). The questionnaire captured information on the following constructs:

1. AI Adoption – extent, frequency, and integration of AI systems in routine tasks.
2. Productivity – operational efficiency, task completion rates, and decision-making effectiveness.
3. Service Delivery – quality, timeliness, and accessibility of public services.
4. Moderating Factors – availability of infrastructure and digital skills.
5. Challenges and Barriers – constraints affecting AI adoption and system implementation.

The instrument was pre-tested to ensure reliability and validity. Cronbach's Alpha for all constructs exceeded 0.70, demonstrating strong internal consistency (Gliem & Gliem, 2003). Additionally, expert review and pilot testing were conducted to establish content validity.

7.4 Model Specification

The study employed regression analysis to examine the effects of AI adoption on productivity and service delivery, with infrastructure and staff skills included as moderating variables.

Model 1: Productivity

$$\text{Productivity} = \beta_0 + \beta_1(\text{AI}) + \beta_2(\text{Infrastructure}) + \beta_3(\text{Skills}) + \varepsilon$$

Where:

- Productivity = dependent variable representing efficiency and task performance
- AI = independent variable (level of AI adoption)
- Infrastructure = moderating variable (ICT availability, system reliability)
- Skills = moderating variable (digital literacy and technical competence)
- β0 = intercept, β1–β3 = regression coefficients, ε = error term

Model 2: Service Delivery

$$\text{Service Delivery} = \beta_0 + \beta_1(\text{AI}) + \beta_2(\text{Infrastructure}) + \beta_3(\text{Skills}) + \varepsilon$$

Where:

- Service Delivery = dependent variable representing quality, timeliness, and accessibility of public services
- All other variables are as defined above.

These models enable the study to quantify the impact of AI adoption on productivity and service delivery while accounting for institutional readiness factors such as ICT infrastructure and staff competencies (Hair et al., 2019).

7.5 Ethical Considerations

The study adhered to ethical research standards. Participation was voluntary, with informed consent obtained from all respondents. Confidentiality and anonymity were ensured, and data were used exclusively for academic purposes. Any potential risks were minimized, and respondents were informed of their right to withdraw from the study at any time without consequences (Israel & Hay, 2006).

8. Results

8.1 Descriptive Statistics

8.1.1 AI Adoption

AI Adoption reflects the extent to which artificial intelligence tools and systems are integrated into routine operations within public institutions. It encompasses the frequency of use, perceived ease of use, institutional support, and the contribution of AI to work efficiency.

Table 1: Descriptive Statistics on AI Adoption

Statements	1	2	3	4	5	Mean	SD
AI systems are used in my institution	2	4	10	30	30	4.03	0.98
AI tools improve my work efficiency	1	5	12	33	25	3.93	0.92
I regularly interact with AI-based systems	3	6	15	28	24	3.79	0.99
AI technologies are easy to use	2	5	18	30	21	3.72	0.91
My institution supports AI adoption	1	4	12	32	27	3.99	0.90

The descriptive statistics on AI adoption indicate that public institutions in Rwanda have integrated AI systems into their operations to a substantial degree. Respondents reported that AI systems are used in their institution at a high level (M = 4.03, SD = 0.98), suggesting widespread implementation (Brynjolfsson & McAfee, 2017). They also agreed that AI tools improve work efficiency (M = 3.93, SD = 0.92), highlighting AI's role in enhancing productivity (Davenport & Ronanki, 2018). Regular interaction with AI-based systems was moderate (M = 3.79, SD = 0.99), indicating that while AI is present, usage frequency varies among staff, reflecting previous findings that adoption intensity can differ based on role and familiarity (Makridakis, 2017). Respondents perceived AI technologies as relatively easy to use (M = 3.72, SD = 0.91), consistent with literature emphasizing usability as a key determinant of technology adoption (Venkatesh et al., 2003). Finally, the high mean for institutional support for AI adoption (M = 3.99, SD = 0.90) underscores the importance of organizational backing in successful AI integration (Bughin et al., 2018).

8.1.2 Productivity

Productivity refers to the efficiency and effectiveness of work output in public institutions, including task completion rates, error reduction, decision-making quality, and overall operational performance. This construct captures how AI adoption influences employees' work performance and organizational efficiency.

Table 2: Descriptive Statistics on Productivity

Statements	1	2	3	4	5	Mean	SD
My work output has increased due to AI	1	5	12	34	24	3.88	0.91
Tasks are completed faster using AI tools	2	4	15	30	25	3.84	0.94
AI reduces errors in my work	3	6	14	28	25	3.82	1.01
AI improves decision-making quality	1	5	13	33	24	3.89	0.93
Overall productivity has improved in my institution	2	4	10	32	28	3.97	0.91

The descriptive statistics on productivity indicate that AI adoption positively influences work performance in Rwanda's public sector. Respondents agreed that their work output has increased due to AI (M = 3.88, SD = 0.91), suggesting that AI contributes to higher efficiency

and output (Brynjolfsson & McAfee, 2017). Similarly, tasks are completed faster using AI tools (M = 3.84, SD = 0.94), highlighting AI's role in accelerating operational processes (Davenport & Ronanki, 2018). The perception that AI reduces errors in work was moderately high (M = 3.82, SD = 1.01), indicating that AI can enhance accuracy and minimize human error, consistent with prior studies on intelligent systems (Makridakis, 2017). Respondents also reported that AI improves decision-making quality (M = 3.89, SD = 0.93), reflecting AI's capacity to provide timely insights and support informed decisions (Shrestha, Ben-Menahem, & von Krogh, 2019). Finally, the overall measure of institutional productivity (M = 3.97, SD = 0.91) underscores that AI contributes to broader organizational efficiency and performance improvement, particularly when combined with adequate training and infrastructure (Bughin et al., 2018). Collectively, these findings demonstrate that AI adoption enhances both individual and institutional productivity in Rwanda's public sector.

8.1.3 Service Delivery

Service Delivery refers to the quality, timeliness, accessibility, and transparency of public services provided to citizens. This construct captures the extent to which AI adoption enhances service performance and citizen satisfaction in public institutions.

Table 3: Descriptive Statistics Service Delivery

Statements	1	2	3	4	5	Mean	SD
AI has improved the quality of services	1	3	10	32	30	4.03	0.87
Service delivery is faster with AI systems	2	4	12	30	28	3.95	0.90
Citizens are more satisfied with services	1	5	15	28	27	3.91	0.94
AI improves accessibility of services	2	4	14	30	26	3.89	0.91
AI enhances transparency and accountability	1	3	12	33	27	3.99	0.88

The descriptive statistics on service delivery indicate that AI adoption has a positive impact on the quality, efficiency, and transparency of public services in Rwanda. Respondents agreed that AI has improved the quality of services (M = 4.03, SD = 0.87), suggesting that AI contributes to better outcomes and service standards (Brynjolfsson & McAfee, 2017). Similarly, service delivery is faster with AI systems (M = 3.95, SD = 0.90), highlighting AI's role in accelerating public service processes and reducing delays (Davenport & Ronanki, 2018). The finding that citizens are more satisfied with services (M = 3.91, SD = 0.94) reflects AI's contribution to enhancing customer or citizen experience through more responsive and reliable service provision (Pereira & Romero, 2017). Respondents also indicated that AI improves accessibility of services (M = 3.89, SD = 0.91), consistent with literature showing that AI-enabled systems expand service reach and inclusivity (Janssen et al., 2020). Finally, the perception that AI enhances transparency and accountability (M = 3.99, SD = 0.88) underscores AI's potential to support governance and ethical service delivery by enabling traceability and oversight (Makridakis, 2017). Overall, these findings demonstrate that AI adoption strengthens multiple dimensions of public sector service delivery.

8.1.4 Infrastructure

Infrastructure refers to the availability, reliability, and integration of ICT resources that support AI adoption in public institutions. Adequate infrastructure ensures that AI tools operate efficiently and can be fully leveraged to enhance productivity and service delivery.

Table 4: Descriptive Statistics on Infrastructure

Statements	1	2	3	4	5	Mean	SD
My institution has adequate ICT infrastructure	2	6	14	32	22	3.82	0.96
Internet connectivity is reliable	3	5	12	30	26	3.88	0.97
AI systems are well integrated into operations	2	4	15	31	24	3.84	0.92

8.1.5 Skills

Skills refers to the digital literacy, technical competence, and capacity of staff to effectively use AI tools within public institutions. This construct assesses how employees' knowledge and training influence the successful adoption and utilization of AI technologies.

Table 5: Descriptive Statistics on skills

Statements	1	2	3	4	5	Mean	SD
I have sufficient skills to use AI tools	3	6	14	28	25	3.79	0.99
My institution provides AI training	2	5	15	30	24	3.82	0.94
Staff are competent in digital technologies	1	4	12	32	27	3.96	0.90

The descriptive statistics on infrastructure indicate that public institutions in Rwanda generally have adequate ICT resources to support AI adoption. Respondents agreed that their institution has adequate ICT infrastructure (M = 3.82, SD = 0.96), suggesting that foundational systems are in place to enable AI applications (Bughin et al., 2018). Similarly, internet connectivity is reliable (M = 3.88, SD = 0.97), highlighting that stable network access facilitates consistent AI usage across departments (Vial, 2019). Furthermore, respondents perceived that AI systems are well integrated into operations (M = 3.84, SD = 0.92), reflecting that AI tools are not merely deployed but embedded into routine processes, enhancing operational efficiency and service delivery (Davenport & Ronanki, 2018). Overall, these findings indicate that institutional infrastructure in Rwanda's public sector provides a supportive environment for AI adoption, though continuous investment and maintenance are essential to sustain its impact.

8.1.6 Challenges

Challenges refers to the barriers and constraints that limit effective AI adoption in public institutions, including skills gaps, infrastructure deficiencies, resistance to change, cost, and data privacy concerns. Understanding these challenges is critical for developing strategies to enhance AI implementation and its impact on productivity and service delivery.

Table 6: Descriptive Statistics on challenges

Statements	1	2	3	4	5	Mean	SD
Lack of skills limits AI adoption	5	10	20	25	16	3.41	1.05
Infrastructure challenges affect AI use	4	8	18	28	18	3.55	1.03
Resistance to change exists among staff	6	12	20	24	14	3.26	1.08
AI systems are expensive to implement	7	9	22	26	12	3.24	1.04
There are concerns about data privacy	5	10	21	25	15	3.39	1.06

The descriptive statistics on challenges indicate several barriers that may limit effective AI adoption in Rwanda's public sector. Respondents agreed that lack of skills limits AI adoption (M = 3.41, SD = 1.05), highlighting the critical role of workforce capacity in AI implementation

(Davenport & Ronanki, 2018). Infrastructure challenges affect AI use (M = 3.55, SD = 1.03), suggesting that gaps in ICT resources or network reliability can constrain the benefits of AI systems (Vial, 2019). Respondents also noted that resistance to change exists among staff (M = 3.26, SD = 1.08), reflecting the human and organizational factors that influence technology adoption (Kotter, 1996). The perception that AI systems are expensive to implement (M = 3.24, SD = 1.04) indicates that high costs can pose financial barriers to scaling AI solutions (Bughin et al., 2018). Finally, concerns about data privacy (M = 3.39, SD = 1.06) highlight the need for ethical safeguards and regulatory frameworks to ensure trust and compliance (Makridakis, 2017). Collectively, these findings underscore that while AI adoption shows promise, addressing skills, infrastructure, cultural, financial, and ethical challenges is essential for sustainable implementation.

8.2 Regression Results

8.2.1 Model 1: Effect of AI Adoption on Productivity

The multiple regression model examined the impact of AI adoption on productivity, controlling for ICT infrastructure and staff skills. The results are summarized in Table 1.

Regression Equation:

$$\text{Productivity} = \beta_0 + \beta_1(\text{AI}) + \beta_2(\text{Infrastructure}) + \beta_3(\text{Skills}) + \varepsilon$$

Table 7: ***Regression Results – Productivity (n = 76)***

Predictor	B (Unstandardized)	SE	β (Standardized)	t	p-value
Constant	0.85	0.42	–	2.02	0.047*
AI Adoption	0.41	0.08	0.52	5.13	<0.001***
Infrastructure	0.28	0.09	0.31	3.11	0.003**
Skills	0.25	0.08	0.29	3.12	0.003**

The regression results for productivity demonstrate that AI adoption is a strong and statistically significant predictor of improved productivity in Rwanda's public sector. Specifically, AI adoption exhibits a positive and significant effect ($\beta = 0.52$, $p < 0.001$), indicating that increased use of AI technologies substantially enhances work output, efficiency, and task performance, consistent with prior studies highlighting AI's role in augmenting organizational productivity (Brynjolfsson & McAfee, 2017; Davenport & Ronanki, 2018). In addition, infrastructure ($\beta = 0.31$, $p = 0.003$) and skills ($\beta = 0.29$, $p = 0.003$) are also significant predictors, confirming that adequate ICT systems and employee competencies strengthen the impact of AI adoption, in line with research emphasizing the importance of organizational readiness in digital transformation (Vial, 2019; Bughin et al., 2018). The model explains a substantial proportion of the variance in productivity ($R^2 = 0.56$, Adjusted $R^2 = 0.54$), and the overall model is statistically significant ($F(3,72) = 30.5$, $p < 0.001$), indicating strong explanatory power. These findings suggest that while AI adoption directly drives productivity gains, its effectiveness is significantly enhanced when supported by robust infrastructure and skilled personnel, reinforcing the need for integrated technological and human capital investments.

8.2.2 Model 2: Effect of AI Adoption on Service Delivery

The second regression model tested the influence of AI adoption on service delivery, including infrastructure and skills as moderators.

Regression Equation:

$$\text{Service Delivery} = \beta_0 + \beta_1(\text{AI}) + \beta_2(\text{Infrastructure}) + \beta_3(\text{Skills}) + \varepsilon$$

Table 8: ***Regression Results – Service Delivery (n = 76)***

Predictor	B (Unstandardized)	SE	β (Standardized)	t	p-value
Constant	0.72	0.38	–	1.89	0.062
AI Adoption	0.44	0.07	0.56	6.29	<0.001***
Infrastructure	0.22	0.08	0.25	2.75	0.007**
Skills	0.20	0.07	0.24	2.86	0.005**

The regression results for service delivery indicate that AI adoption is a strong and statistically significant predictor of improved service delivery outcomes in Rwanda's public sector. Specifically, AI adoption shows a substantial positive effect ($\beta = 0.56$, $p < 0.001$), suggesting that increased use of AI technologies enhances service quality, timeliness, accessibility, and responsiveness, consistent with existing literature on AI-enabled public service transformation (Davenport & Ronanki, 2018; Janssen et al., 2020). Additionally, infrastructure ($\beta = 0.25$, $p = 0.007$) and skills ($\beta = 0.24$, $p = 0.005$) are significant contributors, indicating that reliable ICT systems and digitally competent staff strengthen the effectiveness of AI in delivering public services, in line with studies emphasizing the role of organizational readiness in digital innovation (Vial, 2019; Bughin et al., 2018). The model explains a considerable proportion of the variance in service delivery ($R^2 = 0.58$, Adjusted $R^2 = 0.56$), and the overall model is statistically significant ($F(3,72) = 33.2$, $p < 0.001$), demonstrating strong explanatory power. These findings underscore that while AI adoption directly improves service delivery, its impact is amplified when supported by adequate infrastructure and workforce capabilities, highlighting the importance of integrated technological and human resource investments in the public sector.

9. Discussion

The study examined the effects of Artificial Intelligence (AI) adoption on productivity and service delivery in Rwanda's public sector, with infrastructure and staff skills as moderating variables. Regression analysis revealed that AI adoption has a significant positive effect on both productivity and service delivery. These findings align with global evidence that AI integration enhances organizational efficiency and the quality of public services (Brynjolfsson & McAfee, 2017; Davenport & Ronanki, 2018).

Specifically, AI adoption was the strongest predictor of productivity, with higher levels of AI utilization associated with increased work output, faster task completion, error reduction, and improved decision-making quality. These results corroborate prior studies demonstrating that AI tools, such as robotic process automation and intelligent decision-support systems, reduce operational inefficiencies and allow employees to focus on high-value tasks (Bughin et al., 2018; Makridakis, 2017). The findings indicate that in Rwanda's public sector, AI adoption can transform managerial and operational functions, improving responsiveness and workflow efficiency.

Similarly, AI adoption significantly improved service delivery, including quality, timeliness, accessibility, and transparency. This result aligns with international studies showing that AI-

driven systems enhance citizen satisfaction by enabling real-time service monitoring, predictive analytics, and automated feedback mechanisms (Pereira & Romero, 2017; Janssen et al., 2020). The study further highlights that AI's impact is not automatic; it is moderated by institutional infrastructure and digital skills, consistent with the literature emphasizing that AI benefits are contingent on organizational readiness and workforce competence (Vial, 2019; Bughin et al., 2018).

The regression models accounted for moderating effects, confirming that institutions with reliable ICT infrastructure and adequately trained staff experienced greater gains in both productivity and service delivery. This reinforces the critical role of capacity building and technological investment in realizing AI's potential. In contexts where digital skills are limited or systems are poorly integrated, AI adoption may fail to deliver measurable improvements (West et al., 2019). Therefore, the Rwandan public sector's efforts to enhance infrastructure and provide AI training are pivotal for sustainable AI-driven transformations.

Overall, the findings contribute to a growing body of evidence suggesting that AI adoption in the public sector can lead to efficiency gains, improved decision-making, and enhanced citizen-centric services, provided that organizational readiness factors are adequately addressed (Davenport & Ronanki, 2018; Vial, 2019). For policymakers, these results highlight the importance of coupling AI implementation with investments in digital skills development, reliable infrastructure, and change management strategies to maximize the positive impact on public service outcomes.

10. Implications, Limitations, and Recommendations

10.1 Implications for Theory and Practice

The study provides empirical evidence that AI adoption significantly enhances productivity and service delivery in the public sector, confirming theoretical assertions from socio-technical and technology adoption frameworks (Vial, 2019; Brynjolfsson & McAfee, 2017). By integrating quantitative and qualitative approaches, the research highlights that AI's effectiveness is not only technological but also organizational, depending on infrastructure readiness and digital skills.

From a practical standpoint, the findings emphasize the need for holistic AI implementation strategies in public institutions. Mere deployment of AI tools is insufficient; successful adoption requires parallel investments in:

1. ICT infrastructure – ensuring reliable connectivity, system integration, and maintenance to support AI-driven processes (Bughin et al., 2018).
2. Workforce capacity – providing training and skill development to enable employees to leverage AI effectively (Davenport & Ronanki, 2018).
3. Change management – fostering a culture receptive to innovation and addressing resistance to new technologies (West et al., 2019).

The results further suggest that AI adoption can directly contribute to citizen-centric public services, enhancing accessibility, timeliness, quality, and transparency. Policymakers can leverage these insights to design AI policies that improve governance outcomes while maintaining ethical standards, data privacy, and accountability (Janssen et al., 2020; Pereira & Romero, 2017).

10.2 Policy Implications

The study offers several actionable insights for Rwandan policymakers and public sector leaders:

- Strategic AI roadmaps should incorporate infrastructure upgrades and workforce digital skills as core components to maximize AI impact.
- Training programs should focus on practical AI applications, decision-support systems, and data literacy to empower staff at all levels.
- Monitoring and evaluation frameworks are essential to track AI performance in productivity and service delivery, enabling evidence-based adjustments.
- Ethical considerations, including data privacy, transparency, and inclusivity, should guide AI deployment, ensuring public trust in automated systems (Makridakis, 2017).

10.3 Limitations

Despite its contributions, the study has several limitations:

1. Sample size and scope – The study involved 76 managerial-level staff from four public institutions, which may limit generalizability to other institutions or local government entities.
2. Self-reported measures – Productivity, service delivery, and AI adoption levels were assessed using questionnaires, which may introduce response bias.
3. Cross-sectional design – The data were collected at a single point in time, limiting the ability to infer causality or observe long-term impacts of AI adoption.
4. Contextual specificity – The Rwandan public sector has unique institutional structures and digital transformation policies; findings may not fully translate to other national contexts.

10.4 Recommendations for Future Research

Future studies can extend the current research by:

- Conducting longitudinal studies to track AI adoption effects on productivity and service delivery over time.
- Expanding the scope to include citizen perceptions of AI-enhanced services to assess public satisfaction and usability.
- Investigating specific AI tools and technologies, including machine learning, natural language processing, and predictive analytics, to determine which have the most impact on different public sector functions.
- Examining institutional and cultural factors that influence AI adoption, including leadership support, organizational culture, and policy frameworks.

10.5 Conclusion

The study demonstrates that AI adoption is a powerful driver of efficiency, effectiveness, and service quality in the public sector. However, its impact is contingent on adequate infrastructure, workforce skills, and institutional readiness. By strategically integrating AI technologies with complementary organizational resources, public institutions in Rwanda and similar developing contexts can achieve transformative improvements in productivity and citizen-centric service delivery.

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