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Session Outcome Document

Re-engineering Institutions for Digital Transformation and AI Readiness

Hant International Consulting

6 July 2026, 13:00–13:45

<https://www.itu.int/net4/wsis/forum/2026/Agenda/Session/248>

Key Issues discussed:

- The importance of institutional readiness as a prerequisite for successful digital transformation and AI adoption, rather than approaching transformation primarily as a technology implementation exercise.
- The role of business process re-engineering (BPR) in identifying fragmented workflows, duplicated activities, unnecessary controls, inefficient decision paths, and legacy practices before introducing digital or AI-enabled solutions.
- The need to align people, processes, governance, data, and technology so that digital transformation produces measurable institutional and public value.
- The importance of establishing clear governance, accountability, decision rights, and internal controls when redesigning processes and integrating AI into institutional operations.
- The risk of automating existing inefficiencies, with participants highlighting that technology can amplify poorly designed processes if organizations do not first understand and redesign how work is performed.
- The importance of organizational capability and workforce readiness, including digital skills, change leadership, multidisciplinary collaboration, and continuous learning as institutions transition towards AI-enabled operating models.
- The value of adopting a human-centred approach to transformation, ensuring that digitalization and AI improve services, decision-making, accessibility, inclusion, and stakeholder experience rather than becoming objectives in themselves.

- The need for greater international knowledge exchange and collaboration to help institutions, particularly those with different levels of digital maturity, translate global digital ambitions into practical and scalable transformation programmes.

Key Outcomes of the session

- Process readiness emerged as a fundamental component of AI readiness. Institutions should assess and redesign critical processes before deciding where and how AI should be introduced.
- Participants reinforced the importance of moving from a technology-first approach to a transformation-first approach, beginning with institutional objectives, stakeholder needs, processes, governance, and expected outcomes.
- The session highlighted the value of using business process re-engineering as a bridge between institutional strategy and technology implementation, helping organizations identify where digital technologies and AI can generate meaningful value.
- A key finding was that successful transformation requires an integrated approach that combines process excellence, governance, risk management, workforce capability, and digital innovation.
- The discussion emphasized that responsible AI adoption should include clearly defined accountability, human oversight, risk-based controls, transparency, and continuous performance monitoring.
- The session encouraged continued dialogue and knowledge exchange among government, private sector, professional communities, and international stakeholders on practical approaches to building future-ready and AI-ready institutions.
- Hant International Consulting presented a process-led perspective on institutional transformation, emphasizing the importance of preparing organizational foundations before scaling advanced digital and AI technologies.

Key Recommendations and Forward-Looking Actions

- **Embed institutional and process readiness into digital and AI strategies.** Organizations should assess governance, processes, data flows, decision structures, workforce capabilities, and technology maturity before large-scale AI implementation.
- **Re-engineer before automating.** Institutions should simplify, standardize, and redesign priority processes before introducing automation or AI, ensuring technology enables better ways of working rather than digitizing existing inefficiencies.
- **Strengthen governance for AI-enabled operating models.** Clear accountability, human oversight, risk management, ethical safeguards, and performance measures should be integrated into the design of digitally transformed processes.
- **Invest in people alongside technology.** Capacity-building programmes should equip leaders and employees with the skills required to redesign processes, manage transformation, work effectively with AI, and continuously improve institutional performance.
- **Promote practical international collaboration towards WSIS implementation through 2035.** Governments, international organizations, academia, professional networks, and the private sector should share implementation frameworks, case studies, lessons learned, and scalable approaches for inclusive, responsible, and sustainable digital transformation.