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Artificial Intelligence Based Decision Support and Strategic Alignment in Complex Multi-Project Environments: A Comparative Documentary Analysis of East Africa

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Abstract-- AI-based decision support systems could enhance the coordination of parallel projects by providing better visibility of the projects, forecasting, prioritizations and resource allocation analysis. But it's not just global claims to the capability of AI, or national policy aspirations, that can be used to make inferences about strategic alignment in East Africa. This study uses a qualitative documentary analysis of publically available documents germane to Kenya, Uganda, Rwanda, and Tanzania, and analyzes it against the backdrop of existing research on the use of AI to facilitate management and project portfolio selection. The document evidence shows that there is a developing policy environment and continued interest in digital infrastructure, institutional capability and cybersecurity, data governance, and skills. The sources analyzed for this audit did not indicate that the strategy has been adopted in Kenya, while Rwanda has an official AI policy and the Ugandan Ministry of ICT notices dated March and June 2026 mentioned the development of a National AI & Emerging Technologies Strategy and validation of a national AI-readiness assessment, which were not adopted. The reviewed source set cannot draw conclusions on whether Tanzania can be deemed to have a comparable AI-policy status or deliver harmonized organizational data that correlates the deployment of AI with results of portfolio-alignment across the four countries. The paper thus does not claim any causal or statistical effects. AI decision support and information visibility, strategic prioritizations and resource allocation are dependent on the data quality, data governance and accountable human oversight, and its contribution is a context-sensitive analytical framework that links the three. Practical suggestions: bounded pilots, decision rules, audits and baseline/evaluation. The study does not assume that policy intent is a proxy for impact, but rather proposes a research agenda to test.

Keywords-- Artificial Intelligence, decision support systems, East Africa, project portfolio management, strategic alignment, technology governance

I. INTRODUCTION

1.1 Background

Multiple projects in an organization need to be selected continuously, work needs to be sequenced, shared resources need to be balanced and shared risks need to be addressed. The results of the projects do not necessarily add up to the result of the portfolio: projects can be successful in meeting scope, time and cost but the portfolio is not aligned with the strategic goals. As a result, Project portfolio selection needs to be explicit and based on the following points: Archer & Ghasemzadeh (1999) indicates that it is necessary to have comparable information and governance processes through which competing project proposals can be evaluated.

1.2 AI-enabled decision support

In this paper, AI-based decision support is defined as systems that can produce forecasts, classifications, recommendations, risk warnings or summary information relevant to a decision using AI techniques. It is different from the normal Digitization without any AI assisted analytical function. While AI can help to process complex information, the impact of an output depends on the context of the decision, the quality of the input data and whether the decision makers are able to review and apply the recommendations. While AI can be a goal, it is not a goal by itself (Davenport and Ronanki 2018); there is an ongoing debate between automation and human augmentation (Raisch and Krakowski 2021).

The problem statement and research gap are defined. The problem statement and research gap are formulated.

Policy strategies and diagnostics on digital economy set priorities and conditions of the issue, but do not show that AI decision-support systems are effective in improving portfolio alignment.

The key research question is why no similar organizational evidence of AI's impact on strategic portfolio decisions and outcomes has been found in the publicly available source set developed for this study across East Africa. This is to the extent that the intent of the policy is being confused with the impact or implementation of it.

The focus of the aim and research questions is clearly defined.

The goal is to understand the factors in the documented AI-policy and digital-economy context and how they influence the potential application and oversight of AI decision support in multi-project settings. What AI-policy and digital-economy conditions for decision support are documented in Kenya, Uganda, Rwanda and Tanzania? (RQ1) (RQ2) What are the factors that enable or constrain? What factors are mentioned in authoritative documents? (RQ3) How and in which governance scenarios can AI facilitate strategic alignment in a plausible way? (RQ4) What types of evidence are lacking for making defensible conclusions about actual impact?

II. CONTRIBUTION AND SCOPE

The paper provides a regional synthesis with evidence bounds, and a conceptual framework for future portfolio level evaluation. The unit of analysis is the published document, and not the individual manager/ project / organization. This study is conducted in the four countries and does not aim to be representative of all possible definitions of East Africa.

The literature review and analytical framework is presented. The literature review and analytical framework is presented.

The student is able to select a portfolio and connect it to a strategic plan.

Strategic alignment would be a consistency that can be traced, both in terms of project selection, prioritizations and resource allocation, and in terms of the objectives of the organization or programme. Examples of alignment evidence are strategy-to-project mappings, portfolio scoring criteria, allocation decisions, reviews and benefits indicators. With the adoption of AI alone does not constitute alignment. In addition to the structured foundation for portfolio selection given by Archer and Ghasemzadeh (1999), resources-based view proposes that value is created by the combination and application of the resources as opposed to being created because of possession of the resources by itself (Barney, 1991).

2.1 Automation, augmentation and managerial judgement

AI can take over repetitive analytical tasks or provide insights for managerial decisions through pattern and scenario analysis. Different accountability implications are created for these modes. Automation can be very fast and consistent but also can mask assumptions or perpetuate data bias. Enhancement is only possible to be used to enhance deliberation if users are aware of the limitations, have decision rights and are able to challenge recommendations. Thus, when decisions are made based on AI, their use should be defined in the portfolio governance; the person(s) responsible for the decision should be identified; and the process of making the exception and monitoring the models should be documented.

2.2 Digital preparedness and institutional setting

Enabling conditions for organizational AI are infrastructure, connectivity, affordable access, interoperable data, digital skills, cyber security and privacy. Diagnostics of the World Bank for the digital economy and regional digitalization materials address these areas, and national policy documents can be used to gauge policy priorities and directions. These sources are useful for feasibility but not actual measures of the use of AI in PMOs and should not be considered as performance metrics.

2.3 Conceptual model and propositions

The proposed model connects the capability of using AI to make decisions with strategic alignment via three intermediary mechanisms: increased visibility of portfolios of information, more consistent prioritization of work based on explicit strategic criteria, and better-informed allocation of resources and forecasting of risks. Data quality and interoperability, infrastructure, staff capability, leadership, privacy, cybersecurity and accountability are moderating factors of the relationships. Proposition 1: If the portfolio is sufficiently complete and comparable and the data is trustworthy, then the analysis with AI can provide more timely and consistent prioritizations information. Proposition 2: There is a high likelihood that any alignment of AI-supported decision making will be contingent on explicit criteria, accountable human review and incorporating within portfolio governance. Proposition 3: Broken data, inadequate infrastructure, skills, or governance can limit or impact the potential benefits of AI. These are hypotheses and not empirical findings.

Proposed analytical framework (conceptual; not an estimated causal model)

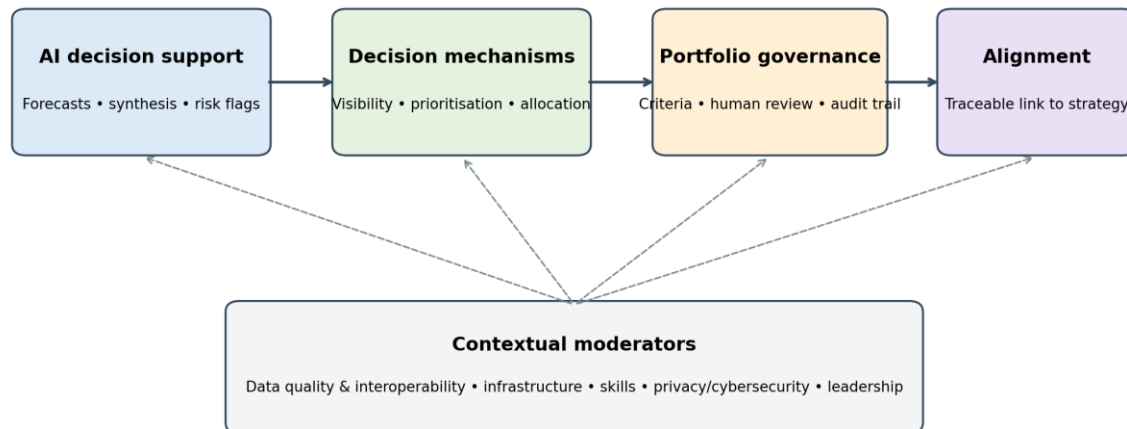


Figure 1. Proposed conceptual framework. Arrows indicate hypothesised relationships, not estimated causal effects.

III. METHODOLOGY

3.1 Research design and epistemological position

In the study, the methods of qualitative documentary analysis are conducted with secondary sources which are secondary sources that can be obtained from the public. It is interpretive and comparative: documents are considered institutional texts and policy priorities are identified, constraints are diagnosed and scope of publicly available evidence is identified. Even though the design may allow for a synthesis and theory based propositions, it may not be able to estimate causal effects if the direct outcome data is not available.

The students will learn to identify the geographical scope and the documentary scope.

Analysis is done in the context of Kenya, Uganda, Rwanda and Tanzania, with World Bank regional data incorporated when it helps to inform the conditions of the digital economy relevant to the study. The sources of AI core types include official government AI strategy/policy documents, World Bank country diagnostics and programme documents, and existing scholarly literature on work on AI in organizations, resource based capabilities and portfolio selection. Theoretical literature is used to help interpret; not for country-level evidence of implementation.

3.3.1 Select sources to include in your sources list.3.3.1.1 Add sources to your sources list.

The following information was given the highest priority as a source of authority, being public, being relevant to the subject of AI policy or to digital readiness and its publication or update information being identifiable. Rather than media summaries or commercial claims that are not verified by official government or institutional documents, preferential attention was given to such official documents. Scholarly works were included when they gave a foundation concept or a synthesis that was directly relevant to the work. AI or digital transformation wasn't enough to make a document be considered a comparable outcome study.

The Library's search and screening practices will be transparent.

The source set was created by systematic searches of the official government websites and institutional records and scholarly publisher records. Not a systematic review and no assertions of the comprehensiveness of the databases. Documentation of the entire submission process should maintain the date of each search, the website/database searched, the exact query, the URL, date of publication, country searched, document type, decision about whether or not the document was included and the reasons for excluding it.



Artificial intelligence and decision support, project portfolio and strategic alignment, digital economy and each country name are suggested search terms to be combined. This manuscript does not contain a complete search log, screening counts, and therefore does not offer a design report of an inventory type.

3.5 Coding and synthesis

AI policy status and priority, digital infrastructure and connectivity, data governance, data privacy and cybersecurity, digital skills and institutional capacity, relevance to portfolio decision making and direct evidence of project/portfolio-level outcomes were used as the six analytical domains. Each claim coded should be connected to a page or section and evidence extract should be compiled as a short extract. The classes of evidence (Policy intention, Implementation evidence, Outcome evaluation) are considered as separate classes of evidence. No numeric country scores were produced in the synthesis, it is thematic and qualitative.

Students will learn about the trustworthiness, ethics and limitations of method.

The use of primary institutional sources and the inclusion of statements by only those sources with supporting authority enhances the credibility. The comparability is limited due to purpose of the documents, publication date and the stage of the policy. Official strategies can set priorities but not ensure in themselves that they are implemented. This is a study with no human participants and is based on public documents; the author should check with the institution to ensure that a formal ethics determination is not necessary for the study of documents. Overall, there is no common cross country dataset, and no independent double coding statistics or documented exhaustive screening protocol limit the ability to reproduce and/or broaden the analysis.

IV. RESULTS: DOCUMENTARY FINDINGS

4.1 National policy signals

This is because Kenya has a published National AI Strategy (2025-2030). AI infrastructure, data and AI governance and research, innovation and commercialization are all key pillars of strategy. These priorities are applicable to the decisions that are made when using AI, as they do rely on infrastructure, usable data and governance.

There is an official AI Policy in Rwanda, issued by its Ministry of ICT and Innovation which considers AI as a key enabling force for socio-economic development for inclusive and sustainable socio-economic development and views responsible adoption as a policy issue. The stakeholders' engagement on the National AI and Emerging Technologies Strategy was reported in a notice dated 13 March 2026 from the Ministry of ICT and National Guidance, which outlines the development process of the strategy at that time, and not implies adopting the strategy. The sources from the current collection do not set up a similar status of the national AI strategy for Tanzania, but contain digital-economy resources. This is not an indication that there is no relevant policy but rather an indication that the policy set which is being reviewed has reached this limit.

4.2 Digital-economy conditions

On the Eastern and Southern Africa region, all these issues are referenced in the regional materials produced by the World Bank: Uneven access and use of the internet, infrastructure constraint, affordability and cybersecurity/data-protection risks. The measurements listed above are not only for East Africa, but simply observations that are regionally relevant. The digital infrastructure, public platforms, digital financial services, and digital businesses and skills are covered in the World Bank country diagnostics for Kenya, Rwanda and Uganda. This World Bank's Kenya Digital Economy Acceleration Project is an example of public investments in high-speed connectivity and selected public services and digital skills. These documents are combined in order to identify enabling domains, they do not quantify the use of AI in portfolio management or improvements achieved in line with it.

The evidence boundary and gap have been completed. The evidence boundary and gap have been finished.

The documentary source set provides a context for the direction of the policy and digital readiness. It does not offer equivalent measures of AI deployment at the organization level, of the quality of decisions when using AI portfolios, of linking to strategic goals and agendas, of the accuracy of forecasts, of how resources are used, or of the benefits realized before and after using AI. The following defensive results, therefore, cannot be reported: Effect size, statistical significance claim, return-on-investment estimate, country ranking.

As illustrated in Figure 2, it is possible to identify findings that are presented in the context and can be supported with the evidence found in the reviewed documents, but it is not

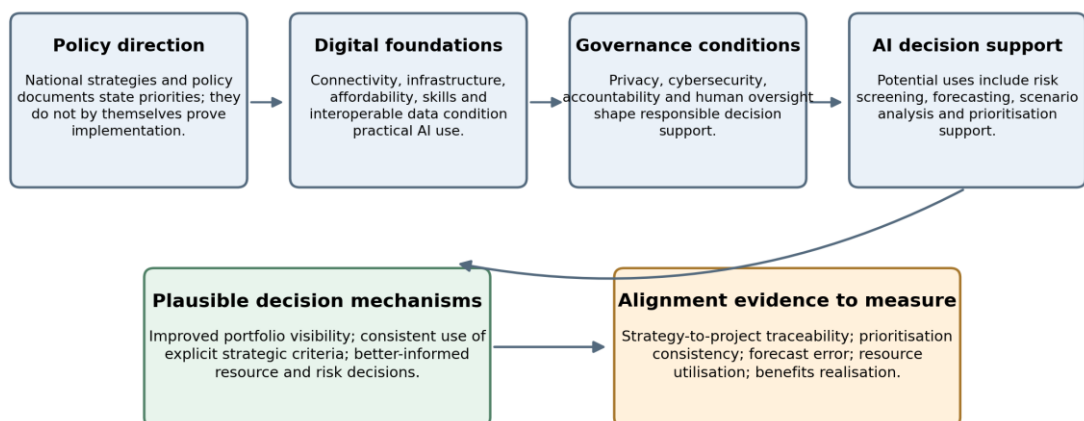
possible to identify outcome claims that do not have supporting evidence provided in the reviewed documents.

Figure 2. Evidence boundary map: documentary claims versus unsupported outcome claims

Evidence domain	What the reviewed source set supports	What it does not establish
AI policy	Kenya's national AI strategy is published; Rwanda has an AI policy; Uganda's strategy development was reported as a consultation process.	Comparable implementation maturity, verified implementation performance, or portfolio-level AI outcomes across countries.
Digital ecosystem	Sources discuss infrastructure, digital skills, platforms, affordability, governance and enabling conditions.	A single harmonised readiness score or directly comparable measurement for the four countries.
Portfolio outcomes	Theory supports testable mechanisms linking AI-enabled decision support with prioritisation, governance and strategic alignment.	Causal impact, effect size, country ranking, financial return on investment, or proven improvement in project success.
Research design	Documentary synthesis can map policy intent, reported evidence and plausible mechanisms, while identifying evidence gaps.	Population-level claims, statistical generalisation, or claims based on primary empirical data not collected in this study.

Figure 2. Evidence boundary map. Categories are qualitative and do not represent a numerical score.

Figure 3. Qualitative synthesis of documentary findings



Evidence boundary: the reviewed documents support a conceptual, testable pathway—not a measured causal effect.

Qualitative synthesis only. Box size and placement do not encode counts, weights or performance scores.

Figure 3. Qualitative synthesis of documentary findings. The diagram summarises themes and plausible mechanisms; it is not a quantitative model.

4.4 Cross-country synthesis of the reviewed documentary evidence

The comparison below records the status visible in the source set used for this paper. It is a qualitative evidence

summary, not a rating of national performance. “Not established in this review” means the reviewed materials did not provide sufficient verified evidence for a defensible claim; it does not mean that no policy or activity exists.

Country	Documentary result in the reviewed source set	Evidence boundary / interpretation
Kenya	A published National AI Strategy 2025–2030 is included among the reviewed official sources.	A strategy establishes stated direction and priorities; it does not establish implementation maturity or project-portfolio impact.
Rwanda	An official AI Policy is included among the reviewed sources.	The reviewed policy material does not provide comparable organisation-level measures of AI deployment or portfolio outcomes.
Uganda	Official Ministry notices dated 13 March and 4 June 2026 describe ongoing National AI & Emerging Technologies Strategy development and validation of an AI-readiness assessment.	The sources reviewed do not establish that the strategy was subsequently adopted or implemented; recheck the latest Ministry record before submission.
Tanzania	The source set described in this paper does not establish a sufficiently verified country-specific AI-policy status for a firm conclusion.	This is a limitation of the present review, not a claim that Tanzania lacks AI policy or activity.

Interpretive result: across the reviewed sources, policy intent and digital-enablement conditions are documented more clearly than comparable evidence of organisational AI implementation or measured portfolio-level strategic alignment. The main empirical gap is therefore outcome measurement, not a demonstrated absence of potential mechanisms.

Figure 4. Country-level AI-policy evidence status in the reviewed source set

Country	What the reviewed sources indicate	Evidence boundary
Kenya	National AI Strategy 2025–2030 published	Documented policy direction; implementation outcomes not established
Rwanda	Official AI policy identified	Policy availability does not establish portfolio-level adoption or impact
Uganda	Ministry notice described strategy consultations (March 2026)	Consultation notice is not proof that a final strategy was adopted
Tanzania	No comparable policy-status source established in this review	Status remains undetermined from the reviewed source set

Categorical documentary summary—not a country ranking, readiness score or quantitative comparison.

Figure 4. Country-level AI-policy evidence status in the reviewed source set. Categories describe the sources reviewed and must not be interpreted as a country ranking.

V. DISCUSSION

5.1 Interpretation of findings

The results suggest that there is a conditional readiness interpretation rather than a determinate one, that is, that AI enhances performance, but not for everyone. While policy can set enabling conditions, the outcomes will be dependent on the extent that organizations link data, models and recommendations with real decision rights. The rankings generated by AI can seem objective but could reflect a subjective range of strategic valuations, risk attitudes or time horizons. Alignment, in turn, is at the heart of explicit criteria and human judgement. Therefore explicit criteria and human judgement are essential to alignment.

5.2 Theoretical implications

It is a combination of logic of portfolio selection, resource based view and the automation–augmentation approach. One of the problems with AI is that it's seen as a means to an end, rather than as an end itself. Data quality, analytical capabilities, process maturity and governance can be key factors in the usefulness of the information provided by AI. In addition to the model, mediators of decision processes and contextual moderators are also specified, which serves as a more solid ground to further operationalize and test the model.

5.3 Engineering and management implications are explored.

In engineering intensive and multi-project organizations, with AI-powered portfolio management, it is best to start with small, bounded use cases, like risk screening, scenario analysis, dependency detection or support for prioritization. Before implementing an algorithmic recommendation, there should be documentation of decision criteria and of their weights. Decisions in respect of the materials should have named human accountability with reasons for accepting or rejecting recommendations noted. Organizations must evaluate the nature of data lineage, missing or incomplete data, interoperability, data privacy, cybersecurity, model drift and the likelihood of historical data creating past allocation biases.

5.4 Design for Evaluation of future research

A realistic assessment should be done before deployment and the outcomes should be predetermined. Proportion of projects with documented strategy links, consistency of approved priorities and the allocation of resources, forecast error (schedule, cost or risk), benefits realization rates, decision cycle time, number and frequency of overrides and the reason for overrides.

A 'phased rollout' or 'matched comparison group' or an 'interrupted time-series design' can be helpful in teasing out what is happening in the organization because of AI and because of other organizational changes happening at the same time. Outcomes should be determined and measures should be defined in advance of observing the outcomes, and a qualitative interview or decision-log analysis can explain the influence or non-influence of a system on outcomes.

5.5 Limitations and transferability

The study has investigated only selected public sources and the four countries. It does not provide any information about the prevalence of the use of AI, the maturity of the individual organizations or about causal effects of AI on alignment. The policy documents from the countries are not to be taken as independent implementation checks and the evidence of regional infrastructure doesn't necessarily reflect the situation in every country. The study conducted had a focused search that was not comprehensive. This audit includes a new verification log of sources consulted for this revision however does not recreate the original search process or be a substitute for a log of any searches that were not logged. The framework can be analytically transferred as a set of testable relationships but needs to be tested in the empirical world.

VI. CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusion

The reviewed documents from the different official bodies in the field of AI policies and digital economy all include aspects of enabling conditions for the responsible use of AI, such as infrastructure, data governance, skills, innovation and institutional capacity. These are factors that are important in the context of a large number of projects, where AI decision support is possible. The examined public source set is not sufficient evidence to say that the strategic alignment of project portfolios across all East African countries has already improved due to the use of AI decision support. The defensible conclusion is positional: Under reliable data, explicit strategies, and strong governance and accountability for human oversight, AI can be a useful tool for making portfolio decisions, but the likelihood and direction of the impact of actual use of AI is empirical.

6.2 Recommendations for organizations

Begin with a pilot that is bounded and decision relevant, and a problem statement. Second, make strategic criteria, weights and decision rights commitments before deployment.

Thirdly, maintain human oversight and document the decision and reasons for content and overrides. Fourth, get the data right, make it interoperable and ensure appropriate privacy protection, cyber security and model monitoring prior to scaling. Fifth, set up baseline and follow up metrics of alignment, resource use, forecast performance and benefits realization. Sixth, track distributional effects and make sure that seemingly neutral rankings do not systematically underrepresent projects to meet less visible and/or less represented needs.

There are several recommendations for policy makers and funders. There are several recommendations to policymakers and funders.

Enables interoperable public digital infrastructure, practical guidance for data-governance, capacity and professional development of cybersecurity, and AI literacy and portfolio analytics. It is not procurement and adoption that is to be considered impact – funding programmes should include proportionate evaluation plans and transparent reporting. There needs to be cross country learning initiatives that have agreed upon definitions and non-sensitive indicators that will allow comparison, without assuming that institutional contexts are the same.

6.4 Recommendations for researchers

Perform organization-level case studies and longitudinal assessments; document the purpose, context for implementation, data provenance and governance arrangements of a reporting system; publish coding matrices (where legally permitted); identify the effects of AI and differentiate from digitization and management reform. Future CROSSTIMES should be based on common operational definitions, include missing data and not rely on rankings of countries unless there is a measure equivalence.

Declarations

Ethics approval. This study is a non-experimental analysis of the publicly available documents, and did not include human participants. The corresponding author should ensure that an ethics determination is required by UTAMU for the documentary research, prior to submission, but none is claimed in this manuscript.

Funding. AUTHORS' STATEMENT OF FUNDING: The authors should make a statement regarding the funding for this work. Substitute this note with correct funding statement, before submission.

Competing interests. COMPETING INTERESTS: both authors should confirm any real, perceived or potential financial or non-financial competing interest. Substitute this note for the statement of agreement, which has been approved by both parties.

Data availability: The source base (public documents) referenced in the references is described in the verification-audit matrix in Appendix A. The matrix does not contain all of the documents visited in this revision audit, but rather an indication of the documents which were inspected.

Author contributions. AUTHOR CONFIRMATION REQUIRED: Authors' contributions and approval of the submitted version must be confirmed by both authors. Don't make assumptions or assumptions about what they have done.

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Audit boundary. This matrix documents source passages inspected during the current verification revision. It does not claim that these were the only documents originally screened, nor does it reconstruct missing original searches, screening decisions or extraction activity.

Appendix A. Verification-audit source coding matrix

Source / country	Date	Theme code	Evidence location / extract	Interpretation and limits
Kenya MICDE, Kenya AI Strategy 2025–2030 page	27 Mar 2025	National AI policy	Official page lists “Kenya AI Strategy 2025–2030.pdf” as a policy document.	Verifies publication/listing of a national strategy; does not demonstrate implementation or portfolio-level impact.
Rwanda MINICT, AI Policy page and Policies listing	Policy listing modified 27 Apr 2023; page undated	National AI policy	Official policy page states that the National AI Policy was developed by MINICT and RURA and identifies six priority policy areas.	Verifies an official policy resource and stated priorities; not evidence of organisation-level AI outcomes.
Uganda Ministry of ICT and National Guidance, strategy consultation notice	13 Mar 2026	Strategy status / governance	Ministry notice describes an ongoing consultative process to develop the National AI & Emerging Technologies Strategy.	Supports strategy development/consultation status on the notice date only; does not establish later adoption.
Uganda Ministry of ICT and National Guidance, AI readiness report notice	4 Jun 2026	Readiness / capability	Ministry notice reports validation of Uganda’s AI Readiness Assessment with UNESCO and identifies governance, infrastructure, research, education, data and innovation as assessed areas.	Supports existence of the reported validation event and the stated assessment scope; not evidence that a national strategy was adopted.
World Bank Group, Uganda Digital Economy Assessment	Nov 2020	Digital economy context	Cover identifies the publication as “Uganda Digital Economy Assessment—Country Diagnostic” and “World Bank Group — November 2020.”	Supports citation identity and use as contextual diagnostic; dated evidence, not a current AI-adoption measure.
World Bank, Digital Economy Country Diagnostics for Africa	10 Feb 2020	Digital readiness framework	Overview says diagnostics provide a snapshot across digital infrastructure, public platforms, financial services, digital businesses and digital skills.	Supports the five-pillar framing and diagnostic purpose; does not establish AI deployment or project alignment.
World Bank, From Connectivity to Services: Digital Transformation in Africa	26 Jun 2023	Regional digital conditions	Page reports continental connectivity and affordability indicators for stated historical periods and describes DE4A’s approach.	Use only for regional context with dates and geographies preserved; not as an East Africa-specific or AI-impact estimate.
World Bank, Kenya and World Bank Group Provide a \$390 Million Boost to the Digital Economy	5 Apr 2023	Kenya digital investment	Release says the Board approved \$390 million for a programme aimed at connectivity, services and digital skills.	Confirms approval/aims as stated; avoid presenting the intended benefits as already achieved.
Archer & Ghasemzadeh, An integrated framework	Aug 1999	Portfolio selection theory	ScienceDirect record identifies International Journal of Project Management, 17(4), pp. 207–216,	Bibliographic details verified; conceptual/theoretical support

Source / country	Date	Theme code	Evidence location / extract	Interpretation and limits
for project portfolio selection			Elsevier, DOI 10.1016/S0263-7863(98)00032-5.	only, not East African country evidence.
Barney, Firm Resources and Sustained Competitive Advantage	Mar 1991	Resource-based view	SAGE record identifies Journal of Management, 17(1), pp. 99–120, DOI 10.1177/014920639101700108.	Bibliographic details verified; supports theoretical framing, not a claim about AI outcomes in the four countries.
Davenport & Ronanki, Artificial Intelligence for the Real World	Jan–Feb 2018	AI in organisations	HBR page identifies the authors and January–February 2018 magazine issue.	Bibliographic identity verified; use as practitioner-oriented discussion, not as a controlled empirical estimate.
Raisch & Krakowski, Artificial Intelligence and Management: The Automation–Augmentation Paradox	Online 14 Jan 2021; print 2021	Automation / augmentation	Academy of Management Review record identifies authors, volume 46(1), pp. 192–210, DOI 10.5465/amr.2018.0072.	Bibliographic details verified; supports conceptual discussion of automation and augmentation, not country-level effects.
World Bank, Digitalizing Eastern and Southern Africa	18 Jun 2024	Regional digitalisation	World Bank page describes uneven internet availability/access and identifies infrastructure, skills, regulatory and cybersecurity needs.	Supports broad regional context only; figures and claims must retain the page's stated geography and time frame.

Appendix B. Revision-audit source-selection log

Source checked during this revision	Source type	Selection decision and reason
Kenya MICDE, Kenya AI Strategy 2025–2030 official listing (27 Mar 2025)	Official national policy page	Included: primary official evidence of strategy publication; does not establish implementation outcomes.
Kenya MICDE, Kenya National AI Strategy 2025–2030 Implementation Roadmap (31 Dec 2025 listing)	Official implementation-roadmap page/PDF	Included: primary official evidence of roadmap publication; roadmap commitments are not proof of completed outcomes.
Rwanda MINICT, AI Policy page and policy listing (policy listing dated 27 Apr 2023)	Official national policy page	Included: primary official evidence of policy and stated priorities; not organisation-level impact evidence.
Uganda Ministry of ICT and National Guidance, strategy consultation notice (13 Mar 2026)	Official ministry notice	Included: direct evidence of consultation and strategy development as of the notice date.
Uganda Ministry of ICT and National Guidance, AI-readiness validation notice (4 Jun 2026)	Official ministry notice	Included: later official update relevant to current AI-policy context; does not establish strategy adoption.
World Bank Group, Uganda Digital Economy Assessment (Nov 2020)	Country diagnostic PDF	Included: contextual digital-economy evidence; historical, not a current AI deployment measure.
World Bank, Digital Economy Country Diagnostics for Africa (10 Feb 2020)	Official programme overview	Included: establishes diagnostic scope and five-pillar framework.
World Bank, Country Diagnostics status page (version Oct 2024)	Official programme status page	Included: checks available country diagnostics and status version; does not establish AI policy.
World Bank, Kenya digital economy financing release (5 Apr 2023)	Official project press release	Included: verifies stated financing approval and programme aims; planned aims are not outcomes.
World Bank, From Connectivity to Services: Digital Transformation in Africa (26 Jun 2023)	Official regional results page	Included: broad regional digital context; claims must retain stated period and geography.
World Bank, Digitalizing Eastern and Southern Africa (18 Jun 2024)	Official regional programme page	Included: regional context on uneven access and digital enablers; not AI-specific impact evidence.
Archer & Ghasemzadeh (1999), International Journal of Project Management	Peer-reviewed scholarly article / publisher record	Included: foundational portfolio-selection framework; not country-level empirical evidence.



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Barney (1991), Journal of Management	Peer-reviewed scholarly article / publisher record	Included: resource-based view for theoretical framing; not AI-specific country evidence.
Davenport & Ronanki (2018), Harvard Business Review	Publisher article page	Included: practitioner discussion of organisational AI; not a controlled causal evaluation.
Raisch & Krakowski (2021), Academy of Management Review	Peer-reviewed scholarly article / publisher record	Included: automation–augmentation conceptual analysis; not country-level effect evidence.