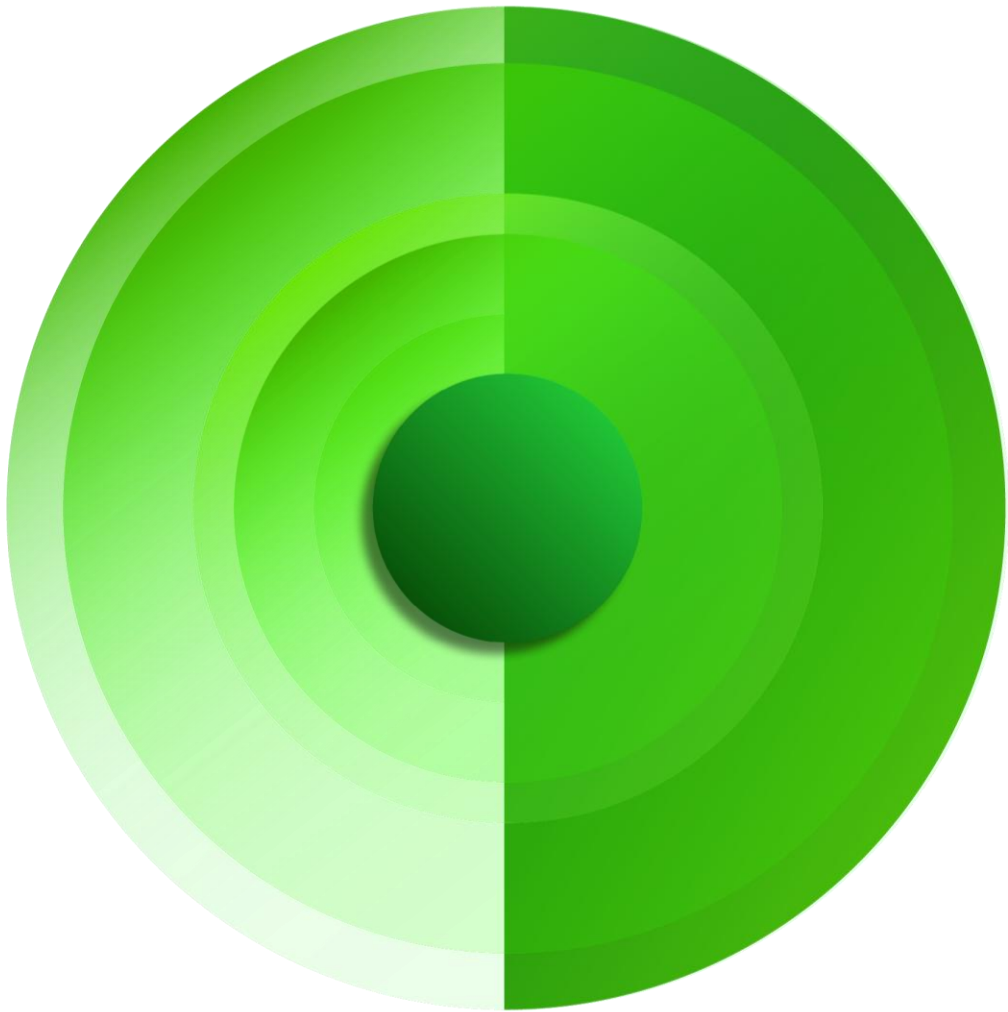




**Swiss Government Trends 2026**

The future of government is now

July 2026



# Perspective for Switzerland

In their global [Government Trends 2026 report](#), Deloitte concluded that governments are entering a transformative period of redesign rather than just another modernization or digitization cycle. Underlying government operating systems are being rewritten for an accelerating environment. However, while the pace of change outside government is accelerating, government's internal architecture is often not moving as fast or remaining poorly channelled and lacking clarity while gaining momentum. The report found that forward thinking governments are responding differently, adopting new approaches by pairing AI and digital capabilities with simplified rules, redesigned workflows and adaptive operating models built for continuous learning. In the AI era it is clear that the biggest gains come not from automating old processes, but from redesigning the work itself. The Government Trends 2026 outline eight trends for new ways of organizing and reshaping the fundamentals of government:

|                                                                                                            |                                                                                                 |                                                                                   |                                                                                                               |
|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| <div>1</div> <div>Design next adaptive operating model for government</div> <div></div>                    | <div>2</div> <div>Shape mission delivery with technology leadership</div> <div></div>           | <div>3</div> <div>Customise public services with Agentic AI</div> <div></div>     | <div>4</div> <div>Rewire regulation from static rulebooks to adaptive data-driven oversight</div> <div></div> |
| <div>5</div> <div>Accelerate shift from reactive decision-making to cognitive government</div> <div></div> | <div>6</div> <div>Rethink public-private collaboration to create public value</div> <div></div> | <div>7</div> <div>Adopt simplicity first mindset in procurement</div> <div></div> | <div>8</div> <div>Scale human edge and make human-AI collaboration work</div> <div></div>                     |

With this global view in mind, Deloitte Switzerland considered the role of some of these key trends for government in Switzerland and found four trends that are particularly relevant for a transformative redesign of government.

# Adaptive by design

## The next operating model for government

01

Traditional operating models – built around fixed structures, functional silos and multiyear modernization cycles – are proving too rigid for an era defined by AI acceleration, cross-agency missions and fiscal pressures. Leading governments are reorganizing work around reusable platforms, mission-driven teams and modern people practices that enable real agility. Platforms provide shared, reusable capabilities – data, infrastructure, standards and core services – that reduce duplication and enable integration. Small, multidisciplinary and time-bound teams known as pods, assemble around specific outcomes and dissolve once their mission is complete. People practices support distributed decision-making, skills-based mobility and leadership models that allow talent to move where it creates the most value.

In Switzerland, the Federal Council recognises the importance of shared services in centralising functions. Data management in the public sector is expected to become easier and more efficient by reusing data. With the National data management (NaDB), persons and businesses will need to report certain information only once (once only principle)<sup>1</sup>. All key stakeholders are involved in the NaDB programme and responsibility for its implementation rests with the Federal Statistical Office (FSO). Currently, the I14Y interoperability platform is available to promote the multiple use of data in the long term and the sedex platform allows for secure exchange of data between Swiss public administration services<sup>2</sup>. Cantons have also adopted platform approaches. Most recently, the Canton Basel-Stadt introduced a central data and AI platform as part of a hybrid architecture<sup>3</sup>.

There are also some early adopters and good practice examples of agile teams built for outcomes. The Federal Office of Information Technology, Systems and Telecommunication (FOITT) has been using agile methods such as Scaled Agile

Framework (SAFe) since 2020<sup>4</sup>. Agile methods have a long tradition in the project area of the FOITT with Scrum methods already applied to projects in different government entities. This approach has yielded consistently positive results. Finally, cross-functional teams played a key role in developing the Swiss Covid certificate<sup>5</sup>. In a great example of multidisciplinary teams assembling around a specific outcome, after only three weeks, the FOITT, together with the Federal Office of Public Health (FOPH) provided a first solution for the issuance of Covid certificates for the vaccinated, recovered and negatively tested.

There is great potential to use HR to create more capability. For example – people practices that support distributed decision-making, skills-based mobility and leadership models that allow talent to move where it creates the most value. This will enable agile teams of people to assemble around specific outcomes and to dissolve once their mission is complete. However, many Swiss government entities are lagging in both this culture and mindset.

# From enabler to architect

## How technology leadership shapes mission delivery

02

As AI, automation and digital platforms become embedded in core operations, technology leadership continues to move from a supporting role to a central position in mission delivery. In governments worldwide, technology leaders, while still ensuring security and reliability, increasingly shape how AI is adopted, how work is redesigned and how digital capabilities deliver outcomes. Gen AI is transforming software development, cybersecurity and operations while positioning technology leaders as architects of shared platforms, data standards and governance guardrails.

In Switzerland, DazIT of the Federal Office for Customs and Border Security (FOCBS), serves as a good example of technology leadership shaping mission delivery<sup>6</sup>. IT teams are not simply enabling other departments but increasingly deliver outcomes directly. The programme is not only revamping the entire IT landscape but has also built a highly automated development platform in the background. This generates great value with high-cost efficiency on the one hand and high security, quality and stability on the other.

Making AI work at scale is still a work in progress in Swiss public administration. Since 2022, the adoption of AI within the Federal Administration is promoted through a dedicated AI competence network<sup>7</sup>. The network is jointly supported by the Federal Chancellery (FCh) and several federal offices. It is tasked with coordinating AI-related issues, fostering cross-departmental networking, supporting specific AI projects and innovations, and promoting synergies. More recently, the Federal Council

recognised the need to strengthen the coordination of AI in the Federal Administration and instructed the Federal Department of Home Affairs (FDHA) and the FCh to draft a proposal – which aims to encourage synergy, innovation and trust in the use of AI in all public administrations in Switzerland<sup>8</sup>.

In future, AI will position IT departments not just as a provider of tools of change, but as a leader in shaping how work itself gets done. IT leaders in Switzerland must rebalance their strategic and tactical roles and actively step into more of a strategic transformation role. This evolution means that CIOs must lead AI integration, workflow redesign and decision architecture rather than just infrastructure stability.

## Customised for constituents

### How Agentic AI can accelerate personalised public services

After years of investment in digital identity, data exchange and shared platforms, many governments now have the foundations to deliver personalised services more consistently with Agentic AI. Layering Agentic AI onto processes and systems enables customer service that cuts across agencies, simplifies journeys, and improves outcomes. Instead of navigating multiple departments, individuals increasingly interact through unified entry points, with AI assistants helping to determine eligibility, prefill forms and coordinate services.

Switzerland is making progress with building the digital foundation for personalised services accelerated by Agentic AI. FSO's National Data Management Programme (NaDB), promotes common standards for the multiple use of data in public administration. For better data exchange, interoperability platforms have been established and data harmonisation and standardisation as well as the once only principle are being piloted<sup>9</sup>. The plan is to consistently describe the same content in the same way, facilitating the exchange of consistent data between administrative offices which can then be used for different tasks.

Several key elements are falling into place. A national e-ID is finally planned for the end of 2026<sup>10</sup>. A state-recognized electronic proof of identity (e-ID) will allow residents of Switzerland and Swiss citizens abroad to prove their identity online through digital proof. Users will be given control over their data. The state will act as the publisher of the e-ID and ensure the necessary trust infrastructure of the operation. In addition, FOITT plans to set up the Swiss Government Cloud (SGC) by 2032<sup>11</sup>. This will be a new hybrid multi-

cloud infrastructure tailored to the requirements and needs of the federal government. Combining both public and private cloud offerings, it will provide the federal administration with a uniform solution for most of its cloud activities.

Most Cantons have launched an AI chatbot on their websites to simplify access to administrative information. For example – in Lucerne AI chatbot ‘Luzi’ has been introduced<sup>12</sup>. The chatbot helps visitors to the cantonal website ‘find information more easily and create easy to understand summaries of longer texts.’ Answers contain links to original sources and are fed with all publicly available content of the site. On a federal level, there are also several AI chatbots in development to simplify interactions with citizens<sup>13</sup>. However, there are no real examples of agentic AI delivering personalised services to citizens yet.

In future, AI agents will be able to make services more customised and proactive. Instead of citizens navigating multiple sites, AI agents will gather required information autonomously, auto-complete forms and submit filings through a single interaction.

# Rewiring regulation

## From static rulebooks to adaptive data-driven oversight

04

Across regions, governments are shifting from static rulemaking to more adaptive oversight and regulation grounded in data and continuous learning, while still maintaining public trust. Dense rulebooks are being simplified, rewritten in plain language and translated into machine-readable formats. One stop portals, automated pre-checks and AI-assisted reviews reduce friction while preserving oversight. Regulators are also using sandboxes, simulations and digital twins to test reforms and gather evidence before scaling.

In Switzerland, converting legislation into machine-readable formats has also started, laying the groundwork for digital systems to guide users through tailored compliance journeys. For example – with the amended Publications Ordinance, federal law is available in a machine-readable format since 2022<sup>14</sup>. Many cantons have similar digitalization projects of laws and regulations with the trend towards open, machine-readable formats for Open Government Data (OGD).

The EasyGov platform already allows companies in Switzerland to electronically process authorization, application and reporting procedures in a single location, therefore shifting compliance from formerly paper-heavy, sequential processes to integrated experience<sup>15</sup>. However, continuous digital oversight and integrated digital journeys will only be achievable with the planned upgrade to EasyGov 2.0<sup>16</sup>. This will enable a scalable, modular, digital infrastructure from 2027 onwards. Technologies will be used to enable the partner authorities to

autonomously integrate processes into EasyGov in the future<sup>17</sup>.

Like many other countries, Switzerland is increasingly introducing regulatory sandboxes, creating safe spaces for innovation and oversight. The AI Innovation Sandbox of the Canton of Zurich is a leading example for responsible AI innovation that allows public administration and participating organisations to collaborate closely on regulatory issues and enables the use of new data sources<sup>18</sup>. The planned Digital Asset Innovation Hub in Zug will offer similar regulatory sandbox access for participants<sup>19</sup>. Start-ups, companies and research institutes can gain access to regulatory expertise and novel data sources through such sandboxes, enabling them to foster innovation and data-driven developments. All insights and results are shared publicly and serve as valuable input for shaping future legal frameworks.





## Concluding remarks

To continue successfully reorganizing and reshaping the fundamentals of government, public administrations in Switzerland should keep the following five layers shaping the future of government in mind:



**Rules and governance:** Government entities run on rules that determine what is allowed, who decides and how risk is managed. Over time, rules accumulate, adding friction even where policies and law allow flexibility. In Switzerland, the process of simplifying decision rights, removing unnecessary approvals, rewriting requirements in plain language, translating policy into structured and machine-readable forms and embedding safeguards directly into workflows, rather than manual reviews, has only started. This process needs to be sped-up across all government entities for a successful transformative redesign of government.



**Teams and talent:** Transformation succeeds or fails at the level of effective teams. Technology creates real value when work is redesigned around outcomes. Rigid roles and static structures give way to mission-driven teams that combine human judgment with AI-enabled analysis, making ongoing learning an essential part of transformation. In Switzerland, this process is further complicated by the federal structure. More distributed leadership and empowered decision-making is needed, as well as decoupling domain expertise from organisational structures. In addition, more ongoing education, upskilling, and training is required. Bold moves in transformation will only be successful, when people have the right digital skills, mindset and project competencies.





## Concluding remarks



**Platforms and data:** Modern governments run on shared digital foundations. Fragmented systems and siloed data keep innovation isolated and costly to scale. Leading government entities invest in interoperable platforms, common services, application programming interfaces and reusable components that can be recombined across missions. Capabilities are reused rather than rebuilt, allowing innovation to compound. Small project thinking still dominates in Switzerland, but when it comes to developing new shared infrastructure, thinking big is more appropriate. Setting bold ambitions that go beyond incremental change can help to unlock the value of transformation, free hidden opportunities and generate new value for the future government.



**Partner ecosystems:** Governments no longer deliver outcomes alone. Private firms, nonprofits and civic organisations provide essential capabilities. In addition, cooperation between different government entities increase synergies, reduce cost and drive transformation. Simplified rules of engagement and shared digital interfaces can reduce friction and expand participation. The focus shifts from simply managing individual contracts to stewarding ecosystems that evolve with changing needs.

In Switzerland, more cooperation is not only needed within Swiss government entities and across different federal levels, but also with the partner ecosystems.



**Feedback loops:** High-performing organisations embed learning directly into operations. Real-time data makes performance visible as work happens. Policies and services adjust based on evidence rather than anecdote. Continuous feedback shifts reform from episodic to sustained adaptation. In Switzerland, the shift from episodic learning to continuous feedback embedded in daily work is still at an early stage. By embedding transparency and feedback loops into shared platforms, leading governments can move from reporting to ongoing performance management.







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