

REPORT

# A Dialogue on the Future of Government Services

**Government Services Forum**

7<sup>th</sup> Edition

February 2025



# To Inspire and Enable **The Next Generation of Governments**

The World Governments Summit is a global platform dedicated to shaping the future of governments worldwide. Each year, the Summit sets the agenda for the next generation of governments with a focus on how they can harness innovation and technology to solve universal challenges facing humanity.

The World Governments Summit is a knowledge exchange center at the intersection of government, futurism, technology, and innovation. It functions as a thought leadership platform and networking hub for policymakers, experts and pioneers in human development.

The Summit is a gateway to the future as it functions as the stage for analysis of future trends, challenges, and opportunities facing humanity. It is also an arena to showcase innovations, best practice, and smart solutions to inspire creativity in tackling these future challenges.

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# Table of Contents

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<b>Foreword</b> <b>By H.E. Mohamed Bin Taliah, Chief of Government Services, UAE Government</b>	<b>06</b>
<b>Conversations That Will Shape the Next Era of Government Services</b>	<b>08</b>
<b>Keynote Address</b> <b>by H.E. Milojko Mickey Spajić, the Prime Minister of Montenegro</b>	<b>12</b>
<b>From Human Centricity to AI Governance: Key Insights From Six Critical Conversations on The Future of Government Services</b>	<b>16</b>
What Got Us Here Won't Take Us There: The Next Stage of Digital Transformation. A Power Session by David Rogers	18
Designing for Humans: Human Centricity from the Back-Office to the Omni-Channel Experience	22
Tapping into the Power of Data: Technology, Collaboration, and Privacy Challenges	28
Tech-Gov Alliance: Building Smarter Futures	34
Smart Economies of 2050: How AI, Quantum, Longevity and Automation will Reshape Economics A Power Session by Brett King	40
GovTech Innovation: Bridging the Gap between Governments & Startups	46
Government Service Excellence & Operational Efficiency: Successes and Lessons Learned	52
CIOs as Change Agents: Connecting Technology, Employees, and Citizen Experience	60
<b>Key Takeaways from the Government Services Forum 2025</b>	<b>66</b>
<b>Moving From Insights to Action: Immediate Priorities for Governments</b>	<b>70</b>
<b>Epilogue: The Road Ahead for Government Services</b>	<b>74</b>
<b>Speakers</b>	<b>76</b>
<b>Acknowledgements</b>	<b>78</b>

# Foreword

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In an era of unprecedented innovation and transformation, the words of **His Highness Sheikh Mohammed Bin Rashid Al Maktoum** resonate more powerfully than ever:

**“The future belongs to those who can imagine it, design it, and execute it. It is not something you wait for, but rather create.”**

Delivering the next generation of government services demands visionary leadership, bold action, and unwavering collaboration. As we stand at the threshold of a new transformative age, we have a unique opportunity—to harness emerging technologies not just to digitize services, but to make them truly intelligent, hyper-personalized, and seamless.

At the same time, technology must enhance—not replace—the human touch. The most effective governments recognize that human-centricity must remain at the heart of digital transformation. Citizens don’t just need efficient services; they need experiences that are intuitive, inclusive, and built around their real-world needs.

Today, governments worldwide face a defining moment. Technology is no longer just an enabler—it is a fundamental driver of transformation. The rapid evolution of AI, quantum computing, digital trust, and data-driven governance is reshaping how governments operate and serve their people.

As we navigate this dynamic landscape, we must embrace the call to action embedded in Sheikh Mohammed’s words. The future of public services is not something to be awaited—it is something we must create, together.

The Government Services Forum is more than a platform for discussion—it is a catalyst for action, collaboration, and global knowledge exchange. Now in its 7th edition, this year’s Forum—the largest and most prestigious yet—brought together 30+ leaders from all corners of the globe, to shape the policies, innovations, and strategies that will define the future of government services.

As we conclude this year’s Forum, I hope the insights shared will lay the foundation for a new era of public services—ones that are seamless, accessible, and impactful. I look forward to hosting the next edition and many more, as we work together to pave the way for a brighter, more prosperous future—one that enhances the lives of the citizens and communities we serve.

**H.E. Mohamed Bin Taliah**  
Chief of Government Services,  
UAE Government

# Conversations that will Shape the Next Era of Government Services

At the Government Services Forum 2025, global leaders, policymakers, and innovators tackled the most pressing challenges facing governments, to help shape the future of public services.

Through expert keynotes and high-impact discussions, the Forum explored bold ideas, strategies, and transformative solutions that will redefine government services in the years ahead.





Key conversations  
at this year's Forum  
centered around:

## **The Future Won't Wait: Are Governments Ready for the Economies of 2050?**

With AI, climate change, and quantum computing rapidly reshaping industries and global markets, governments must prepare for a radically different economic landscape.

The “Economies of 2050” keynote explored how these disruptive forces will redefine the way societies function and how governments can lead, adapt, and drive resilience in an era of unprecedented change.

## **People Over Process: Why Human-Centric Design Is Non-Negotiable**

Governments don't just deliver services—they shape everyday citizen experiences. The “Designing for Humans” panel emphasized that human centricity must be at the core of government service design, and that we must avoid digitizing bureaucracy to create seamless, intuitive, and inclusive citizen interactions. This discussion challenged leaders to rethink services not as policies, but as experiences that empower people.

## From Data Overload to Data Intelligence: The Power of Data in Action

Governments have access to vast amounts of data—but are they truly using it to drive better decision-making and improve public services? The “Power of Data” panel explored how governments can unlock the full potential of data, ensuring responsible use while balancing privacy, security, and ethical governance. Leaders shared strategies to turn raw information into actionable intelligence that enhances services and builds public trust.

## Governments & Tech Giants: The Ultimate Alliance for Innovation?

Collaboration between the public sector and technology leaders is no longer optional—it’s essential for driving innovation. The “Tech-Gov Alliance” panel examined how governments and industry pioneers are co-creating solutions that enhance efficiency, strengthen cybersecurity, and accelerate digital transformation. This discussion highlighted real-world partnerships that are reshaping the future of public services.



## Startups vs. Status Quo: How Startup-Led Innovation Is Changing Government

The “GovTech Innovation” panel showcased how startups are revolutionizing the public sector, offering agile, tech-driven solutions that challenge outdated systems. From AI-powered automation to blockchain-based security, these innovations are transforming how governments operate. The discussion emphasized how governments can foster a culture of innovation by integrating startup-driven solutions into public service delivery.

## From Good to Great: Lessons in Service Excellence & Operation Efficiency from Top Governments

What separates leading governments from those struggling to meet citizen expectations? The “Government Service Excellence & Operation Efficiency” panel examined best practices from top-performing nations, uncovering the policies, technologies, and cultural shifts that drive seamless, citizen-first services. This discussion provided a roadmap for governments looking to elevate their service delivery and build greater public trust.

## CIOs Are No Longer Just Tech Leaders—They’re the Architects of Change

The responsibilities of Chief Information Officers (CIOs) have expanded far beyond IT infrastructure. The “CIOs as Change Agents” panel explored how CIOs are now at the forefront of government transformation, bridging technology, data, and policy to create smarter, more responsive public services. This discussion delved into the evolving role of CIOs as strategic leaders shaping the future of governance.

## Digital Transformation Is Over. It’s Time to Build Digital-Native Governments

Governments can no longer afford to simply digitize existing processes—they must build services that are born digital, AI-driven, and designed for continuous evolution. The “Digital Transformation” power talk tackled the challenges and opportunities of creating digital-native government services, emphasizing the need for agile infrastructure, citizen-driven design, and a workforce equipped for the future.

Across these discussions, a core theme stood out: innovation, collaboration, and a citizen-first approach are shaping the future of government services. However, the conversations were more than ideas—they were a call to action.

As governments therefore face rapid change and rising expectations, the insights shared at this year’s Government Services Forum offer a clear path forward. By embracing new technologies, fostering partnerships, using data effectively, and designing with citizens in mind, governments can transform public services to be more efficient, secure, and adaptive to the evolving needs of society.

# Keynote Address

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## From Vision to Reality: Montenegro's Digital Transformation Ambition & Journey

**H.E. Milojko Mickey Spajić**  
Prime Minister of Montenegro

His excellency delivered a compelling opening address at this year's Government Services Forum, outlining Montenegro's bold vision for digital transformation and global prosperity.





**The following summary captures the key messages and insights from his address, highlighting the country's strategic direction and its commitment to shaping a future driven by innovation and digital excellence. Themes highlighted also set the tone for this report and are explored in further detail.**

The journey to achieving the extraordinary begins with a bold vision and a steadfast commitment to investing in people. The UAE stands as a powerful example of how visionary leadership and decisive action can drive national transformation. The evolution of Dubai—now often regarded as the Eighth Wonder of the World—demonstrates the power of imagination and the ability to turn vision into reality. Nations worldwide can draw inspiration from the UAE's commitment to innovation and excellence, which continues to pave the way for remarkable achievements.

Montenegro, following the examples of the UAE, USA, and Estonia, is taking bold steps to advance its digital transformation journey, leveraging global best practices to shape a future driven by technology and progress. More specifically,

Montenegro is implementing a series of strategic initiatives designed to accelerate its digital transformation and ensure that technology serves as a catalyst for economic growth, inclusivity, and national resilience. These initiatives focus on digital literacy, cross-border collaboration, innovation, cybersecurity, and combating disinformation, laying the groundwork for a future-ready society.



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# Key Initiatives Driving Montenegro's Digital Transformation

## ■ **Enhancing digital literacy**

Targeted initiatives, such as the ISKRA programme, are being implemented to elevate digital literacy across Montenegro. More than just an educational effort, ISKRA represents a commitment to connecting skills with opportunities, ensuring that every citizen has the tools to reach their fullest potential in an increasingly digital world.

## ■ **Promoting inclusivity**

Addressing the digital divide remains a critical priority, particularly for women and marginalized communities who are often at risk of being left behind. Creating an inclusive digital environment is essential to ensuring that all individuals can contribute to collective progress, strengthening both national and global development.

## ■ **Driving cross-border collaboration**

Montenegro is committed to forging mission-oriented partnerships that transcend borders, fostering a culture of shared knowledge and collective achievement. The recent Memorandum of Understanding with the UAE highlights this commitment, reinforcing the importance of collaborative governance and innovation-driven development.

## ■ **Acting as a sandbox for innovation**

Montenegro is positioning itself as a testing ground for innovative solutions, leveraging the talent and ambition of its people. However, unlocking this potential requires a cultural shift within government systems, moving away from rigid compliance-driven processes toward agile, results-oriented frameworks that foster collaboration between planners and implementers.

## ■ **Proactively tackling the challenge of disinformation**

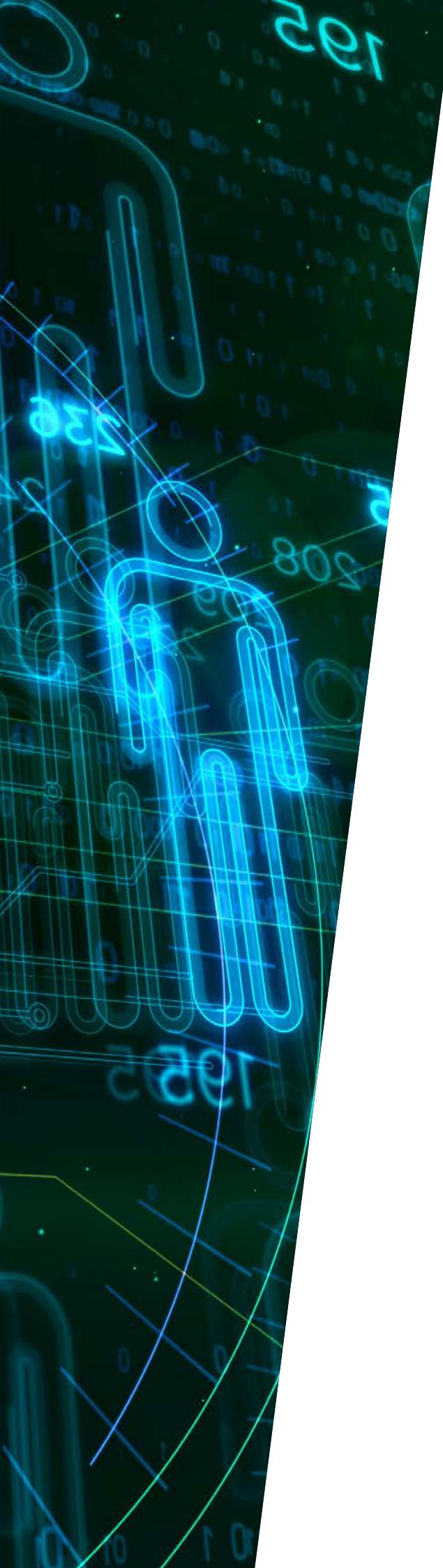
By establishing efficient systems that work for the people, and that promote transparency and accountability, while embracing the innovative spirit that drives progress.

## ■ **Strengthening critical infrastructure and cybersecurity capabilities**

Given the significant cyber threats Montenegro has faced in recent years, there is a strong emphasis on enhancing cybersecurity capabilities and fortifying critical infrastructure. Collaboration remains key in building resilience and ensuring national security in an increasingly digital world.

**In conclusion, the path to the extraordinary is shaped by bold visions and investments in people. By fostering innovation and empowerment, a future can be built that not only embraces the extraordinary but that actively encourages it in every corner of the world.**

# From Human Centricity to AI Governance: **Key Insights From Six Critical Conversations on The Future of Government Services**



The Government Services Forum 2025 brought together top government officials, policymakers, thought leaders and technology executives to explore the future of government services in an age of AI, data, and digital transformation.

Through six dynamic panel discussions, experts tackled the most pressing challenges and opportunities, shaping the future of governance. These conversations explored:

- The fundamental need for governments globally to continue focusing on delivering digital-first and AI-powered services that are truly human-centric.
- The ever important need to harness the full potential of data to deliver smarter, more responsive and AI-powered public services.
- The evolving relationship between governments and tech giants to unlock impactful solutions.
- The potential that GovTech alliances have to offer and the key obstacles that need to be overcome to enable more cutting-edge solutions to be uncovered.
- How leading governments globally are delivering service excellence, operational efficiency, and transforming citizen experiences – making them stand-out and act as a benchmark for others.
- The evolving role of government CIOs as architects of digital transformation.

Each panel provided unique insights, real-world case studies, and bold strategies for governments to navigate the rapidly shifting digital landscape.

The following summaries capture the key themes, lessons, and takeaways from these essential conversations.

# Power Session

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## What Got Us Here Won't Take Us There: **The Next Stage of Digital Transformation**

A Power Session by  
**David Rogers**  
Author & Speaker

As organizations globally, across the public and private sector, look to leverage emerging technologies to transform their operations and deliver exceptional customer experiences, they must proactively explore opportunities and overcome the key challenges that exist.

Outlined below is a summary of the power-session that was conducted at this year's Forum which highlights the need for governments to build services that are born digital, AI-driven and that continuously evolve.

Above all however, provided below are insights into the three common challenges that organizations need to overcome on their digital transformation journey and the key factors that are essential to achieve the next stage of digital transformation.



# The Three Common Challenges Organizations Face On Their Digital Transformation Journey

Organizations today, across the world, face three common challenges on their digital transformation journey: overcoming friction, raising the bar, and achieving digital native offerings.

## The First Challenge:

The first challenge applies to organizations that are in the early stages of transformation and who encounter 'friction' despite having invested in resources, technology and new processes. This friction often presents itself in the form of resistance to change, short-term thinking, and a culture that prioritize compliance over outcomes and driving impact. In summary, research has shown that around 70% of organizations find themselves in this situation – where they are making progress but have not yet achieved the level of impact they were hoping for.

## The Second Challenge:

The second challenge applies to organizations that understand that digital transformation is a journey but that believe that the progress they have made is insufficient. More specifically, these are the organizations that have digitized processes, that leverage data analytics, and that have captured the low-hanging fruit; but that find themselves lagging behind new entrants and challengers, and that see emerging technologies such as AI and quantum computing moving faster and faster – posing new threats and possibilities to their business. As Jack Welch noted, "If the rate of change that is happening outside of your organization is faster than the rate of change inside your organization, watch out, the end is near". Essential therefore is that organizations continuously explore, adapt and improve.

## The Third Challenge:

The third challenge applies to those organizations that have made significant strides in digital transformation. These organizations have strong leadership commitment, they have invested over time, they have built truly digital teams, scaled new ways of working across their enterprise, and have built a strong and robust technical foundation. Above all however, they aim to create truly digital native offerings, like what Uber or Airbnb have achieved in the transport and hospitality sector respectively. Achieving this fundamentally requires a shift in mindset and necessitates organizations to think like a start-up and a venture fund, and to experiment and iterate to discover novel solutions.

## Achieving The Next Stage of Digital Transformation: The Essentials

To achieve the next stage of digital transformation, organizations must fundamentally recognize that "what got us here is not going to take us where we need to go". Additionally, they must avoid falling into the "digitization trap" – i.e., simply creating a more efficient, digital version of what a company already has in place.

Going forward, organizations must look to develop truly digital native services for citizens and look to develop a unique path to growth and impact and explore and leverage new emerging technologies to enable them to re-imagine themselves. Above all however, organizations must recognize that digital transformation is not about technology. This has been the greatest myth that organizations are still waking up to.

The key to a successful and truly impactful transformation is continuous investment in five key areas: vision, priorities, experimentation, governance, and culture – all of which are centered around people. Adopting a human-centric approach to digital transformation is therefore essential going forward.

David Rogers  
Author & Speaker:

**“Today, we stand at a crossroads of digital transformation. We can continue down the path of making incremental progress whilst watching the world around us move faster and faster, or, we can make fundamentally shift our mindset and recognize that what got us here, will not take us there.”**



## Designing for Humans: Human Centricity from the Back- Office to the Omni- Channel Experience

### Are governments designing for people, or just going digital?

In an era where citizens expect seamless, intuitive, and personalized experiences from every service they engage with—be it hailing a ride, shopping online, or streaming content—governments can no longer afford to lag behind. Public services are the most direct touchpoint between governments and the people they serve, shaping trust, economic opportunity, and social inclusion. Yet, despite significant strides in digital transformation—and 64% of countries having advanced their e-government capabilities, many as per a recent UN survey, still struggle to meet the expectations set by private-sector pioneers like Uber, Amazon, and Spotify.





At this year's forum, a panel of leaders from the government and private sector came together to tackle one of the most urgent challenges of our time: How can governments design digital-first services that are not just efficient, but deeply human?

The conversation at the forum made one thing clear: going digital isn't enough. Citizens don't just need online services—they need services that feel effortless, intuitive, and designed with their real lives in mind.

But what does that look like in practice? Around the world, some governments are already leading the way, rethinking service delivery from the ground up. They're not just adopting new technologies—they're redesigning policies, processes, and mindsets to put people first.

Insights from the panel reveal four key approaches that are setting a new benchmark for effective, citizen-first public services.

# 1. Experiment, Iterate, Scale: Make Experimentation The Norm

Traditional bureaucratic processes can't keep up with the speed of citizen expectations. The most forward-thinking governments are taking cues from the private sector, embracing A/B testing, rapid prototyping, and iterative design to build services that evolve in real time.

## How Governments Are Leading the Way:

- Norway is using foresight techniques to predict future citizen needs and design services before crises emerge.
- Albania built a citizen-powered platform where people submit ideas, co-create solutions, and shape public services in real time.

## Actions for Governments:

- Launch 'experience labs' or policy sandboxes to test new services in a controlled environment.
- Train civil servants in design thinking and experimentation—and instill that failure is a lesson, not a threat.
- Make innovation a core metric—track how often new ideas are tested and scaled.



**Enkelejda Imeraj**, Director of the National Innovation & Excellence Agency of Albania: *"In Albania, we're running design mindset courses and have introduced the concept of prototyping and experimentation to support the design and development of new solutions."*



**Vickie Lockett**, Managing Director, Serco Experience Lab, United Kingdom: *"For any government entity that's looking to set-up an experience lab to improve customer experiences, my advice would be to start small if you need to, to engage with the process, to prove the value of the concept of human-centered design, and then to scale."*

## 2. From Gutfeel to Data-Driven: Leverage Data to Build Smarter, More Personalized Services

Data isn't just a tool – it's the foundation of modern governance. Yet, many governments still rely on outdated, siloed, or incomplete data when designing services. The best governments are tapping into real-time, unconventional data sources to create truly personalized, responsive services.

### How Governments Are Leading the Way:

- Korea is using sensory data in urban spaces to make public transportation safer and more efficient.
- Canada analyzes citizen interactions to deliver hyper-personalized government services.

### Actions for Governments:

- Expand beyond traditional data sources—use real-time and predictive analytics.
- Build public trust with transparency—make it clear how data improves services.
- Invest in data literacy—train civil servants to interpret and act on insights.

## 3. Address the Hidden Roadblocks: Bureaucracy, Not Tech, Slows Public Services

A seamless digital experience means nothing if outdated policies, disconnected systems, and bureaucratic silos slow everything down. True service transformation starts behind the scenes.

### How Governments Are Leading the Way:

- UAE, UK, Estonia, Albania (just to name a few) drive cross-agency collaboration to align policies, technology, and operations to simplify citizen journeys.
- Germany along with other nations globally are modernizing legacy systems to ensure that the back-end is as efficient as the front-end.

### Actions for Governments:

- Audit internal processes—identify and remove inefficiencies that frustrate citizens.
- Break down silos—foster collaboration between departments for seamless service delivery.
- Measure service efficiency, not just completion rates—if citizens are struggling, the system is broken.



**H.E. Sheikh Saud bin Sultan Al Qasimi**, Director General, Sharjah Digital Department, UAE: “*Working on the back-office is almost more important than working on the user interface as is breaking silos that exist between government departments. This is essential to deliver a seamless service.*”

## 4. Empathize and Place Relentless Focus on Accessibility: Meet Citizens Where They Are

Digitization isn't enough—if services aren't accessible, they aren't human-centric. A truly inclusive government designs for all citizens, not just the tech-savvy minority.

### How Governments Are Leading the Way:

- The City of New York has implemented multilingual support and assistive technologies to ensure every citizen can access services.
- Global accessibility-first initiatives are ensuring that digital transformation doesn't leave vulnerable populations behind.

### Actions for Governments:

- Adopt accessibility-first design—not as a compliance check, but as a core principle.
- Engage real users with diverse needs—test services with all factions of society – seniors, disabled individuals, and non-digital natives.
- Offer multiple service channels—digital-first, but never digital-only.



**Christine Bellamy**, Government Chief Product Officer, Government Digital Service, United Kingdom: *“At the GDS, we are now taking a full-channel approach. We fundamentally try to find users where they are and try to serve our citizens at their point of need. This is essential. We simply don’t want to leave millions behind.”*





## Final Thoughts: Designing Human- Centered Services for Trust and Impact

The “Designing for Humans” panel at this year’s Government Services Forum made one thing clear: governments must move beyond simply delivering services—they must design experiences that build trust, empower citizens, and anticipate citizen needs.

As digital transformation accelerates, governments have a critical opportunity to redefine what public services can and should be. This requires a shift in mindset—from viewing services as transactions to seeing them as dynamic, human-centered interactions that evolve with the people they serve.

## Key Takeaways:

- **Human-centricity must be systemic, not surface-level.** True transformation goes beyond user-friendly interfaces—citizen experience should be embedded across policymaking, service design, and operational decision-making.
- **Technology should enhance, not replace, the human connection.** AI, automation, and data-driven insights are powerful enablers, but they must be used to create services that are more intuitive, inclusive, and emotionally intelligent.
- **Governments must embrace continuous iteration and innovation.** The best services don’t just meet today’s needs—they evolve based on citizen feedback, behavioral insights, and emerging technologies.
- **The path forward is clear:** Governments that prioritize human-centric design will not only improve service delivery but also strengthen public trust and social cohesion. The challenge is no longer just about going digital—it’s about ensuring that digital services are deeply human.

## Tapping Into the Power of Data: Technology, Collaboration and Privacy Challenges

### The Strategic Role of Data in Government and Public Services

In an increasingly AI-driven world, data is no longer just an enabler—it is a strategic asset. With this in mind, governments worldwide are recognizing that effective data management, collaboration with technology firms, and strong privacy safeguards are essential to deliver efficient, transparent, and innovative public services. As governments strive to harness the full potential of data however, they must also navigate critical challenges, including geopolitical tensions, sustainability concerns, privacy risks, and public trust.

At this year's Forum, government and private sector leaders, from across the world, discussed: How can governments harness the power of data to deliver improved citizen outcomes while addressing critical challenges such as data privacy and security?

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**Kyriacos Kokkinos**, Member of the Governing Board of European Institute of Technology, former Minister of Innovation. Research & Digital Policy of Cyprus: *“Over the course of the last decade, the importance of data has shifted significantly. Data is today regarded as the fuel for competitiveness and sustainability.”*

**Ali Dalloul**, Global Chief Strategy Officer, G42, UAE: *“Data is now considered a national natural resource. Any nation can today develop a strategic asset out of data.”*

The panel explored five key themes that are shaping how governments tap into the power of data while ensuring security, sustainability, and trust. These are outlined below and provide valuable insights.

# 1. Data As a Geopolitical Asset

Data has become a strategic resource, influencing economic competitiveness, national security, and global power dynamics. Governments must therefore strike a balance between data sovereignty, cross-border collaboration, and responsible innovation to remain competitive in the digital age.

## How Governments Are Leading the Way:

- Europe is navigating a fragmented data landscape, with countries like Estonia and Finland leading in data-driven governance.
- The UAE has positioned itself as a data-driven leader, leveraging data for national development and AI innovation.
- The U.S. and China dominate global data power, shaping AI, cloud computing, and cybersecurity standards.

## Actions for Governments:

- Develop national data strategies that ensure data sovereignty and security while fostering innovation.
- Strengthen cross-border data agreements whilst balancing economic competitiveness and geopolitical risks.
- Invest in secure, high-performance cloud infrastructure.

# 2. Data Centers, AI, and Sustainability Challenges

AI and data centers are at the heart of digital transformation, but their energy consumption and environmental impact pose major challenges. Governments must adopt sustainable AI infrastructure to support long-term digital growth.

## How Governments Are Leading the Way:

- Nordic countries are advancing green data centers, using renewable energy sources like geothermal and hydroelectric power to reduce the carbon footprint.

- The UAE and East Asian nations are integrating nuclear and solar power into their data center operations.
- Governments are exploring circular economy models to recycle and repurpose IT equipment, reducing e-waste.

## Actions for Governments:

- Establish sustainability standards for data centers, prioritizing renewable energy and energy-efficient computing.
- Support research into sustainable AI models that reduce energy consumption.
- Encourage public-private partnerships to develop eco-friendly cloud infrastructure.

# 3. The Balance Between Data Innovation and Privacy

Governments must balance data-driven innovation with privacy protection, to maintain public trust. Citizens demand secure, transparent, and ethical data usage, making privacy-first policies essential.

## How Governments Are Leading the Way:

- The “Once Only” Principle, adopted by two-thirds of OECD countries, ensures that citizens provide their data only once, improving efficiency.
- France and Korea lead in open data initiatives, making government data accessible for research, economic growth, and policymaking.
- The EU’s GDPR framework sets a global standard for data privacy and responsible AI governance.

## Actions for Governments:

- Strengthen data protection regulations while enabling responsible data-sharing across government agencies.
- Implement transparency measures and citizen control over personal data to build trust.
- Foster open data ecosystems that enable businesses, academia, and civil society to leverage government data for innovation.

## 4. Data-Driven Policymaking and Digital Public Infrastructure

Effective governance requires real-time, data-driven decision-making. Governments must invest in interoperable digital infrastructure to enable seamless data-sharing, smarter policies, and improved public services.

### How Governments Are Leading the Way:

- Italy's digital identity system allows 40 million citizens to access public services seamlessly, reducing bureaucracy and improving policymaking.
- India's Urban Data Exchange enables real-time sharing of urban planning data, improving smart city development.
- Portugal's social benefit data-sharing model helps energy providers identify and support low-income households, ensuring more effective welfare distribution.

### Actions for Governments:

- Build interoperable digital public infrastructure that allows seamless data-sharing across agencies.
- Leverage real-time data analytics to create responsive, evidence-based policies.
- Address institutional resistance to data-sharing by promoting a culture of collaboration and efficiency.



**Mario Nobile**, Director General, Agency for Digital Italy, Italy:

*“Out of a population of 59 million, 40 million Italian citizens possess a digital identity. They also interact with a unified payment platform which processes over 40 million transactions, monthly. This data allows us to implement targeted policies, tailored to the diverse segments of Italian society.*

*The crucial lesson we have learnt is the importance of nurturing and maintaining the key building blocks that form part of the public digital infrastructure. Elements such as digital identity, invoicing, and interoperable platforms, must all be designing, implemented, and maintained meticulously.”*

## 5. Building Trust in AI and Data Governance

Public trust in AI-driven data systems is critical for adoption and success. Governments must implement robust security, transparency, and ethical safeguards to ensure fair, unbiased, and responsible AI deployment.

### How Governments Are Leading the Way:

- Blockchain technology is being explored to enhance data traceability and security, ensuring authenticity in AI-generated insights.
- The U.S. and EU are developing AI governance frameworks that prioritize transparency, bias mitigation, and accountability.
- Public-private collaborations in countries like Finland focus on embedding ethical AI principles into government operations.

### Actions for Governments:

- Implement privacy-preserving AI models that ensure data security and minimize bias.
- Encourage AI companies to adopt transparency and compliance-first approaches in government partnerships.
- Develop global standards for AI governance, ensuring ethical and responsible AI deployment.



**Kyriacos Kokkinos**, Member of the Governing Board of European Institute of Technology, former Minister of Innovation. Research & Digital Policy of Cyprus: *“Given AI advances being made and all the challenges that lie ahead, we have to fundamentally revisit how we manage citizen data, privacy and fairness. Treating people fairly and equitably within an AI-driven economy is essential.”*



**Ali Dalloul**, Global Chief Strategy Officer, G42, UAE: *“Building public trust in AI systems and in the authenticity and traceability of data is foundational. Without this, we will not be able to move forward in the age of AI where the risks of deepfakes and fraud, for instance, are of major concern by the public.”*

## Final Thoughts: Building a Data-Driven, Trust-Centered Future

The power of data lies in its ability to transform governance, improve public services, and drive economic growth. However, as expressed by members of the panel at this year's Forum, governments must also navigate complex challenges to ensure data is used responsibly, securely, and sustainably.

## Key Takeaways:

- Data is a geopolitical asset—governments must strategically manage data sovereignty while fostering innovation.
- AI-powered data centers must be sustainable—governments should prioritize energy efficiency and circular economy models.
- Balancing data innovation and privacy is critical—transparency, security, and public trust must be at the core of data policies.
- Interoperable digital public infrastructure is key—governments should streamline data-sharing and policymaking.
- Trust in AI and data governance must be strengthened—ethical, transparent, and privacy-first AI adoption is essential.

As governments continue to refine their data strategies, collaboration with tech companies, regulatory innovation, and a citizen-centric approach will be critical to building a smarter, more secure, and AI-powered future.



**Elsa Pilichowski**, Director, Public Governance, OECD: *"Going forward, governments have to leverage data to a greater extent as this is fundamental to harness the potential of AI but they must do so with great care than the private sector."*

## Tech-Gov Alliance: Building Smarter Futures

### Governments and Large Tech. Companies: An Evolving Relationship.

Global tech companies are catalysts for innovation, driving economic growth and reshaping societies. From revolutionizing digital experiences to transforming public services, tech companies have fundamentally changed how we live, work, and connect.

As societies become more digital and governments face increasingly complex challenges, collaboration with tech companies is therefore no longer optional—it's essential. In response, over the past two decades, governments worldwide have evolved from being regulators to active partners in the tech ecosystem. Today, this sees many engaging in a dynamic partnership to drive efficiency, transparency, and responsiveness in public service delivery.

However, while governments seek to harness the vast opportunities that technology companies offer, they must also prioritize ethical standards, public trust, and accountability. Striking the right balance between innovation and governance is critical to ensuring that tech-driven solutions truly benefit society.

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# WORLD GOVERNMENTS SUMMIT

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At this year's Forum, government leaders and global technology executives explored a critical question:

**How has the relationship between governments and tech giants evolved, and how can partnerships unlock impactful solutions?**

A key takeaway from the discussions was the urgent need for governments to embrace digital transformation and strengthen collaboration with tech companies. As technology reshapes public services, governments must invest in robust digital infrastructure, harness AI for smarter decision-making, and foster strategic public-private partnerships to drive innovation.

However, realizing this potential requires navigating complex challenges—including cybersecurity, ethical AI deployment, workforce readiness, and regulatory frameworks. Governments must not only adopt new technologies but also ensure inclusivity, trust, and responsible implementation.

In addition to highlighting the potential that tech companies have to offer, the panel discussion at this year's Forum also highlighted four key areas where governments and tech companies are working together to drive progress. These are noted below and provide valuable insights for governments globally.

# 1. Build Secure, Scalable Digital Infrastructure

The foundation of effective government-tech collaboration lies in robust digital infrastructure. As governments seek to modernize services, they must invest in cloud computing, scalable platforms, and secure digital systems that enable seamless citizen interactions.

## How Governments Are Leading the Way:

- Innovative Public Sector Solutions – The UK's GovTech Catalyst program funds pilot projects that apply emerging technologies to government challenges.
- Cybersecurity and Digital Trust – The Singapore Cybersecurity Act collaborates with Microsoft and Google to share cyber threat intelligence, combat cybercrime, and enhance AI security standards.
- Uzbekistan – The Digital Uzbekistan 2030 strategy focuses on modernizing IT infrastructure, including expanding e-government services and improving nationwide internet connectivity. The country has also partnered with Huawei to develop 5G pilot projects and enhance digital infrastructure.

## Actions for Governments:

- Accelerate cloud adoption – Ensure public services are cloud-enabled, resilient, and future-proof.
- Strengthen cybersecurity measures – Establish cybersecurity partnerships with tech firms and enforce strong data protection policies.
- Support innovation ecosystems – Fund public-private pilot projects to integrate cutting-edge technologies into government services.



**Mike Sicilia, Executive VP, Oracle, USA:** *“At the heart of delivering e-services is 24-hour connectivity, sovereign infrastructure, and cybersecurity.”*



**H.E. Sherzod Shermatov, Minister of Digital Technologies of the Republic of Uzbekistan:** *“Having an enabling infrastructure in place is essential. To facilitate this, we have partnered with providers such as Huawei and other vendors to make sure that we have high-speed internet all over the country. Our focus is to make sure that our schools, citizens, and businesses all have access to high-speed internet at low prices.”*

## 2. Leverage AI to Improve Decision-Making and Citizen Engagement

Artificial Intelligence (AI) is revolutionizing service delivery, decision-making, and predictive analytics in the public sector. Governments worldwide are working with tech companies to harness AI for citizen services, while ensuring responsible governance.

### How Governments Are Leading the Way:

- Predictive Public Services – Japan's Meteorological Agency uses AI-powered seismic data analysis, improving earthquake prediction accuracy by 70%.
- AI for Citizen Engagement – The USA's OpenAI partnership is launching ChatGPT Gov, an AI-powered assistant tailored for government agencies.
- AI for Government Efficiency – Germany's Cyber Valley initiative, backed by Amazon, focuses on AI-driven automation for public sector operations.

### Actions for Governments:

- Develop AI governance frameworks – Ensure ethical AI deployment with clear transparency and accountability guidelines.
- Leverage AI for predictive analytics – Use AI forecasting tools for disaster response, resource allocation, and infrastructure planning.
- Integrate AI into citizen services – Deploy AI-powered virtual assistants to enhance citizen engagement and reduce bureaucratic delays.



**Dr. Markus Richter, State Secretary, Germany:**  
*"In Germany, we have digitized most of our services and are now starting to implement AI and use cloud-native solutions. Partnerships with tech companies and startups are essential for the future."*

### 3. Foster Public-Private Partnerships to Accelerate Innovation

Governments are no longer just regulators of technology—they are active collaborators that shape the future of digital services. Cross-sector partnerships are driving breakthrough innovations in key areas such as healthcare, transportation, and public safety.

#### How Governments Are Leading the Way:

- Public-Private AI Development – The U.S. Department of Veterans Affairs partnered with Google Cloud to use AI in predicting patient deterioration and optimizing hospital resources.
- Joint R&D Initiatives – The European Union's Horizon Europe program funds AI research, fostering collaboration between governments and tech firms.
- AI for Economic Growth – Singapore's Enterprise Compute initiative, backed by \$150M in funding, provides AI tools, cloud services, and expert consultancy to local enterprises.
- Innovative Solution Development – The Uzbekistan government is actively partnering with international tech firms, including Microsoft and Huawei, to develop smart city solutions, establish a secure and reliable national government cloud, and improve cybersecurity.

#### Actions for Governments:

- Expand public-private partnerships – Collaborate with tech firms to co-develop AI-powered solutions in key areas such as healthcare, transportation, and urban planning.
- Fund AI research and development – Invest in cross-sector AI initiatives that drive innovation and economic competitiveness.
- Establish AI regulatory frameworks – Work with global organizations to create ethical AI standards and interoperability guidelines.

### 4. Invest in Workforce Transformation to Ensure AI Readiness

The shift towards AI-driven governance demands a digitally skilled workforce. Governments must invest in AI education, workforce reskilling programs, and partner with tech firms to ensure citizens and public servants are prepared for the future of work.

#### How Governments Are Leading the Way:

- AI Education for Students – Estonia's “AI Leap” initiative, in partnership with OpenAI and Anthropic, will introduce AI-powered learning tools to 20,000 students and 3,000 teachers by 2025.
- AI Workforce Development – The U.S. National AI Initiative Act supports AI training through programs like:
  - *The National AI Research Institutes – Funding AI education.*
  - *AI & Technology Workforce Development Program – Providing AI-related training.*
  - *AI for Everyone Initiative – Reskilling workers in AI and automation.*
- AI for Digital Inclusion – Canada's Directive on Automated Decision-Making ensures AI-driven services are transparent, fair, and accessible to all citizens.
- Actions for Governments: Expand AI literacy programs – Introduce AI-focused education in schools, universities, and government training programs.
- Promote workforce reskilling initiatives – Work with tech firms to provide AI training and job transition programs.
- Ensure AI-driven services are inclusive
  - Implement AI ethics guidelines that prevent bias and digital exclusion.

**Dr. Markus Richter, State Secretary, Germany:**  
*“Essential going forward is that governments collaborate internationally to define interoperability standards and drive solutions for pressing societal challenges.”*

# Final Thoughts: The Future of Government-Tech Alliances

As emphasized by panel members at this year's Forum, the partnership between governments and global tech companies has the power to revolutionize public service delivery, unlock economic value, and improve citizen outcomes.

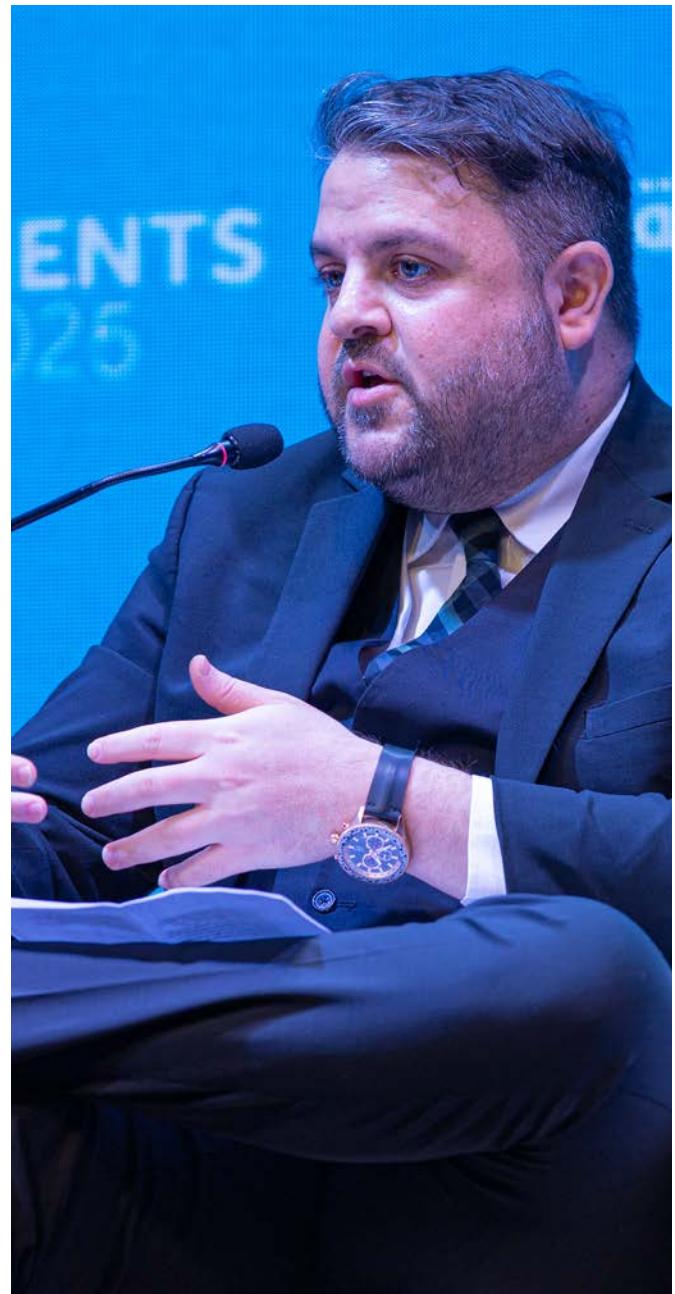
However, governments must lead with purpose, ensuring that ethical standards and public trust remain at the core of tech-driven transformation.

## Key Takeaways:

- The GovTech market is experiencing substantial growth – Governments and tech firms must seize this momentum to co-develop scalable, high-impact solutions.
- Infrastructure, security, and data privacy are non-negotiable – Robust digital foundations are essential for delivering trusted public services.
- AI adoption requires responsible implementation and governance – Ethical AI frameworks, regulatory oversight, and cross-sector collaboration are critical for success.

The concluding message is clear:

**Successful tech-government alliances require mutual understanding, strategic alignment, and a shared commitment to improving public services through technological advancements.**



**Combiz Abdolrahimi**, Vice President & Global Head of Government Affairs and Public Policy, ServiceNow, USA: *“Success stems from proactive partnerships and continuous dialogue through platforms such as the World Government Summit. Additionally, key is that governments work with other governments, but also with industry, including technology companies, to translate policy ambitions into tangible citizen-focused outcomes. “*

# Power Session

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## Smart Economies of 2050: **How AI, Quantum, Longevity and Automation will Reshape Economics**

A Power Session by  
**Brett King**  
Futurist & Author

Exponential changes and rapid advances being made are transforming and reshaping economies, societies and the way in which organizations, across the world, operate. Essential therefore is that governments prepare for a radically different economic landscape.

As part of this year's Forum, a compelling power-session was conducted which explored how disruptive forces will redefine the way societies work and how governments can lead, adapt and drive resilience in era of unprecedented change.





## Navigating the Future: A Transforming World

2050 is rapidly approaching and factors such as advancements in AI, climate change, and quantum computing, which bring both opportunities and challenges, are set to reshape economies and societies as we know them today. However, current efforts being made to effectively manage the exponential changes and mitigate the potential disruptions we are set to experience are insufficient.

To navigate this transforming world successfully, it is essential that we first understand the key topics at play and understand some of the key actions that will need to be taken.

# Tackling Climate Change and Environmental Concerns

Climate change poses a significant threat to global economies and societies. Extreme weather events, such as the wildfires that recently took place in California, for example, have already caused massive economic damage, and these extreme weather events are going to increasingly impinge on modern society. By 2050, extreme weather losses and climate damage could amount to \$60 trillion annually. Moreover, environmental issues like poor air quality contribute to millions of deaths each year, a problem that could worsen with increased industrialization and the application of technology such as AI.

## Key actions to address these challenges include:

- **Investing in infrastructure resilience**

Building resilient infrastructure is crucial to withstand the impacts of extreme weather events. This includes strengthening coastal defenses, improving water management systems, and developing climate-resilient transportation networks.

- **Adopting next-generation technologies**

Deploying large-scale, next-generation technologies that can enhance economic efficiency and climate resilience. This includes renewable energy sources, smart grids, and AI-powered climate monitoring systems.

- **Transforming food production**

Commercial farming is a major polluter, and changes are needed to reduce environmental damage and ensure food security. This includes adopting sustainable farming practices, reducing food waste, and exploring alternative food sources.

- **Developing climate adaptation plans**

Many capital cities are located on coastlines and require plans to address rising sea levels. These plans should include strategies for relocating populations, building seawall defenses, and adapting infrastructure.



# Food Insecurity and Eco-Refugees

Food insecurity is projected to affect 30% of the global population by 2050 and will not be limited to impacting developing nations. Additionally, this challenge, driven by climate change, will lead to a surge in eco-refugees (individuals displaced by climate change due to food scarcity) which existing economic systems will struggle to cope with, necessitating a shift in economic thinking. To indicate the scale of the challenge, estimates today suggest that there could be between 1.2 billion – 1.6 billion eco-refugees.

## Key actions to address these challenges include:

- **Rethinking economic systems**  
The free market may not have solutions for the challenges posed by climate change and eco-refugees. New economic models are needed that prioritize sustainability, resilience, and social equity.
- **Providing support for eco-refugees**  
With the number of eco-refugees potentially reaching over a billion, it is crucial to develop systems for managing and supporting these populations.
- **Utilizing technology for solutions**  
Technologies like 3D printing can be used to build affordable housing for the homeless.

# AI and Automation

The rise of artificial intelligence and automation is set to drive efficiency at scale. Within 5 years, we will witness dominant AI capabilities imbedded in major parts of society, and AI will challenge our philosophies, policies, and approaches. Humans will therefore need to work collaboratively with AI, and those that use AI to retrain themselves and to improve their business will thrive, whilst others risk being displaced.

By 2050, it is expected that every child may have their own AI teacher, allowing for a more personalized education, and that in healthcare for example, AI will improve diagnostics, meaning that doctors will need to be trained to use AI, as no human will be able to absorb the massive amount of medical information generated annually. At the same time, quantum computing is becoming feasible and will change how we think about public sector infrastructure and cybersecurity.

## Key actions to address these challenges include:

- **Promoting collaborative intelligence**  
Humans and AI must work together to leverage the strengths of both. This requires developing interfaces and systems that facilitate seamless collaboration.
- **Investing in retraining and education**  
Individuals need to retrain themselves and re-frame their career to remain competitive in the workforce. Education systems should adapt to focus on skills that complement AI, such as critical thinking, creativity, and emotional intelligence.
- **Preparing for human-less corporations**  
As technology advances, human labor may be replaced by AI and automation in many industries. This requires rethinking social safety nets and exploring alternative economic models that provide for those who are displaced.

# Insurance Crisis Could Spark Housing Market Crash in 2008: Report

## Embracing a New Philosophy of Humanity

By 2050, we will witness a complete transformation in the philosophy of humanity, as we realize that capitalism doesn't have the tools to solve the challenges we have. Government will be highly automated, and AI will enable us to adapt to the changes we are set to witness and enable new solutions. As we move forward however, extremely agile thinking will be essential and current economic systems will need to be abandoned. The more we try and defend the current system, the more likely we are going to face economic peril. In conclusion, the 2050s have massive opportunities for the planet and humanity, but only if we learn to think very differently about the future.





# Jet Crash Worse

Brett King

Futurist & Author:

**“No matter how fast you’re moving today in respect to policy and adaptation, you’re not moving anywhere near fast enough because the exponential changes that we’re going to see as a result of AI, climate change, and quantum mean you have to move faster than ever before.”**

## GovTech Innovation: Bridging the Gap Between Governments & Startups

Governments worldwide are under increasing pressure to modernize service delivery, enhance efficiency, and meet rising citizen expectations. As digital advancements reshape industries, citizens now expect government services to be as seamless, fast, and intuitive as those offered by the private sector. However, many governments remain constrained by legacy systems, bureaucratic hurdles, and limited resources, making it difficult to keep pace with technological change.

The stakes are high. According to the World Economic Forum, governments that fail to modernize risk deepening societal divides—widening gaps between rich and poor, urban and rural, and connected and disconnected populations. At the same time, the GovTech market is projected to reach \$1 trillion by 2028, presenting an enormous opportunity for governments to leverage emerging technologies to drive public sector transformation (World Bank, 2023).





To bridge this gap, governments and startups are increasingly joining forces to co-create innovative solutions. Research suggests that GovTech collaborations could generate up to \$10 trillion in public value by 2034 (World Economic Forum, 2025). Yet, despite this potential, startups often encounter significant obstacles when working with governments—complex procurement processes, regulatory barriers, and slow adoption cycles.

At this year's Forum, global startup leaders and policymakers convened to address one key question: How can the key obstacles that startups often face when collaborating with governments be overcome to enable them to deliver cutting-edge solutions that have the potential to improve the lives of citizens?

Through this discussion, four key action areas emerged—critical steps that governments must take to unlock the full potential of GovTech partnerships. The insights that follow highlight the biggest challenges startups face and the concrete actions governments can take to foster more successful collaborations.

# Four Key Roadblocks That Need to Be Overcome

## 1. Reduce Red Tape to Streamline the Public Procurement Process

Significant red tape often surrounds the public procurement process; the RFP process is often lengthy and sometimes requires that an organization be in operation for several years – presenting difficulties for start-ups. At the same time, payment terms can often be 60 or 90 days and start-ups often face competition from large tech. corporations in the procurement process. Many startups operate with limited funding and lean teams, making it difficult to engage in government contracts that demand significant upfront investment. Without procurement reform, governments risk missing out on cutting-edge solutions that could enhance public services.

### How are Governments Leading the Way?

- United Kingdom: The UK government launched the GovTech Catalyst, a £20 million fund which encourages startups and other organization to solve public sector challenges. The programme offers a clear procurement pathway, reducing bureaucratic hurdles.
- UAE: The Dubai Government Procurement Program mandates that 10% of the total value of government contracts and tenders be awarded to SMEs and startups.

### Actions for Governments:

- Streamline and simplify public procurement processes – Reduce administrative burdens on startups.
- Create dedicated programs for startups – Encourage GovTech innovation by offering structured collaboration opportunities.
- Make public procurement a primary channel for startup engagement – Move beyond subsidies and R&D grants to fully integrate startups into government service delivery.



**Manuel Kilian**, Managing Director, Global GovTech Centre, Germany: “*The prime channel for interacting with startups is subsidies and R&D grants. This undoubtedly supports startups but these funds are limited. If 1% of public procurement spending was channeled to startups, we could push tech and startups ahead and modernize government at the same time.*”



**Loulou Khazen Baz**, Founder & Managing Partner, Spade Ventures, Lebanon: “*It's 12 times harder to get access to funds for GovTech startups than it is for an AI startup. It's essential that founders are incentivized to go into this sector and that VCs are funding startups in the government sector.*”

## 2. Optimize the Regulatory Landscape: Enable Innovation

Governments operate within complex regulatory frameworks, and startups often lack the legal expertise and resources to navigate them. Lengthy permit and licensing processes can also delay innovation and divert attention from core business activities. Additionally, frequent regulatory changes create uncertainty, making it difficult for startups to plan ahead.

### How are Governments Leading the Way?

- Singapore: The Regulatory Sandbox Framework allows startups to test solutions in a controlled environment, exempt from certain regulations while ensuring public safety and compliance.
- Germany: The GovTech Campus Germany initiative enables startups and policymakers to connect to better understand and co-develop regulatory frameworks, to foster innovation while maintaining oversight.

### Actions for Governments:

- Establish regulatory sandboxes – Enable startups to test solutions without undue regulatory constraints.
- Foster collaboration between startups and regulatory bodies – Ensure regulations reflect the realities of the startup ecosystem.
- Develop innovation-friendly policies – Encourage entrepreneurship while maintaining consumer protection.

## 3. Foster Cultural Alignment: Drive Increased Synergy

Startups operate with agility, rapid iteration, and a fail-fast mindset, while governments typically follow hierarchical, process-driven structures. This cultural mismatch often leads to frustration and slows decision-making.

### How are Governments Leading the Way?

- United Arab Emirates: The Dubai Future Accelerators programme pairs startups with government agencies to co-create solutions, breaking down bureaucratic barriers.
- Germany: The Tech4Germany Fellowship embeds startup talent within government teams to drive digital transformation from within.

### Actions for Governments:

- Invest in training and promote a culture of innovation – Educate government employees on startup methodologies.
- Set up dedicated programs – Encourage structured collaboration between governments and startups.
- Facilitate open communication – Foster ongoing dialogue, sharing insights and challenges transparently.



**Ahmad Ali Alwan, Chief Executive Officer, Hub71, UAE:** *"Start-ups and government departments at times speak different languages. At Hub 71, a core part of our role is making sure that a start-up is ready to engage with a government department and able to meet the objectives that are set out, and that government departments are ready to engage with innovative ideas."*

## 4. Drive Alignment on Organizational Philosophies

Startups focus on rapid growth, investment attraction, and market-driven scalability, while governments prioritize stability, regulatory compliance, and long-term societal impact. This divergence can hinder collaboration if objectives are not aligned.

### How are Governments Leading the Way?

- UAE: The Abu Dhabi Hub71 Programme enables GovTech startups by providing access to government partners, ensuring their solutions align with national priorities.
- Germany: The Digital Hub Initiative connects startups with government stakeholders to co-develop solutions that have the potential to solve public sector challenges.

### Actions for Governments:

- Clearly define challenges – Help startups understand problem statements to tailor impactful solutions.
- Create platforms for dialogue – Build engagement spaces where startups can align with government priorities.
- Develop innovation hubs – Foster public-private partnerships that drive long-term collaboration.



**Atte Jääskeläinen, President, SITRA, Finland:**  
*“Nations should have a strategic view on start-ups. They should look to develop small companies, and have a clear growth plan for them, to enable them to serve national needs and international markets.”*

## Final thoughts: Unlocking the Full Potential of GovTech

To fully harness the power of GovTech partnerships, governments must take decisive action. By addressing key roadblocks, they can unlock faster, smarter, and more citizen-centric solutions that drive public sector transformation.

## Key Takeaways:

- Make procurement startup-friendly – Reduce red tape, simplify processes, and position public procurement as a key driver of startup engagement.
- Create an enabling regulatory environment – Establish regulatory sandboxes and innovation-friendly policies that support experimentation while ensuring compliance.
- Bridge the cultural gap – Foster open communication, embed startup methodologies within government, and create structured collaboration programs.
- Align on shared objectives – Clearly define problem statements, facilitate ongoing dialogue, and build dedicated platforms to drive impactful partnerships.

By taking these steps, governments can unlock the full potential of GovTech, accelerating digital transformation and ensuring that public services evolve to meet the needs of the future.



## Government Service Excellence & Operational Efficiency: Successes and Lessons Learned

Delivering excellence in government services represents a multi-faceted endeavor. Further, it requires government agencies to achieve the right balance between efficiency, inclusivity, and adaptability. This is certainly no easy feat given the fiscal constraints many face, the pace at which technological advances are being made, and ever-evolving citizen needs and expectations.

Additionally, in a time when private sector services are setting the de facto standard for government services, the pursuit of excellence represents a necessity and an ongoing journey, often marked by both notable achievements and persistent challenges. These challenges are not insurmountable, but require a clear vision, extensive collaboration, concerted effort, new ways of working, and innovative thinking.



# THE EXCELLENCE & NATIONAL EFFICIENCY: LEARNED LESSONS



**H.E. Anna-Kaisa  
Ikonen**

Minister of Local &  
Regional Government,  
Finland



In convening Ministers from Azerbaijan, Estonia, Finland and the UAE, the Forum sought to uncover how leading governments across the world are delivering service excellence and transformative citizen experiences – making them stand-out and act as benchmarks for others.

Throughout the panel discussion, Ministers shared how their respective nation has invested heavily in service excellence and achieved remarkable successes, and shared their blueprints for digital-first, citizen-centric governance. Their experiences offer valuable insights for governments striving to enhance efficiency, accessibility, and trust in public services.

Beyond these standout examples, the Forum also identified five key actions that governments worldwide must take to accelerate service excellence, increase efficiency, and build lasting trust with citizens.

The insights that follow showcase proven success stories and highlight critical actions governments must take to lead the future of public service delivery.

# Delivering Government Service Excellence & Operational Efficiency: Five Key Actions for Success

## 1. Establish a Bold, Long-Term Vision

To achieve sustained service excellence, governments must define a clear, future-focused vision that aligns agencies, stakeholders, and citizens. A well-articulated strategy drives accountability, fosters trust, and ensures long-term progress.

### How Governments Are Leading the Way

- Finland's Digital Compass serves as a national roadmap to 2030, which prioritizes key initiatives including capacity building, digital infrastructure, and stakeholder engagement.
- Estonia – In December 2024, Estonia became the first country in the world to offer 100% of its government services online. From tax filing to voting to marriage registration, Estonia has transformed governance into a seamless, digital-first experience. To drive forward the nation's ambitious digital plans, Estonia has put in place The Estonian Digital Agenda 2030.

### Actions for Governments

- Develop a national digital strategy that sets long-term goals and ensures alignment across all sectors.
- Communicate the vision clearly to build trust and accountability with citizens and stakeholders.
- Think beyond immediate challenges by adopting a future-focused approach to digital governance.



**H.E. Anna-Kaisa Ikonen**, Minister of Local & Regional Government, Finland: *“Having a common direction that is well articulated is essential. In Finland, we have a Digital Compass – a 2030 plan that guides the way for all and which covers key areas such as capacity building, digital infrastructure, stakeholder engagement.”*



**H.E. Erkki Keldo**, Minister of Economy & Industry, Estonia: *“We are now working on the next wave of E-Services. This will lead to greater interaction between the government and citizens – allowing both to thrive.”*

## 2. Measure What Matters: Accountability & Transparency

Governments must track performance, benchmark against global best practices, and take corrective action to continuously improve service delivery. Measurement ensures transparency, efficiency, and citizen trust.

### How Governments Are Leading the Way

- UAE – Accountable Government Performance Initiatives: The UAE is committed to maintaining accountable and transparent institutions by gathering honest feedback from citizens through multiple channels:
  - **Whistleblower Digital Service:** Allows individuals to confidentially report financial and/or administrative corruption or misconduct in government entities via the MOFUAE app.
  - **Wajib Platform:** Enables reporting of misconduct, negligence, or financial mismanagement within government departments.
  - **UAE Mystery Shopper App:** A real-time service monitoring tool which allows citizens to rate government services, efficiency, and employee performance in areas such as waiting times, clarity of processes, and service quality.
- Estonia – e-Governance & Digital Transparency Tools: Estonia's e-Governance model ensures real-time accountability and transparency through:
  - **e-Cabinet:** A digital system that allows ministers to access government documents 24/7, reducing bureaucracy and ensuring transparent decision-making. Since adopting e-Cabinet, Estonia has reduced cabinet meeting times from 4-5 hours to just 30 minutes.
  - **State Portal (eesti.ee):** A centralized government platform where citizens can access public services using digital identity, ensuring secure and transparent data exchange.

- **Gateway to Legislative Drafting:**

An open-access system where citizens can track policy documents, view draft laws, and participate in public consultations. Up to 100 legislative drafts per year are uploaded, allowing for public feedback.

- **Citizen Initiative Portal (rahvaalgatus.ee):**

Enables citizens to submit and track collective proposals to amend laws or improve governance. Since 2014, over 220 proposals and 750,000+ signatures have been submitted.

### Actions for Governments

- Implement performance tracking systems to continuously measure service delivery outcomes.
- Engage in global benchmarking (e.g., OECD Digital Government Index) to drive best practices.
- Use rankings, citizen feedback, and open data platforms to incentivize improvement and foster a culture of accountability.



**H.E. Huda AlHashimi, Deputy Minister of Cabinet Affairs for Strategic Affairs, UAE:**  
“We are not bureaucrats. We are architects of governance.”

### 3. Reinvent Service Delivery: Personalization, Agility & Continuous Innovation

To meet the evolving expectations of citizens, governments must reinvent how they deliver services—moving from bureaucratic, one-size-fits-all models to personalized, seamless, and proactive experiences. This requires a human-centric approach, agile ways of working, and continuous innovation driven by AI, data, and automation.

By anticipating citizen needs, breaking down silos, and embracing digital transformation, governments can create faster, smarter, and more inclusive services that build trust and improve public satisfaction.

#### How Governments Are Leading the Way

- Estonia's proactive digital services — Estonia's government uses AI-driven proactive services to anticipate citizen needs. For example, when a child is born, parents automatically receive child benefits without needing to apply. The system is designed to ensure citizens receive services without bureaucracy.
- Singapore's Moments of Life (MOL) initiative—This project bundles services based on key life events (e.g., childbirth, retirement) to simplify interactions with the government. Citizens receive personalized, timely services via a single digital interface, reducing paperwork and complexity.
- Abu Dhabi's TAMM Digital Services — This platform provides a one-stop-shop for all government interactions. From paying bills, to accessing support, to exchanging government documents securely, TAMM represents a unified portal that simplifies access to various government services and offers a seamless and personalized experience.

- Finland's Agile Policymaking & Experimental Governance — Finland has embraced an experimental approach to policymaking, combining agility with evidence-based decision-making. The Experimental Finland initiative promotes rapid trials, policy sandboxing, and grassroots experimentation to test solutions before scaling them. Key focus areas include AI, employment, and the circular economy.
- Azerbaijan's ASAN Service consolidates 320+ public and private sector services into one-stop digital and physical centers. Citizens can access everything from passport renewals to business registrations in one place, cutting wait times from weeks to minutes. Mobile ASAN units also bring services to remote communities, ensuring nationwide accessibility.
- UK Government Digital Service (GDS)—The UK's GDS pioneered agile development in government by using small, iterative pilots before scaling. This approach has led to faster service rollouts and reduced project failures.

#### Actions for Governments

- Encourage experimentation and rapid prototyping to improve service delivery
- Leverage AI and data analytics to provide proactive, tailored services based on citizen needs.
- Adopt a human-centric approach by designing services around life events and user needs.
- Foster public-private collaboration to accelerate innovation and bring in new expertise.

**H.E. Ulvi Mehdiyev**, Chairman of the State Agency for Public Service & Social Innovations, Azerbaijan: *“Technology and innovation combined with citizen-centric design can revolutionize public service delivery. More specifically, the use of advanced digital tools can reduce errors, increase transparency, and empower citizens – making government interactions more accessible and use-friendly.”*

## 4. Balance Efficiency & Inclusivity: No Citizen Left Behind

While governments must streamline services and improve efficiency, they must also ensure accessibility for all citizens, particularly vulnerable and underserved populations. Digital transformation must not create new divides—every citizen must be able to access essential services.

### How Governments Are Leading the Way

- Canada's Accessible Digital Services—Canada has implemented a “Nothing Without Us” strategy, ensuring that persons with disabilities are involved in designing digital government services. The government has also mandated Web Content Accessibility Guidelines (WCAG) compliance for all public digital platforms.
- India's Aadhaar Program—The world's largest biometric ID system enables 1.3 billion citizens to access government benefits and services, including welfare, banking, and healthcare. The program ensures rural and marginalized populations are included in the digital economy.

- Brazil's Gov.br Platform—A unified digital government portal, recognized as one of the world's most accessed online citizen services platform. The platform is utilized by more than 150 million citizens and offers 4,200+ digital services. The platform is designed to be mobile-friendly to cater to citizens who primarily access the internet via smartphones. Additionally, the government runs several digital literacy initiatives.

### Actions for Governments

- Design services with inclusivity in mind, ensuring accessibility for people with disabilities, rural communities, and other marginalized groups.
- Pilot and test new service models to avoid unintentionally excluding certain populations.
- Implement digital literacy programs to ensure all citizens can easily navigate online government services.

**H.E. Erkki Keldo, Minister of Economy & Industry, Estonia:** *“Essential is that governments provide the framework in which new, innovative ideas can thrive and that governments experiment and test new concepts before scaling them.”*



## 5. Build a Future-Ready Workforce

A digitally skilled workforce is essential for sustained service excellence. Governments must invest in continuous learning and workforce development to keep pace with technological advancements.

### How Governments Are Leading the Way

- UK's Digital Academy provides training in digital tools, data analysis, and user-centered design.
- UAE's Jahiz platform upskills 55,000 government employees in 20 emerging skill areas. The platform also raises awareness around key national programmes such as the 'zero bureaucracy' programme that the UAE recently launched.

### Actions for Governments

- Invest in ongoing digital training for government employees.
- Embed digital skills and innovation training into public sector development programs.
- Foster a culture of continuous learning to ensure government employees stay ahead of technological shifts.

**H.E. Huda AlHashimi, Deputy Minister of Cabinet Affairs for Strategic Affairs, UAE:** *"It's good to have great ideas, targets and amazing programmes but it's essential that people have bought into and rally behind programmes."*

## Final Thoughts: The Future of Government Service Excellence

The road to delivering excellence in government services is both an aspiration and continuous journey which requires governments to leverage opportunities and overcome complex hurdles that present themselves. At the heart of this is achieving the right balance between efficiency, inclusivity, and adaptability.

### As expressed by panel members, to achieve success and service excellence, governments must:

- **Develop a clear vision and strategy** that is well articulated and communicated to government employees and citizens alike.
- **Measure goals and targets** to track progress, ensure accountability, and continuously refine government services to achieve excellence and meet evolving citizen needs.
- **Adopt human-centric principles** to ensure that services and solutions truly meet the needs of people where they are.
- **Leverage technology and foster innovation** to ensure critical infrastructure is in place, to explore the potential that emerging tech has to offer, and to uncover new, innovative solutions.
- **Embrace new ways of working** to drive agility and adaptability in delivering seamless, citizen-centric services in an increasingly digital and interconnected world.
- **Build a future-ready workforce** by equipping government employees with the skills and capabilities needed to drive innovation and deliver service excellence.

The message from the Forum is clear: **The question is no longer if transformation will happen—but who will set the new standard for service excellence. Citizens expect more than just efficiency; they demand seamless, personalized, and accessible experiences. Governments that embrace this challenge, reimagine service delivery, and act decisively will lead the way.**



## CIOs as Change Agents: Connecting Technology, Employees, and Citizen Experience

### How the CIO's Role Must Continue to Evolve

Over the past decade, the role of the Chief Information Officer (CIO) has undergone a radical transformation. Once primarily responsible for managing IT infrastructure and ensuring operational efficiency, CIOs have evolved into strategic enablers of digital transformation—leading cloud adoption, data-driven decision-making, and enterprise-wide modernization. But the evolution isn't over. As we enter the AI era, CIOs must continue to reinvent their role, shifting from digital transformation leaders to AI visionaries who drive innovation, automation, and intelligent decision-making at scale.

In the private sector, CIOs have embraced this shift, leveraging AI, automation, and real-time data to optimize operations, enhance customer experiences, and drive competitive advantage. They move quickly, experiment often, and scale innovations rapidly. Meanwhile, government CIOs face a unique challenge—balancing the need for innovation with security, compliance, and the responsibility of serving diverse citizen needs. While the private sector can pivot quickly, public sector CIOs must navigate complex regulations, legacy systems, and budget constraints, all while ensuring equitable and ethical AI adoption.





At this year's Forum, leaders from the government and private sector explored the following key question: How have CIOs shifted from being tech leaders to agents of transformation and change that shape the future of organizations and the experiences they deliver?

The discussion made one thing clear: CIOs in both sectors are operating in an increasingly complex, fast-moving landscape—where AI, automation, and data are rapidly rewriting the rules of competition and service delivery. To stay ahead and lead organization-wide transformation, CIOs must focus on five key imperatives. Let's explore these in more detail.

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**Mats Hultin**, Group CIO, Ericsson, Sweden: *“When I first became a CIO 16 years ago, the role was focused on modernizing the backbone. Gradually, we became focused on the front-end and driving collaboration. And, now, I spend most of my time co-creating with the business and driving transformation.”*

**Mohamed Tolba**, Senior Vice President, Majid Al Futtaim, Global Solutions, UAE: *“Over the last 40 years, the CIO role has moved away from focusing on hardware and software, into becoming the shadow CXO, CMO and CFO. Today, CIOs essentially enable the entire organization.”*

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# Five imperatives for Government CIOs to lead in the age of AI

## 1. Aligning AI & Digital Strategy with Business Vision

For government CIOs, technology is no longer just a support function—it is a strategic driver of citizen experience, economic growth, and operational excellence. CIOs must become co-leaders in shaping policy, not just executing directives, ensuring that AI and digital strategies are fully aligned with the broader mission of government.

### Key actions for Government CIOs

- Align AI and digital investments with measurable public value—focusing on cost savings, efficiency, and citizen satisfaction.
- Evolve from a passive IT support role to a proactive leadership role, shaping policy and driving strategic decisions.
- Strengthen collaboration with agency leaders and policymakers to ensure AI and digital initiatives drive mission success and improve public services.



## 2. Balancing Efficiency with AI & Digital-First Citizen Services

Citizens expect the same seamless, personalized experiences from governments as they do from private companies. AI-powered chatbots, predictive analytics, and automation can help deliver smarter, faster, and more accessible public services—without inflating costs.

### Key actions for Government CIOs

- Leverage AI and automation to enhance citizen interactions, reducing wait times and improving service accessibility (e.g., AI-powered chatbots for FAQs, automated application processing, and voice assistants for multilingual support).
- Use predictive analytics to anticipate demand for public services and optimize resource allocation.
- Ensure a seamless digital experience across all government platforms, improving accessibility and responsiveness.

## 3. Foster Innovation & Experimentation

CIOs must foster a culture of rapid experimentation, testing AI and digital solutions before scaling them. However, security, ethics, and governance must remain a priority—ensuring that AI-driven innovation does not come at the cost of privacy and trust.

### Key actions for Government CIOs

- Establish digital innovation labs within agencies to experiment with emerging technologies, including AI, quantum computing and focus on developing a culture of innovation and collaboration.
- Strengthen collaborations with academia, industry partners, and civic organizations to accelerate the adoption of transformative digital solutions.
- Develop governance frameworks for emerging technologies to ensure ethical, responsible, and transparent deployment across government services.



**Srinivasan Sampath**, Group CIO, First Abu Dhabi Bank, UAE: “*A clear vision, short and long-term goals – supported by a roadmap that is well understood by all and use cases, and collaboration across the ecosystem, are essential to build and implement new, innovation solutions and achieve joint success.*”

## 4. Adopt Agile and Digital-first Ways of Working

Private-sector CIOs embrace agile methodologies and AI-powered decision-making to drive speed and flexibility. Governments must break free from rigid processes and integrate AI into policymaking, service delivery, and operations.

### Key actions for Government CIOs:

- Adopt agile methodologies to accelerate digital transformation, enabling rapid prototyping and iterative improvements within regulatory constraints.
- Foster a culture of adaptability and continuous learning, equipping teams with the mindset and skills to innovate at speed.
- Modernize procurement processes to support iterative development, enabling flexible contracts, pre-approved vendor pools, and faster technology adoption.

## 5. Building AI and Digital Skills Across the Organization

As AI and digital technologies reshape industries, skills gaps are widening. CIOs must champion AI and digital literacy, ensuring that government employees—and citizens—are equipped for the future.

### Key actions for Government CIOs:

- Launch AI and digital training programs to upskill employees at all levels.
- Introduce AI literacy initiatives for the public, ensuring citizens can navigate and benefit from digital services.
- Partner with universities and private firms to build a continuous pipeline of AI and digital talent.



**Alessandro De Luca**, Group CIO, Head of Information Technology, MerckGroup, Germany: “*The lines are blurring. Therefore, the more we bring together expertise from the business and the digital world, the more we're able to create a competitive edge.*”



**Mats Hultin, Group CIO, Ericsson, Sweden:**  
*"To remain effective in today's digital era, CIOs must display several key traits. These include:*

- *Orchestration: The ability to orchestrate cybersecurity, compliance, business needs, employee experience.*
- *Innovation: The need to continuously explore new technologies, and co-create and test new solutions/products with the business and customers to identify innovative solutions.*
- *Interpretation: The ability for IT teams to effectively explain and communicate technical terms, and business representatives to effectively communicate business requirements.*
- *Integration: The ability to integrate departments with departments, technology with technology, and humans with technology."*

## Final thoughts: The Future of the CIO – AI Architects & Digital Transformation Leaders

As highlighted throughout the panel discussion, modern CIOs are no longer just technical experts—they are architects of business transformation and catalysts for innovation and organization-wide change. Their success depends on their ability to align technology with strategic priorities, harness the power of data and emerging technologies, and foster a culture of continuous innovation.

### To lead in the AI and digital age, governments must:

- Elevate CIOs as transformation leaders, driving digital strategy, policy, and execution.
- Leverage AI and automation to enhance citizen services, making government more responsive and efficient.
- Adopt agile and digital-first ways of working, modernizing procurement and breaking down silos.
- Invest in secure, scalable, and ethical AI infrastructure, ensuring trust, transparency, and resilience.
- Foster strategic partnerships with industry, academia, and civic organizations to accelerate innovation.

**The path forward is clear: governments that embrace AI, agility, and citizen-centric digital innovation will define the future—and the modern CIO is at the heart of that transformation.**



# Key Takeaways from the Government Services Forum 2025

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As governments across the world navigate unprecedented digital transformation, the 2025 Government Services Forum brought together policymakers, thought leaders, and industry pioneers to explore the future of public services, AI, data governance, digital trust, and citizen experience.

Through high-impact discussions and expert insights, key themes emerged that will define the next era of government services. From AI-driven citizen interactions to public-private innovation, one thing is clear: governments that act boldly today will lead the future of digital governance.

The section that follows captures the “Top 10 Insights”, highlighting the most important lessons and actions from the Forum.





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# Top 10 Insights from the Government Services Forum 2025

As governments prepare for a future shaped by AI, automation, and data, the Government Services Forum 2025 highlighted ten key insights that will define the next era of governance.

## 1. Citizen-first digital services are essential

Governments must move beyond digitization and focus on creating seamless, intuitive, and human-centered experiences that enhance citizen trust.

## 2. AI-driven governance is the future.

Artificial intelligence will redefine public service delivery, but governments must ensure ethical AI deployment, bias mitigation, and transparency.

## 3. Data is a national asset that must be protected.

Governments must manage data as a strategic resource, balancing innovation with privacy, security, and sovereignty.

## 4. Sustainable AI-powered infrastructure is a priority.

Data centers and AI systems must be energy-efficient, and governments must invest in green technology to ensure long-term sustainability.

## 5. Public-private tech alliances will define the future

Collaboration between governments and technology leaders is critical for accelerating digital transformation, cybersecurity, and AI governance.

## 6. Startups have the potential to revolutionize GovTech but barriers remain.

Governments must simplify procurement, create regulatory sandboxes, and encourage startup participation to unlock breakthrough innovations.

## 7. Service excellence requires personalization and automation.

AI and automation will enable hyper-personalized public services, reducing bureaucracy and enhancing citizen engagement.

## 8. CIOs are no longer just tech leaders—they are transformation architects.

CIOs must align AI, data, and digital strategies with national policy goals, ensuring agility and innovation in government operations.

## 9. Cybersecurity and digital trust are critical to public confidence.

Governments must prioritize digital security, combat cyber threats, and establish trust frameworks to protect citizen data.

## 10. AI and automation must be governed responsibly.

AI-driven services must be transparent, fair, and aligned with ethical standards to ensure public trust and compliance.



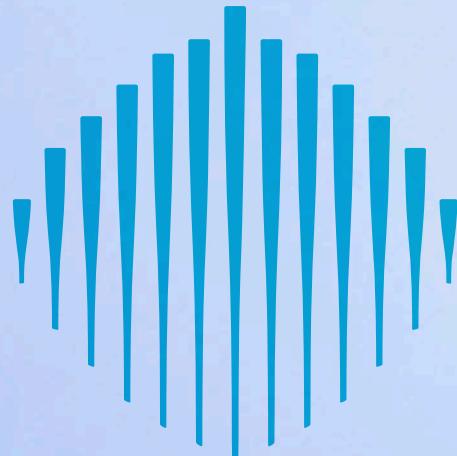
# Moving From Insights to Action: Immediate Priorities for Governments

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The Government Services Forum 2025 made one thing clear: governments cannot afford to wait. AI, automation, and digital services are no longer the future—they are the present. Citizens expect seamless, secure, and intelligent public services, and governments that fail to act risk falling behind in global digital governance.

While the key insights from the Forum provide a vision for the future, this section outlines the critical next steps governments must take today. These immediate priorities are not abstract recommendations—they are concrete actions that governments must take now to transform public services and shape the policies, strategies, and frameworks that will define the next era of service delivery.





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# The Five Immediate Priorities for Governments

## 1. Establish AI Governance Frameworks & Ethical AI Policies

AI is transforming government services, but governments must ensure that AI is used ethically, transparently, and responsibly. Without clear governance, AI risks bias, misuse, and loss of public trust.

### Action Steps:

- Establish national AI governance frameworks that ensure transparency, accountability, and fairness in AI-driven public services.
- Implement mandatory AI impact assessments for all government AI projects.
- Require AI transparency disclosures in automated decision-making processes.
- Create cross-agency AI ethics councils to oversee AI deployment and prevent algorithmic bias.

## 2. Strengthen Cybersecurity & Digital Trust

As governments continue to digitize, cyber threats are escalating. Protecting citizen data and building digital trust must be a top priority. Without robust security policies, governments risk cyberattacks that could compromise critical infrastructure and public confidence.

### Action Steps:

- Implement zero-trust security models across all government digital platforms.
- Mandate end-to-end encryption for citizen data and government communications.
- Establish national AI security task forces to combat emerging cyber threats.
- Develop public trust frameworks to ensure citizens have control over their data.

## 3. Accelerate Public-Private Innovation & GovTech Ecosystems

Governments cannot innovate in isolation. The private sector is advancing rapidly in AI, automation, and cloud computing, and public-private collaboration is essential for staying ahead.

### Action Steps:

- Launch GovTech innovation labs where governments and startups co-develop solutions.
- Design regulatory sandboxes to test AI and emerging technologies in controlled environments.
- Streamline public sector procurement models to make it easier for startups to contribute to government innovation.
- Establish AI governance partnerships with tech leaders to co-create secure, ethical AI policies.

## 4. Build Digital-First, AI-Powered Citizen Services

Governments must move beyond basic digitization and design AI-powered, citizen-centric services that are intuitive, proactive, and accessible. Citizens expect the same seamless experience from government services as they do from leading private-sector platforms.

### Action Steps:

- Deploy AI-powered digital assistants to provide 24/7 citizen support.
- Implement predictive analytics to personalize public services based on citizen needs.
- Ensure multi-channel accessibility—digital-first, but never digital-only.
- Use AI-driven automation to reduce bureaucracy and cut service delivery times.

## 5. Elevate CIOs & Chief Digital Officers to Policy-Shaping Roles

The role of government CIOs is no longer just about IT—they are now architects of national digital transformation. They must be empowered to shape AI policy, digital governance, and cybersecurity strategies.

### Action Steps:

- Expand CIO and Chief Digital Officer (CDO) roles beyond IT management to include policy influence and AI strategy.
- Create cross-agency digital task forces led by CIOs to ensure alignment between strategy, technology and policy.
- Provide AI and digital transformation training for government leaders, policymakers, government employees and citizens.
- Set key performance indicators (KPIs) to drive digital service adoption, automation, and cybersecurity readiness.



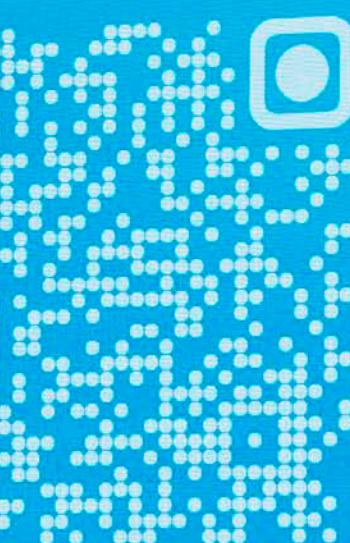
# Epilogue: The Road Ahead for Government Services

The Government Services Forum 2025 was more than just a gathering of policymakers and thought leaders—it was a visionary dialogue on the future of governance. Over the past sessions, one resounding message became clear: governments must act boldly, embrace emerging technologies, and design services around the evolving needs of their citizens.

The digital era is no longer a distant future—it is our present reality. AI is already transforming decision-making, data has become a national asset, and citizens expect services that are as seamless as those offered by the private sector. Governments that fail to evolve risk falling behind, while those that proactively innovate will define the next generation of governance.

Yet, transformation is not just about adopting new technologies. It is about trust. Citizens must have faith that AI-driven policies are ethical, data is secure, and digital services are designed with their best interests in mind. Trust must be embedded not just in regulations, but in every digital interaction, every AI-powered decision, and every public service initiative.





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As we look ahead, governments must commit to:

- A Citizen-First Digital Strategy – Designing seamless, intuitive, and inclusive services that put people at the center.
- AI Governance with Transparency & Accountability – Ensuring fairness, mitigating bias, and governing AI responsibly.
- Data as a Strategic Asset – Strengthening cybersecurity, establishing clear data policies, and leveraging insights for smarter decision-making.
- Public-Private Collaboration – Partnering with technology leaders and fostering GovTech innovation to accelerate transformation.
- Continuous Improvement & Agility – Learning from global best practices, iterating on policies, and ensuring governments stay ahead of change.

The future of government services is being shaped today. The insights from this Forum must not remain as discussions—they must translate into real action, bold policies, and transformative digital experiences.

The question is no longer whether governments should embrace AI, automation, and data-driven decision-making—it is how quickly they can do so while maintaining trust, security, and human-centricity.

# Speakers

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## Power Session

### What Got Us Here Won't Take Us There: The Next Stage of Digital Transformation



**David Rogers**  
Author & Speaker

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## Panel

### Designing for Humans: Human Centricity from the Back-Office to the Omni-Channel Experience



**Kapil Raghuraman**  
Moderator  
Partner, MENA Digital & Innovation Consulting Leader, EY



**H.E. Sheikh Saud bin Sultan Al Qasimi**  
Director-General, Sharjah Digital Department, UAE



**Vickie Lockett**  
Managing Director, Serco Experience Lab, United Kingdom



**Enkelejda Imeraj**  
Director of the National Innovation & Excellence Agency of Albania



**Christine Bellamy**  
Government Chief Product Officer, Government Digital Service, United Kingdom

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## Panel

### Tapping into the Power of Data: Technology, Collaboration, and Privacy Challenges



**Khalil Nasrallah**  
Moderator  
Partner, MENA Technology Consulting Leader, EY



**Mario Nobile**  
Moderator  
Director General, Agency for Digital Italy, Italy



**Ali Dalloul**  
Global Chief Strategy Officer, G42, UAE



**Elsa Pilichowski**  
Moderator  
Director, Public Governance, OECD



**Kyriacos Kokkinos**  
Moderator  
Member of the Governing Board of European Institute of Technology, former Minister of Innovation, Research & Digital Policy of Cyprus

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## Panel

### Tech-Gov Alliance: Building Smarter Futures



**Firas Qoussous**  
Moderator  
Partner, MENA Government and Public Sector Leader, EY



**H.E. Sherzod Shermatov**  
Moderator  
Minister of Digital Technologies of the Republic of Uzbekistan



**Combiz Abdolrahimi**  
Moderator  
Vice President & Global Head of Government Affairs and Public Policy, ServiceNow, USA



**Dr. Markus Richter**  
Moderator  
State Secretary at the Federal Ministry of the Interior & Community & Federal Government Commissioner for Information Technology, Germany



**Mike Sicilia**  
Moderator  
Executive VP, Oracle, USA

## Power Session

### Smart Economies of 2050: How AI, Quantum, Longevity and Automation will Reshape Economics



**Brett King**  
Futurist & Author

#### Panel

#### GovTech Innovation: Bridging the Gap between Governments & Startups



**Kelly Ommundsen**  
Head of Digital Inclusion,  
Member of the Executive  
Committee,  
World Economic Forum



**Ahmad Ali Alwan**  
Chief Executive Officer,  
Hub71, UAE



**Loulou Khazen Baz**  
Founder & Managing  
Partner, Spade Ventures,  
Lebanon



**Manuel Kilian**  
Managing Director,  
Global GovTech Centre,  
Germany



**Atte Jääskeläinen**  
President,  
SITRA, Finland

#### Ministerial Panel

#### Government Service Excellence & Operational Efficiency: Successes and Learned Lessons



**Stig Thorgeresen**  
Partner, EMEA  
Government &  
Infrastructure Leader, EY



**H.E. Huda AlHashimi**  
Deputy Minister of Cabinet  
Affairs for Strategic Affairs,  
UAE



**H.E. Ulvi Mehdiyev**  
Chairman of the State Agency  
for Public Service & Social  
Innovations, Azerbaijan



**H.E. Erkki Keldo**  
Minister of Economy  
& Industry, Estonia



**H.E. Anna-Kaisa Ikonen**  
Minister of Local & Regional  
Government, Finland

#### Panel

#### CIOs as Change Agents: Connecting Technology, Employees, and Citizen Experience



**Sallianne Taylor**  
EMEA Head of  
Government Relations,  
Bloomberg



**Mats Hultin**  
Group CIO,  
Ericsson, Sweden



**Mohamed Tolba**  
Senior Vice President,  
Majid Al Futtaim,  
Global Solutions, UAE



**Srinivasan Sampath**  
Group CIO,  
First Abu Dhabi Bank,  
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**Alessandro De Luca**  
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# Acknowledgements

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For more information on the Forum, please contact [info@worldgovernmentssummit.org](mailto:info@worldgovernmentssummit.org) or click here to [read more](#) about this edition.

The Government Services Forum was first launched by the Emirates Government Service Excellence Program (EGSEP) at the UAE Prime Minister's Office in 2019, with the inaugural edition being held at the World Government Summit in Dubai, UAE.

The Emirates Government Services Excellence Program was launched in 2011 by **His Highness Sheikh Mohammed bin Rashid Al Maktoum**, Vice President and Prime Minister of the UAE and Ruler of Dubai, with a clear vision: for the UAE Government to become the best in the world at delivering government services.

The program aims to elevate the quality of government services to a seven-star standard, placing human centricity at the heart of every service — to make people's lives easier and better.

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