

A network diagram illustrating global connectivity. At the center is a large, stylized purple sphere with flowing, wavy lines. Radiating from this central hub are 12 dashed blue lines, each connecting to a portrait of a diverse individual. The portraits are arranged in a circular pattern around the center. Additionally, there are 5 purple square icons, each featuring a white silhouette of a classical building with columns. These icons are also connected to the central sphere and the network of portraits, suggesting a global or institutional theme. The overall design is clean and modern, emphasizing diversity and global reach.

# In numbers

## The AI Campus's first phase

➤ **100,000  
public servants**  
upskilling on the AI Campus<sup>1</sup>

➤ **10,000  
community  
members**  
sharing ideas in  
our fast-growing global community  
for AI in government – 2,500 of  
which are senior leaders

➤ **9,000  
participants**  
connecting through more than 30  
virtual and in-person events

➤ **4,000  
assessments**  
of individual and institutional AI-  
readiness via the AI Readiness  
Check tool

➤ **100 thought  
leaders**  
across the public sector spotlighted  
in the Government AI 100 list to  
inspire, connect and accelerate  
transformation

➤ **150 countries**  
across the globe

➤ **11 languages**  
including Arabic, Bahasa Indonesian,  
English, French, German, Italian,  
Japanese, Korean, Polish,  
Portuguese and Spanish

<sup>1</sup>Total includes all site/platform visitors accessing exclusive AI Campus tools and content



# Explore the report

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## 01 Summary

**Why building AI-ready governments is more urgent than ever**

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## 02 Data and Insights

**Lessons and reflections from the Government AI Campus**

Trends in how public servants are adopting AI, how they feel about it and where capability gaps lie — highlighting the critical role of skills, tools and a trusted hub to support governments in preparing for the age of AI.

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## 03 Designed for impact

**Why the Government AI Campus is effective**

From a practical AI action plan for leaders, courses in 11 languages and an AI Readiness Check tool to global events, peer-to-peer communities and a list spotlighting thought leadership.

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## 04 Stories of change

**How the Government AI Campus is delivering results**

It's shifting views, changing behaviour, unlocking innovation, helping to benchmark AI readiness and catalysing a worldwide wave of AI learning.

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## 05 Horizons

**What's next on the Government AI Campus**

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### Our cover

Our cover features government leaders included on the Government AI 100 list 2025.



## 01 Summary

# Why building AI-ready governments is more urgent than ever

With generative AI predicted to deliver \$1.75 trillion in annual productivity gains across all levels of government, building workforce-wide AI skills — and building them quickly — is critical.<sup>2</sup> AI could reduce administrative burden, enable more strategic and sustainable procurement, deliver better value for taxpayers' money and ultimately, better outcomes for citizens. Governments that are not AI-ready will be less equipped to govern, and miss a generational prosperity opportunity. Today, most governments are falling short. We created the Government AI Campus to help governments prioritise and deliver capability-building at speed and scale.

**But knowing where to start on the journey to unlock AI's value for government can be daunting.** Although governments are under pressure to respond to the fast-moving AI landscape, most public servants still lack the skills, confidence and networks they need to lead this change.<sup>3</sup> Data from the Campus's AI Readiness Check (explored in more detail in this report) shows that only 37% of 'AI Implementers' say they have a learning plan to build their knowledge and skills. These are the public servants responsible for supporting the delivery of AI projects in government, indicating the huge training gaps governments need to fill.

Apolitical launched the Government AI Campus in July 2023 in response to this urgent and global need. Supported by Google.org and the Rockefeller Foundation, the Government AI Campus is delivering on an ambitious vision: to prepare one million public servants for the age of AI.

**In the two years since its launch, the Government AI Campus has rapidly grown into a unique and trusted global hub for public servants and policymakers.** This impact report captures the first phase of the Government AI Campus's journey — the insights, highlights and real-world change it's delivered in the first two years. Governments around the world are partnering with the Campus to build AI-ready institutions at the speed and scale required and this report tells those stories and the lessons they reveal.

**You'll also hear directly from public servants** on how they're using the Campus and the impact it has had on their AI skills journey. From Europe to Africa, South America to Asia, these are the voices shaping the future of AI in government.

<sup>2</sup> Generative AI for the Public Sector: From Opportunities to Value. (Carrasco, et al., 2023).  
<sup>3</sup> Data from the AI Readiness Check, accurate as of 16 June 2025

# If you're not already part of the Government AI Campus, you're invited to join the global movement to become AI-ready.

Join the global movement  
to become AI-ready today



If your government is inspired by the momentum and commitment of public servants and governments becoming AI-ready at scale, we invite you to join us. The AI Campus is free for all public servants and accessible in 11 languages, providing global access to cutting-edge AI training for the public sector. To explore the resources, visit the AI Campus home page by scanning the QR code.

If you are interested in offering the AI Campus to a group at scale within your government, the Apolitical team would also be happy to discuss customisation of the curriculum and learning journey. Please get in touch: [partnerships@apolitical.co](mailto:partnerships@apolitical.co)

## Not sure where to get started?

The AI Readiness Check is a great starting point for your journey on the AI Campus. This practical and easy to use tool will help you assess your AI-readiness in just six minutes!



# Lessons and reflections from the Government AI Campus

Data and insights reflect how public servants worldwide are using AI – and the need for skills and training to harness its potential.

Since the launch of the AI Campus in July 2023, Apolitical has run monthly polls with public servants engaged on the AI Campus, conducted a largescale global survey, undertaken multiple learner needs assessments and analysed the data from the Campus's [AI Readiness Check](#) assessment tool<sup>4</sup> – all on the topic of AI in government.

The data tells a clear story: momentum is building, but public servants need the right training, guidance and tools to turn early adoption into lasting impact that delivers for citizens. Here are some of the lessons we've learned from the first two years of the AI Campus.

### LESSON 1

Public servants are leading AI adoption from the bottom up; governments need to move fast to keep pace

### LESSON 5

Skills are the critical enabler for unlocking the AI advantage

### LESSON 2

Bold countries are now taking a 'whole of government' approach to building AI skills

### LESSON 6

The right tools can drive strategic AI applications in government

### LESSON 3

Attitudes to AI are strongly positive — a significant majority of public servants are optimistic about its potential

### LESSON 7

AI rhetoric has been overly-focused on automation; a people-first approach builds confidence and momentum

### LESSON 4

Governments are experimenting more, but scaling is still a challenge

### LESSON 8

Governments value a trusted hub to prepare for the age of AI

<sup>4</sup> Data from the AI Readiness Check (ARC) are accurate as of 16 June 2025.  
A full report on insights from the AI Readiness Check is due for publication later in 2025.

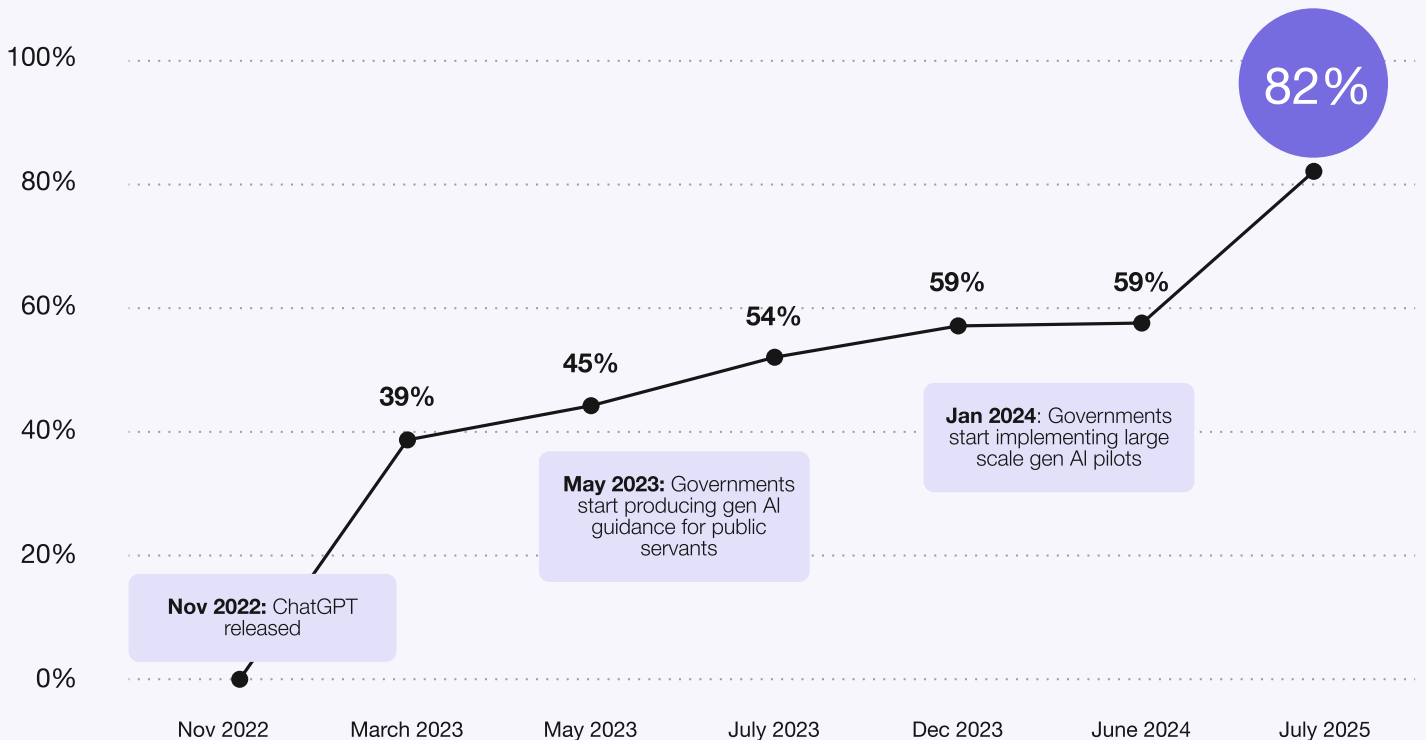
## LESSON 1

# Public servants are leading AI adoption from the bottom up; governments need to move fast to keep pace

Apolitical has continued to track how public servants on the Government AI Campus use generative AI. As early as March 2023, 39% of public servants already reported using generative AI tools in their work, matching adoption rates reported in the private sector at the time.<sup>5</sup> This was well before governments had the chance to prepare policies and guidelines to regulate the use of this new generation of AI tools, showing how generative AI adoption in government happened organically, from the bottom up.

Today, AI use is growing among public servants, mirroring trends in the wider economy. But that adoption is uneven across different sectors of government and job profiles. For example, a [2024 Stanford survey](#) showed 71% of public servants in higher education use AI, compared with 25% of scientists and 9% of social workers. Our data shows high levels of usage among public servants who are engaged on the AI Campus, matching adoption rates reported in large scale government pilot studies.<sup>6</sup> The most common applications of AI for public servants are research, drafting and internal communication.<sup>7</sup>

## Public servants who say they are using generative AI tools in government



Source: Apolitical community polls and surveys (2022-2025). Average sample: 496

<sup>5</sup> Apolitical community poll, March 2023, Sample: 289; Fishbowl U.S. generative AI survey 2023

<sup>6</sup> Microsoft 365 Copilot Experiment: Cross-Government Findings Report (Government Digital Service, 2025)

<sup>7</sup> Apolitical Generative AI in Government Survey, June 2024, Sample: 594

## LESSON 2

# Bold countries are taking a ‘whole of government’ approach to building AI skills

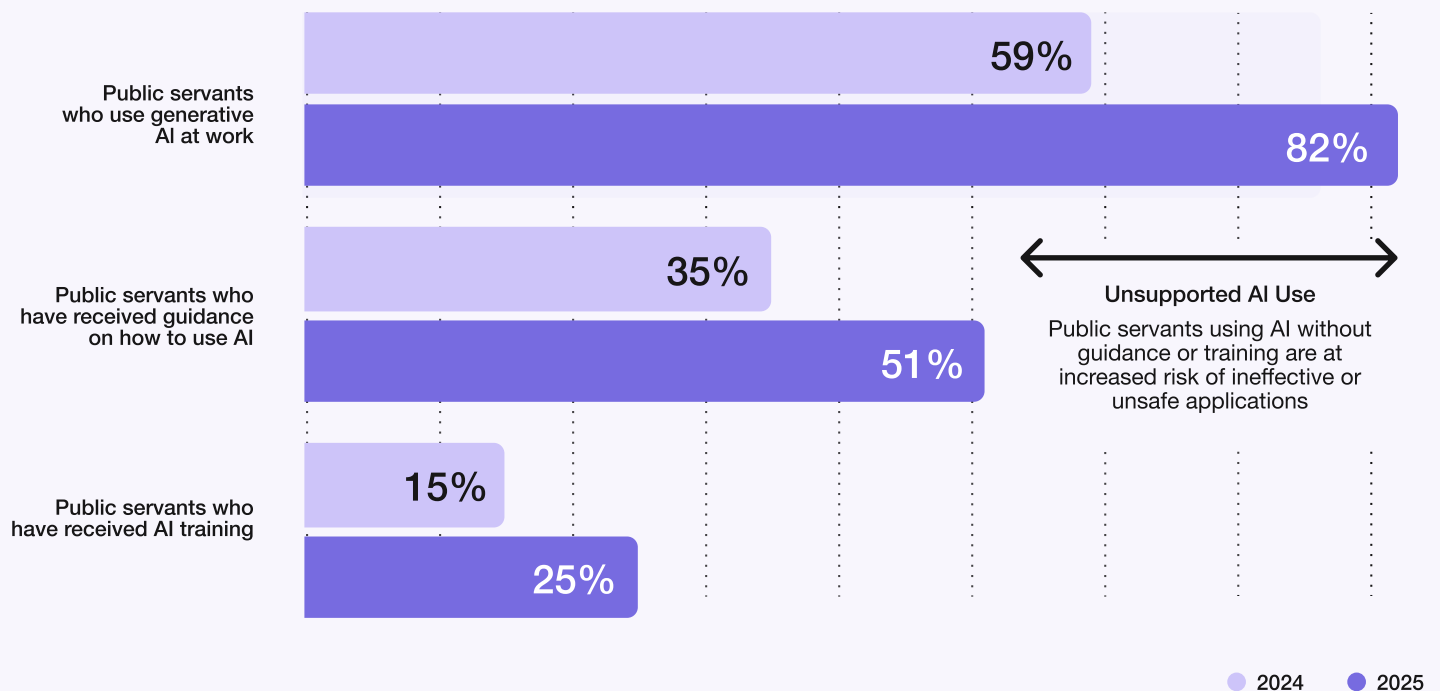
Governments around the world have ambitious plans to use AI to help speed up workflows and work more efficiently. There is a growing recognition that, to achieve this, they will need to encourage public servants to be effective users of AI in their daily work. Over the long-term, this could be equivalent to building a whole new domain of literacy for public servants, like being an effective communicator or working with data confidently.

More governments are implementing whole-workforce training programmes to meet this need. Singapore has led the way since 2019, enrolling more than 60% of its officers on a core data and AI literacy programme.<sup>8</sup> In 2025, the United Arab Emirates made AI Campus training mandatory for its entire federal workforce and Brazil’s government is making AI Campus training available to its entire

National School of Public Administration (Escola Nacional de Administração Pública — ENAP). Other examples of large-scale upskilling include the UK’s plans to deliver training to 400,000 civil servants across England and Wales in 2025,<sup>9</sup> and Kenya’s Africa Centre of Competence for Digital and AI Skilling plans to reach 100,000 public servants in two years.<sup>10</sup>

A growing body of evidence shows that safe and effective use of AI requires support, guidance and training. Large scale AI pilots with over 25,000 public servants from the [UK](#) and [Australia](#) have demonstrated a positive relationship between training and AI confidence. However, Apolitical’s surveys and polls demonstrate a significant gap between public servants who use AI, and those who have received guidance and training to do so.

**There’s a gap between AI use and skills. Public servants need guidance and training to be safe and confident users.**



Source: Apolitical Generative AI in Government Survey (June 2024). Sample: 592; Community poll (July 2025). Sample: 304

<sup>8</sup> How are Singapore, Canada and the UK building data skills in their workforces? (Apolitical, 2023)

<sup>9</sup> All civil servants in England and Wales to get AI training (The Guardian, 2025)

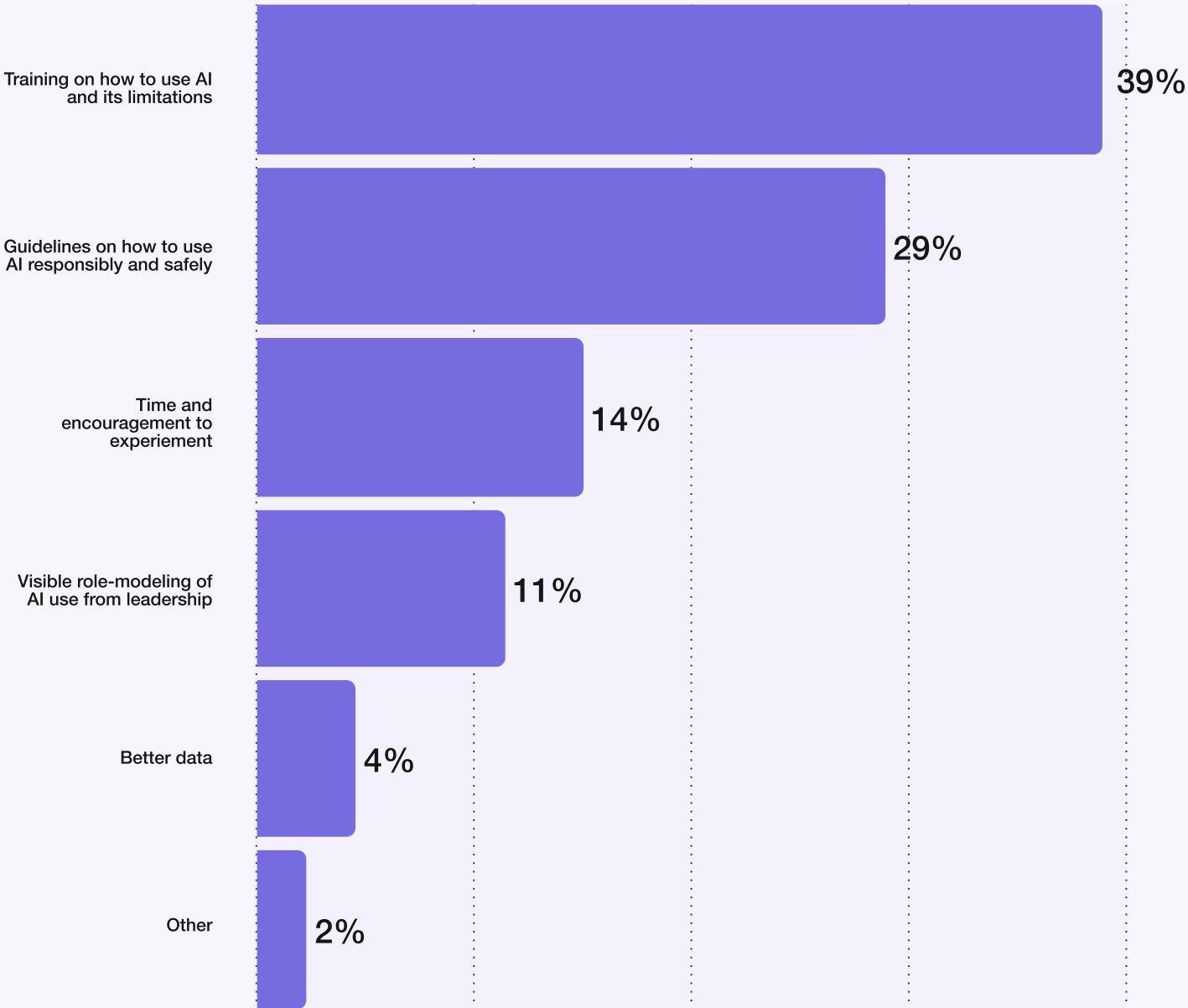
<sup>10</sup> Establishment of the Africa Centre of Competence for Digital and AI Skilling (UNDP, 2025)



When Apolitical polled community members to understand what support they need to feel more confident about using AI, training and guidance accounted for nearly 70% of responses. While more governments are issuing broad guidance on acceptable AI use, Apolitical's interviews

with public servants indicate that more granular advice — issued at the level of small teams — can be most impactful for influencing behaviour.

### What public servants say they need to feel more confident and informed using AI



Source: Apolitical community poll (January 2025). Sample: 625. Percentages rounded to nearest whole.

## LESSON 3

# Attitudes to AI are strongly positive — a significant majority of public servants are optimistic about its potential

Generative AI is predicted to generate \$1.75 trillion in productivity gains per year across national, provincial and local governments by 2033.<sup>11</sup> If governments can unlock these gains in productivity, it will create more time and space for public servants to focus on higher-value activities like making informed decisions, engaging with the public and driving smarter outcomes.

Apolitical's 2024 Generative AI in Government survey shows that 64% of public servants are optimistic about the future use of AI in government. Public servants see how it could free up time, streamline work and support better decisions. This optimism is grounded in experience: across the Apolitical community, we've heard the same story — too much time lost to email inboxes, meeting management, basic administration and internal communications.

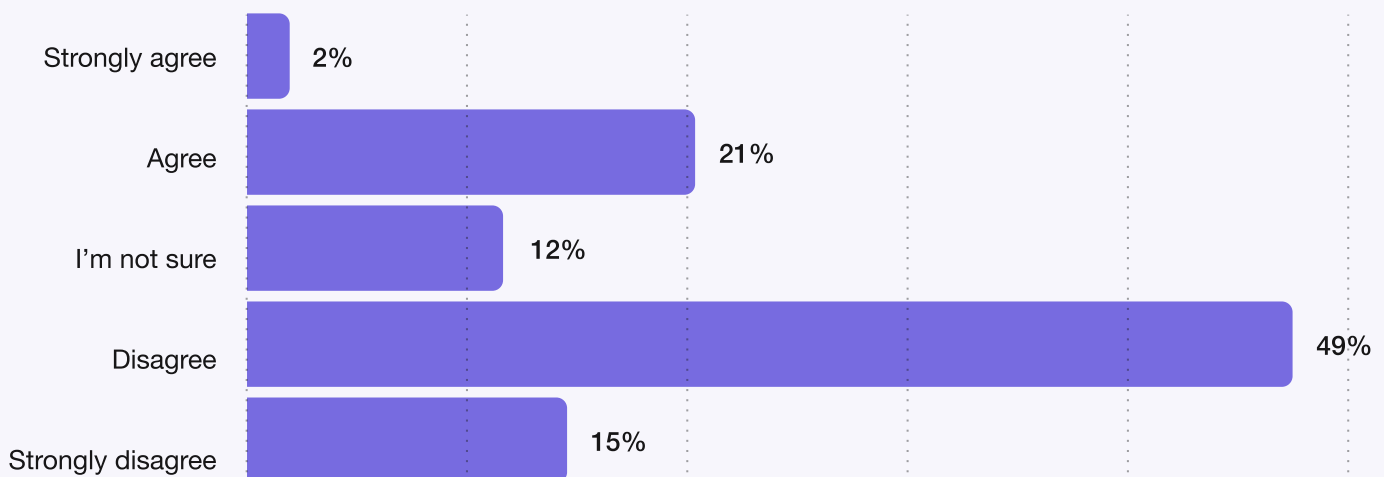
Optimism among public servants is important in the bigger picture of government responsiveness and efficiency. When Apolitical asked public servants whether their governments are keeping pace with citizens' needs, three-quarters didn't think so.

AI could change this.

Despite broadly optimistic attitudes, many public servants remain cautious, unsure how to use AI safely, effectively or in line with their government's policy. Confidence, clarity and capability still lag behind. Turning optimism into impact will take more than enthusiasm — it will take skills and strategy.

How far do you agree with this statement:

**“My government is moving fast enough to meet citizens’ needs.”**

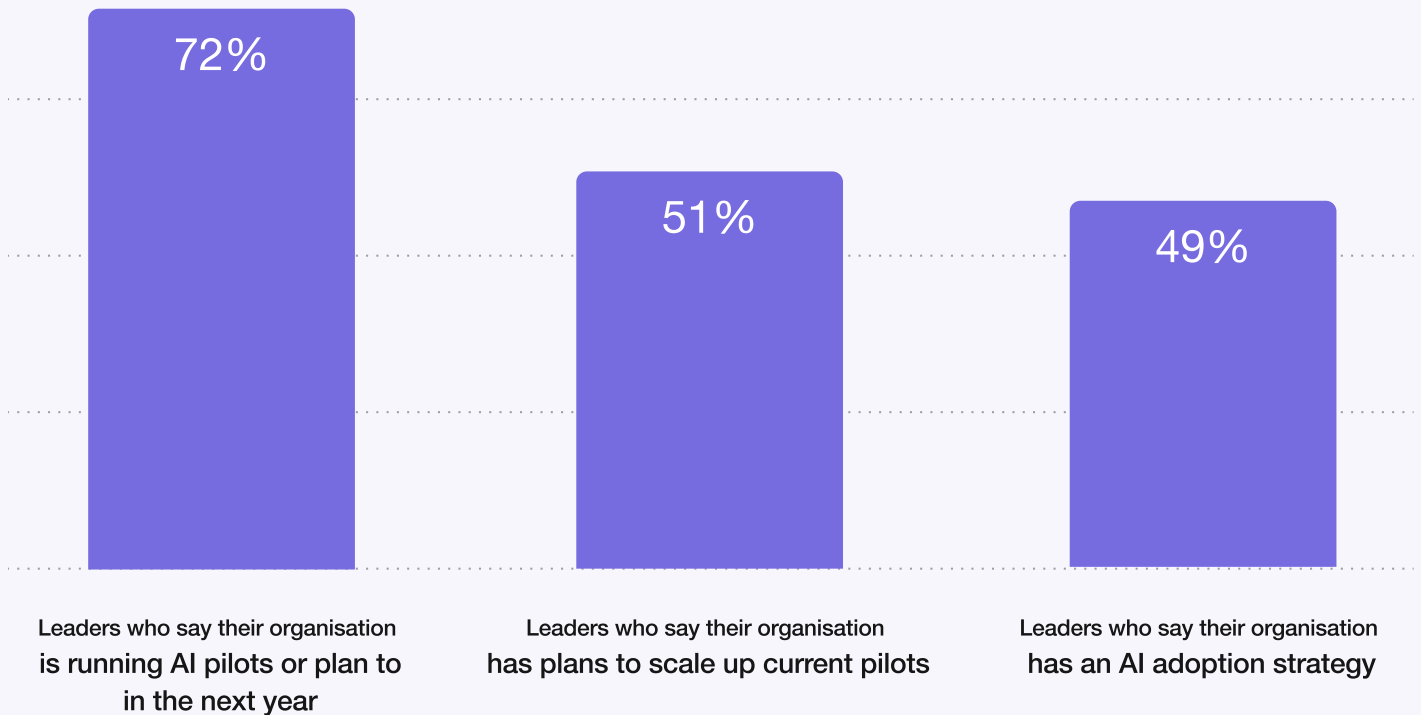


Source: Apolitical community poll (December 2024). Sample: 128. Percentages rounded to nearest whole.

<sup>11</sup> Generative AI for the Public Sector: From Opportunities to Value. (Carrasco, et al., 2023).

## Governments are experimenting more, but scaling is still a challenge

### Public sector organisations are piloting AI without clear plans for scale



Source: Apolitical AI Readiness Check (June 2025). Sample: 435 leaders (public servants responsible for setting strategic AI goals, ensuring oversight and mobilising resources to enable AI development within their organisation).

The AI Readiness Check is a fast, interactive self-assessment that acts as an entry point to the Campus, helping leaders, practitioners and individual team members assess their AI capabilities. Since its launch in early 2025, more than 4,000 public servants from 100+ countries have already taken the Campus's AI Readiness Check. This provides an astonishing picture of governments' AI readiness. The data shows that nearly two-thirds of government leaders say their organisations are developing AI experiments (or have plans to within a year), but only around half say they have a plan to scale up these efforts or take a strategic approach to AI adoption more broadly.

Many governments are stuck at the pilot stage, running small-scale, sporadic trials with limited application and integration with organisational data.

To realise AI's promise for citizen delivery, governments now need to align individual innovation with institutional strategy, carefully designing AI solutions that integrate organisational data and embed seamlessly into workflows.

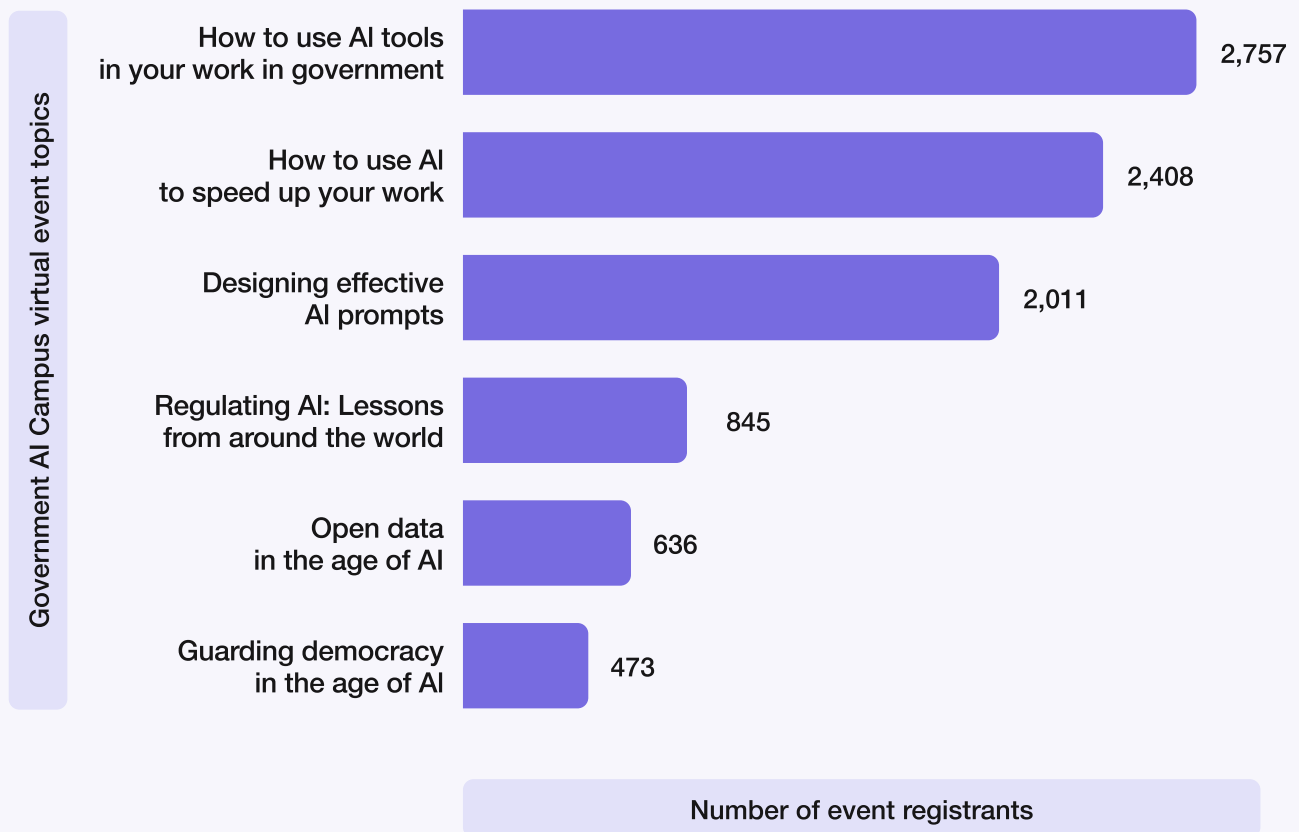
Government leaders are eager for guidance on how to identify and implement AI opportunities, as well as how to measure impact and scale up successful programmes. Scaling pilots into lasting change takes more than strategy — it takes skills and confidence to apply critical judgement on how and what to scale. This in turn flows to which tools to deploy, how to adjust or reimagine workflows and how to motivate for and drive sustained adoption at scale.

## LESSON 5

# Skills are the critical enabler for unlocking the AI advantage

Using and scaling AI effectively and responsibly requires the right skills, making the urgent need for AI training in government clear. AI Campus data from 2024-2025 shows that public servants are eager to learn. But they are especially keen for AI training that is practical, relevant and reflects the reality of working in government.

### Public servants want practical and relevant AI training



Source: Government AI Campus event registrant data (2024-2025).

## LESSON 6

# The right tools can drive strategic AI applications in government

Conversations, qualitative research and data from the Campus reflect that senior government leaders project confidence in public – but in private are often grappling with uncertainty. They don't know where to start, or how to prepare their organisations to begin scaling up AI, safely and rapidly.

The Campus is responding by developing practical tools and frameworks like the [Essential Action Plan for Leaders](#) and the [AI Readiness Check](#) to unlock AI impact in easy-to-use ways.

Public servants need fast, reliable ways to assess where and how AI can support their goals, what steps they need to take to become AI-ready – and who they can learn from globally.

As AI advances, these questions become more urgent. Strategic applications could enable governments to harness AI in critical areas like taxation, welfare and procurement.

Government teams responsible for policy are particularly crucial in becoming AI-ready. Practical, credible tools designed with and for governments can support them in unlocking this impact.

## LESSON 7

# AI rhetoric has been overly-focused on automation; a people-first approach builds confidence and momentum

Adopting a “people-first” approach to AI adoption in government can help allay fears or concerns about AI, encourage more successful implementation and build an organisational culture that is conducive to embracing AI's potential, while understanding its risks and downsides.

Recent studies and surrounding media have focused significant attention on AI automation in government and the potential for job losses.<sup>12</sup> This approach neglects to explore the opportunity to alleviate repetitive, dull or time-consuming administrative tasks for public servants, a regularly-cited source of frustration in Apolitical's research. AI augmentation, rather than automation, focuses on how AI can free up time in public servants' daily work to focus on more strategic or high-impact tasks in order to deliver greater improvements to the citizen experience.<sup>13</sup>



<sup>12</sup> AI for bureaucratic productivity: Measuring the potential of AI to help automate 143 million UK government transactions (Straub, et al., 2024)  
Artificial Intelligence in Government: Why People Feel They Lose Control (Wuttke, et al., 2025)

<sup>13</sup> What's top of mind for public servants? (Apolitical, 2025)

## LESSON 8

# Governments value a trusted hub to prepare for the age of AI

To scale AI, governments must invest in public servants, not just generative AI software and tools themselves. Public sector organisations need to allocate resources for AI training to reach all public servants in their workforce.

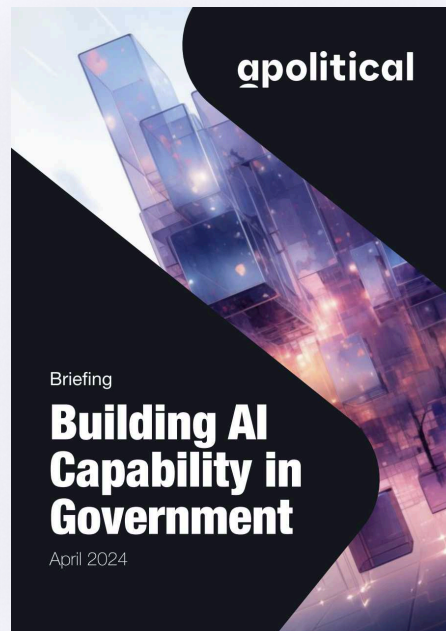
The Government AI Campus is a trusted hub, uniquely positioned to deliver the skills, confidence and peer community public servants need to lead this transformation from the inside out. The ability to quickly discover and share best practice in a fast moving landscape and to access curated, vetted and peer-endorsed content, are all the more necessary and valuable in the government context today.

*Explore our insights and data further*



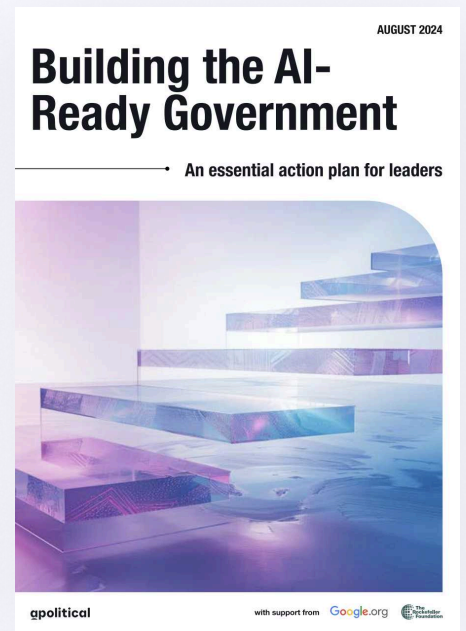
November 2023  
*Generative AI in Government*

[Read the report](#)



April 2024  
*Building AI Capability in Government*

[Read the report](#)



August 2024  
*Building the AI-Ready Government*

[Read the report](#)



# How the UAE government made AI training mandatory for more than 54,000 public servants

## Wafa Farhoud

Senior Project Manager,  
Human Resources Development Department, United Arab Emirates

## Leading AI readiness at scale in the UAE

How do you build an AI-ready government at scale? By training at scale. This is the ambitious approach taken by the government of the United Arab Emirates. The government has built Jahiz, an innovative digital platform for government capability-building to help deliver the country's bold initiative: to equip federal public servants with future-ready skills.

It's via the Jahiz platform that the UAE has made the Government AI Campus course, *Understand How AI Impacts You and Your Government*, mandatory training for over 54,000 federal public servants. Focused on understanding the main benefits and risks of AI in a public sector context, the online course helps identify ways to harness AI for the good of public servants and citizens.

By June 2025, just two months after the course was launched on Jahiz, 50.5% of public servants enrolled have completed it — a striking example of the power of momentum in becoming AI-ready.

*“We highly recommend working with Apolitical’s Government AI Campus as they are a **globally trusted resource in public service**. They provide high-quality learning content, practical training and access to a global network of experts, helping governments adopt innovative solutions. Their commitment to supporting public sector employees adds great value and aligns with our efforts to future-proof our workforce.”*

Wafa Farhoud

# *“My colleagues are now coming to me with ideas”*

## **Iason Foscolos**

Change Manager, Directorate-General Simplification and Digitalisation,  
Federal Public Service Policy and Support, Belgium



## The critical first step to AI transformation

*“The first stage of any change process is raising awareness. That’s where we are right now in the public service. We need to raise awareness about AI.”*

As an experienced digital change manager who has led AI projects in the Federal Public Service Policy and Support, Iason Foscolos didn’t enrol in the AI Campus as a typical learner. He signed up to discover new ways to encourage and educate his colleagues about AI. Belgium has a mature digital government infrastructure, but its ranking in recent European e-government benchmarks suggests room for improvement. The influential AI4 Belgium coalition concluded that “too few” public institutions are experimenting with AI.

Iason wanted to use the AI Campus resources as a thought leadership tool for his team, where there are varying levels of awareness about AI. Iason encouraged them to explore the case studies, resources and communities available through the AI Campus. In his view, AI transformation can’t happen until there is AI awareness.

He believes that more colleagues in government need a deeper understanding of AI.

*“We need to understand what it is, where you can get added value, what you can do with it and what you can’t do with it.”*

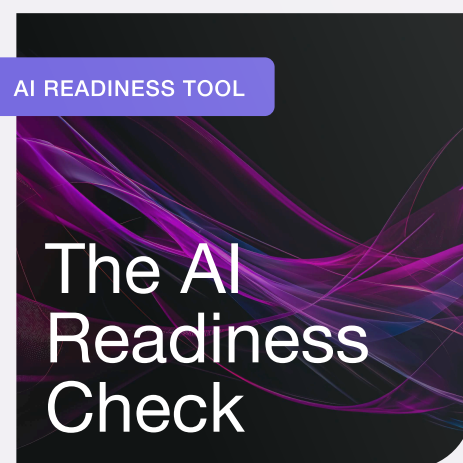
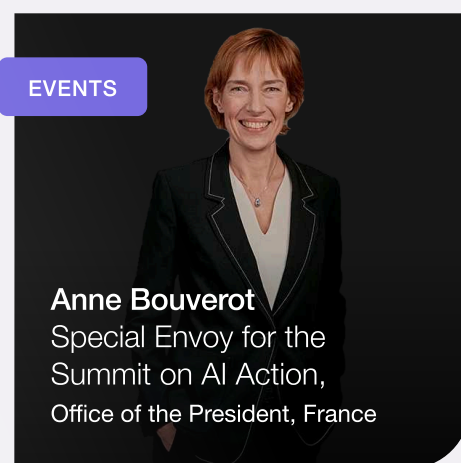
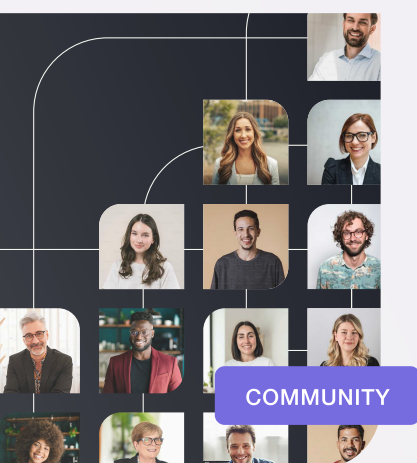
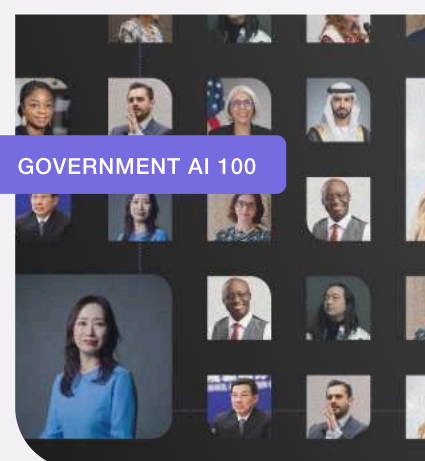
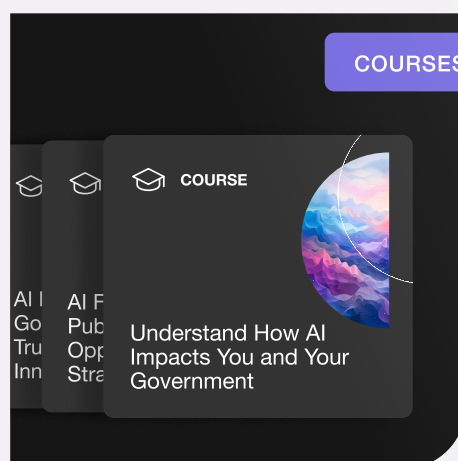
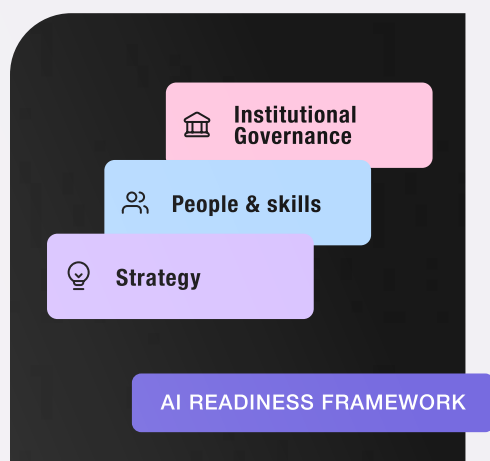
Even within his team, Iason has seen how that knowledge can spark ideas for change.

*“My colleagues are now coming to me with ideas. We’ve talked about creating an AI-powered, one-stop shop search bar to help citizens navigate federal services.”*

Imagine the ideas and conversations that could be sparked if officials across Europe were part of a community exploring, learning and talking about AI.

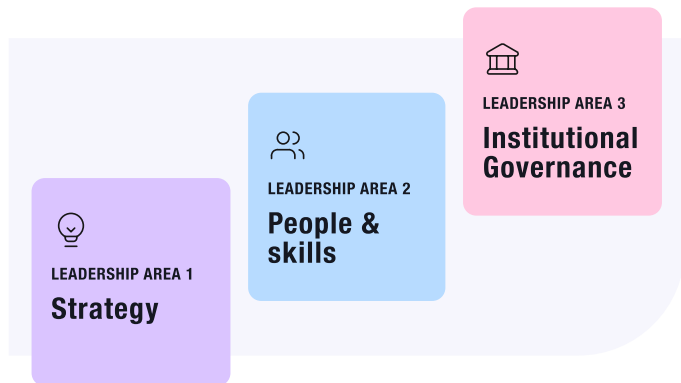
# Why the Government AI Campus is effective

Two years in, the Government AI Campus has shown what makes public sector AI training work. It's built for public servants — grounded in how they learn, what they need and how they lead. Designed for global scale and peer-to-peer exchange, the Campus delivers practical, relevant learning that helps governments everywhere build AI-ready institutions.



## Frameworks

### The AI Campus defines a practical AI action plan for government leaders



The AI Campus provides practical and actionable training and resources. The [AI Readiness Framework](#) gives government leaders a clear path to guide their teams and organisations from pilot projects to large-scale, responsible and ethical use of generative AI. Available in 11 languages, the framework sets out an action plan for government leaders at all stages of the journey, from foundation to acceleration to scale.

Apolitical has trained government teams around the globe, including Scotland and South Africa to adapt and apply the framework in their contexts. Apolitical is also being invited to present it to governments, including at FWD50 Canada 2024 and Govtech Milan 2025.

## Courses

### AI Campus courses build skills, knowledge and confidence for public servants

Expertly designed in collaboration with world-class institutions and thought leaders, Campus courses equip public servants with the skills and knowledge they need to responsibly harness AI in their government work.

Four free online courses — created exclusively for and with public servants — break down complex concepts to equip over 60,000 public servants with new capabilities, ranging from assessing where AI can enhance government work, to managing its risks, to building an AI-ready workforce fit for the future. A growing pipeline of upcoming courses will build on this foundation, reaching more public servants and deepening capability across government.

AI readiness is a priority for governments worldwide. That's why the AI Campus courses are available in 11 languages and can be supported by a dedicated AI Course Assistant — a generative AI tool designed to answer questions, deepen learning and recap key points. This helps public servants worldwide build the practical confidence to use AI responsibly in government, making smart decisions while carefully regulating its use.

62,000+ learners

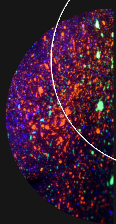
from 125 countries  
have enrolled in courses

in 11 languages

8.6/10  
Average course score for  
'likelihood to recommend'

# Explore our **courses**

## Understand How AI Impacts You and Your Government



An awareness-level course that provides an introduction to AI, what it can and can't do, and its main benefits and risks in a public sector context. It launched in September 2023 and was designed in collaboration with experts in central and local government and academia, and reviewed by Dr Keegan McBride, former Research Lecturer in AI Government and Policy at Oxford Internet Institute.

## AI Leadership in Government: Building Trust, Skills and an Innovative Culture



A leadership-level course that lays out the first steps leaders can take to build the human and cultural foundations for AI adoption. The course launched in April 2025 and was designed in collaboration with Professor T. Alexander Puutio, an author and AI and leadership expert, and reviewed by Leonardo Quattrucci, Adjunct Professor of Innovation and Digital Transformation at Sciences Po.

## AI Fundamentals for Public Servants: Opportunities, Risks and Strategies



A practitioner-level course for public servants with foundational knowledge. It covers how AI works, its capabilities, risks, regulations and how a human-centred approach can help governments use it ethically. The course launched in August 2024 and is powered by content from Stanford Online. It's

Stanford | ONLINE

## AI and the Future of Healthcare Systems



A practitioner-level course that covers the key applications of AI in healthcare and the ethical, regulatory and practical challenges of implementation — empowering public servants to make informed decisions in the field. It launched in April 2025 and was developed with SDA Bocconi School of Management.

SDA Bocconi  
SCHOOL OF MANAGEMENT



*“I learned to explain it in a way anyone could understand”*

**Meera S. Alshamsi**

Data Governance and Analysis Specialist,  
United Arab Emirates Government



## How practical, clear AI Campus courses are building AI confidence in the UAE

When she first enrolled in the Government AI Campus, Meera Alshamsi was already so interested in AI she was pursuing a Master's degree in the subject. Meera is a specialist in data governance and analysis in the UAE government, where she focuses on ways to use AI and data to improve public service delivery.

Some of the questions she is exploring in her role include how to use AI and data in smart, structured ways to support strategic planning and reporting. Meera was looking to find solutions to common challenges around AI in government, like untangling new terms and connecting academic theory to practical application.

To get answers to these questions, Meera enrolled on the *Understand How AI Impacts You and Your Government* course through the Government AI Campus, in addition to her Master's studies. The course introduces AI, what it can and can't do, and its main benefits and risks in a public sector context.

The online course helped bridge the gaps Meera had identified. It clarified concepts and grounded AI in

real-world examples, such as Dubai Health's use of AI to detect diabetes. Meera particularly appreciated how the course made AI accessible to everyone.

*“The course was very useful. It broke down AI in a simple and clear way, which is important because many still assume AI is just about chatbots, when it's actually much broader and more impactful.”*

This boosted her confidence when talking about AI with non-technical colleagues.



“

*It made me more confident when talking about AI. I learned how to explain it in a way anyone can understand.”*

One insight in particular left a lasting impression: the importance of starting with a challenge or a clear vision, not a tool. Meera is carrying this approach forward into her work.

*“That idea really matters for everyone. Most of the time, we jump straight into using the newest tools — thinking that’s what we need. But honestly, we need to flip that mindset. We should always start with the challenge or the thing we’re trying to improve, then decide which AI tool fits best.”*

For Meera, foundational AI training like this is essential for supporting national priorities, including the UAE’s ambitious AI strategy and digital transformation goals.

*“This course helped me connect AI to the UAE digital transformation goal and to our organisation’s vision. So now I’m looking for the area where AI can boost our work, support decision-making and improve services. But... always in a safe and fair and responsible way as the course mentioned.”*



*“It’s fantastic! It focuses on both the problems and the advantages of AI”*

**Tommaso Emanuelli**

Advisor,  
Order of Pharmacists of the Province of Turin, Italy



## How Italy’s public health policymakers are engaging with the course ‘AI and the Future of Healthcare Systems’

As a trained pharmaceutical chemist working across industry, public policy and academia, it was the AI Campus *AI and the Future of Healthcare Systems* course that Tommaso Emanuelli found particularly useful. The course covers the key applications of AI in healthcare and the ethical, regulatory and practical challenges of implementation — empowering public servants to make informed decisions in the field.

In many ways, Tommaso’s role reflects the growing intersections between science, health and policymaking in Italy. He works with the Ordine dei Farmacisti — the national professional body for pharmacists. The organisation plays an active role in shaping national health policy, including innovative drug use prevention projects in schools and broader behavioural health initiatives. He also continues to work in a pharmacy to stay connected to the profession!

Prior to enrolling on the AI campus course, Tommaso already had a strong technical foundation in AI, including training in machine learning and data analysis. He’d already begun applying AI in his pharmacy — from summarising scientific articles and tracking inventory to communicating complex medical information to patients more clearly.

The *AI and the Future of Healthcare Systems* course impressed Tommaso in several ways.

*“The layout and also the presentation, the article’s explanation — they’re marvellous! They’re fantastic! So, so enjoyable. It’s a pleasure to read.”*

That excellent user experience and accessibility are exactly why Tommaso began recommending the course to colleagues, particularly policymakers. He sees particular value in introducing AI to those who may not have a technical background but want to start using it in practical ways.

Tommaso is also active in a new policy think tank in Turin focused on local governance and innovation. For him, the course has huge potential to inform public health policy — from tackling antimicrobial resistance to shaping smart city planning.

*“I recommended the course. It’s precise and it focuses on both the problems and the advantages.”*

## Tools

# The AI Readiness Check helps public servants benchmark their preparedness

The AI Campus equips public servants with practical tools to support informed decisions about building individual and institutional AI capabilities.

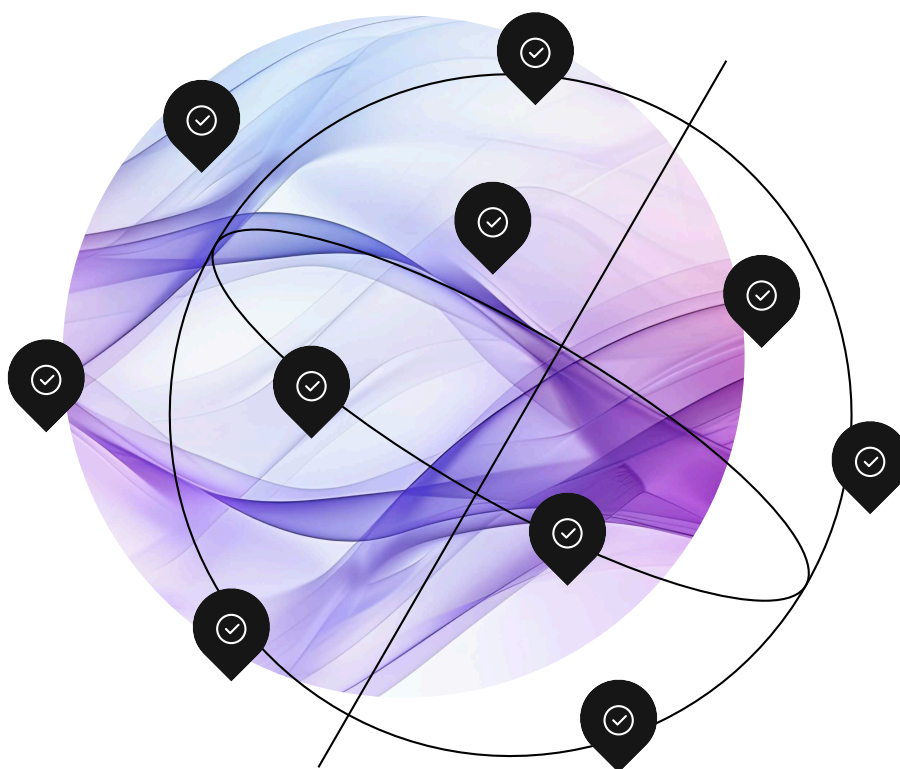
Launched in January 2025, the AI Readiness Check (ARC) is a fast, interactive self-assessment that builds on the AI Readiness Framework. It acts as an entry point to the Campus, helping individuals, teams and organisations assess their mindsets, knowledge and skills to map a pathway to build AI capability in government. Public servants can use it as a tool to track progress and support continuous professional development.

ARC reflects the varied ways public servants engage with AI. For leaders, it identifies gaps in organisation-wide AI readiness (from strategy to culture to policies) and guides

planning. There are other perspectives for Implementers and end users. The assessment provides tailored recommendations and access to nearly 100 practical resources.

4,000  
checks completed

from 100+ countries



## Events

# Campus events foster global dialogues and debate

Social learning is fast and powerful. The Government AI Campus has delivered more than 30 skills-, knowledge- and connection-building events, both virtual and in-person. Topics have ranged from practical tools to ethics to prompt engineering to briefing leaders on building AI-ready governments. These lively and vibrant events have created a space for public servants and policymakers to meet, ask questions, raise concerns and learn from their global peers.

Over the last two years, these events reached 9,000 public servants and counting, through our network as well as partnerships with governments and organisations like the Western Cape Government, Scottish Government, World Bank and United Nations Global Pulse.

30+ events

9,000+ attendees

8.5/10 average 'value for time' rating by public servants

Through the AI Campus, public servants have gleaned insights from world-renowned experts. **Recent speakers include:**



**Anne Bouverot**

Special Envoy for the Summit on AI Action, Office of the President, France



**Jonathan Bright**

Former Head of AI for Public Services, The Alan Turing Institute



**Eva Maydell**

Member of the European Parliament and Former Rapporteur for the EU AI Act



**Dr Nicol Turner-Lee**

Director, Center for Technology Innovation, The Brookings Institution



**Marloes Pomp**

Vice President, European AI Forum



**Jennifer Pahlka**

Former public servant and author, *Recoding America*



**Clare Martorana**

Former Federal Chief Information Officer of the United States



**Yongyi Min**

Chief, SDG Monitoring Section, United Nations



**Gregor Irwin**

Director General, Economy, Scottish Government

## Community

# The AI Campus Community connects global peers for real-time learning

### What public servants say about the Apolitical AI in Government Community



*“Since joining the AI in Government Apolitical Community in 2023, it’s been an invaluable way to meet and stay connected with others working on government AI around the globe, and start building a real community of practice.”*

#### Andreas Varotsis

Former Head of Government Capability,  
No.10 Data Science (10DS) and Incubator for AI, United Kingdom

The speed at which AI is developing demands fast and frictionless learning. Our rapidly growing global community of practice brings together over 10,000 public servants to exchange learning with their peers. In under two years, public servants have used the community to share, problem-solve and collaborate.

The community spans a wide, global and influential network. What sets the AI in Government community apart is the profile of its members – nearly 25% of members are senior leaders and policymakers. **Top contributors include:**

- heads of AI and capability
- senior policy analysts
- clinical leads and
- policy-focussed academics at established universities

# 10,000+

public servants  
are engaging  
in the Campus’s virtual  
AI Community

from 

# 127

 countries

## Snapshots of the AI in Government Community

### Artificial intelligence for courts and lawyers

Hello everyone. I am implementing e-justice in Ukraine. We are currently investigating how artificial intelligence can solve the problem in courts regarding typical cases and detecting anomalies in the automatic allocation of cases to a judge. Please, share your experience of practical tools for using artificial intelligence for courts and lawyers

♥ 4 likes    💬 2 comments    🔗 ...

### Building together — using AI as a practice partner

Super excited to dive in with this community and build together the concept and uses for gen AI as a Practice Partner — moving beyond gen AI as a complement and substitute to strengthen teams and help them get ready for emergent futures. Would love to hear what folks are discovering and how they’re using it — and welcome reflections from the workshop as we explore and build together.

♥ 7 likes    💬 8 comments    🔗 ...



*“It’s helped me get a broader view and access other perspectives”*

**Almero Oosthuizen**

Clinical Service Improvement and Innovation Specialist,  
Western Cape Department of Health and Wellness, South Africa



## Identifying AI opportunities for South Africa’s public health system with the help of the AI Campus community

For Almero, it’s the Government AI Campus’s community of practice that has been most useful.

To him, AI isn’t a magic solution, but a powerful tool. That’s especially true in public health systems where resources are tight and clinicians want to spend more face-to-face time with patients and less time on administrative tasks.

With two decades of experience as an emergency medicine physician, Almero now leads clinical innovation and strategy for the Western Cape Department of Health in South Africa. His work is guided by a simple principle: create environments where people can do their best work — not despite the system, but because of it. That’s where AI comes in.

*“AI and automation have a major role to play, particularly... in developing economies like ours [South Africa] where we don’t have the luxury of having entire floors of administrative support personnel.”*

While South Africa is still in the early stages of public sector AI adoption, Almero is using it himself to analyse data and structure reports more quickly. He’s also focusing on local experimentation: trialling using AI to automate documentation and reduce admin burdens for teams.

So much work in government is context-specific. For this reason, the AI in Government Community has been valuable. It’s connected him to others facing similar challenges and helped him identify best practice.

*“The AI bundle [in the Government AI Campus] offered by Apolitical has helped me... get a broader view and access other perspectives, voices and people that have helped shape how I interact with my space.”*

The theme of people is an important one for Almero. For him, the future of AI in government isn’t just about technology, it’s about people and connecting with others.



## Deep dives

# A global showcase of thought leadership on government and AI

No technological transformation happens in a vacuum; systems do not change without people to lead that change. The [Government AI 100](#) is a curated list of public servants worldwide shaping the infrastructure of the future. It celebrates those pioneering AI strategy, delivery and capacity-building to drive long-term, systemic change.

The list fills a crucial gap by spotlighting leaders approaching AI as a whole-of-government opportunity — reimagining systems, services and policies. It acts as a shared reference point: sparking connections and showcasing diverse approaches to accelerate learning, replication and adaptation. Accompanying deep dive interviews go deeper, offering practical insight and inspiration to those facing similar challenges.

# 100

AI leaders in government

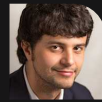
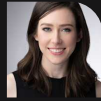
# 20

deep dive interviews with senior policymakers

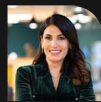
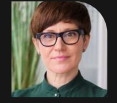
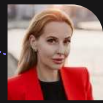
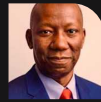


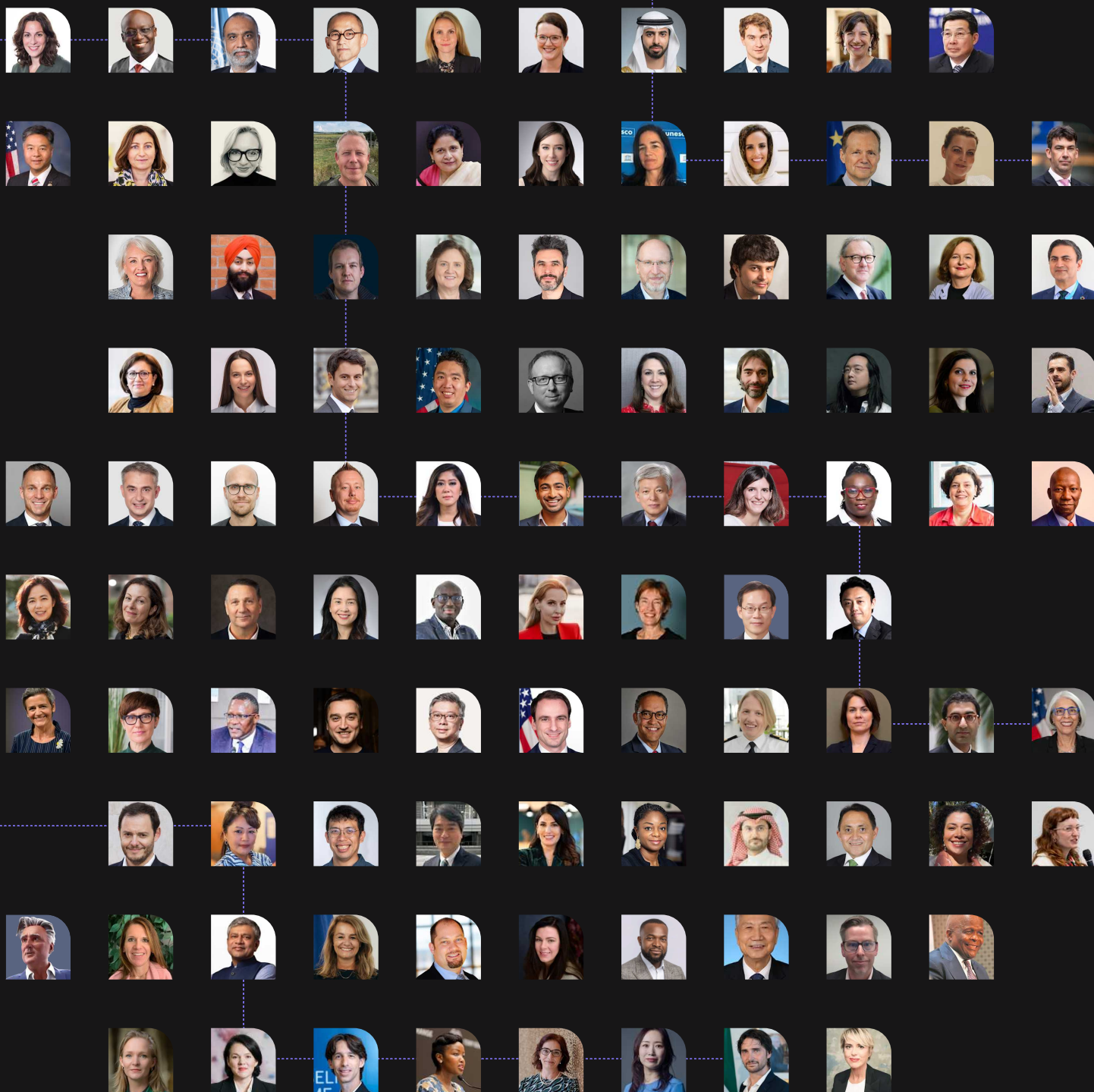
It's been an exciting journey over the last two years and the Government AI Campus continues to connect public servants and policymakers to learning, insights and their peers to become AI-ready.

100 AI leaders  
in government



# The Government AI 100





## 04 Stories of change

# How the Government AI Campus is delivering results

Two years on, the Government AI Campus is doing more than building skills. In the pages ahead, you'll hear the voices of public servants across the globe as they share how the Campus is shifting mindsets, driving innovation and helping governments harness AI where it matters most.



# It's shifting views and driving behaviour change

Hear from Edward Kipkalya, as he shares how the Government AI Campus is transforming mindsets and inspiring transformation in Kenya.

## VOICES FROM THE AI CAMPUS #6

COURSES | KENYA 



*“It’s a game changer — at least half of the public servants I was engaging changed their perspective”*

### Edward Kipkalya

Strategic Initiatives and Partnerships Officer,  
Emerging Leaders Foundation – Africa, Kenya

## Reshaping the AI conversation with a new generation of public servants in Kenya

In his role at the Emerging Leaders Foundation — Africa, Edward has spent the last seven years helping young public servants build agency, skills and influence across civic and economic life. Edward sees the next generation as powerful catalysts for innovation and change, especially when equipped with the right skills, values, networks and opportunities to lead in governance and technology.

Edward has a background in software engineering and nearly a decade of experience with emerging technologies. But it was the Government AI Campus *AI Fundamentals for Public Servants* course that helped him bridge the gap between technical knowledge and public sector application. The online course covers how AI works, its capabilities, risks, regulations and how a human-centred approach can help governments use it ethically.

*“It really helped me deepen my understanding of AI despite already having a technical background. It also helped me navigate the*

*complexities of adopting this emerging technology within the bureaucratic structure of the public sector.”*

Taking the course sparked change beyond Edward. He hosted sessions to share his learnings with young public servants, many of whom entered fearful of AI taking over their roles. By the end, 40% had shifted their view — now seeing AI as a tool for job creation and smarter services. The AI Campus course's combination of real-world case studies, interactive content and frameworks helped accelerate this mindset shift and turn ideas into action.

For Edward, AI is also about leadership and inclusion. It's about ensuring African countries aren't just consumers of new technologies, but designers of their future. He shares,

*“The Campus changed the way I work. It’s a game changer.”*

# It's unlocking innovation in government

The AI Campus is sparking innovation across government. Cameron King speaks to the ways it's facilitating collaboration and inspiring new solutions in the Royal Borough of Kingston upon Thames Council in the United Kingdom.

## VOICES FROM THE AI CAMPUS #7

COMMUNITY | UNITED KINGDOM 



*"The AI Campus Community has inspired me to be more innovative"*

### Cameron King

Skills and Employment Programme Lead,  
Royal Borough of Kingston upon Thames Council, United Kingdom

## The power of peer-to-peer communities

Cameron is the Skills and Employment Programme Lead at Royal Borough of Kingston upon Thames Council, one of London's smallest boroughs — where there's limited funding and no statutory jobs brokerage, the kind of government-backed service that connects job seekers with employers and ensures consistent access to employment support.

For Cameron, the 'AI in Government' virtual community of practice on the Government AI Campus has been particularly influential. What started as a curiosity quickly became a trusted resource — and a springboard for new opportunities.

*"Since I joined the Apolitical AI [in government] Community, I have also joined the Local Government Association and Mayor of London's (GLA) AI networking groups...which came*

*from that. Sometimes when you join webinars or read pieces of documents, you think, "Why am I doing this, do I have the time etc.?"*

*Sometimes you have to "kiss a few frogs" before you get the nuggets of gold. By engaging with the Apolitical resources, it has opened up a wider world of like-minded colleagues."*

Cameron uses the AI in Government community to connect with others, validate his ideas and share them, often referring colleagues there as a starting point.

“

*What I like about the Apolitical articles, resources and the community — it's like the old adage: it's not knowing everything, but knowing where to find it.”*

For him, the AI Campus is a source of practical guidance and inspiration, making it easier to innovate by building on others' experiences.

The spirit of driving participation in existing programmes or resources or adapting for local needs runs through Cameron's work. In partnership with Accenture UK & Ireland and Stay Nimble career coaching, his team launched [Ask Nim](#) — a public-facing AI careers assistant that is available 24/7 and supports conversations in any language, ensuring residents from all backgrounds can easily find local services and guidance. This tool enhances the support provided by Kingston Employment and Skills Partners, and other community groups and charities. This service adds value to existing support services rather than replacing them.

Ask Nim is already being used by around 40 people per day, and is also supporting frontline colleagues.

Cameron is now contributing to AI working groups like the UK's Institute of Employment Professionals and showcasing local innovations through platforms like the London Office of Technology and Innovation (LOTI), which is the Mayor of London's local government collaborative innovation team, and the Local Government Association (LGA).

All along, the community has been a reminder that he's not on his AI journey alone.



How the AI Campus is delivering results

# It's helped 4,000+ public servants assess and benchmark their AI readiness

Over 4,000 public servants from more than 100 countries have taken the AI Readiness Check. That's 4,000 public servants who have assessed their individual or organisational AI readiness and explored the steps they can take to build capability.

Governments are looking to build on the AI Readiness Check (ARC) to structure and guide their preparations to become AI-ready at scale.

The World Bank is using the AI Readiness Check's competency statements as part of a joint project with the European Commission to develop a digital competency framework for Romania's civil servants, and the Western Cape Government in South Africa is exploring using the AI Readiness Check to scale readiness assessments for their broader teams.

apolitical

Government AI  
C A M P U S

## AI Readiness Check

A simple, 6-minute assessment with individualised feedback to help public servants at all levels prepare for AI in government.

START

Across the AI Campus Community and LinkedIn, public servants have been sharing the AI Readiness Check's impact.



What public servants say about the AI Readiness Check

*"A game-changer for public service."*

*"...Very insightful... I've shared it widely."*

Hear from Daniel Rosero as he shares how the AI Readiness Check is preparing his government training team for AI readiness.

VOICES FROM THE AI CAMPUS #8

AI READINESS CHECK | PHILIPPINES 



*“We needed to strengthen ourselves first before we could support others”*

**Daniel Rosero**

Associate Project Officer,  
Development Academy of the Philippines

## How the AI Readiness Check helped this government training team get AI-ready

It's the AI Readiness Check (ARC) — a Government AI Campus tool designed to help public servants assess, track and develop AI capabilities and readiness — that Daniel Rosero is most excited about.

He and his team are already using the tool. They work at the Development Academy of the Philippines, where Daniel leads capacity-building projects aimed at transforming how local government units use data and digital tools.

For Daniel, ARC is more than just a personal skills diagnostic; it's a shared tool for organisational reflection and planning, helping identify gaps in AI readiness and shape strategies for improvement.

*“We realised we needed to strengthen ourselves first before we could support others. It's helping us create a healthier environment for AI and data governance.”*

Daniel is now working to embed these new insights about AI readiness across his team. He's also exploring how tools like ARC could support broader institutional training strategies on AI skills.

Before Daniel discovered ARC, a government official from his workplace recommended he enrol on the *AI Fundamentals for Public Servants* course. This online course explains how AI works, the opportunities it presents, its key risks and regulations and how governments can apply a human-centred approach.

As Daniel sees it, meaningful AI transformation begins not with flashy technology, but with the fundamentals of data governance. The AI Campus course sharpened his focus on data as the foundation for meaningful AI progress, and gave him new ways to put his ideas into practice. The course's emphasis on responsible AI adoption, selecting the right use cases and applying AI thoughtfully in government decision-making also stood out.

Hearing directly from experts in the course was particularly helpful. Their expertise gave Daniel the confidence to engage his colleagues in meaningful conversations about AI's value, and the language to make concepts relatable.



# It's catalysing a worldwide wave of AI learning in government

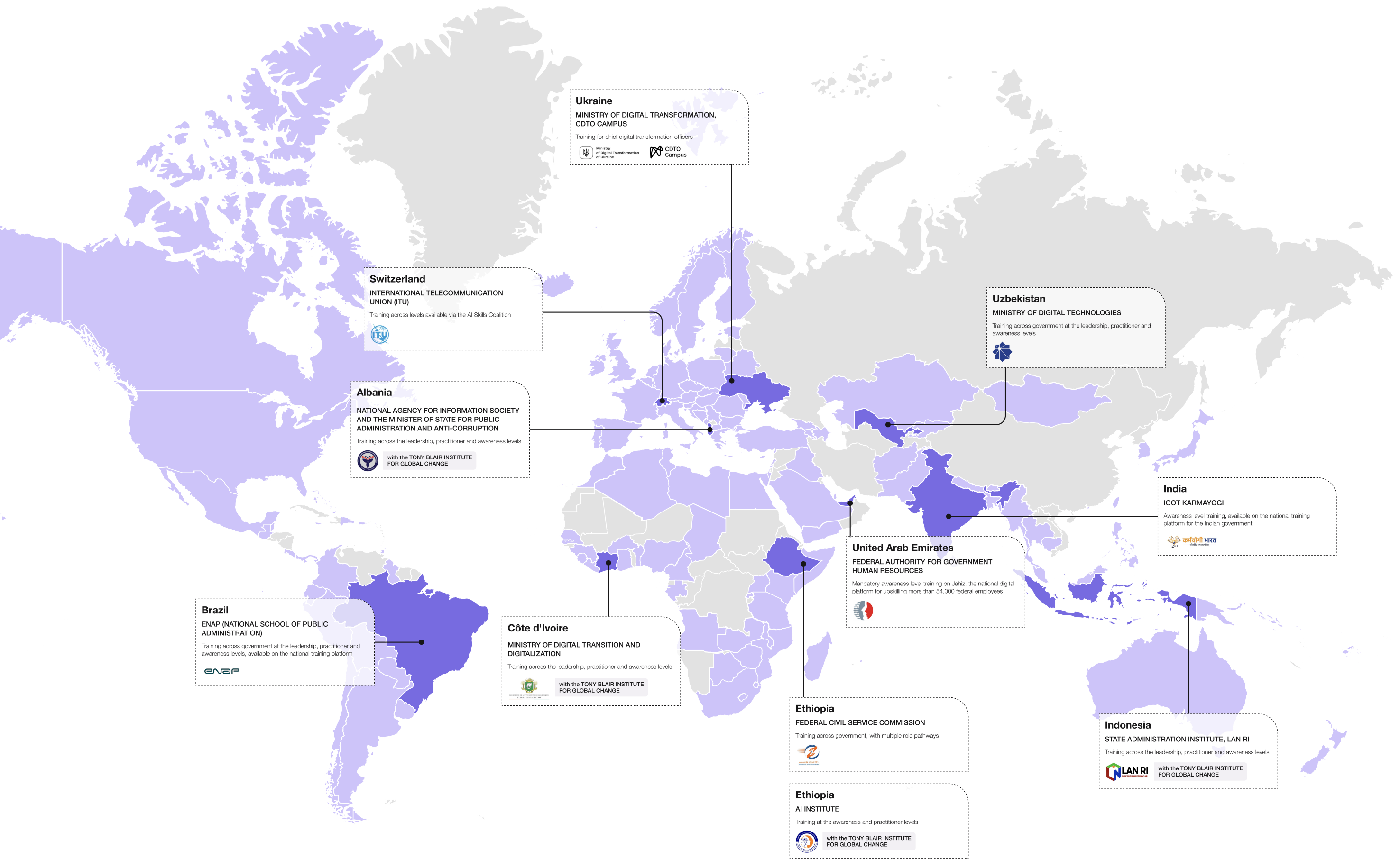
Public servants from **150 countries** are engaging with the AI Campus.

From the Gulf region to Africa, North America to South America, and the Balkans to Southeast Asia, the Campus is supporting public servants worldwide to learn, lead and prepare for an age of AI. The movement also includes key UN agencies and multilaterals, all working together to shape a future-ready public sector.

All AI Campus online courses, the Building the AI-Ready Government Framework, and top articles are available in 11 different languages: Arabic, Bahasa Indonesian, English, French, German, Italian, Japanese, Korean, Polish, Portuguese and Spanish. Sign-up and customer support are also accessible in each language.



Explore the map on the next page to see where the AI Campus is being used by individual public servants, as well as a selection of official government partners.



- AI Campus individual users
- AI Campus official partners

Read on to hear some of the public servant voices behind these global partnerships.

Patrícia Baldez Américo Minervino shares more about Brazil's federal Innovation Laboratory for Artificial Intelligence's partnership with the Campus to prepare public servants for the age of AI.

#### VOICES FROM THE AI CAMPUS #9

PARTNERSHIP | BRAZIL 



*“Together we will shape the future of public service”*

#### Patrícia Baldez Américo Minervino

General Coordinator,  
Artificial Intelligence Innovation Laboratory,  
Escola Nacional de Administração Pública (ENAP), Brazil

### Getting Brazil's public servants AI-ready

***“LIIA is thrilled to partner with Apolitical in bringing cutting-edge AI training to Brazilian public servants. This collaboration reflects our shared commitment to ethical, safe and future-driven innovation. By customising and hosting the Apolitical AI Campus courses, ENAP empowers the Brazilian workforce to harness AI's potential responsibly. Heartfelt thanks to Apolitical for their openness and dedication to that path we are just begging to cross through. Together, we can go further and faster. Together, we will shape the future of public service. And it is [going to be] a great one.”***

Patrícia Baldez Américo Minervino

Apolitical has joined forces with Brazil's newly established federal Innovation Laboratory for Artificial Intelligence (LIIA) to deliver a game-changing initiative for the country's public sector. This powerful collaboration builds on Apolitical's longstanding relationship with the Escola Nacional de Administração Pública (ENAP) — Brazil's National School of Public Administration — and its innovation hub, GNova.

Together, Apolitical and LIIA are adapting a suite of Government AI Campus courses tailored to the Brazilian public sector and translated into Portuguese. The training will be made available over the coming months to public servants on EV.G, the government's online learning platform, which is accessible to the whole of the public sector in Brazil. A new course on the intersection of AI and climate, powered by content from Stanford Online, will launch at ENAP's annual Semana de Inovação (Innovation Week) in September 2025. The course includes lectures and educational content from faculty and instructors in the Stanford Doerr School of Sustainability.

As Brazil expands its AI capabilities, this partnership ensures public servants have access to ethical, inclusive and practical AI training, laying the foundation for responsible innovation across the government.



Valeriya Ionan and Galyna Pustova reflect on the impact a partnership with the Government AI Campus is having on a generation of new digital leaders in Ukraine.

## VOICES FROM THE AI CAMPUS #10

PARTNERSHIP | UKRAINE 

*“We’re preparing Ukraine’s digital leaders to adopt AI ethically and strategically”*



**Valeriya Ionan**

**Former Wartime Deputy Minister (2019-2025)**  
Advisor to the Deputy Prime Minister —  
Minister of Digital Transformation of Ukraine on  
Innovation, Digitalisation and Global Partnerships



**Galyna Pustova**

**CEO**  
Chief Digital Transformation  
Officer (CDTO) Campus,  
Ukraine

## A new generation drives transformation in Ukraine’s public services

Ukraine has confidently declared its vision to become the most digital nation in the world. In 2020, it became one of the first countries to introduce the position of Chief Digital Transformation Officer (CDTO) — leaders driving digital change across the country.

Five years later, there are over 60 CDTOs and 1200 Digital Leaders. They serve not only a technical role, but as digital ambassadors too, responsible for implementing digital solutions in their respective institutions.

*“Apolitical has become a trusted partner of CDTO Campus in its ambitious mission. Together, we successfully delivered a program with the Government AI Campus, and Apolitical also granted 200 free platform access licenses to CDTO Campus participants. This partnership helps us equip digital leaders with the global knowledge and tools they need to transform public services and shape the future of digital governance in Ukraine.”*

**Valeriya Ionan**

Ukraine’s Ministry of Digital Transformation established the CDTO Campus with the goal to prepare a new generation of digital leaders.

Today, the Government AI Campus is a trusted partner of the CDTO Campus, helping to equip CDTOs with the knowledge, tools and skills they need to drive digital transformation and AI innovation.

*“Our partnership with the Government AI Campus has significantly enhanced the learning experience at CDTO Campus. With access to high-quality resources like the Understand How AI Impacts You and Your Government course, the AI Readiness Check tool and expert-led publications, we are preparing Ukraine’s digital leaders to adopt AI ethically and strategically. These materials empower them to drive innovation, improve public services and accelerate the country’s digital transformation.”*

**Galyna Pustova**





## 05 Horizons

# What's next on the Government AI Campus

In two years, the Government AI Campus has already become a trusted global hub for AI excellence in government. 100,000 public servants have engaged with the Campus across the globe, from its online courses and tools to its peer-to-peer community and masterclasses with international experts. With resources available in 11 languages, the Campus is making its mark — but there's more to come.

As AI becomes more embedded in the public sector, public servants are starting to mobilise toward whole-of-government transformation — preparing their organisations to use AI at scale to deliver better outcomes.

Many public servants are eager to see where AI fits into their work, master its use, transform workflows and reimagine their roles and teams.

That means building new skills like prompt engineering and making confident, context-specific decisions about when and how to use AI. It also means deepening the human strengths that matter now more than ever — like critical thinking and creativity.

The Government AI Campus will evolve in tandem — growing with the field and ensuring public servants are equipped not just to respond to change, but to lead it.

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## Expand delivery of learning, skills and connections

We will launch three new courses covering urgent topics — AI and climate, core AI skills and AI and procurement — and provide customised delivery for government partners across Campus training formats. That will include contextualised case studies, links to government frameworks, bespoke events and more.

You'll also see regular virtual events with leading experts, shaped by questions and themes raised by the AI Campus community, and a new framework for public servants to support their AI readiness journey, complementing the popularity of the AI Readiness Check.

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## Grow our reach

We'll continue to roll out translation across all Campus courses. By the end of 2025, seven Campus courses will be available in 11 languages: Arabic, Bahasa Indonesian, English, French, German, Italian, Japanese, Korean, Polish, Portuguese and Spanish.

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## Deliver data and insights

We will publish topical briefings offering timely insights for government leaders. You'll also hear from us at AI Campus events at leading international conferences.

As more governments and ministries partner with the AI Campus, its resources will be further enriched with case studies and insights that give real examples of best practice and application — and with learnings to help others advance or begin their AI journey.

Join the global movement  
to become AI-ready today



If your government is inspired by the momentum and commitment of public servants and governments becoming AI-ready at scale, we invite you to join us. The AI Campus is free for all public servants and accessible in 11 languages, providing global access to cutting-edge AI training for the public sector. To explore the resources, visit the AI Campus home page by scanning the QR code.

If you are interested in offering the Campus to a group at scale within your government, the Apolitical team would also be happy to discuss customisation of the curriculum and learning journey. Please get in touch: [partnerships@apolitical.co](mailto:partnerships@apolitical.co)



## About Apolitical

Apolitical was founded in 2015 with a singular mission: to make governments smarter to deliver better for people and the planet. Today, Apolitical is the world's largest online platform for government. More than 270,000 verified public servants across 170 countries use Apolitical to learn, share best practices and solve common challenges. Our reach extends to millions more through deep partnerships with governments and institutions.

Public servants use Apolitical to:

- Learn from peers and global experts
- Upskill on key priorities via online courses and events
- Boost productivity with AI-powered tools and timely insights

Government departments partner with Apolitical to:

- Transform workforce effectiveness with our workforce planning and insights platform
- Scale agile, high-impact training that strengthens skills, culture and collaboration

Our tools and learning experiences are co-designed with governments and leading institutions — including the University of Oxford, the London School of Economics and Political Science and Georgetown University — to deliver measurable outcomes. Our courses and learning experiences are open to individual public servants and delivered in partnership with governments at the national and subnational levels, including the UK, UAE, Brazil and India.

Apolitical is a trusted partner for building future-ready, AI-enabled governments. We focus on mission-critical areas: AI and digital transformation, energy and climate, and core human capabilities like leadership and communication. We also collaborate with philanthropic foundations and mission-aligned companies that support effective governance.

# apolitical

