



REPORT

Workshop 1

Creating an Enabling Environment for Public Sector Innovation

23-24 June 2025

Focus and Aim of the Workshop

Organized by the Division for Public Institutions and Digital Government (DPIDG), this workshop explored how innovation in the public sector can be better supported by addressing common challenges faced by both institutions and public servants. From high-level structural issues to the day-to-day realities of public service, the sessions focused on practical strategies to build environments where innovation can take root and thrive.

Participants engaged in discussions on key enablers of change, including leadership, institutional design, sustainable funding, and legal frameworks. The workshop also highlighted the important role of public servants as drivers of innovation, emphasizing skill development, collaboration, and approaches to overcoming resistance and institutional constraints.

Context

Governments today face complex and evolving challenges, from improving service delivery and policy effectiveness to constrained budgets, shifting societal demands, and the need for greater transparency and accountability. To address these challenges, public sector innovation is increasingly recognized as a critical driver of effective governance, enabling governments to respond to individualized services, technological advancements, and economic challenges.

Governments can accelerate progress on the Sustainable Development Goals (SDGs) in the next five years by embedding innovation in governance structures and processes. In an era where citizens demand more efficient, transparent, and accessible public services, fostering an environment that supports innovation within the public sector is becoming essential - not just in adopting new technologies but in rethinking processes, public service delivery models, and organizational culture and working methods to enhance efficiency, responsiveness, and effectiveness.

However, unlike the private sector, where market forces naturally incentivize innovation, fostering innovation within government institutions can be challenging, often butting up against high levels of bureaucracy, rigid legal and regulatory frameworks, an aversion to risk, and siloed structures and working methods that can discourage transformative change.

This workshop examined key enablers of innovation, such as strong leadership that champions change, institutional structures and human resources policies and practices that support collaboration and agility, and sustainable funding mechanisms that allow for experimentation and scaling of innovative solutions. Additionally, conducive legal and regulatory frameworks that encourage flexibility while maintaining accountability and risk management were discussed. By focusing on the broader systemic conditions that enable public sector innovation, the workshop helped participants move beyond individual initiatives and toward creating institutions that are more agile, inclusive, and responsive.

Workshop structure



This workshop was composed of five thematic sessions and a concluding and recommendation session. Each session included group discussions, offering participants an interactive platform to share insights and experiences.

Session 1: Understanding public sector

innovation

This session provided an overview of the workshop by looking at the current state of innovation in government, emerging trends and developments shaping the field.

Session 2: Leadership for public sector innovation

Leadership plays a crucial role in driving and sustaining innovation in the public sector. Effective leaders set a vision for change, foster a culture of experimentation, and empower teams to think creatively while managing risks. This session explored the key leadership skills and strategies for enabling innovation, overcoming resistance to change, and building cross-sector collaborations.

Session 3: Legal and regulatory framework and strategies for public sector innovation

This session explored how legal and regulatory frameworks and innovation strategies can foster innovation in the public sector. While regulations are essential in ensuring accountability and transparency, they must also be adaptable to encourage experimentation. Additionally, the session explored the impact of innovation policies and strategies in driving public sector innovation.

Session 4: Institutional setup for public sector innovation

An institutional structure is important for fostering innovation in the public sector by providing the necessary framework, resources and support mechanisms. This includes dedicated innovation labs or dedicated units and cross-sector collaboration platforms. Sustainable funding and resource allocation are essential to support experimentation and scaling up successful initiatives.

Session 5: Public servants as agents of change for public sector innovation

Public servants play a crucial role as agents of change in driving innovation within government institutions. Their ability to embrace new ideas, challenge traditional processes, and collaborate across sectors is essential for creating more efficient, citizen-centered public services. Furthermore, building a workforce that fosters innovation requires strategic recruitment, continuous skills development, and clear career pathways that reward creativity and problem-solving. Governments must attract and retain talents with needed expertise while upskilling existing employees to adapt to emerging challenges. By empowering public servants and equipping them with the tools to innovate, governments can enhance service delivery, improve responsiveness, and build a culture of continuous improvement.

Session 1: Understanding public sector innovation

Summary and Main Outcomes

Focus of session: *This session set the stage for the workshop by examining the current landscape of innovation in government, alongside key trends and developments shaping the field. It explored what public sector innovation means, how it differs from innovation in the private sector, and why it is increasingly important in today's governance context.*



Facilitator/moderator: Ms. Victoria Kim, Programme Management Officer, UN Department of Economic and Social Affairs (UN DESA)

Presenters:

- Ms. Victoria Kim, Programme Management Officer, UN DESA
- Mr. Derek Alton, Community Engagement Lead, Apolitical
- Ms. Robyn Bennett, Advisor, Creative Bureaucracy Festival

Summary of Presentations

- This session introduced the core concepts of public sector innovation and featured the presentation of the *Trends Report on Public Service Innovation*. The report outlined how innovation can boost efficiency, enhance service delivery, and enable more informed decision-making, emphasizing the need for strong leadership, clear strategies, effective governance, and systems adapted to each country's contexts.
- Participants took part in a role-playing exercise built around fictional scenarios inspired by real-world public service challenges. Working from mixed-perspective personas, each group negotiated innovation plans while examining how early innovation can be enabled or hindered by internal as well as external systems. The exercise incorporated a "Disruption Dice" element, introducing sudden and unexpected elements such as natural disasters and a change in government, requiring teams to adapt their strategies in real time. Groups then presented their solutions, sharing key takeaways and lessons learned from the exercise.

Session 2: Leadership for Public Sector Innovation



Summary and Main Outcomes

Focus of session: *This session explored the pivotal role of leadership in enabling and sustaining innovation within the public sector. It examined how leaders can foster a culture of experimentation, empower teams, manage risk, and drive collaboration across sectors to support innovation efforts.*

Facilitator/moderator: Ms. Melanie Prud'homme, Associate Governance and Public Administration Officer, UN DESA

Presenters:

- Mr. Yung-Suh Park, Director General, International Administrative Cooperation Bureau, Ministry of Interior and Safety, Republic of Korea
- Ms. Dilfuza Aniyozova, Public Health Specialist, Agency for Strategic Reforms, Office of the President of the Republic of Uzbekistan
- Mr. Giulio Quaggiotto, Innovation Advisor, Prime Minister's Office, United Arab Emirates
- Mr. Masse Lo, Executive Advisor, Institute of Leadership for Development (ildp-Afrique), Senegal

Summary of Presentations

- This session focused on the role of leadership and strategic foresight in driving meaningful innovation within the public sector. As the public workforce evolves with the rise of younger generations, there is growing pressure to rethink traditional structures, including human resources, evaluation systems, and organizational culture. Effective leadership for innovation requires a mix of vision, adaptability, empowerment, and systems thinking. Presenters emphasized that while funding remains important, leadership and foresight are critical to advancing long-term development goals.
- Additional insights explored the changing nature of public sector leadership, underscoring the need to shift from quick wins and rigid metrics to mission-oriented, inclusive, and psychologically safe environments that allow innovation to take root. Speakers called for leaders who are not only visionary but also willing to support experimentation, embrace uncertainty, and build cultures of shared ownership and trust.

Session 3: Legal and Regulatory Framework and Strategies for Public Sector Innovation



Summary and Main Outcomes

Focus of session: *This session examined how legal and regulatory frameworks, along with innovation strategies, can either support or hinder public sector innovation. It explored how rules and policies can be designed to ensure accountability while enabling experimentation, adaptability, and alignment with national development goals.*

Facilitator/moderator: Ms. Melanie Prud'homme, Associate Governance and Public Administration Officer, UN DESA

Presenters:

- Ms. Piret Tõnurist, Senior Programme Manager, Innovation Governance and Missions, Organization for Economic Cooperation and Development (OECD)
- Ms. Ketevan Sarajishvili, Head of the International Relations and Legal Cooperation Department at the Ministry of Justice, Georgia
- Ms. Diane Gail Maharjan, Director of Innovation Staff, Department of Economy, Planning and Development, Philippines

Summary of Presentations

- This session examined how public sector innovation has increasingly been integrated into systems of governance through formal strategies, legal frameworks, and institutional structures. Innovation is becoming more structured, with many administrations embedding it into reform efforts and broader strategic planning. Although approaches differ across governance models, there is a common trend toward using innovation strategies and monitoring tools across various levels of government and administration.
- The discussion also highlighted the importance of legal and regulatory frameworks that support innovation while ensuring accountability and transparency. Flexible and responsive legal structures, along with mechanisms for data-informed regulation and stakeholder input, were identified as key enablers for aligning innovation with broader policy objectives and public needs.

Session 4: Institutional Setup for Public Sector Innovation

Summary and Main Outcomes

Focus of session: *This session focused on how institutional structures, resources, and dedicated mechanisms—such as innovation labs and cross-sector platforms—can create the necessary conditions for innovation to take place and scale. It examined sustainable funding models that support long-term innovation efforts.*



Facilitator/moderator: Ms. Victoria Kim, Programme Management Officer, UN DESA

Presenters:

- Ms. Aziza Umarova, Head of Delivery Unit, Agency for Strategic Reforms, Office of the President of the Republic of Uzbekistan
- Ms. Luana Faria, Head of La-Bora! Gov-Innovation Lab, Ministry of Public Management and Innovation, Brazil
- Ms. Fatma Almusallami, Deputy Director, Government Accelerators, United Arab Emirates
- Ms. Alejandra Rodas Gaiter, Subsecretary of Institutional Strengthening, Mayor's Office of Bogotá, Colombia

Summary of Presentations

- The speakers emphasized that public sector innovation thrived when built on trust, collaboration, data-informed decision making, and a culture of shared ownership that empowered stakeholders at all levels. They highlighted the importance of breaking down institutional silos, fostering inclusive partnerships, and creating environments that prioritized psychological safety. Building trust through transparent data governance, accountable practices, and meaningful stakeholder engagement was highlighted as critical to sustaining innovation. However, sustainable transformation, they noted, depended not only on the use of technology and evidence-based approaches but also on integrating these with cultural change. Building trust, encouraging innovation, and recognizing the role of public servants and communities as active partners were seen as essential to delivering more effective and equitable public services.

Session 5: Public Servants as Agents of Change for Public Sector Innovation



Summary and Main Outcomes

Focus of session: *This session highlighted the role of public servants in driving innovation from within institutions. It explored how to build innovation capacity through skills development, career pathways, and organizational support, while addressing barriers that limit creativity and cross-sector collaboration.*

Facilitator/moderator: Mr. David Le Blanc, Chief of Branch, UN DESA

Presenters:

- Mr. Patrick Duong, Global Lead, Governance for Public Goods and Services, Bureau of Policy and Programme Support, United Nations Development Programme (UNDP)
- Ms. Julie Muia, Program Officer, African Association of Public Administration and Management (AAPAM), Kenya
- Ms. Natalia Teles da Mota, Deputy President, National School of Public Administration (ENAP), Brazil
- Ms. Pham Thi Quynh Hoa, Acting Director of Science Management and International Cooperation Department, Academy of Public Administration and Governance, Viet Nam

Summary of Presentations

- This session focused on the importance of empowering public servants to actively drive innovation within government. Speakers emphasized the need to equip civil servants with the skills, tools, and institutional support required to identify challenges and co-develop solutions, recognizing their unique connection to both systems and communities. They noted that innovation was most effective when supported by strong leadership, inclusive policy frameworks, citizen engagement, and digital tools.
- To sustain innovation, speakers underscored the need for public institutions to foster key competencies such as digital literacy and change management, while also establishing supportive structures like mentorship, cross-functional collaboration, and safe spaces for experimentation. The session reinforced that public servants at all levels could act as agents of change when working within a culture that encouraged creativity, collaboration, and continuous learning.

Conclusion and key messages

The workshop highlighted that meaningful public sector innovation depends on being purpose-driven, inclusive, and grounded in trust. Speakers emphasized the importance of empowering public servants with the skills, tools, and support needed to co-create solutions and lead change from within. Innovation was seen as most effective when embedded in supportive institutional frameworks, guided by strong leadership, and reinforced by collaboration across sectors and stakeholders. Sustainable progress requires not only technical tools and data but also cultural change, flexible strategies, and environments that encourage experimentation, continuous learning, and shared ownership at all levels of government.

Workshop Key Messages:

1. Public sector innovation improves efficiency, enhances service delivery, and supports more informed decision-making through various tools and approaches, including but not limited to technology and data.
2. Public sector innovation should be purpose-driven, inclusive, and built on trust. Innovation works best when it is focused on meaningful outcomes, supported by trust, and shaped through inclusive collaboration.
3. Innovation must be contextualized, it is not about novelty—it must be grounded in clear outcomes that respond to local realities. Whether improving service efficiency, rebuilding trust, or addressing structural inequalities, the question is always: Innovation for what?
4. A clear and ambitious national strategy, backed by strong leadership and robust governance, can transform isolated innovation efforts into lasting, system-wide change in the public sector.
5. Public sector innovation is changing – so should leadership: innovation has a direction, not only speed. The imperative of the moment is for leaders to offer an alternative to the “chainsaw/efficiency” narrative.
6. Effective innovation requires strong leadership, clear strategies, robust governance and appropriate funding, supported by aligned culture, legal frameworks, and enabling infrastructure tailored to national or local contexts.
7. Clear strategies and flexible systems support effective innovation. Strong legal frameworks, responsive policies, and open feedback systems help scale innovation and keep it relevant in changing conditions.
8. Partnerships and citizen engagement are critical to ensure public sector innovation is relevant, co-created, and sustainable.
9. Building innovation capacity for public servants requires developing the right skills supported by continuous training and career development.

10. Empowering public servants is key to lasting innovation. When civil servants have the skills, tools, and support to lead change, they help create a culture of creativity, problem solving, and continuous learning.



Annex I: Workshop Agenda

Day 1: 23 June 2025

Time	Session
14:00 – 14:15	Welcome and Introduction
14:15 – 16:00	<p><u>Session I:</u> Understanding Public Sector Innovation</p> <ul style="list-style-type: none"> • Ms. Victoria Kim, Programme Management Officer, UN DESA • Mr. Derek Alton, Community Engagement Lead, Apolitical • Ms. Robyn Bennett, Advisor, Creative Bureaucracy Festival <p>Moderator: Ms. Victoria Kim, Programme Management Officer, UN DESA</p> <p>Interactive Exercise</p> <p>Wrap-up by Moderator</p>
16:00 – 16:15	Coffee Break
16:15 – 17:30	<p><u>Session II:</u> Leadership for Public Sector Innovation</p> <ul style="list-style-type: none"> • Mr. Yung-Suh Park, Director General, International Administrative Cooperation Bureau, Ministry of Interior and Safety, Republic of Korea • Ms. Dilfuza Aniyozova, Public Health Specialist, Agency for Strategic Reforms, Office of the President of the Republic of Uzbekistan • Mr. Giulio Quaggiotto, Innovation Advisor, Prime Minister’s Office, United Arab Emirates • Mr. Masse Lo, Executive Advisor, Institute of Leadership for Development (ildp-Afrique), Senegal <p>Moderator: Ms. Melanie Prud’homme, Associate Governance and Public Administration Officer, UN DESA</p> <p>Q&A</p> <p>Wrap-up by Moderator</p>

Day 2: 24 June 2025

Time	
10:00 – 11:00	<p><u>Session III: Legal, Regulatory Framework and Strategies for Public Sector Innovation</u></p> <ul style="list-style-type: none"> • Ms. Piret Tõnurist, Senior Programme Manager, Innovation Governance and Missions, Organization for Economic Cooperation and Development (OECD) • Ms. Ketevan Sarajishvili, Head of the International Relations and Legal Cooperation Department at the Ministry of Justice, Georgia • Ms. Diane Gail Maharjan, Director of Innovation Staff, Department of Economy, Planning and Development, Philippines <p>Moderator: Ms. Melanie Prud'homme, Associate Governance and Public Administration Officer, UN DESA</p> <p>Q&A</p> <p>Wrap-up by Moderator</p>
11:00 – 11:15	Coffee Break
11:15 – 13:00	<p><u>Session IV: Institutional Setup for Public Sector Innovation</u></p> <ul style="list-style-type: none"> • Ms. Aziza Umarova, Head of Delivery Unit, Agency for Strategic Reforms, Office of the President of the Republic of Uzbekistan • Ms. Luana Faria, Head of La-Bora! Gov-Innovation Lab, Ministry of Public Management and Innovation, Brazil • Ms. Fatma Almusallami, Deputy Director, Government Accelerators, United Arab Emirates • Ms. Alejandra Rodas Gaiter, Subsecretary of Institutional Strengthening, Mayor's Office of Bogotá, Colombia <p>Moderator: Ms. Victoria Kim, Programme Management Officer, UN DESA</p> <p>Q&A</p> <p>Wrap-up by Moderator</p>
13:00 – 14:00	Lunch
14:15 – 15:30	<u>Session V: Public Servants as Agents of Change for Public Sector Innovation</u>

	<ul style="list-style-type: none"> • Mr. Patrick Duong, Global Lead, Governance for Public Goods and Services, Bureau of Policy and Programme Support, United Nations Development Programme (UNDP) • Ms. Julie Muia, Program Officer, African Association of Public Administration and Management (AAPAM), Kenya • Ms. Natalia Teles da Mota, Deputy President, National School of Public Administration (ENAP), Brazil • Ms. Pham Thi Quynh Hoa, Acting Director of Science Management and International Cooperation Department, Academy of Public Administration and Governance, Viet Nam <p>Moderator: Mr. David Le Blanc, Chief, UN DESA</p> <p>Q&A</p> <p>Wrap-up by Moderator</p>
15:30 – 16:00	<p><u>Session VI: Conclusion and Recommendations</u></p> <p>Wrap up and Summary from Rapporteur:</p> <p>Ms. Luana Faria, Head of La-Bora! Gov-Innovation Lab, Ministry of Public Management and Innovation, Brazil</p>
	Close of Workshop

Annex II: Speakers and Moderators



Ms. Fatma Almusallami, Deputy Director, Government Accelerators, UAE

Fatma Al Musallami is the Deputy Director of the Government Accelerators Center at the UAE Prime Minister's Office, where she supports strategic initiatives to accelerate government performance and agility.

From 2018 to 2024, she served as Strategic & Projects Director at Special Olympics UAE, playing a key role in inclusive program development. She was a member of the People of Determination Advisory Council at the Ministry of Community Development.

Fatma previously held leadership roles at the Knowledge and Human Development Authority, the Culture and Media Office of the Crown Prince of Dubai, and the Office of Sheikh Majid bin Mohammed Al Maktoum. She was also Editor-in-Chief of *Thooq* Magazine and Chair of the Zayed University Alumni Council.

She holds an MBA from the Canadian University in Dubai and a bachelor's degree in Business Management with a minor in Media and communication sciences from Zayed University. She is also a graduate of the Advanced Media Training Program in 2022



Mr. Derek Alton, Community Engagement Lead, Apolitical

Derek Alton is the Community Engagement Lead at Apolitical, the global social learning platform for public servants. In this role, he helps bring together communities of practice around the world, connecting public servants with the individuals and ideas they need to build 21st-century governments that work better for people and the planet.

A passionate advocate for “open-sourcing government,” Derek’s work sits at the intersection of open government policy and digital government transformation. He believes that modern governance should be both transparent and participatory — a shift that requires not only new tools but a new culture of collaboration inside and outside government.

Before joining Apolitical, Derek spent five years on the front lines of digital transformation with the Government of Canada. His career spans grassroots community engagement, national public consultation projects, and cross-jurisdictional collaboration. He draws on academic grounding in behavioural economics, social innovation, and systems thinking to explore how change happens.

Beyond Apolitical, Derek is a social change entrepreneur and movement builder. He co-founded Civic Tech Ottawa and the Canadian Open Data Society, and continues to support global networks of practitioners working at the edge of digital and democratic renewal.



Ms. Dilduza Aniyozova, Innovation Lab, the Republic of Uzbekistan

Dr. Dilduza Aniyozova is a Public Health Specialist at the Delivery Unit of the Agency for Strategic Reforms under the President of the Republic of Uzbekistan. She brings extensive experience in public health, women's health/gynecology, and bioethics. Dr. Aniyozova has played a key role in the development and implementation of major public health policies in Uzbekistan, including the National Breast and Cervical Cancer Control Program, National Strategy of non-communicable disease prevention through the promoting of healthy lifestyles. She offers a multidisciplinary perspective to the panel, combining clinical expertise, public health leadership, and bioethics advocacy to advance evidence-based solutions at the national level.



Ms. Robyn Bennett, Advisor, Creative Bureaucracy Festival

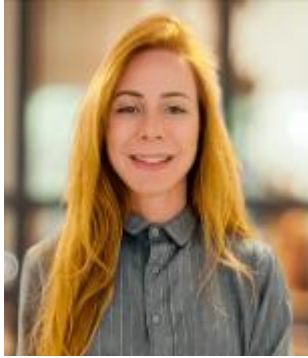
Robyn Bennett is a strategist, facilitator, and programme designer who supports public innovators and cross-sector changemakers to strengthen institutions and scale impact. With a background in cultural studies, systems thinking and strategy consulting she brings an interdisciplinary lens to governance challenges.

She has helped grow the Creative Bureaucracy Festival into a global platform for public sector transformation, and collaborates with a range of forward-thinking organisations working to renew public life — including the African Centre for Cities, Urban Impact, The Institutional Architecture Lab (TIAL), the School of International Futures, Salzburg Global, Placemaking Europe, and the Global Cultural Districts Network (GCDN). Her work focuses on reimagining institutions, reshaping bureaucratic cultures, and fostering trust across sectors to accelerate purpose-driven agendas.



Mr. Patrick Duong, Global Lead, Governance for Public Goods and Services, Bureau of Policy and Programme Support, United Nations Development Programme (UNDP)

Patrick Duong leads UNDP's work on Governance for Public Goods and Services. He oversees a team working on legal identity, public sector transformation, integrity and core government functions. Patrick Duong started his international development career in 1998. He worked in Africa, the Middle East, Central Europe and Asia and now coordinates with UN DESA the FutureGov global initiative adopted by UN member states in 2023.



Ms. Luana Faria, Head of La-Bora! Gov-Innovation Lab, Ministry of Public Management and Innovation, Brazil

Ms. Luana Faria is a psychologist and civil servant leading LA-BORA! gov, Brazil's public sector innovation lab at the Ministry of Management and Innovation in Public Services. She is passionate about transforming how people relate, work, and collaborate in government—connecting public servants to meaningful experiences that spark real change.

She specializes in people, innovation, and results, and currently serves as an advisor to MIT. Over the past few years, she's been honored with several national and international awards, including the Creative Bureaucracy Award (Germany, 2023), the Global Government Excellence Award (Dubai, 2023), and Global Public Service Team of the Year by Apolitical (UK, 2022).

She is also a Danida Fellow and has trained in nudging and behavioral insights with iNudgeyou in Denmark. Outside of work, she teaches in public administration schools across Brazil.

More about her work: <https://www.gov.br/servidor/pt-br/assuntos/laboragov/english>



Ms. Alejandra Rodas Gaiter, Subsecretary of Institutional Strengthening, Mayor's Office of Bogotá, Colombia

Alejandra Rodas currently serves as Deputy Secretary for Institutional Strengthening at the Mayor's Office of Bogotá (Colombia), where she leads efforts to improve public management across the city. Her work focuses on enhancing institutional performance, administrative modernization, knowledge and innovation management, transparency and open government, as well as the preservation of Bogotá's documentary heritage and historical memory.

She has held various positions within local government and academia, contributing to public management projects. Her experience includes roles in the Mayor's Office of Cali (Colombia) and advisory positions focused on institutional strengthening and public policy development. She has also participated in academic initiatives aimed at improving public administration practices.

Alejandra holds a Ph.D. in Public Administration and Policy from the University of Georgia (United States), a Master's degree in Public Policy from Universidad de los Andes (Colombia), and a Bachelor's degree in Economics with a concentration in Public Policy from Universidad Icesi (Colombia).



Ms. Pham Thi Quynh Hoa, Acting Director of Science Management and International Cooperation Department, Academy of Public Administration and Governance, Vietnam

Ms. Pham Thi Quynh Hoa is the Acting Director of the Department of Science Management and International Cooperation, Academy of Public Administration and Governance, a leading national center for training civil servants in leadership and management in Viet Nam.

Ms. Hoa has more than 25 years of experience in designing and implementing competency-based training programs for civil servants in leadership and management. She has presided over the development and implementation of many international training programs for leading and managerial civil servants in Viet Nam as well as capacity-building programs for leading civil servants for countries in the region such as Bangladesh, Laos, India, etc. She developed curriculum and training materials for senior experts and leaders in Viet Nam. In addition, she consulted for a number of Vietnamese ministries and sectors and several international NGOs in Viet Nam in developing strategies and capacity-building programs for leading and managerial civil servants.

Ms. Hoa is also an expert in the field of international cooperation with 30 years of working in this field, including over 25 years as a manager and nearly 13 years in the position of Director of the Department of International Cooperation of the National Academy of Public Administration and one year in the position of Acting Director of the Department of Science Management and International Cooperation after the merging of the Institute of Researching on Public Administration to the Department of International Cooperation to become the Department of Science Management and International Cooperation. In her position, she has presided over the development and implementation of many international projects in cooperation with different partners, such as SDC of Switzerland, JICA Japan, Oxfam Quebec, Oxfam International, Chandler Institute of Governance, CBIE from Canada to improve the capacity of the Academy of Public Administration and Governance in public management training. Fluent in English and French, Ms. Hoa organized and attended many international events, conferences and seminars chaired by APAG and other international partners.



Ms. Victoria Kim, Programme Management Officer, Division for Public Institutions and Digital Government (DPIDG), United Nations Department of Economic and Social Affairs (UN DESA)

Victoria Kim is a Programme Management Officer in the Division for Public Institutions and Digital Government at the United Nations Department of Economic and Social Affairs. She leads the UN Public Service Awards programme, with her main areas of work focusing on public sector innovation and the strengthening of institutional and human resource capacities. Prior to joining the UN Secretariat, she held positions in both private and public sectors in California, working as a management and market research analyst. Victoria holds a Master's degree in Business Administration and a Bachelor's degree in Political Science.



Mr. David Le Blanc, Chief, Institutions for the Sustainable Development Goals Branch, Division for Public Institutions and Digital Government United Nations Department of Economic and Social Affairs (UN DESA)

David Le Blanc works in the Division for Public Institutions and Digital Government in the UN Secretariat, where he leads analytical and policy work on public institutions and public administration in the era of the Sustainable Development Goals. From 2006 to 2017, he worked in the Division for Sustainable Development in UN DESA, supporting the Commission on Sustainable Development, the Rio+20 conference, and the high-level political forum on sustainable development.

Before joining the UN, he was Senior Economist in the Urban and Housing Finance groups at the World Bank (2003-2006). Earlier in his career, he worked at the French National Statistical Institute (INSEE) as Head of Regional Studies in the Rhône-Alpes regional office (and Head of the National Housing Survey, and at CREST, Paris as a research fellow.



Mr. Masse Lô, Executive Advisor, Institute of Leadership for Development (ildp-Afrique), Senegal

Mr. Masse Lô is a Sustainable Development specialist with extensive experience in Leadership Capacities Building, Systems thinking and Strategic foresight. During his 30-year career, he served in important executive roles in institutions and organisations engaged in sustainability and the UN Framework Convention on Climate Change, Biodiversity and Desertification implementation. Mr. Lô currently coordinates the Institute of Leadership and Development (ildp-Afrique) dedicated to promoting sustainability and building up a 'Can Do' attitude targeting emerging African young leaders.



Ms. Diane Gail Maharjan, Director of Innovation Staff, Department of Economy, Planning and Development, Philippines

Ms. Diane Gail L. Maharjan currently serves as the Director of the Innovation Staff of the Department of Economy, Planning, and Development (DEPDev). With a tenure of 18 years at the national planning agency, she has played a pivotal role in policy review, development planning, and investment programming across various sectors, including agriculture, climate change, environment, and natural resources. More recently, she has taken the role of Executive Director of the National Innovation Council Secretariat to provide technical and administrative support to the NIC.

Under her leadership, the National Innovation Agenda and Strategy Document (NIASD) 2023–2032, a 10-year roadmap for improving innovation governance in the country, was co-created with both the public and private sectors. The NIASD is now being implemented through her supervision. In 2024, she led the rollout of the Filipinnovation Awards, an annual competition showcasing Filipino innovators at the early stage of commercialization. She also leads the annual conduct of the National Innovation Day, which brought together national agencies, development partners, private sector leaders, and youth innovators to celebrate Filipino values that drive inclusive innovation.

Ms. Maharjan finished her MSc in Environmental Science with a specialization in Environmental Planning and Management from UNESCO-IHE Delft, The Netherlands in April 2014. She also earned a Master's degree in Development Management and a Bachelor's degree in Agriculture with a major in Soil Science from the University of the Philippines Los Baños in April 2010 and April 2002, respectively.



Ms. Natalia Teles da Mota, Deputy President, National School of Public Administration (ENAP), Brazil

Natalia Teles is the Deputy President of Brazil's National School of Public Administration (Enap) and a senior public servant with over 20 years of experience in digital government and public sector transformation. She holds a Master's degree in Education from The Open University (UK) and is widely recognized in leading efforts to reduce technological and capacity gaps in other countries. In 2024, she was named one of Apolitical's 35 Government Talent Trailblazers for her contributions to public service learning and leadership development. She also received a national award for leading the creation of Virtual School of Government (EV.G), Brazil's largest digital learning platform for civil servants, now a reference in Latin America and beyond.



Ms. Julie Muia, African Association for Public Administration and Management (AAPAM)

Ms. Julie Muia is the Senior programs officer at African Association for Public Administration and Management (AAPAM), she is a programs professional with experience in designing and implementing governance capacity building programs, impact evaluation and stakeholder engagement, she serves as the liaison between AAPAM and African governments and development partners.

Ms. Muia recently contributed to the development of the Composite Continental Toolkit on the CEPA Principles of Effective governance, authoring the toolkit on the competence principle focusing on “*Leadership Development and Training in Public Administration.*” She has also published an article in the African Journal of Public Administration and Management (AJPAM) titled “*Economic Integration: The Impact of Conflict on Economic Development of Africa.*” which examines the complexities of economic development in Africa, particularly how conflict affects integration and progress. She brings a wealth of experience in public sector innovations having served at both the national level, as an adjudicator for Kenya public service awards, and on the Continental level, under the Continental AAPAM innovative management awards (IMA) held annually.

Ms. Muia holds a master’s degree in international relations and is trained in peacebuilding and conflict resolution; her work reflects her expertise and passion for public administration, economic development, and conflict resolution in the African context, contributing valuable insights to the discourse on these crucial issues.



Mr. Yung-Suh Park, Director General, International Administrative Cooperation Bureau, Ministry of Interior and Safety, Republic of Korea

Mr. Yung-Suh Park is currently serving as the Director General of the International Administrative Cooperation Bureau for the Republic of Korea. He is the non-standing Director in the Korea International Cooperation Agency Co-Chair, as well as serving on the ASEAN Committee on Disaster Management Plus Republic of Korea.

Prior to taking on these roles, he has served as the Minister & Consul-General in the Korean Embassy to the Netherlands, Minister-Counsel in the Korean Embassy to Switzerland and India, the Director of Protocol in the Ministry of Foreign Affairs in Seoul, and the Director of the Korean National Diplomatic Academy, among many other positions.

He holds a Bachelor of Arts in French Language & Literature and a minor in Economics from Seoul National University, and a Master of Arts in Public Affairs from Cornell University.



Ms. Melanie Prud'homme (she/her) Associate Governance and Public Administration Officer, Public Service Innovation Branch, Division for Public Institutions and Digital Government, United Nations Department of Economic and Social Affairs (UN DESA)

Melanie Prud'homme has been working for the United Nations (UN) since 2005. Most of her UN career has been with the Department of Global Communications where Melanie worked on gender equality, climate change and sustainable development. Over the years Melanie has enjoyed gaining experience in multiple aspects of communications at the UN (press relations, public campaigns, special events, social media campaigns). Melanie joined the UN Department of Economic and Social Affairs in 2022 where she continues to lead communication and outreach in connection with the UN Public Service Forum and Awards.

Prior to joining the UN, Melanie worked for the national government in her native France, as well as for several European institutions in Brussels. Melanie holds two Master degrees from La Sorbonne University (Paris) in Public & Political Communications, as well as in International Communications.



Mr. Giulio Quaggiotto, Innovation Advisor, Prime Minister's Office, United Arab Emirates

Giulio Quaggiotto is a Strategic Innovation Advisor with the Prime Minister Office in the UAE. Prior to this he was the Head of Strategic Innovation for UNDP. Giulio's career includes stints at Climate KIC, Nesta, WWF and the World Bank, among others. He was also the manager of the Jakarta Lab of the UN Global Pulse.

Giulio's most recent work has focused on portfolio approaches to system transformation. He is a Policy Fellow with UCL Institute for Innovation and Public Purpose (IIPP) and a member of the Inclusive AI Lab consortium.



Ms. Ketevan Sarajishvili, Head of the International Relations and Legal Cooperation Department at the Ministry of Justice, Georgia

Ketevan Sarajishvili is the Head of International Relations and Legal Cooperation Department at the Ministry of Justice of Georgia. She has been working in the Justice Ministry since 2011.

Ketevan Sarajishvili is a qualified lawyer with international background in rule of law, public international law, human rights, diplomacy and conflict resolution. She is trained and experienced in rule of law for development with skills in project management, monitoring and evaluation, participation and presentation of state reforms at different international/multi-governmental platforms.

Ketevan Sarajishvili serves as the liaison officer for different international and European agencies, inter alia, EUDA, Pompidou Group, GRETA, CPT, SPT, etc. Furthermore, she is certified trainer and delivers capacity development activities for judges, police officers, prosecutors, social workers, labor inspectors, prison staff, etc.

Ketevan Sarajishvili graduated Tbilisi State University in Georgia (BA in Law – 2010, MA in International Law – 2012). She also holds LL.M. in Rule of Law for Development of Loyola University Chicago (US 2015).



Ms. Piret Tõnurist, OECD, Innovation Lead.

Dr. Piret Tõnurist is a senior programme manager at the OECD, Observatory of Public Sector Innovation (OPSI), GOV/INDIGO. She leads OECD's work on government innovation and is the co-founder of the cross-directorate Mission Action Lab. In previous years she managed OPSI's work programme on systems thinking and created the work stream on anticipatory governance. Piret holds a research fellowship at the Ragnar Nurkse Department of Innovation and Governance, TalTech and she conducts research on a variety of topics such as AI experimentation, machine-to-machine coordination and innovation policy management. She has previously advised the Parliament of Estonia on constitutional reforms and worked as a performance auditor for the State Audit Office. Piret has also extensive experience consulting both private companies, public organisations and innovation labs. Piret holds a PhD and MA from TalTech in technology governance and MSc from KU Leuven in policy evaluation.



Ms. Aziza Umarova, Head of Delivery Unit, Agency for Strategic Reform, Uzbekistan

Aziza is the Head of Delivery Unit, driving data-driven policy making and monitoring progress on a select number of priorities with nationwide impact. She brings nearly a decade of invaluable experience from her tenure at UNDP, at the Global Center for Public Sector Excellence in Singapore and leading governance portfolio in Uzbekistan. She authored the chapter in the book "Public Service Evolution in 15 Post-Soviet Countries: Diversity in Transformation" (Palgrave, 2021) and "Public Administration in the New Reality" (Palgrave, 2025). Fellow at the Davis Center for Eurasian Studies, Harvard University (2022). Public speaker. Recognized as one of Central Asia's 30 most influential women leaders in 2023.