World Bank Governance Programs: Foundations and Frontiers

Seminar in Tokyo, Japan, March 2019
Governance challenges are increasing across the globe

The world is rapidly changing with increasing pressures on resources, more complex service delivery needs, global corruption scandals, and increased global fragility and migration flows – all amplified by an evolving civic space and social media. The ability of governments to respond is stretched while citizens’ expectations continue to rise, resulting in an increasing deficit in trust.

Government fiscal space remains constrained in many countries...

...while facing increasingly complex challenges...

A record-high share of the world’s population is displaced from their homes

Source: Pew Research Center (2017)
Governance remains critical to meet global and World Bank Group goals

The governance programs support the World Bank Group’s twin goals in two ways: first, by understanding the underlying factors that enable and derail good policies; second, by supporting the design, implementation, and evaluation processes of public policies. These two ways complement and reinforce each other. Both are needed to bridge the implementation gaps that stand in the way of achieving the twin goals. Also, governance programs include fiduciary support to all Bank-assisted operations to ensure that funds are used efficiently for the purposes intended.

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Governance GP Objectives

The GGP helps countries build capable, effective, accountable, transparent, and inclusive institutions that promote effective service delivery, facilitate private sector growth, and earn the confidence of citizens. The GGP also assures that Bank-assisted projects maintain the highest fiduciary standards in financial management and procurement.
Our definition and approach to governance have evolved...

This evolution acknowledges the multiplicity of governance actors, the interactions between them, and the importance of underlying enablers of governance.

1991 Board Paper:

“The manner in which power or authority is exercised in the management of a country’s economic and social resources for development.”
Following the 2014 establishment of Global Practices, the Governance GP (GGP) was created when three main groups were merged. This allowed the GGP to draw on its deep knowledge of fiduciary systems to strengthen country institutions and policies to effectively deliver development outcomes.

The reorganization of 2014 brought together teams across the Bank that work on financial management and procurement systems in client countries as well as fiduciary support to Bank-assisted projects with those who work on broader public sector management.

Bringing these teams together has generated a more holistic and integrated approach to our work in governance by linking upstream policy design with downstream implementation issues.

It has also allowed the GGP to tap more effectively into the deep professional and country knowledge of field-based staff.
The World Bank performs a wide range of governance tasks through the GGP…

**“Best supporting actor” role**
- FM and Procurement provide fiduciary oversight in every Bank operation – 1,690 projects
- Over 40 percent of prior actions in DPFs are governance related (2015 OPCS Retrospective)
- The GGP provides key systemic fiduciary assessments for Program for Results projects, including co-task leading some of them
- The GGP supports resolution of governance issues in sectoral operations - contributing to over 373 projects and ASA, across all GPs

**Leads in more traditional public sector operations**
- Tax, Public Financial Management, Civil Service, Accountability Entities, Justice, Decentralization, Openness and Transparency, Procurement Reform – 96 Active projects, plus 18 remaining to be delivered in FY19

**Holds Significant portfolio of RAS and TF activities**
- Large RAS portfolio – of which GGP leads over $28 million in Legal Agreement value and we contribute to more

**Produces influential analytical work and thought leadership**
- WDR 2017 on ‘Governance and the Law’ is the second most downloaded WBG publication, GGP operationalizing it
- Others: “Trust, Voice and Incentives in MENA”; “Securing Development”; “Political Economy of PFM”

**Player on international agendas- intermediating between global and country work**
...working closely within EFI PG and with partners across the WBG to deliver...

The GGP collaborates within EFI to deliver a number of joint products to help meet EFI’s goal of building strong public and private sectors to support improved productivity, equitable growth, and poverty reduction:

- Domestic Resource Mobilization (MTI, FCI, POV)
- Public Expenditure Reviews (MTI, POV)
- Corporate Financial Reporting (FCI)
- SOEs (MTI, FCI)
- Illicit Financial Flows & Stolen Assets (FCI)
- Digital Economy, FinTech, GovTech (FCI)
...and engages in multiple external partnerships to leverage expertise

External partnerships allow us to play a key role intermediating between the global and local.

External partnerships allow us to:

✓ provide intellectual leadership
✓ shape global efforts
✓ support implementation on the ground
✓ give developing countries voice on global issues
Focusing on 5 key areas to eliminate implementation gaps facing clients

1. Strengthening public policy processes
2. Managing resources effectively
3. Reinforcing public service delivery
4. Strengthening public-private interface
5. Understanding underlying drivers and enablers of policy effectiveness
(1) Strengthen public policy processes

Effective public policy involves a wide range of activities and actors. The World Bank Group works based on government requests to improve the public policy process in order to facilitate improved coordination and cooperation within the executive branch of government, across branches of government and with the private sector and citizens. Such work can help close the gaps in effective implementation and reduce fragmentation.

**Center of Government – Delivery Units:** Many governments adopt good policies, but often encounter implementation gaps that derail intended outcomes. Problems can occur anywhere along the public policy chain for reasons ranging from technical complications to a process breakdown or a lack of understanding of related power asymmetries. Many governments address these gaps through the center of government approach, including the introduction of delivery units. The Governance GP’s work in this area is expanding. Today it is active in 26 countries, up from five countries in 2014. In Malaysia, for example, the GGP works with the Performance Management and Delivery Unit (PEMANDU) on how performance incentives can drive the public sector to produce high-quality outputs in an efficient, accountable manner.

**Supreme Audit Institutions:** Supreme audit institutions (SAIs) oversee the management of public funds and the quality and credibility of financial data reported by governments. They play a critical role in public sector accountability and good governance by: (i) reinforcing the effectiveness of bodies responsible for government policy, expenditure, and public financial management; and (ii) through audit work, assessing policy implementation and assurance of compliance. The GGP also leads work to strengthen the connection of SAIs to civil society by promoting citizen participation in their monitoring work, such as through access to public information and complementary participatory oversight mechanisms.

**Access to Justice:** Effective and sustainable justice institutions, whether formal or informal, are inclusive institutions. Inclusion promotes broad citizen engagement and meaningful participation and voice, especially for the poor and other vulnerable populations. Improving justice services is part of the broader governance effort to help meet the WBG’s commitments in FCV situations, enhance the business environment, and attract significant private sector investment. In Romania, the GGP helped revise civil and criminal codes, prepare impact assessments for four codes, and draft an insolvency code. It also supported information technology and audio recording systems for court hearings.
(2) Promote effective resource management

With persistent fiscal pressures, marshalling financial and human resources is more critical than ever. The World Bank Group’s technical expertise is deployed in deep dives to help improve policy and administration in key areas. Openness and transparency helps to improve accountability. Information technology, data analytics and biometrics are helping to push new frontiers.

**Governance Expertise:**

- Revenue mobilization
- Spending
- Civil service reform
- Public Financial Management
- Ensuring accountability and effective fiduciary
- Procurement
- Anti-corruption

**Domestic Resource Mobilization (DRM):** Lead by the Global Tax Team, work on DRM is dedicated to the delivery of coherent, multi-faceted country-level programs of support aimed at broadening the domestic tax base, improving tax compliance, and curbing tax evasion. The DRM program witnesses increased client demand, with an active portfolio of 86 lending operations (32 IBRD and 54 IDA), predominately in the Sub-Saharan Africa and South Asia regions. At the international level, the World Bank has partnered with the IMF, OECD, and UN to launch the Platform for Collaboration on Tax. A primary objective of this coordination is to strengthen the participation and voice of developing countries in rapidly evolving global discussions—particularly on international tax—in order to bring the voice and interests of client countries to the table for those typically too small to play a role at the G20 level.

**Civil Service Reform:** The World Bank continues to lead work on Civil Service Reform—focused on the introduction of fit-for-purpose reforms that improve the productivity and accountability of the public sector in client countries. The Bank’s support packages include reform components that include human resource management, organizational and demand-side reforms. At the frontier, the GGP and DEC recently launched the Bureaucracy Lab—an operations focused, empirically driven research program on public administration reform. The program is gathering administrative data, surveying government bureaucrats, and conducting field experiments of public sector reform initiatives. Through its research, the program is offering novel insights on the interactions between the public and private labor markets—and emphasizes how reforms in the respective markets cannot be analyzed in isolation.

**New PEFA Framework:** The Public Expenditure and Financial Accountability (PEFA) assessment is a tool for assessing public financial management performance in a country, measuring 94 dimensions of both upstream and downstream PFM performance in areas including fiscal strategy and budgeting, transparency of public finances, and external audit. Global experience demonstrates that effective planning and management are critical success factors for driving dialogue on PFM reform and to hone reforms and planning. To date, PEFA assessments have been performed in over 125 countries. A new PEFA Framework took effect on July 1, 2016, adding four new indicators, expanding and refining existing ones, and recalibrating baseline standards for good performance. Workshops, seminars, and other events reached 1,250 participants from 85 countries. Over the past year, 18 new national and 17 subnational assessments in 26 countries were conducted.
Better governance is essential for equitable and reliable service delivery. The World Bank Group is actively engaged in improving service delivery in sectors such as the water, health, education, and transport with a focus on openness, transparency, and citizen engagement to ensure services reach the poorest and marginalized. At the frontiers of governance for service delivery is big data, which helps generate citizen feedback and engagement and to think through how governments can become more adept at reaching citizens with what they need, when they need it.

**Governance Expertise:**

- Unblocking key governance bottlenecks in the sectors:
  - Human resources, budgeting
  - Fiscal transfers
  - Oversight and accountability
  - Justice
  - Civic engagement
  - Building feedback loops

**Sector-focused Program for Results:** The GGP is collaborating with sectoral GPs such as Water, Health, and Agriculture to design Program for Results (PforR) lending operations that utilize Disbursement Linked Indicators (DLIs) to incentivize the reform of public sector bottlenecks to improve downstream service delivery. These programs are also embracing political economy analysis in their design to understand the underlying power dynamics that prevent policy implementation. In Uganda, for example, a recent study looked at why agricultural growth and productivity stagnated despite considerable policy attention and donor support on the governance and incentive aspects of implementing agricultural reforms. As a result, a PforR operation is being designed focused on closing these implementation gaps, informed by stakeholder consultations and ways to incentivize change.

**Citizen Service Centers:** In many developing countries, citizens are often required to visit multiple locations to access government services, and they may receive little or no information about public services or service delivery standards. This lack of transparency reduces administrative efficiency, breeds corruption, and undermines trust between citizens and the state. The GGP is leading a number of lending operations focused on citizen service centers, such as in Madhya Pradesh (India) where services are provided by Lok Seva Kendras (LSKs) or kiosks, which allows citizens to apply for multiple government services at a “one stop shop”, which are privately operated under a public-private partnership (PPP) arrangement.

**WASH Poverty Diagnostics:** In collaboration with the Water and Health Global Practices, the GGP is co-leading the Water Supply, Sanitation (WASH) Poverty Diagnostic initiative. The program has conducted multidisciplinary research in 18 countries to better understand the impacts of inadequate services on human development outcomes and identify the binding constraints to service delivery. In-depth studies show that, in many countries, services do not reach the poor because of poor implementation, not poor policy. Findings offer a fresh perspective on the complexities of why services fail and the broader political and governance environment in which service providers operate.
The World Bank Group is focused on the critical interface between the public and private sectors, recognizing the public sector risks that may prevent investors from entering a country. By identifying the underlying drivers of this enabling environment such as greater transparency and corporate governance, a strengthened regulatory framework, and procurement processes free of collusion and corruption -- the goal is to create an institutional environment that enables the private sector to fill the infrastructure gap.

**Governance Expertise:**
- Public investment management
- Contract negotiation and management
- Effective procurement systems
- Corporate oversight and transparency
- Regulatory framework
- State-Owned Enterprises

**New Procurement Framework:** In 2016 the WBG launched the New Procurement Framework – designed to increase the flexibility, efficiency and transparency of procurement processes. The World Bank’s Procurement Policy serves as a model of international leadership, with an influence on procurement markets beyond the projects it finances. The World Bank in continuing to engage with Borrowers, markets, and industries to further tailor procurement processes to local needs.

**Public Investment Management:** The GGP is strengthening the link between whole-of-government Public Investment Management and investment management in agencies to help build the capacity of governments to implement public infrastructure and PPP investments. Given that the long term growth and jobs impacts of investments are largely driven by the quality of these investments, there is a need for improved planning as well as more effective implementation management and operation of assets. To support this, the WBG is deepening its technical assistance through deepened capacity building support around project development, prioritization and selection, procurement, implementation and ex post evaluation and audit.

**State-Owned Enterprises:** SOEs can create value, build strategic industries and expertise, and deliver important basic public services such as electricity and water. However, this requires capable and performing companies, and a state that exercises its ownership and oversight function in an active and strategic manner, while letting public companies operate on business principles and without undue political influence. The GGP leads EFI teams in their SOE reform engagements by equipping them with analytical tools, guidance and training material to promote an EFI integrated approach to SOE reform.

**Infrastructure Governance:** In collaboration with the PPP CCSA, the GGP participated in the First Regional Roundtable on Infrastructure Governance in Cape Town (Nov. 2017). The event focused on the main impediments to strong infrastructure in Africa, not as a lack of financing, but a lack of good governance – placing governance reforms at the center of the effort to crown in commercial financing in the region.
(5) Understand the underlying drivers and enablers of policy effectiveness

The World Bank Group is working to understand the role of underlying drivers of policy effectiveness in achieving growth, equity and security. These drivers are rooted in power asymmetries and political economy variables such as trust and social cohesion, and capture and exclusion. At the frontiers, the Bank continues to identify how these forces affect efforts to confront corruption, emphasizing the critical role of transparency and the transformative power of technology to generate, exchange, and analyze information.

**World Development Report 2017:** The WDR 2017 on Governance and the Law, launched in February 2017, addresses fundamental questions at the heart of development, such as why carefully designed, sensible policies are too often not adopted or implemented. And when they are, why do they often fail to generate development outcomes such as security, growth, and equity? And why do some bad policies endure? The GGP is leading the operationalization of the WDR 2017, first, by understanding and addressing the underlying factors that enable and derail good policies; second, by supporting the design, implementation and evaluation processes of public policies.

**Security Expenditure:** In 2017, the GGP and the UN launched the first-ever technical sourcebook designed to help governments review and analyze public money spent in the security and justice sector. Bringing together the decades of experience the two institutions have in public finance, peacekeeping and security, the book offers a framework for analyzing budget planning, financial management, financial accountability and oversight in the security sector. It also offers suggestions on expenditure management issues, such as how to make security spending affordable and how to most appropriately manage corruption risks.

**Fragility, Conflict, and Violence:** Given the significant scale-up and ambition of IDA18 in FCV situations, the World Bank recognizes that effective governance and sound institutions are essential to effective implementation in FCV environments. Drawing on the lessons from our experience, governance support is focused on three main areas: (1) the restoration of core government functions that are critical for building confidence with citizens and enhancing the credibility of the state; (2) promotion of the inclusive delivery of key services, in circumstances where poor accountability and weak service delivery are among the drivers of conflict and fragility; and (3) the provision of fiduciary assurance in high risk environments with the inclusion of innovative tools that provide an understanding of risks and mitigating measures to support the proper use of funds.

**Governance Expertise:**
- Analyzing the political economy dynamics underlying policy implementation
- Understanding exclusion, capture, collusion, and corruption
- Enhancing enablers: trust, legitimacy, cohesion, leadership
The Governance Practice tailors its support to the governance demands that each region faces.

- **EAST ASIA & THE PACIFIC:** Subnational/local governance, transparency.
- **AFRICA:** Capacity building, core government functions, state-owned enterprises, e-government.
- **MIDDLE EAST AND NORTH AFRICA:** Drivers of conflict, inclusive institutions.
- **LATIN AMERICA AND THE CARIBBEAN:** Transparency, anti-corruption, citizen engagement.
- **SOUTH ASIA:** Fragility,
- **EUROPE AND CENTRAL ASIA:** Justice, procurement, financial reporting, state-owned enterprises, e-government.
- **EAST ASIA & THE PACIFIC:** Subnational/local governance, transparency.
In Africa, governance support is responding to demands for capacity building, the restoration of core governance functions after conflict, anticorruption and openness and transparency.

**CENTRAL AFRICAN REPUBLIC – Emergency Public Services Response**
This fast response project reestablished an operational payroll system by contributing to the payment of six months of wages for 17,421 eligible civil servants and state employees. More than 80% of civil servants have resumed work. There are no longer salaries’ arrears. The Government payroll system is now operational. The project supported the establishment of the Central Accounting Agency of the Treasury as a fundamental step in the PFM reform process.

**MOZAMBIQUE – Public Financial Management for Results**
In Mozambique, the GGP is leading a PforR operation aimed at helping the Government to improve the transparency and efficiency of spending on medicine distribution, storage, and availability. This Program is focusing on improving the efficiency and transparency of service delivery systems, through improved government coordination, introduction of performance based allocations, and by instituting demand driven capacity building programs.

**EAST AFRICA – Public Investment Management (PIM)**
In Rwanda, the GGP is working with the Ministry of Finance to introduce reforms in standardizing the PIM appraisal with the development of the standard set of convergent factors (CFs) and national parameters (economic opportunity cost of capital). Such standardized tool is expected to enforce the uniform, transparent application in converting the financial analysis into economic analysis. Other examples include technical assistance to the Ethiopia Road Authority to build their capacity, support to improved whole-of-government, Public PIM systems in Uganda and an engagement on management of mega projects in Botswana.

**NIGERIA – Recovery and Peace-Building Assessments (RPBA) in Northeast Region**
The RPBA for North-East of Nigeria, afflicted by a violent and ongoing insurgency in the past few years, not only assesses financial needs for reconstruction but highlights the need for critical governance reforms to ensure peace and reconciliation. It proposes: (i) the need to enhance government accountability and citizen engagement in service delivery; (ii) guiding principles to ensure institutional effectiveness in a federal dispensation, down to the point of delivery; (iii) ways to improve social accountability and participation in recovery programs; and (iv) the strengthening of the effectiveness of public spending and investment management. The RPBA has already informed a first package of World Bank projects and its operationalization will strengthen the implementation effectiveness of government- and donor-funded activities in the area.
Governance in EAP: subnational local service delivery, transparency

VIETNAM – Access To Information
In Vietnam, a series of grants contributes to citizen awareness of human rights. Human rights are clearly embedded in Vietnam’s Constitution and policies. But there is a gap in implementation.

The NTF-funded program took a multipronged approach to strengthening the capacity of the government to raise awareness. It also trained journalists and built government and civil society capacity on the right to information, in view of Vietnam’s new access to information law. Working with the Ho Chi Minh Political Academy, the program trained elected officials and civil servants on human rights issues and helped build their capacity to respond to citizens.

CHINA – Budget Reform in Hunan Province
The GGP is co-leading the development policy financing (DPF) for the equivalent of US$ 200 million support to the Hunan Provincial Government’s program focused on: (a) putting provincial finances on a fiscally sustainable path; (b) improving the efficiency and comprehensiveness of public investment planning; (c) better monitoring and regulating debt management of local governments in the Province; and (d) promoting transparency. Hunan Province has long been a leader among Chinese provinces in reform, and with the GGP’s support, is now piloting a program that could become a model of budget reform for other provinces in China.

MYANMAR – State-Owned Enterprises
In Myanmar, the GGP has a strong focus on restructuring SOEs, in the context of broader sector reform and IFC investment support for corporatization and subsequent privatization. Support for the corporatization of Yangon Electricity Supply Board is part of the WBG’s efforts to pursue public-private partnerships in the power sector, which will allow the government to leverage private capital to increase investments in the electricity sector.

SOLOMON ISLANDS – Community Governance and Access to Justice
The GGP is leading the Community Governance and Grievance Management (CGGM) Project which helps communities to strengthen their internal governance and justice and enhances the effectiveness of linkages between communities and government. Through the recruitment and training of Community Officers (COs) whom serve as part of provincial administrations, the project is providing access to justice to communities that have been exposed to increased grievances stemming from natural resource extraction by improve community cohesion and stability, and to promote more effective connections between citizens and provincial and national authorities, including the police.

PAPUA NEW GUINEA – Procurement Hands-on Implementation Support
In Papua New Guinea (PNG), Hand on Expanded Implementation Support was included in the project design of the $15 million credit for the Emergency Tuberculosis Project to support the National Department of Health (NDOH) during project start-up activities with hiring of consultants and contracting of UN agencies. The Bank team has also established contacts with the United Nations Office for Project Services (UNOPS) for provision of specialized goods and services required to support the NDOH to control the spread of the disease.

In East Asia and the Pacific, governance support is working to reduce government fragmentation, support better service delivery at all levels, and strengthening systems of accountability and transparency.
WESTERN BALKANS – Financial Reporting and Small and Medium Enterprises

Improving financial transparency and financial management among SMEs is good for business and good for growth. In the Western Balkans, SMEs can’t readily access financing largely because banks are wary of their lack of knowledge about cash management, business planning, risk management, and succession planning. A new regional program financed by the European Union and implemented by the World Bank provides analysis and advice to Western Balkan countries to help them effectively implement financial reporting reform. The project harnesses the power of the accounting profession to help small business develop standards, institutions, and practices so they can provide banks and investors with reliable and relevant financial information.

ROMANIA RAS – Supporting the establishment of a strategy unit

This Reimbursable Advisory Service is helping the Prime Minister’s office establish a Strategy Unit and in the design of strategic planning and monitoring processes and tools. Strategic management is one of the key functions at the center of government. The Strategy Unit supported by the RAS is one solution for operationalizing the strengthening of the strategic management function, by focusing on improving government capacity to address long-term and cross-cutting strategic issues. Alongside this, it is important to invest in capacity building activities at the center of government and beyond, in the line ministries. RAS support to operationalization involves establishing processes and routines, including strong monitoring and evaluation funding, review of strategy and spending, and cross-cutting teams and budget coordination.

SERBIA – Education and Housing Discrimination Against Sexual Minorities

The GGP led a report which documents, for the first time, experimental evidence of discrimination against LGBTI people in access to education and housing in Serbia. Understanding the barriers LGBTI people face in accessing markets, services, and spaces is important for designing more inclusive policies and program. Experimental studies have provided a systematic and scientific means of delineating discrimination on grounds such as race, sex, ethnicity and religious affiliation.

The study documents and quantifies the extent of discrimination in Serbia based on sexual orientation when accessing primary school education and when finding a place to live through the private rental market and recommends the systematic assessment of existing legislation in the field of education and housing to identify potential gaps that could have adverse effects of LGBTI people and conduct a needs assessment to identify how schools can be supported in ensuring the rights of LGBTI students are protected.

RUSSIA – Judicial Reform Support Project

The project strengthens judicial transparency and competence for a more efficient and accountable judiciary worthy of public trust and confidence through the: (i) periodic surveys of users of judicial services and enforcement of judicial decisions, and public dissemination of the survey results; the creation, implementation and dissemination of common case management standards, and improve judicial effectiveness through the implementation of common (or standardized) ICT solutions for key activities such as case flow management, document flow management, facilitating access to justice in remote location; and judicial and education and training (JET) needs assessment, policy and strategy update;

ECA – E-Procurement and Big Data for Performance

In ECA, the GGP’s procurement teams are implementing an ECA eProcurement strategy and developed a plan for advancing the modernization of the procurement systems across 9 countries in the region. In Georgia, Albania, and Serbia, these investments have generated huge databases that are being ‘mined’ in collaboration with government counterparts to identify red flags of collusion and identify areas of process inefficiency. In Ukraine and Moldova, there is a focus on improving service delivery by linking transparency and accountability through openness of procurement data and engagement of civil society bodies.

In Eastern Europe and Central Asia, governance support is promoting strengthening transparency and oversight and reforms to help build public-private interface.
CARIBBEAN – Supreme Audit Institutions
The GGP completed a three-year project with the Caribbean Organization of Supreme Audit Institutions to improve the ability of its 23 member countries to effectively implement capital investment projects by enhancing external accountability, legislative oversight, and public procurement. The project supported the development and dissemination of an audit manual for capital investment projects and a parliamentary oversight reference guide to support the capacity of the Public Accounts Committee in overseeing the execution of public funds and building an understanding of risks and auditing within an e-procurement environment.

PANAMA – Second Programmatic Shared Prosperity DPL
In June 2016, the second DPF in a series of three was enhanced in scope to support reforms in the areas of international tax and financial integrity.

The April 2016 events around the leak of documents from the Mossack-Fonseca legal firm further highlighted the need to bring the framework for international tax transparency closer to international standards and to ensure the effective implementation of the recently-adopted AML/CFT legal regime. Specifically, a prior action was introduced focused on the Government’s commitment to adhering to ‘Common Reporting Standards for Automatic Exchange of Financial Account Information in Tax Matters’ with triggers around: (1) legislation on Automatic Exchange of Financial Account Information; and (2) implementation of the new supervision procedures on beneficial ownership.

BRAZIL – Anti-Corruption and Citizen Engagement
A data analytics trial in the state of Ceará, Brazil, explored how mobile surveys and scientific techniques can be used to uncover suspicious patterns of interactions between public service providers and users. In the first experiment, feedback provided by patients through mobile phones was combined with administrative data from hospital services. The second experiment investigated how survey and administrative data could be used to find anomalies in the environmental licensing process. While bribery data collected through mobile phones offered inconclusive results, administrative data were effectively used to identify corruption red flags.

ARGENTINA – Modernization and Innovation for Better Public Service
The Project’s focus on the development and implementation of innovative transversal public sector management reforms addresses the underlying issues that lead to problems with implementation and public service delivery. The project is implemented through a results-based approach toward engagement that provides incentives for service delivery for the poor and vulnerable population. Overall, the Project has a strong citizen engagement orientation, supporting both specific, key interfaces for citizen engagement with the Government through administrative channels, as well as the underlying technological and technical reforms needed to enable the broad and effective implementation of such.

In Latin America and the Caribbean, the governance support is responding to increasing demands for transparency and accountability through “second generation” governance reforms.
Governance in MNA: drivers of conflict, inclusive institutions

YEMEN – Alternative Procurement Arrangements (APA)
Under the New Procurement Framework, APAs allow for a wider-use of borrower procurement systems under specific conditions. In Yemen, APAs have been approved to allow United Nations agencies to use their own procurement arrangements to implement three Investment Project Financing (IPF) operations as grant recipients and implementing agencies of the Borrower under OP2.30.

MNA SOEs – Governance Reforms of State-Owned Enterprises
Following the recognition of the uneven implementation and mixed success of past privatizations, the GGP led efforts to identify governance reforms of SOEs and their impact in Egypt, Iraq, Morocco, and Tunisia. The case studies identified four main messages: i) Most SOEs in these countries require major reform in light of their economic and social burden and the governance issues they face; ii) most MNA countries are suffering from a low governance environment that inhibits ambitious reforms, and can explain the relatively weak outcomes of past reforms; iii) golden standards usually fail in MNA and may be counter-productive by creating “false reforms”; and iv) there is room for a more modest and progressive approach for SOE reform in MNA, adapted to the specific environment of each country.

IRAQ – Public Procurement Modernization
The GGP has supported Iraq-KRG through a Reimbursable Advisory Services in its goal of achieving a modern and effective public procurement system by (i) revising, consolidating, and modernizing the public procurement legal framework, (ii) developing standard bidding documents to align with KRG legal framework, (iii) strengthening procurement oversight and policy development functions, entrusted to the Procurement Policy and Oversight Unit within Ministry of Planning, and (iv) creating a road map for the development of a single-portal procurement website and information system.

TUNISIA – Civil Service Reform
The government of Tunisia adopted a comprehensive civil service reform strategy in May 2017 to improve public sector performance and strengthen human resource management through a combination of short-term and structural reform measures. The government imposed restrictions on wage increases through 2020 and strict controls on future recruitments. Public-sector wages in Tunisia are among the highest in the world. Through technical assistance under a multi-donor trust fund, the World Bank engaged in a policy dialogue with the government and stakeholders to reach mutually beneficial agreements that will mitigate negative effects on public service quality from an early retirement and voluntary departure program.

SAUDI ARABIA – Public Administration and Anti-Corruption
Through a Reimbursable Advisory Service, the GGP supports the National Anti-Corruption Authority (Nazaha) along three dimensions: (1) investigative training and capacity building; (2) e-monitoring or “e-control” of administrative actions and policies across the public administration; and (3) development of a strategic plan for the agency. The GGP is also engaged in reforming performance management, public expenditure, procurement reform, at the center of government. The GGP leads the program in collaboration with the Integrity Vice-Presidency (INT) and MTI.

In the Middle East and North Africa, governance support is responding to drivers of conflict and building inclusive institutions.
NEPAL – Service Delivery and Crisis Response
The Nepal Health Sector Management Project, co-led by the Health and Governance GPs, addresses key areas of public management in the health sector and engages citizens to strengthen accountability for improved service delivery including:

Public Procurement: Enhancing procurement management systems and effective operational logistics and supply chain management;

PFM: Reducing inefficiencies and facilitating better redistribution of resources, reforms are focused on facilitating a timely response to audit reports and improving the entire cycle of planning, budgeting and expenditure execution;

Transparency and Accountability: Strengthened systems for data monitoring and citizen engagement to provide reliable and timely information to citizens.

PAKISTAN – Multi Donor Trust Fund for Accelerating Growth
This initiative supports tax policy reforms and tax administration modernization to increase fiscal space for investment in infrastructure and human development in Pakistan. The program spans four years, with a bank-executed budget of $13 million and a recipient-executed budget of $5 million. At the national level, it supports the Federal Board of Revenue (FBR) and at the sub-national level it supports revenue authorities in Sindh and Punjab Provinces (Pakistan’s two most populous provinces). The GGP is currently supporting the preparation of two provincial tax administration investment projects as a follow up from the TF.

AFGHANISTAN - Integrated Recurrent Cost Support, PFM and Civil Service Reform
The PFM project has helped: (a) line ministries in executing the budget and delivering services efficiently; (b) fast tracking of capacity building of civil servants to operate the PFM systems; and (c) strengthened internal and external audit function and operations. These results have built greater confidence on the part of the public, and donors that Government is operating efficiently and transparently with respect to PFM and have led to an increasing amount of aid to be channeled through the country budget year on year with the PFM system absorbing an increase in On-Budget operations from 1 billion to $7 billion in 2015.

BANGLADESH – E-Procurement and Public Performance
The GGP is leading the Digitizing Implementation Monitoring and Public Procurement Project (DIMAPPP) which is helping Bangladesh expand electronic government procurement (e-GP) to all public sector organizations as well as improve capacity to monitor implementation of development projects and programs using digital technology. Currently 35% of the national budget is executed through the e-GP platform, which has significantly reduced inappropriate bidding practices at decentralized level and increased transparency as now all bid invitations and contract awards are published on the platform’s website.

INDIA - Support to Institutional Strengthening of the Gram Panchayat (GP) Program in West Bengal
In India, the World Bank has extensive expertise and comparative advantages in the area of decentralization and the development of local government systems. The PforR supports all the GPs in West Bengal to better plan and utilize all their discretionary resources which is key in the current context of a three-fold increase in untied grants from both the Central and State governments. The program helps GPs to better utilize the increased funds, but also provide an enabling environment by establishing a differentiated system of Performance Grants to incrementally reward good performance. By the end of the program, a unified state-wide performance-based grant allocation system would be in place to provide discretionary funds from various sources to all GPs in the state.

In South Asia, the governance programs are responding to issues of service delivery in decentralized settings, transparency and fragility.
Some key corporate and global priorities on governance

**Anti-Corruption**

Corruption discourages investment, leads to mistrust of institutions, and harms the poor the most. The poor pay a higher share of their income in bribes and are most likely to be deterred from using services. The GGP has an extensive program of activities to confront corruption, deploying its convening power, global reach, and technical expertise spanning 20 years. Its work emphasizes the critical role of transparency in addressing corruption and the transformative power of technology to generate, exchange, and analyze information.

**Domestic Resource Mobilization**

WB tax engagements aim to support countries to strengthen tax systems by facilitating the design and implementation of evidence-based tax capacity development and policy reforms. the WB has identified three primary DRM goals focused on taxation: 1) Establish mutually recognized roles of International Organizations for more effective delivery for clients; 2) Strengthen the legitimacy of the international tax system; and 3) Achieve a 15% of GDP minimum tax revenue in all countries.

**Illicit Financial Flows**

In partnership with Financial Integrity unit, progress includes: a preliminary methodology for undertaking Rapid Risk Assessments; 7 National Risk Assessments and a first regional risk assessment conducted in EAP; on-going support for measuring IFFs in South Africa; expert workshop held in May 2017 on tax evasion and stolen asset recovery; on-going drafting of toolkit to assist legal authorities to bring tax evasion cases to court; First Global Forum on Asset Recovery held in December 2017, organized by StAR.

**New Procurement Framework**

The Framework – designed to increase the flexibility, efficiency and transparency of procurement processes – re-positions the World Bank’s procurement system as a central instrument focused on government performance and the achievement of development goals.

Number of active IPF projects using the 2016 Procurement Framework: 117

Value of active IPF projects using the 2016 Procurement Framework: USD $6 B

**Open Gov’t/Citizen Engagement**

A key objective is to catalyze larger, multiyear support for open governance reforms. Activities include access to information, asset disclosure, citizen engagement, fiscal transparency, open contracting, open data, participatory budgeting, service delivery, and social accountability. The Global Partnership for Social Accountability (GPSA) portfolio of 34 projects involves more than 200 civil society organizations and thousands of volunteers in 25 countries.

**Learning about Human Rights**

The Nordic Trust Fund (NTF), a knowledge and partnership program housed in the Governance GP, focuses on a wide spectrum of human rights issues that can help make institutions more inclusive. These include promoting participation, accountability, and nondiscrimination as well as incorporating human rights considerations into development programs in the context of fragility, conflict, and violence.
Governance is central to IDA18

For the first time, governance is receiving special attention within IDA. The inclusion of “Governance and Institutions” as a Special Theme in IDA18 underscores the importance of governance to achieving development results on the ground. IDA18 provides a new set of priority areas expected to have transformative impact, underpinned by specific, measurable policy actions to be achieved by the end of the IDA18 period.

<table>
<thead>
<tr>
<th><strong>Strengthen Domestic Resource Mobilization</strong></th>
<th><strong>Improve Public Expenditure and Financial Management and Procurement</strong></th>
<th><strong>Strengthen active ownership of State-Owned Enterprises</strong></th>
<th><strong>Support Public Administration Performance for Service Delivery</strong></th>
<th><strong>Support Institutional Capacity to Respond to Pandemics</strong></th>
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<tr>
<td>Provide support to at least a third of IDA countries targeted at increasing their Tax/Gross Domestic Product ratio through lending operations, ASA and technical assistance</td>
<td>Support at least 10 IDA countries in performing 2nd or subsequent PEFA assessments for their SCDs</td>
<td>Support at least 10 IDA countries on enhancing SOE performance (i) Performance Agreements and/or (ii) increased transparency through published reports on their SOE portfolio</td>
<td>Perform joint operations, TA, and/or ASA on sector-focused governance in 10 IDA countries to identify institutional bottlenecks to service delivery with the health, water, and/or education sectors</td>
<td>Support at least 25 IDA countries in developing pandemic preparedness plans</td>
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<td><strong>Integrate Citizen Engagement and Beneficiary Feedback into Service Delivery Operations</strong></td>
<td><strong>Strengthen Open, Transparent and Inclusive Governance through Open Gov’t Commitments</strong></td>
<td><strong>Enhance Understanding of Governance and Institutions in FCV Situations</strong></td>
<td><strong>Operationalize World Development Report (WDR) 2017</strong></td>
<td><strong>Mitigate Illicit Financial Flows (IFFs)</strong></td>
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<td>Support projects in at least 10 IDA countries in the development and implementation of user feedback and/or enhanced grievance redress mechanisms (GRMs) for service delivery</td>
<td>Support at least one-third of IDA countries to operationalize reform commitments towards the OGP agenda to strengthen transparent, accountable, participatory, and inclusive governments</td>
<td>Strengthen and systematize Governance &amp; Institutional analysis in half of Risk &amp; Resilience Assessments and at least three-quarters of Recovery &amp; Peace Building Assessments</td>
<td>Plan for operationalization of 2017 WDR focused on reducing implementation gaps and enabling adaptive approaches</td>
<td>Perform IFFs assessments in at least 10 IDA countries to support the identification and monitoring of IFFs</td>
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Reinforcing fiduciary systems and taking them to the next level

The Procurement Framework goes beyond the establishment of rules-based and compliance-oriented systems – recognizing procurement’s role as a driver of broader public sector performance, service delivery, and citizen trust. The Framework – designed to increase the flexibility, efficiency and transparency of procurement processes – re-positions the World Bank’s procurement systems as a central instrument focused on government performance and the achievement of development goals.

**Smart Fiduciary** is designed to make operational FM services more efficient and impactful by making greater use of technology and client country’s systems.

In Myanmar, the Yangon City Development Committee (YCDC) requested that HEIS facilitate the engagement of consultants to design priority infrastructure works for flood mitigation activities as part of the $117 million Disaster Risk Management Project (P160931). YCDC has not had any experience with World Bank financed projects or conducting any competitive procurement. The scope of HEIS includes preparation of procurement documents, assistance with evaluation of proposals (identifying strengths and weaknesses) and finalization of draft contracts in hiring design consultants. To date, the Bank team has provided assistance in preparing terms of reference and drafting procurement documents and will continue to provide support in the next steps of consultant selection process.

Under the New Procurement Framework, APAs allow for a wider-use of borrower procurement systems under specific conditions. Two Borrower agencies have been assessed for APA. Thimpu Thromde (Ministry of Works in the capital) in the Royal Kingdom of Bhutan and Power Grid in India (a State-Owned Energy Enterprise) have been assessed by Management for potential future use of APA.

In Yemen, APAs have been approved to allow United Nations agencies to use their own procurement arrangements to implement three Investment Project Financing (IPF) operations as grant recipients and implementing agencies of the Borrower under OP2.30 (Development Cooperation and Conflict). A similar approach to APA was approved for the Somalia Emergency Drought Response and Recovery Project (P163830), allowing the Bank to rely on the procurement policies and procedures of United Nations Children’s Fund (UNICEF), and the International Committee of the Red Cross (ICRC).

The GGP has recently launched Smart Fiduciary Initiative with the objective of optimizing the efficiency and impact of the WBs operational FM work by: (a) eliminating non-value adding FM activities; (b) strengthening FM activities to make them more impactful; (c) making better use of technology for FM work; (d) improving the FM risk model (which was developed over a decade ago); (e) organizing better, including staffing of FM work, quality assurance and streamlining of processes; and (f) designing FM interventions in ways that build and retain capacity in the implementing entities, and contribute to strengthen country systems.
The Governance GP has a broad learning offering

KEY OBJECTIVES
1. Build staff skills around GGP professional competencies.
2. Aggregate and derive lessons from our work across the globe and disseminate and share these across the Bank and beyond.
3. Keep the GGP’s intellectual edge and push the frontiers – anticipating future frontier changes/ideas.
4. Serve as an integrator GP for other GPs in identifying and addressing governance constraints to policy implementation.

Communities of Practice
The GGP has organized 23 community of practice (CoP) that will aggregate knowledge, derive lessons, and support staff and clients in the pursuit of better results. The CoPs support knowledge in key areas that are critical to the business of the GGP. They serve as a locus for developing communities around key business lines and areas of interest for GGP staff.

Governance Data and Evaluation
Developing GOVdata360 indicators to look at country-level data and indicators on capture & exclusion; Also capture country level/global data sets on civil service; DRM; procurement and other key "big data" sets.

Impact Evaluation: GGP has the largest number of Impact Evaluations in the Bank measure ways of improving judicial systems; procurement; civil service reform, decentralization. Data generated from these IEs can be used to help clients change policies and improve implementation.

Development of Technical Curriculum on Open Learning Campus
The proposed GGP Technical Curriculum builds on a learning program for staff within the Practice and beyond.
• Incorporates a core curriculum modeled like a university framework with an offering of a basic onboarding course for all Bank staff;
• A more refined module that is meant for existing GGP staff to bring them up to speed on new developments;
• A set of thematic deep-dive courses around key themes

Cross Cutting Working Groups on Key Corporate Priorities
Areas that are high on the corporate radar screen and involve constituencies both outside the practice and outside the WBG. Currently there are four areas where working groups have been developed reflecting these priorities:
• FCV
• Anti-corruption
• Operationalization of the WDR 2017
• Citizen Engagement
The intended function of these working groups is to formulate an agenda/strategy for the particular area and our engagement with the broader Bank and outside community.
Building on the foundations, we have been exploring new governance frontiers
Technology brings new governance frontiers

With other GPs, the GGP applies new satellite/smartphone cloud-based geospatial management technologies to improve the agility and cost-effectiveness of public infrastructure asset management and for monitoring service delivery. In South Sudan, geospatial technology has been utilized in two decentralized operations to confirm evidence of health service delivery in remote and insecure locations, and to confirm physical existence and progress of community-level micro projects before and after payment.

The GGP applies paid crowdsourcing technology to monitor cigarette excise tax stamp compliance in the Philippines. The approach used hundreds of thousands of geo-tagged images captured across the Philippines to monitor where tax stamps were being used.

The GGP uses rapidly expanding satellite data and mapping, to promote improved land use governance and infrastructure tracking. For example, demonstration cases are currently focusing on land use and zoning and road networks in a Sub-National DPO Program for Ho Chi Minh City in Vietnam, integrating actions on Smart City governance and zoning disclosure.

The GGP also uses this technology to monitor implementation of our projects. INT used Satellite imagery to determine a corruption case for building schools in Ramadi city in Iraq. 2 schools were not built but disbursement had been fully made. The use of Satellite imagery was an essential tool to declare misprocurement.

In Albania, use of e-platform for administrative services and citizen feedback through e-Albania portal (https://e-albania.al/) and through IT-enabled one-stop shops in several cities; streamlining of business processes to reduce the time taken to receive services; and the use of an innovative Citizen Feedback Mechanism in which citizens are surveyed by the Prime Minister's Delivery Unit through multiple channels (SMS, voice, and web) about their satisfaction with services.

In Gabon, the creation of an integrated government digital platform for e-social services (education, health, social protection) is underway. In Uruguay, 7 key agencies have taken steps to increase the availability of e-government services for citizens, businesses, and other government entities. Now, they are moving to the next stage of digital transformation through administrative process improvements, better management and interoperability, and better accountability to citizens.

The GGP used locally appropriate technology in Kenya to help utilities serve customers better and improve revenues through the innovation MajiVoice - a software which registers and categorizes customer complaints for water and sewage delivery. Initial evaluations showed it increased complaint resolution rates from 46 percent to 90 percent.

In Kyrgyz Republic, piloting of electronic payment of presumptive tax (e-patent) and e-invoice for VAT is underway.
Technology brings new governance frontiers

In **Argentina**, the widespread roll out of an electronic workflow management platform based on an electronic document management ecosystem is underway. This will contribute to greater efficiency, transparency, and anti-corruption efforts in the public administration by automating processes and increasing traceability in a paperless environment. The Project is also supporting open government and open data initiatives to increase transparency and citizen engagement.

In **Zambia**, a multi-institutional, multi-purpose and multi-stakeholder digital platform for monitoring the country’s mineral value chain from exploration to export is being implemented. It is also helping to improve the quality and availability of administrative registers that can be used in production of official statistics pertaining to the mining sector.

The GGP supports the use of biometric verification for salary payments for thousands of civil servants in **Somalia**.

In **South Sudan**, we are using biometric system for the registration and validation of beneficiaries of a cash transfer payments, replacing the old system of using manually signed payment sheets.

The GGP is working with several clients globally on procurement data transparency via the proactive use of Big Data technologies to analyze these data to increase procurement efficiency and reduce corruption.

In **Brazil**, innovative approaches to reduce inefficiency and uncertainty of licensing processes in the state of Ceará is being implemented through a combination of proactive listening/user feedback, performance monitoring, and case tracking, using data analytics.

The GGP piloted the application of open source machine learning and prediction tools to analyze and enhance information value in financial management and administrative data. Also, the ‘OnTrack’ application in **Pakistan** and the **Philippines** helps piece together budget execution and procurement data to provide governments tools for proactive and dynamic analytics on public sector performance.
Technology brings new governance frontiers

In Madagascar, to monitor transfer of funds from central government (CG) to over 1,600 local governments, technology is being developed, including (1) an Interactive-Voice-Response (IVR) system, which enables citizens from across the country to call a toll-free number to i) learn more about the project(s) in their LG, and ii) report grievances/corruptions to the competent authorities. Also, a smart complaints handling mechanism automatically channels the citizen feedback to the competent authorities and an interactive dashboard allows the different stakeholders of the project to monitor the progress of the complaints and the response given to them; and (2) an AI-powered Facebook Chatbot that can proactively reach out to FB users in the country, which: i) asks them which city they are from, ii) tells them which projects their LG should execute (and deadlines), iii) invite them to monitor the project and provide feedback via FB or the toll-free number, iv) ask them to recommend other Facebook friends whom the chatbot should engage with, v) facilitates collective action among Facebook users. This solution is particularly appropriate to the context of Madagascar: while the majority of people with smart phones in the country do not have data plans, they are able to access Facebook through the company’s free Internet service in Africa.

The GGP is exploring the use of distributed ledger (blockchain) solutions in Brazil for procurement in community-driven development, involving the use of mobile and web-based community procurement platform (blockchain-powered) to improve procurement at the community level and substantially enhance governments’ capacity to employ data analytics to supervise, monitor and evaluate procurement results. In Madagascar, we are supporting the use of blockchain for land-registry in Antananarivo and securing tax-registration at the national level.

The GGP has been piloting ICT platforms designed to amplify citizen voices to improve service delivery. Other work is focused on supporting citizen engagement using administrative data from existing civic tech platforms, such as change.org, FOI system of law requests in Brazil, and I Change My City in India.

In Pakistan, information technology is being used to facilitate access to information and public services; monitor service delivery and performance; and gather data for decision making. A free telephone hotline handles questions and registers complaints and mobile apps and messaging track service delivery in education and healthcare. Performance monitoring includes citizen satisfaction, condition of facilities, and learning outcomes. Follow-up actions range from policy adjustments to staff rewards and disciplinary measures.
GovTech is a whole of government approach to digitization that enables efficient, transparent, accountable and human-centered public services to citizens and businesses.

GovTech leads to poverty reduction and shared prosperity

- GovTech combines expertise from across the whole of the World Bank Group
- GovTech brings development solutions for different sectoral applications

GovTech is also an integral part of the Africa Digital Economy Moonshot
GovTech Vision

Getting a Service Today…

Tomorrow: Integrated, Human Centered, Responsive Services

Reduce the Digital Divide Through Citizen-Centric, Transparent, Simple and Efficient Services
to Citizens and Businesses
Core Government Systems as a GovTech Focus

Integrated Digital Solutions (Government Cloud)

**Government Systems**
- FMIS, Tax, Customs, Health, Education, Social Protection, Pensions & more

**System Management**
- Data Center Operations, Help Desk, Disaster Recovery, Information Security & more

**Information Management**
- e-Mail, Content Mgmt, Records/Doc Mgmt, Knowledge Mgmt, Master Data Mgmt & more

**Shared Services**
- Civil Registration + e-ID Services
- Functional Registries
- e-Payment Services
- Digital Signature & PKI Services

**Data Warehouse (Open Data)**

**e-Gov Portal & e-Services**
- G2G Institutions
- G2C Citizens
- G2B Businesses

Public Sector Institutions
- national, sector and sub-national levels

Society > Citizen Participation & Feedback on e-Services

Citizens, NGOs, Businesses

* Government Systems cover the integration (interconnectivity & interoperability) of sector applications, back office systems, as well as the improvement of institutions, capacity, regulations, processes, information management, and more (National Enterprise Architecture, e-Gov Interoperability Framework, Single Window, and One-Stop-Shops).

Images: jscreationzs / FreeDigitalPhotos.net
GovTech: Potential to Yield Positive Gains in Governance

E-Services and Corruption Perceptions

E-Government and Government Effectiveness

Note: 2016 data for egovernment; 2015 data for corruption perceptions.
Sources: UN E-Government Development Index; Transparency International Corruption Perceptions Index.

Source: World Governance Indicators (2017), UN E-Government Index (2018), World Bank Staff Calculations
**Albania Citizen Centric Service Delivery**

- Using re-usable applications (APIs) connected to the Government Gateway, transactional e-services increased from 10 to over 570 in four years
- 230,000 registered users on the e-Albania portal obtaining online services
- SMS-based Citizen Feedback System contacted 187,000 citizens - 189 corruption complaints investigated
- Service passports available for all services online
- Incorporating technology will reduce the time to deliver old age pensions by 92%

**How do we get there?**

**Analytics**
- Baseline surveys with Poverty team
- Service inventory and review
- Process mapping

**Roadmap Strategy**
- e-Government strategy and Action Plan
- Convening stakeholders
- Strengthening institutional coordination

**Implementation**
- Solution development, piloting and roll out
- Change management
- Monitoring and evaluation