

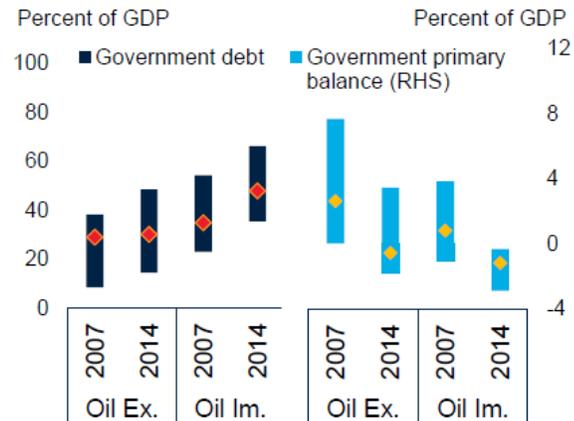
# World Bank Governance Programs: Foundations and Frontiers

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.

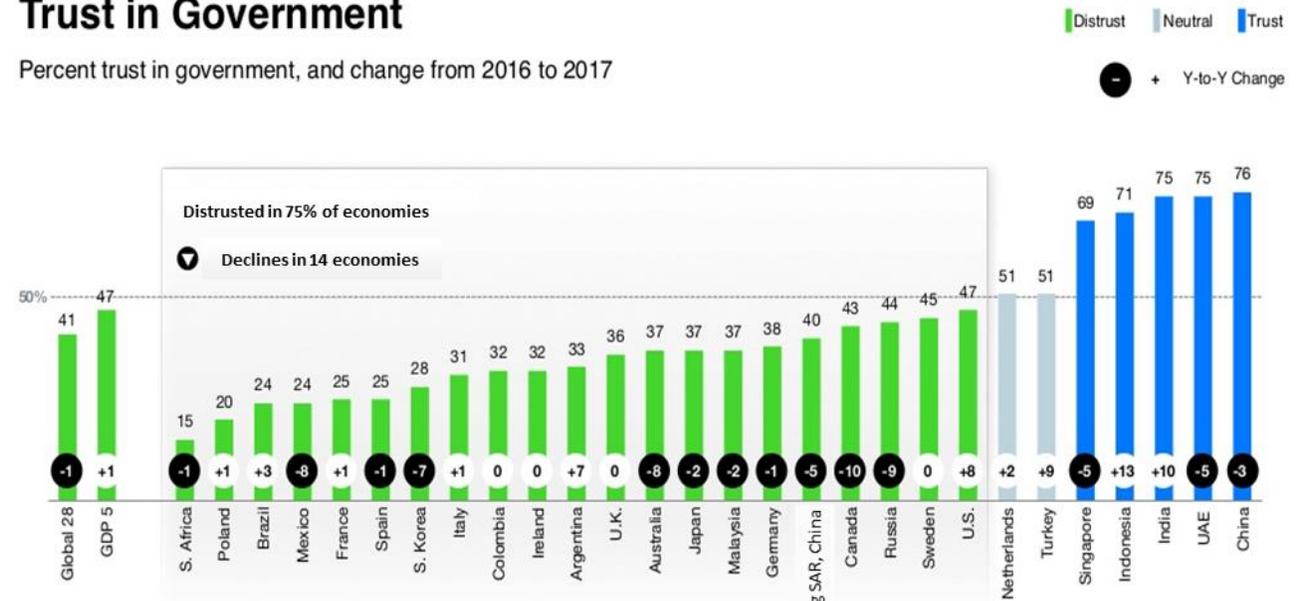
## Government fiscal space remains constrained in many countries...



## ...resulting in a diminished ability to respond, and declining citizen trust in government across much of the world

### Trust in Government

Percent trust in government, and change from 2016 to 2017

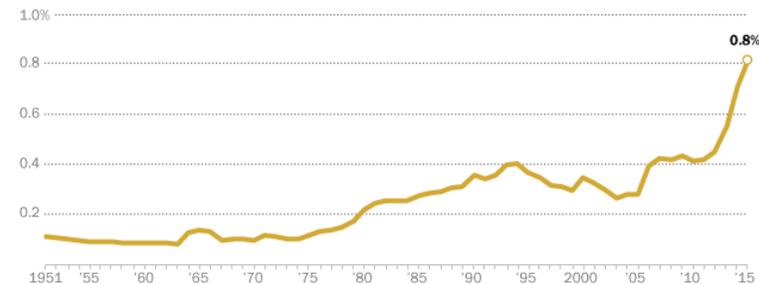


Source: Edelman Trust Barometer (2017)

## ...while facing increasingly complex challenges...

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

% of world population that is forcibly displaced



Note: Displaced includes internally displaced persons within their birth country, refugees and asylum seekers living in a different country who have yet to resettle permanently, and Palestinian refugees registered with the United Nations Relief and Works Agency (UNRWA) in Jordan, Lebanon and Syria.

Source: Pew Research Center analysis of United Nations data, accessed July 20, 2016.

Source: Pew Research Center (2017)

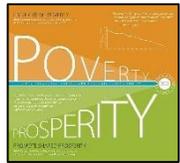
# Governance remains critical to meet global and World Bank Group goals

The governance programs supports 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.



SDGs

SDG16: Peace, Justice and Strong Institutions  
– instrumental for other SDGs



WBG Goals

Ending extreme poverty and boosting shared prosperity in a sustainable manner



EFI Goals

Stable, equitable, efficient markets, institutions, economies



Corporate Priorities

IDA18

Citizen Engagement

Maximizing Finance for Development

FCV

Gender

Climate Change

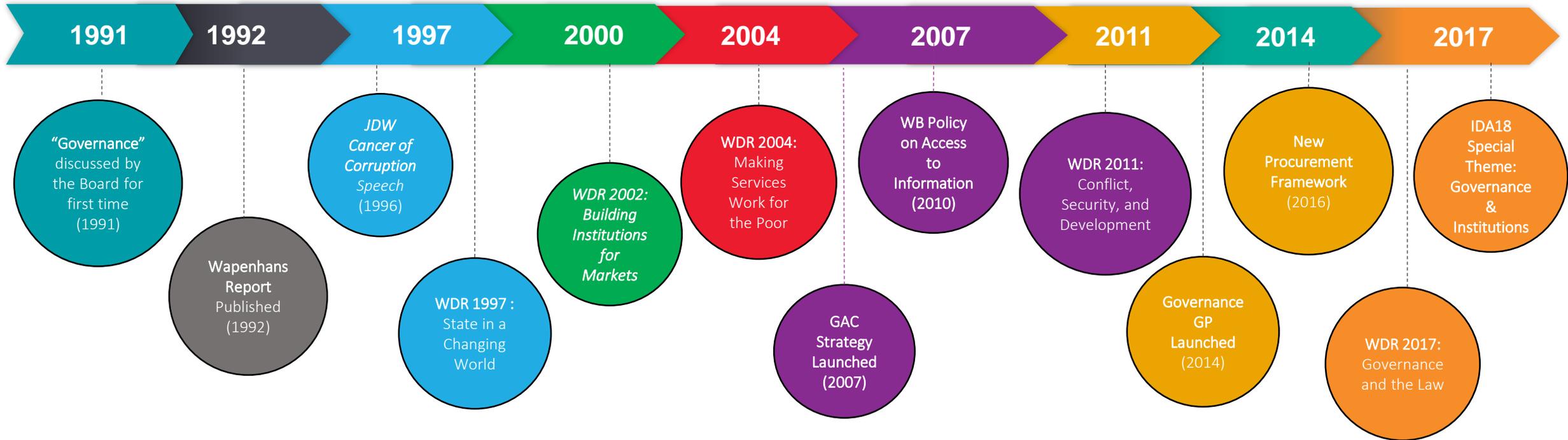


Governance GP Objectives

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."

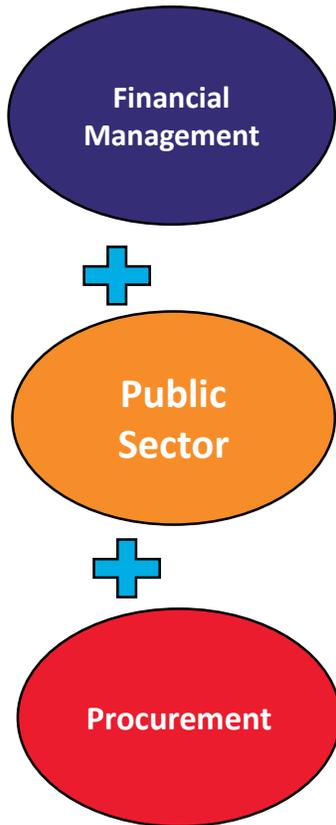


## **WDR 2017:**

"The process through which state and non-state actors interact to design and implement policies, within a given set of formal and informal rules that shape and are shaped by power."

# ... as has the way the World Bank delivers on governance

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.



**700+** GGP Staff

**98** Country offices with GGP staff

**470+** Staff based in the field

**136** Staff based in FCV countries

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

- Anticorruption, Accounting and Auditing Standards, Citizen Engagement (GPSA), Domestic Resource Mobilization, Illicit Financial Flows, Public Financial Management, Transparency and Openness (OGP), Open Contracting, Bureaucracy Lab, Human Rights (Nordic Trust Fund)

# ...working closely within EFI PG and with partners across the WBG to deliver...

Governance

Poverty

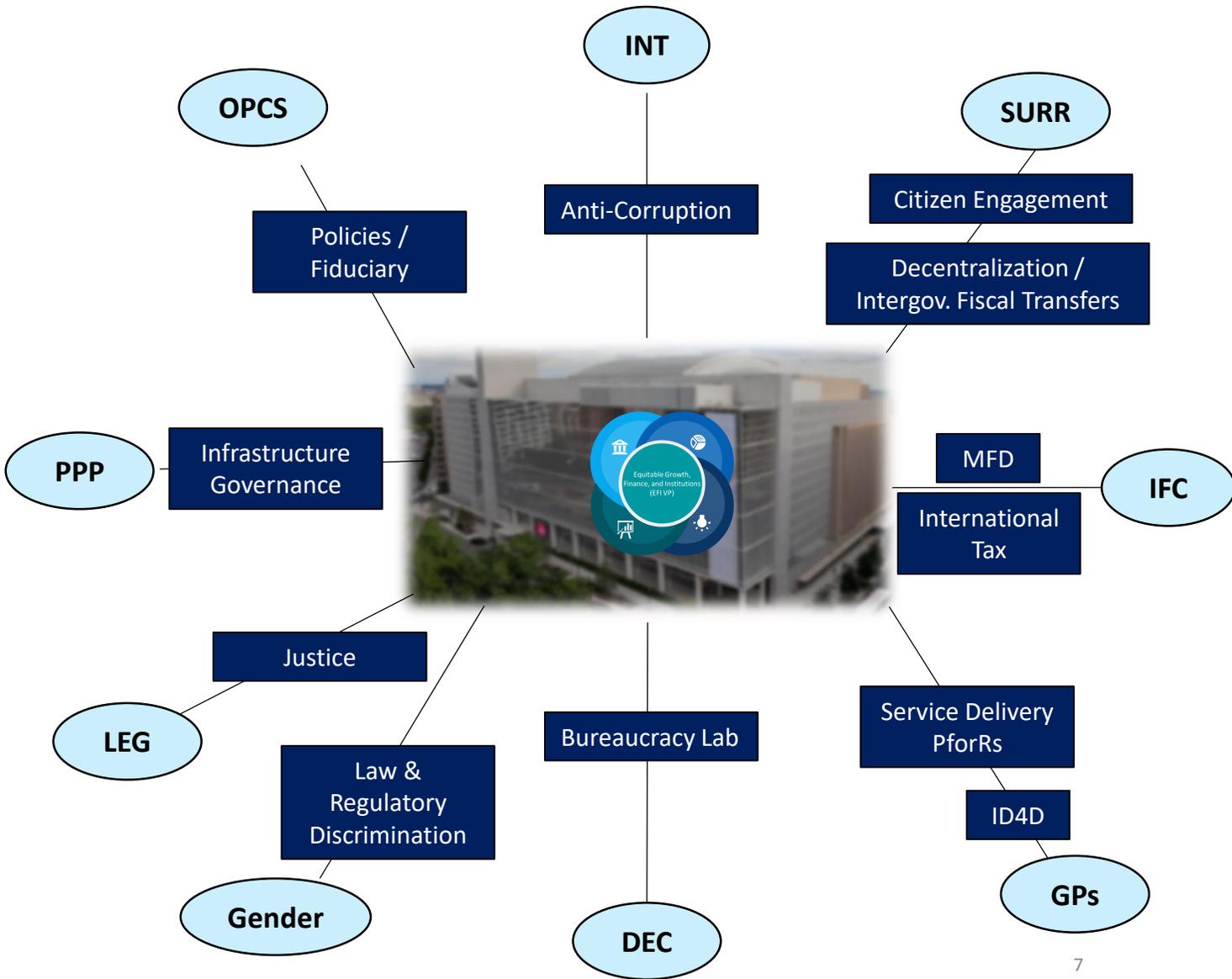


Macroeconomics, Trade, & Investment

Finance, Competitiveness, and Innovation

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



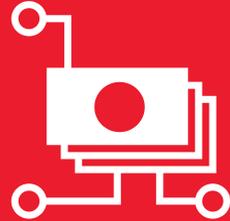
# Focusing on 5 key areas to eliminate implementation gaps facing clients

1



**Strengthening  
public policy  
processes**

2



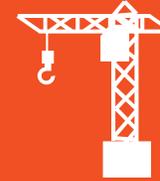
**Managing  
resources  
effectively**

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.



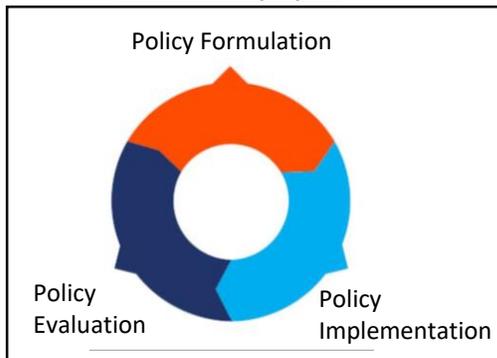
Governance Expertise:

- Center of government and inter-government coordination
- Budgets
- Procurement
- Oversight & control institutions
- Justice and rule of law
- Transparency
- Citizen engagement

**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.



## Public Policy Cycle



**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.



# (3) Reinforce public service delivery

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.



# (4) Strengthen the public-private interface

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.



**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.



**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.



# (5) Understand the underlying drivers and enablers of policy effectiveness

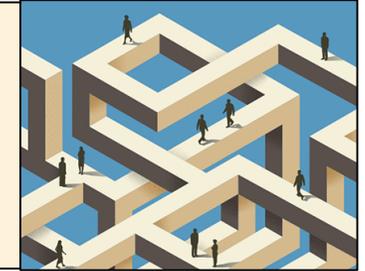
The World Bank Group is working to understand the role of underlying drivers of policy effectiveness in achieving growth, equity and security. These drivers are rooted in power asymmetries and political economy variables such as trust and social cohesion, and capture and exclusion. At the frontiers, 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.



## Governance Expertise:

- Analyzing the political economy dynamics underlying policy implementation
- Understanding exclusion, capture, collusion, and corruption
- Enhancing enablers: trust, legitimacy, cohesion, leadership

**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.

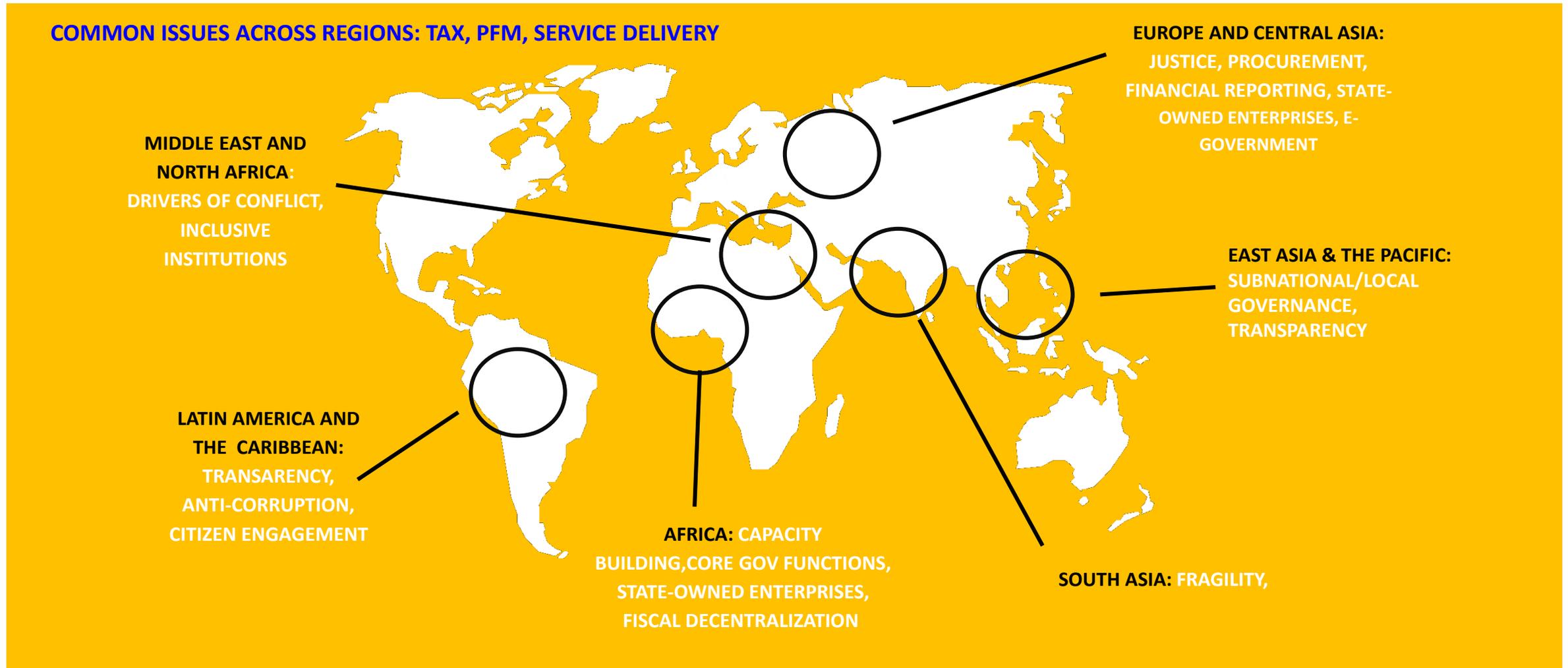


**Security Expenditure:** In 2017, the GGP and the UN launched the first-ever technical sourcebook designed to help governments review and analyze public money spent in the security and justice sector. Bringing together the decades of experience the two institutions have in public finance, peacekeeping 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.



# The Governance Practice tailors its support to the governance demands that each region faces



# Governance in Africa: tax, capacity building, core government functions, SOEs

## 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.



## CABO VERDE – Support for SOE Reforms

The Bank has a long history of support to SOE reform in Cabo Verde through numerous operations. The recently concluded series of Poverty Reduction Credits supported a number of SOE reforms including TACV, ELECTRA and ENAPOR as well as overall risk management of contingent liabilities by the Treasury. The ongoing Transport Project is providing technical assistance to strengthen transport sector SOEs and the Bank is also assisting with the preparation of a monitoring system for the SOE unit. Building on this past support, GGP is preparing an investment lending (IPF) operation to consolidate many of the reforms and take them further. The IPF will also lay the ground for future budget support by the Bank and other donors by reducing macroeconomic risk in the SOEs sector.



## 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.



**In Africa, governance support is responding to demands for capacity building, the restoration of core governance functions after conflict, anticorruption and openness and transparency.**

## 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.



## 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.



## 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.



**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.**

# Governance in ECA: tax, financial reporting, justice, procurement

## 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.



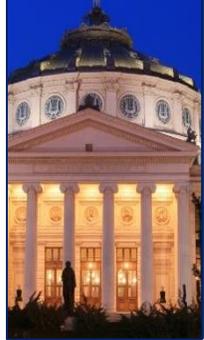
## RUSSIA – Judicial Reform Support Project

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;



## 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.



## 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..



## 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.



**In Eastern Europe and Central Asia, governance support is promoting strengthening transparency and oversight and reforms to help build public-private interface.**

# Governance in LCR: anticorruption, citizen engagement and transparency



## 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.



## LCR REGION – CReCER



The GGP, in collaboration with the Inter-American Development Bank (IDB), the International Federation of Accountants (IFAC) and the Global Public Policy Committee (GPPC), initiated CReCER, which stands for "Accounting and Accountability for Regional Economic Growth". In 2017, CReCER 2017 celebrated ten years of existence and looked ahead to the future. The main objective of CReCER is to foster economic growth and regional development by strengthening public policies and best practices in terms of transparency, accountability, financial reporting and auditing in the public and private sectors by: (i) promoting candid policy dialogue; (ii) exchanging experiences and lessons learned; as well as (iii) strengthening regional collaboration.

**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



## 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.



## 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



## 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.



## 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.



## 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.**

# Governance in SAR: tax, fragility, and service delivery

## 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.



## 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.



## 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.

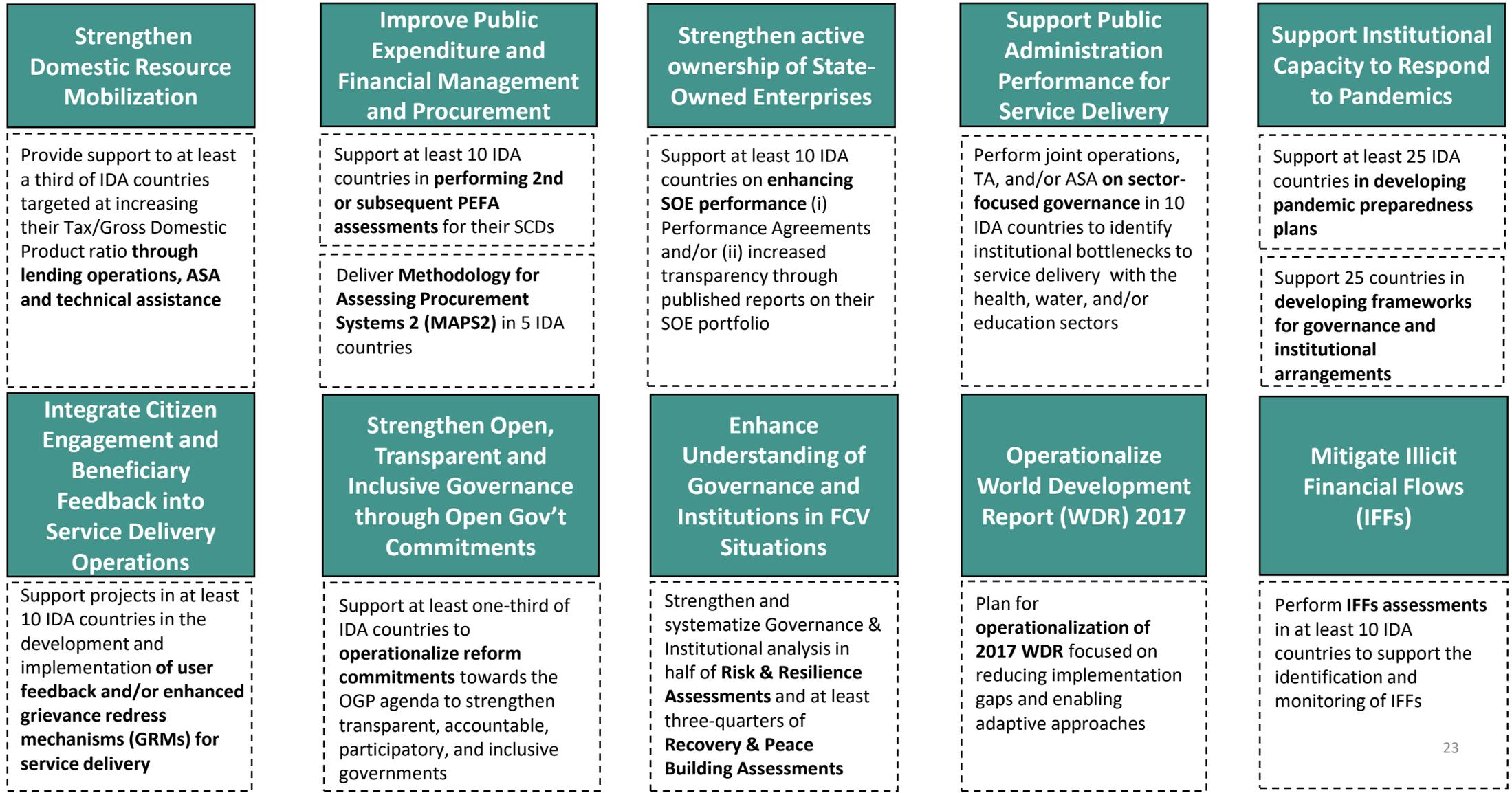


## Learning about Human Rights

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.



# 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.

## Hands-on Expanded Implementation Support (Myanmar)



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.

## Alternative Procurement Arrangements



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).

## Smart Fiduciary



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.



### 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



### 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



### 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



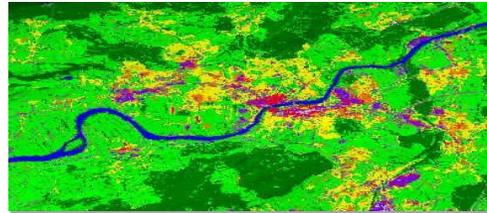
## Geo-Spatial Technology

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.



## Crowd-Sourcing Technology

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.



## Satellite Computer Vision

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.



## E-Service Delivery

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.



## E-Service Delivery

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.

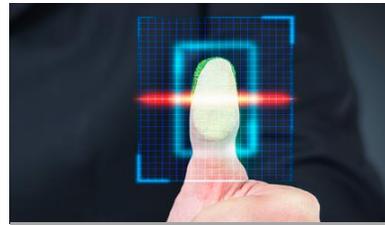
In **Kyrgyz Republic**, piloting of electronic payment of presumptive tax (e-patent) and e-invoice for VAT is underway.

# Technology brings new governance frontiers



E-GOV

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.



Biometrics

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.



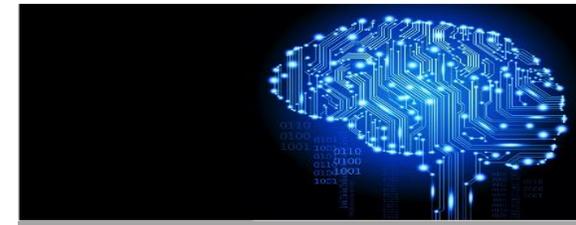
Big Data

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**, we are using Big Data, ArcGIS (geographic information systems) and spatial regression discontinuity design (RDD) to inform land valuations. Also, using big data analysis to understand the causes of high delinquency rates of municipal property tax (IPTU) in Brazil using 15 years of micro-level taxpayer data.



Big Data

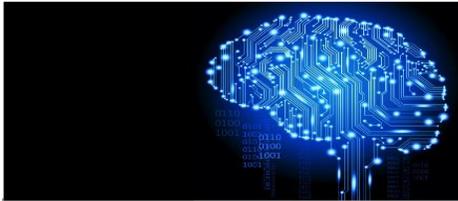
In **Brazil**, innovative approaches to reduce inefficiency and uncertainty of licensing processes in the state of Ceará is being implemented through a combination of proactive listening/user feedback, performance monitoring, and case tracking, using data analytics.



Machine Learning/  
Artificial Intelligence

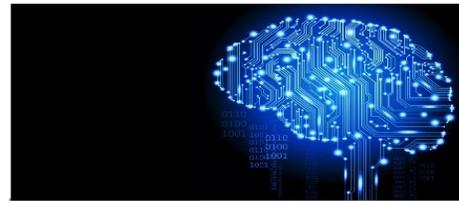
The GGP piloted the application of open source machine learning and prediction tools to analyze and enhance information value in financial management and administrative data. Also, the 'OnTrack' application in **Pakistan** and the **Philippines** helps piece together budget execution and procurement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

# Technology brings new governance frontiers



## Machine Learning/ Artificial Intelligence

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



## Machine Learning/ Artificial Intelligence

(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.



## Blockchain

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.



## Civic Tech

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**.

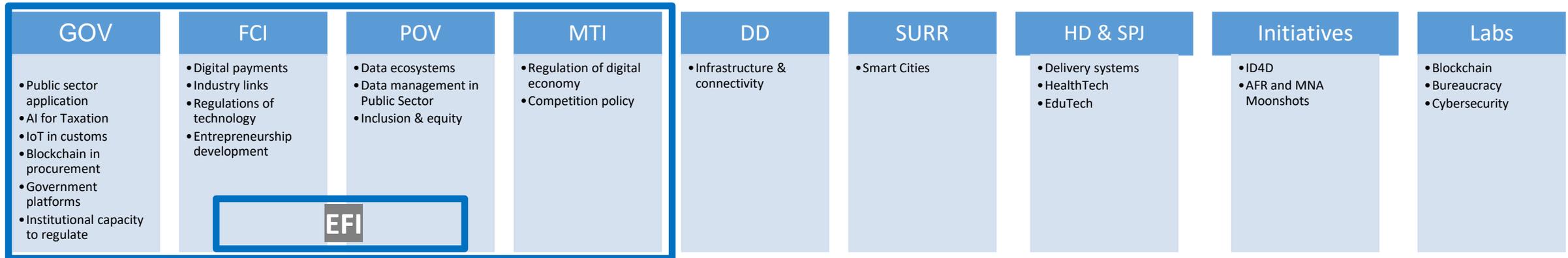
In **Pakistan**, information technology is being used to facilitate access to information and public services; monitor service delivery and performance; and gather data for decision making. A free telephone hotline handles questions and registers complaints and mobile apps and messaging track service 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.

# Putting All Frontiers Together and Advancing: GovTech

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

Digital Infrastructure

Digital platforms

Digital Finance and Fintech

Entrepreneurship

Digital skills

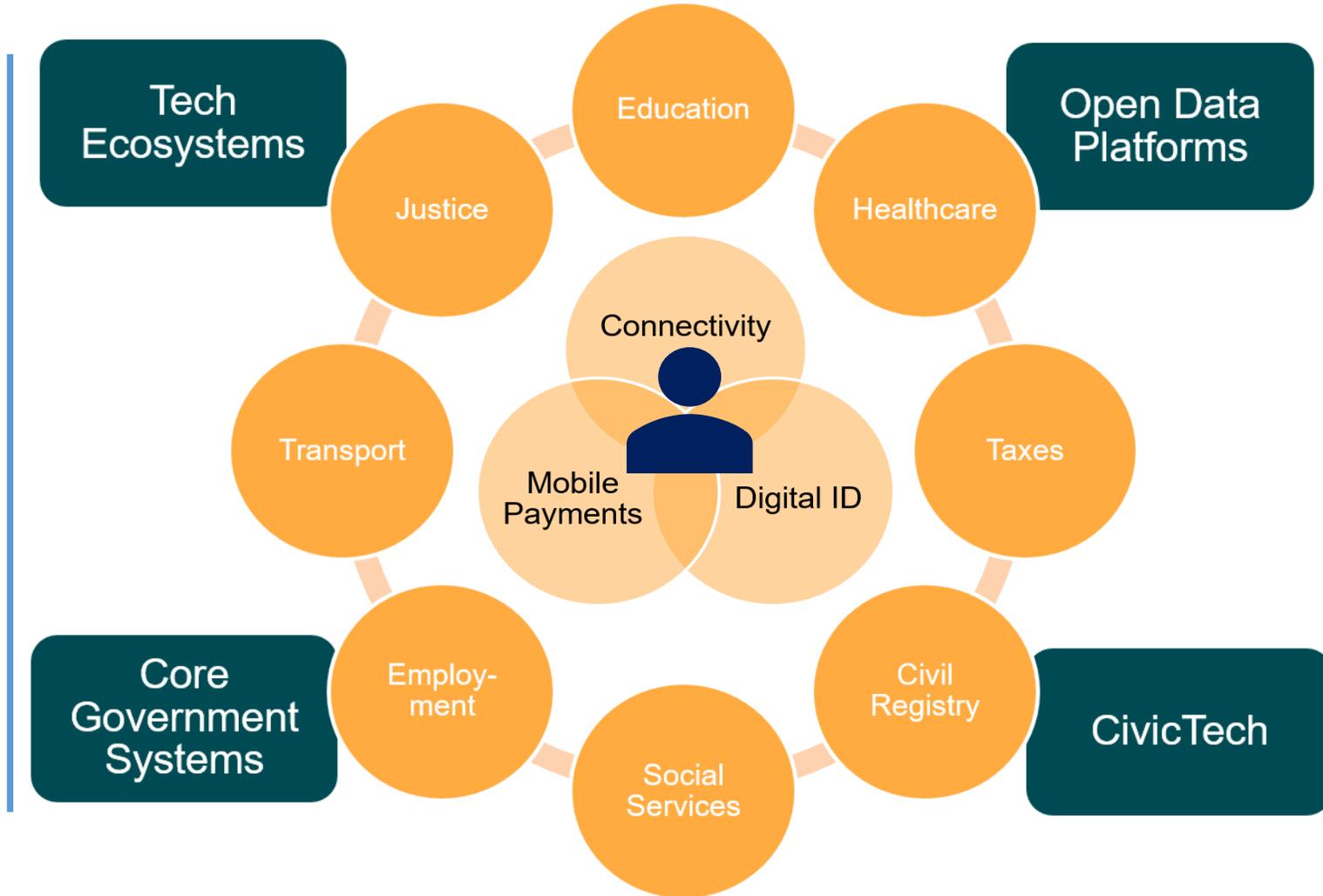
5 Foundations of the Digital Economy for Africa

# GovTech Vision

Getting a Service Today...

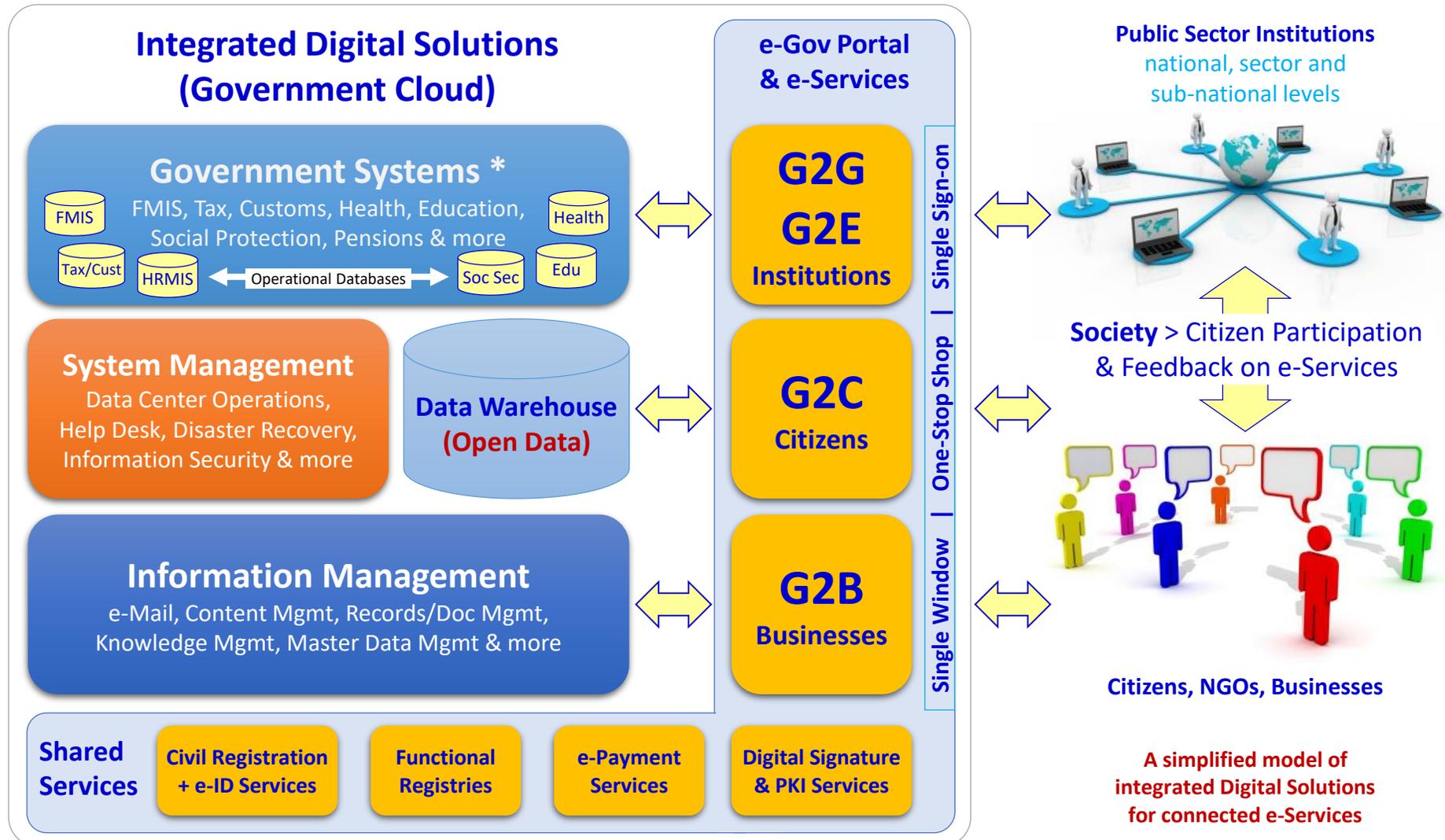


Tomorrow: Integrated, Human Centered, Responsive Services



Reduce the Digital Divide Through Citizen-Centric, Transparent, Simple and Efficient Services to Citizens and Businesses

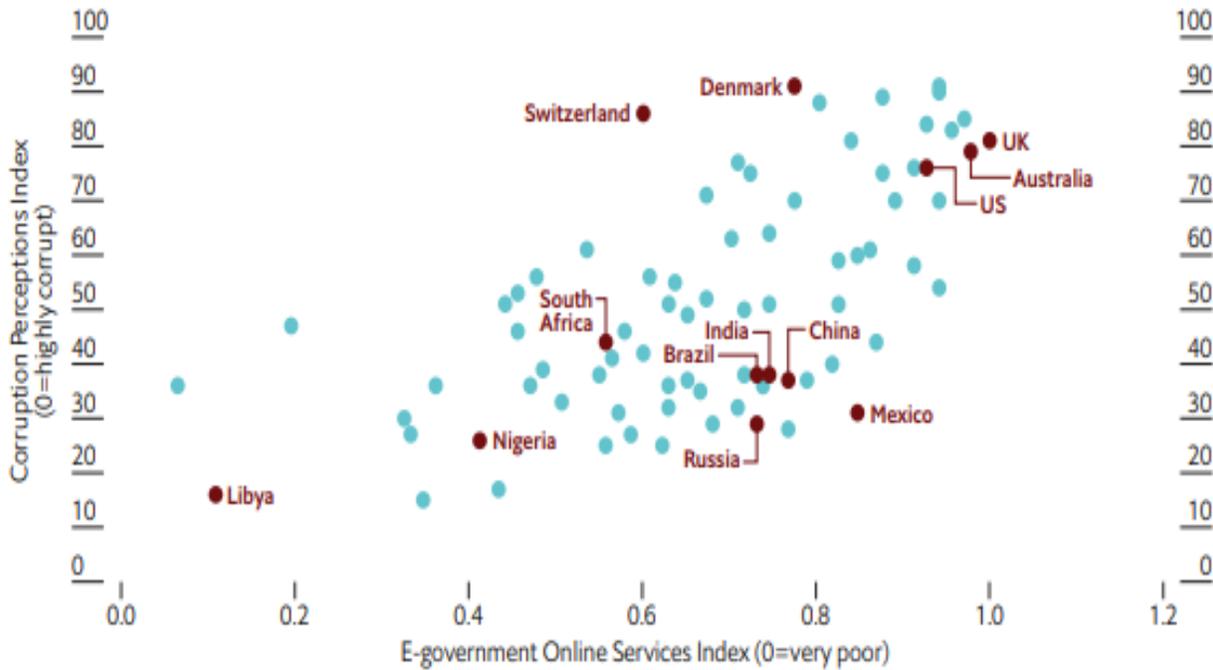
# Core Government Systems as a GovTech Focus



\* 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).

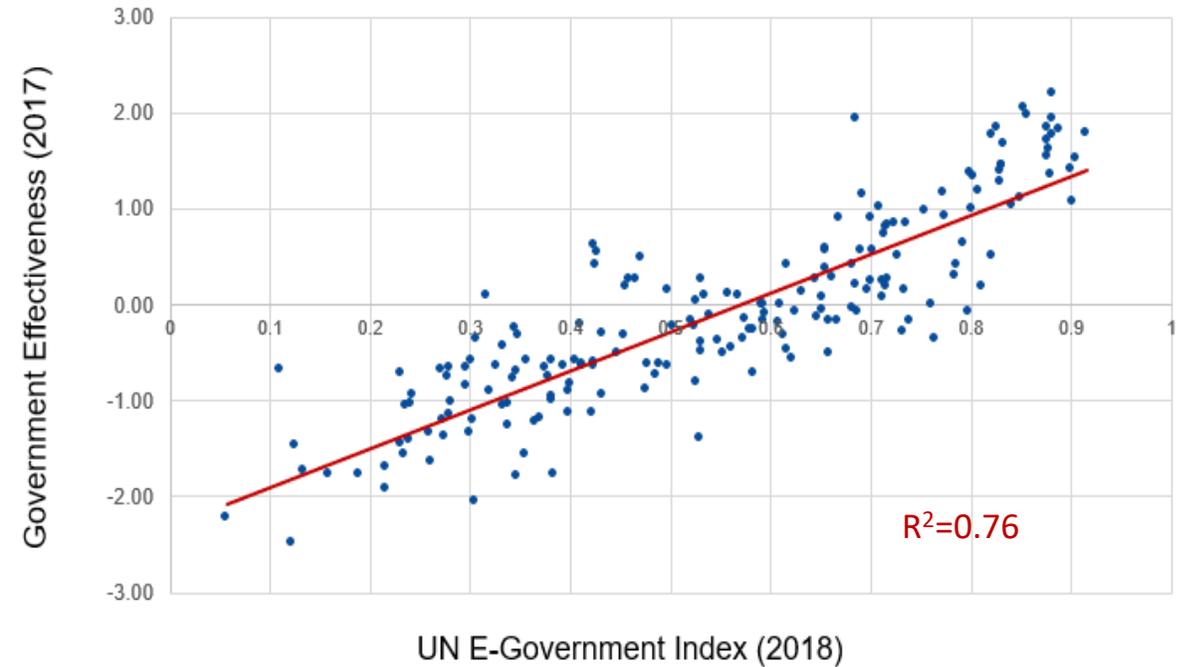
# GovTech: Potential to Yield Positive Gains in Governance

## E-Services and Corruption Perceptions



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

## E-Government and Government Effectiveness



Source: World Governance Indicators (2017), UN E-Government Index (2018), World Bank Staff Calculations

# Reaping Results of GovTech

## 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?

