

A Deep Dive into Governance and Institutions



WORLD BANK GROUP
Governance

Ed Olowo-Okere
Global Director, Governance Global Practice

Vision of the Governance Global Practice

Vision

To support client countries in building capable, efficient, inclusive and accountable institutions to deliver public services

How

Through business lines focused on

Managing the bureaucracy



Managing public finances

About GGP.

GOV Business Lines: Managing the Bureaucracy

**Public Institutions Reform
(incl. Justice)**

Bureaucracy lab activities, JUNIPER, technical assistance to civil service reform in Lao PDR

**Decentralization/
Subnational Governance**

Myanmar Enhancing Institutional Capacity of State and Region Governments Project

GovTech

GovTech lab activities (GovTech Maturity Index, how to notes), technical assistance (Albania, West Bank and Gaza, Jordan, Myanmar)

**Anticorruption &
Open Government**

Flagship report on Enhancing Government Effectiveness and Transparency: The Fight Against Corruption; Anticorruption Action Plan, technical assistance (Nigeria, CAR)

GOV Business Lines: Managing Public Finances

**Public Financial
Management/Public
Investment Management**

**PFM Global Report; PIM Reference Guide;
PFM in health/education; various projects**

**Domestic Revenue
Mobilization**

**Technical assistance on tax systems (Sierra Leone);
property tax (Ghana); tax exemptions (Liberia)**

**State-owned
Enterprises/Corporate
Governance**

**Integrated SOE Framework (iSOEF), technical
assistance in Ukraine, CAR, Bangladesh**

Fiduciary Assurance

**Guidance on COVID-19 and fiduciary
assurance; disruptive technology for FA**

What is GovTech?

(first video: GovTech- Putting People First)

What is GovTech?

GovTech is a whole-of-government approach to public sector modernization and promotes simple, efficient and transparent government with the citizen at the center of reforms

The GovTech approach emphasizes three aspects of public sector modernization:

Whole-of-
government
approach to
digital
transformation

Citizen-centric
services
that are
universally
accessible

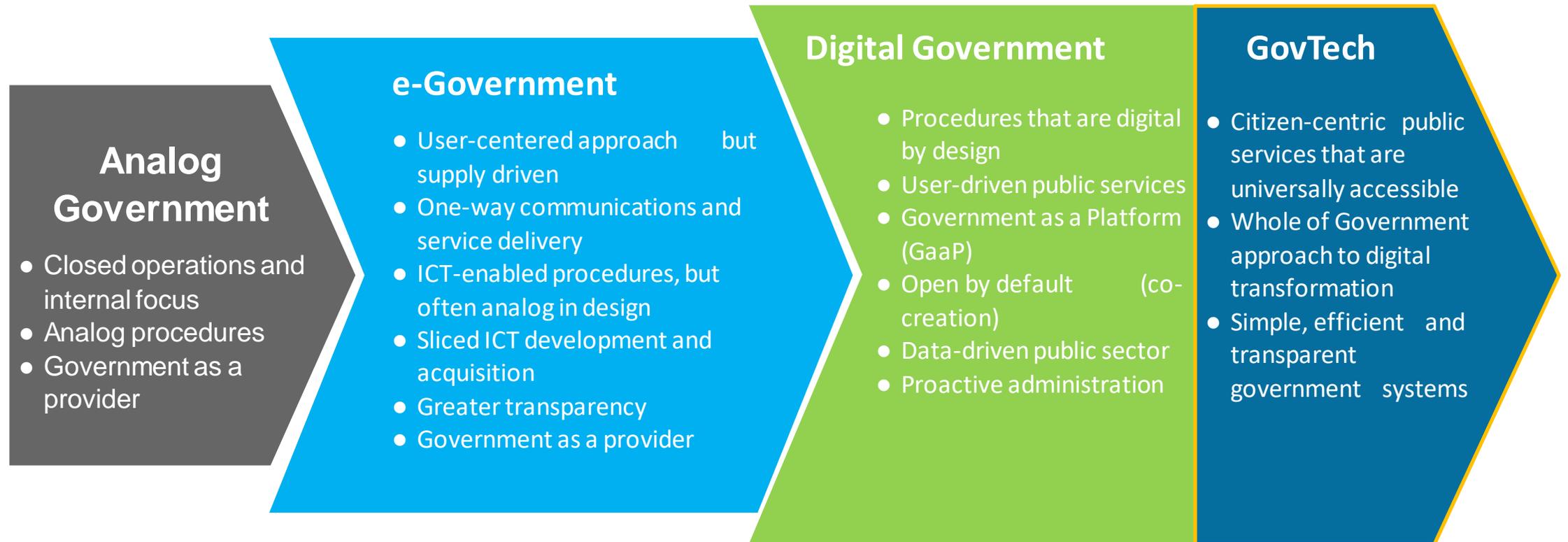
Simple
and
efficient
government
systems

The GovTech agenda also encompasses:

- effective use of **disruptive technologies** (e.g., AI/ML, cloud, IoT),
- **public data platforms** (promoting the use of public data by individuals and firms),
- local **GovTech ecosystems** (supporting local entrepreneurs and start-ups), and
- greater use of **public private partnerships** to draw upon private sector skills, innovations and investments to address public sector challenges.

Evolution of Digital Transformation in the Public Sector

GovTech is the latest generation of these reforms



Source: World Bank; extending the OECD's presentation of digital transformation in Digital Government Studies (2019)

GovTech and World Bank Digital Initiatives

GovTech

Public Sector Modernization

Builds on enablers of connectivity, ID, digital payments, and data registries to support whole of government digital transformation.

- Citizen centric service delivery
- CivicTech for citizen engagement
- Modernization of core government operations
- GovTech enablers

ID4D

Digital Identity for Citizens

Digital Development Partnership

- Infrastructure
- Enabling Regulatory Environment
- Connectivity
- Cybersecurity

ITS Innovation Labs

AI, Blockchain

Open Government Partnership

- Open Government research and implementation
- Open Contracting, Open Data, Anti-Corruption

Other WBG Initiatives

Data Collaboratives, GEMS, KIDS, SD Lab, HD DSTI, IFC DT, OLC

FinTech / G2Px

Digital solutions for financial inclusion and payments

DT4D

Disruptive Technologies for Development

Digital Economy for Africa

- Connectivity
- Digital Payments
- Digital Platforms
- Digital Entrepreneurship
- Digital Skills

ASAs

Governance for Digital, World Development Report 2021

GovTech Focal Areas



User-Centric Service Delivery

- Human-centered online services that are simple, transparent, and universally accessible.
- Services that are accessible by low-cost digital solutions (e.g., mobile phones, free open source applications) tailored to the digital literacy and reaching all intended beneficiaries and users.



Core Government Operations

- Modernization of core government systems (e.g., FMIS, HRMIS, Payroll, Tax, Public Procurement, PIMS)
- Effective use of shared (cloud-based) platforms and data that are interoperable and secure, as a part of the whole-of-government approach.



Mainstreaming Citizen Engagement

- CivicTech tools including citizen feedback and complaint handling mechanisms.
- Accountability tools (service charters and standards) with enforcement and monitoring mechanisms.
- Use of technology to advance government's efforts at greater transparency.



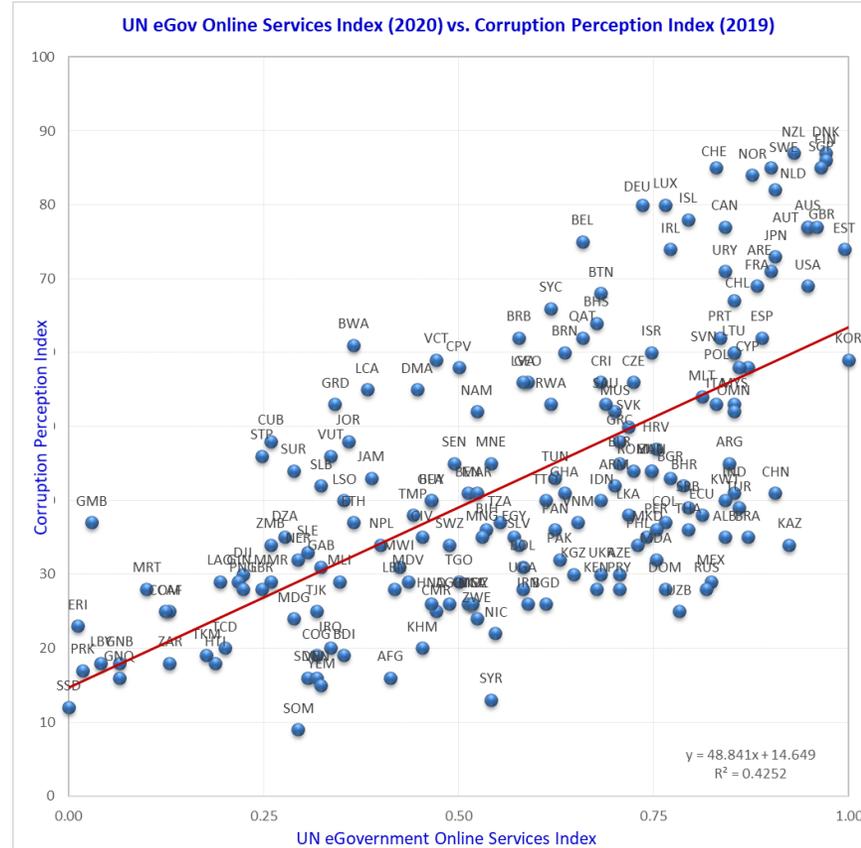
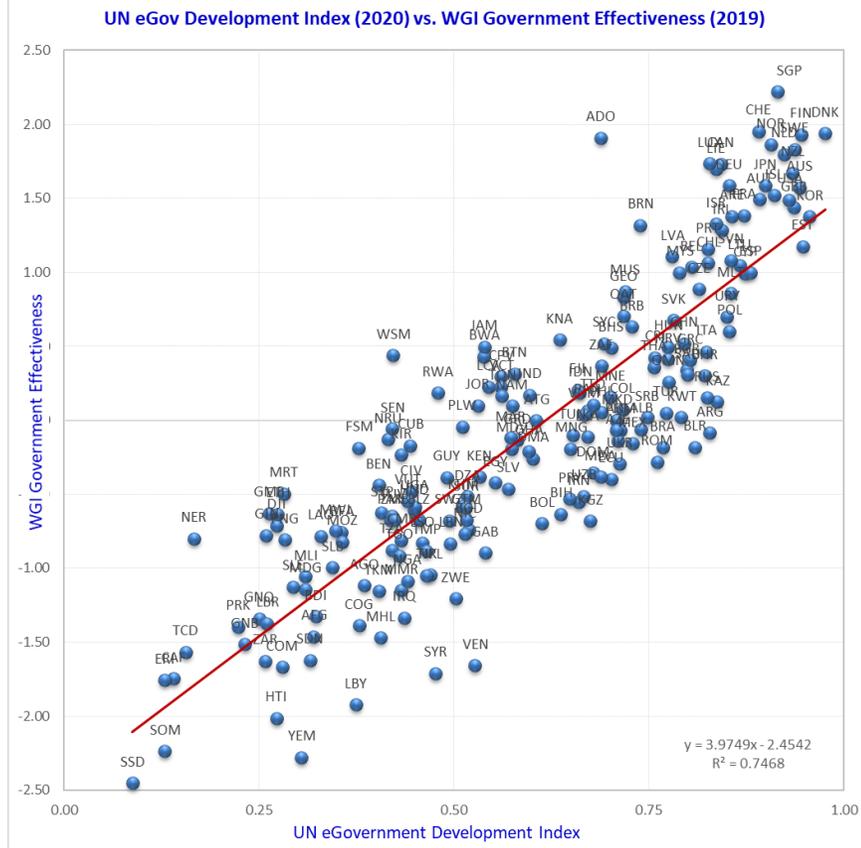
GovTech Enablers

- Cross-cutting drivers of digital transformation, such as digital skills, an appropriate and conducive legal and regulatory regime, strong enabling and safeguarding institutions, and an environment that fosters innovation in the public sector (“analog complements” of digital investments in WDR 2016).

Why GovTech: Impacts on Governance

e-Government systems and e-services are associated with improved outcomes in government effectiveness and perceptions of corruption.

GovTech solutions present a new frontier in the fight against corrupt practices.



The scatter diagrams are displaying the relationships between specific indices, without any control for GDP/GNI

GovTech Global Partnership

The GovTech Global Partnership (GTGP) is a multi-stakeholder initiative that supports the public sector in developing countries in keeping up with the pace of technological development and capitalizing on opportunities for its use.



Analytical Work and Thought Leadership

Development of new knowledge, policy guidance and good practice examples.



Global Public Goods and Convening

Enhanced GovTech website; Online GovTech 101 course; GovTech Index to measure the state of GovTech building blocks in WBG client countries; GovTech datasets on DG systems and e-services. Learning events and knowledge exchanges.



Country and Regional Engagement

Calls for proposals to support technical advisory work, strengthening capacity and skills, piloting GovTech solutions and helping country teams to advance the GovTech dialogue and partnerships (RETF & BETF)

Additional components include Knowledge Management and Program Administration and RETF Implementation Support

Analytical and Thought Leadership

Outputs under this component includes policy notes and research

Building GovTech Skills and Innovative Organizational Climate in the Civil Service

Service Delivery, User Centric Design and Design Thinking

Procurement Guidance Note on Cloud Computing

GovTech Strategic Plan 2022-2024

Accessible GovTech Design Handbook

Ensuring Better PFM Outcomes with FMIS Investments

Principles of Artificial Intelligence in the Public Sector

Procurement Practice Note

GovTech and Fraud Detection in Public Administration

Analytical and Thought Leadership



Publications available on www.worldbank.org/govtech

Global Public Goods and Convening

A range of Global Public Goods, learning opportunities and knowledge sharing activities have been launched:

1. GovTech Maturity Index

The report will be available by the end of FY

2. GovTech Online Knowledge Platform

We launched website www.worldbank.org/govtech in Dec 2020

3. GovTech 101 Course and GovTech Academy

The course has several modules

4. GovTech Guidance Notes

Guidance Note 1: GovTech - The New Frontier in Digital Government Transformation

Guidance Note 2: GovTech State of Play. Challenges and Opportunities

5. Summary How-To Notes for Policy Makers

GovTech and Fraud Detection in Public Administration

GovTech Procurement Practice Note

Principles of Artificial Intelligence in the Public Sector

Ensuring Better PFM Outcomes with FMIS Investments

Accessible GovTech Design Handbook

6. Convening and Knowledge Exchange

BBL- Organized 6 BBLs in collaboration with external partners

Working Groups

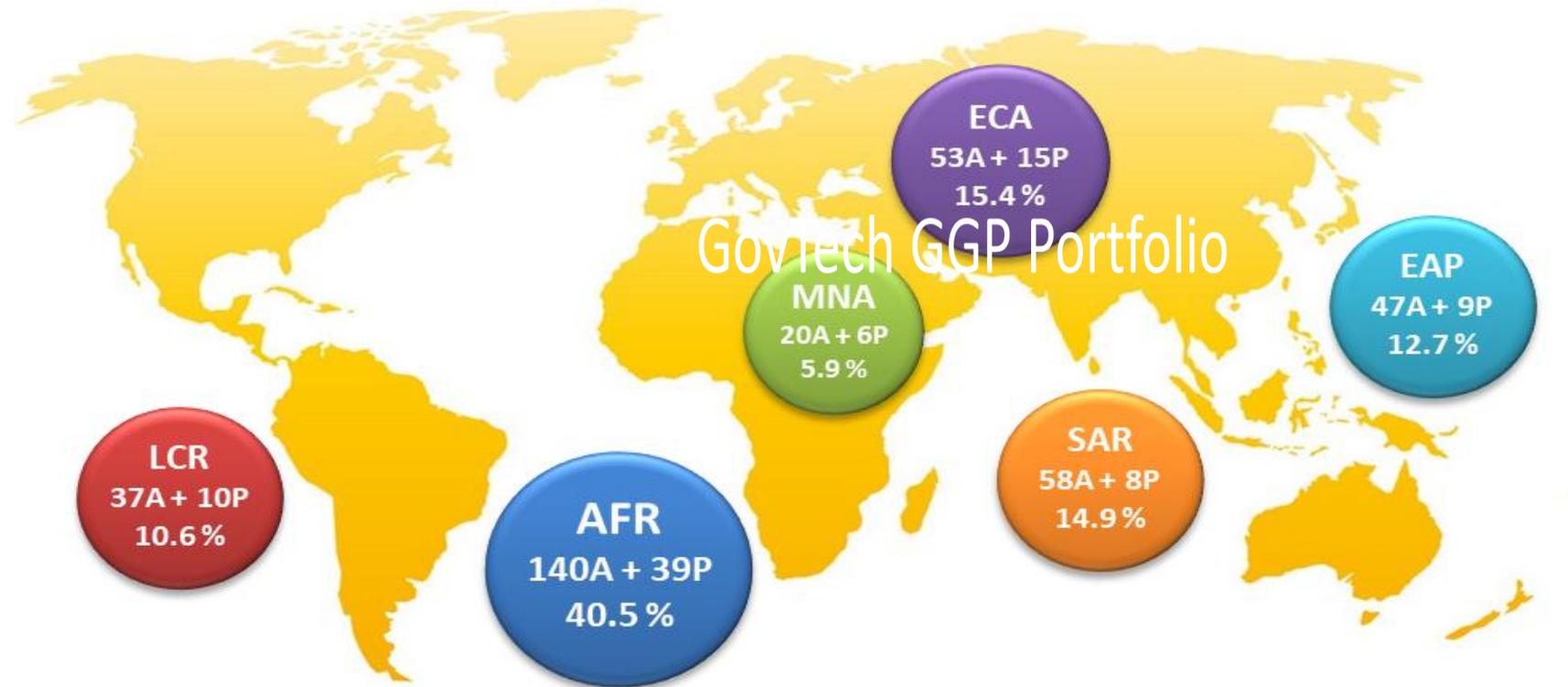
Regional and Country Engagement

A Call for Proposals (CfP) was launched between **30 July – 18 September 2020**. The CfP resulted in **74 proposals** received. In meeting the budget allocation as per Annual Work Plan, **7 proposals were supported**.

	Title	Abstract	Status
1	Moldova: Support in implementation of the e-LPA and e-Archive platforms	(BE) TA to support development of local public authorities' platform to connect with central Govt, citizens and businesses, and of an e-archive	Launched on 15 January 2021
2	Digital Transformation in Guatemala	BE) Provide action-based digital transformation plan focused on service delivery to Govt that is at the beginning of reform path	Launched on 12 November 2020
3	Afghanistan: GovTech Assessment and Roadmap	(BE) TA to stock take of constraints affecting adoption of GovTech in core government and services to inform country's GovTech roadmap	Launched on 23 November 2020
4	Inclusive, Citizen-Centric GovTech for Kenya	(BE) Assessment of Govt and citizen readiness to adopt digital government, in particular e-services and citizen engagement, and development of change mgt. framework.	Launched on 16 December 2020
5	Prioritized Human-centric Digital Services for Mongolia	(BE) Assessment of human-centric design of services and promotion of design thinking	Launched on 1 March 2021
6	Scaling up the Digital Community (CDD) Procurement Application: SOL, Brazil	(RE) Enhance community driven procurement platform (app)	Expected to be launched in March
7	Technical Assistance to Accelerate Indonesia Government Digital Transformation	(BE) TA to develop digital roadmap and enterprise architecture, Gov. coordination, establishment of digitalization agency	Expected to be launched in March

Global digital government/GovTech investments

2020 DG Projects Database > 1400+ projects funded by the WBG in 147 countries (including 965 closed, 355 active and 87 pipeline) since 1995.



WBG activities initiated within the last five years are more focused on GovTech: improvement of online services, citizen engagement, and shared digital platforms.

GovTech Governance Global Practice portfolio

As of July 2020, 135 out of 213 GGP lending operations are GovTech projects (105 active and 30 pipeline). In addition, there are 36 GovTech advisory and analytical activities financed by BB and reimbursable advisory services.

GGP's GovTech Active and Pipeline Projects by Region (135) & Comparison with WBG portfolio

Region	GGP GT Projects	Gov Systems	Online Services	Citizen Engage	GGP GT Inv (\$m)	Total# Contries	Tot # GT Countries	GGP GT Countries	GT % Total	GGP % GT
AFR	59	58	26	8	1,484.3	44	40	32	90.9%	80.0%
SAR	24	23	11	4	692.8	8	8	7	100.0%	87.5%
ECA	18	18	9	1	290.9	21	20	16	95.2%	80.0%
LCR	15	14	8	2	267.3	28	18	11	64.3%	61.1%
MNA	7	7	6	2	214.4	10	8	8	80.0%	100.0%
EAP	12	11	5	3	103.5	21	18	13	85.7%	72.2%
Totals	135	131	65	20	3,053.1	132	112	87	84.8%	77.7%

Our approach to GovTech implementation

- **Integrated and multi-disciplinary approach to support whole of government public sector modernization.**
- **Investment lending and policy advice to support public sector modernization** in Albania, Argentina, Djibouti, Grenada, Jordan, Madagascar, Moldova, Serbia, Tunisia, Uruguay and more in the pipeline.
- **Technical assistance on strategy, policy, change management, and capacity building** in Bangladesh, Indonesia, Vietnam and others.
- **Research and knowledge creation.** EFI teams are developing analytic reports, knowledge products and learning tools and events on to inform the global dialogue on GovTech.

Implementing GovTech



Conducting diagnostics to identify baselines and areas of assistance



Modernizing public administration functions including integrated systems for Financial Management, Human Resource Management, Performance Management; Tax and Customs, and e-Procurement



Supporting integrated service delivery to increase access to services, improve efficiency and quality of delivery



Developing and deploying CivicTech tools to gather real time targeted feedback from users for program/policy improvements



Supporting whole-of-government coordination and change management



Capacity building including peer-to-peer learning opportunities with leading GovTech countries, study tours, and expert training.

Examples of targeted outcome



- Increased access to administrative services
- Increased efficiency of service delivery
- Increased citizen satisfaction with service delivery



- Improved PFM systems and processes
- Increased domestic revenue mobilization
- Improved data exchange and interoperability
- Improved efficiency of public spending



- Increased citizen participation
- Increased government transparency and accountability
- Improved access to information



- Improved use of data for evidence-based policymaking
- Strengthened legal, regulatory & policy environment
- Promoting digital economy through development of value-added services
- Improved digital skills and literacy of civil servants

GovTech Results

INDIA

One-stop shops and e-services have enabled access to services by **nearly 6 million beneficiaries**. As of 2019, there are 412 operational one stop shops across 52 districts providing access to services, as well as 15,000 e-service kiosks.

URUGUAY

The WBG team is supporting implementation of a consolidated national state portal (gub.uy), and e-services for citizens and businesses. Results for 2020 show **90 percent of government procedures are available online**.

ARGENTINA

The WBG supported the deployment of the e-filing system (GDE, Gestión Documental Electrónica) in the national public administration and the use of e-procurement portals (Contrat.ar for public works and Compr.ar for goods and services). **Over 5 million users have accessed e-services as of May 2020**.

ALBANIA

ADISA Citizen Service Centers expanded access to administrative services - over 500,000 service applications were received in 2019. **Citizen satisfaction with services at these centers is over 95% as of 2020**.

Thank you