



GovTech Global Partnership TF073430

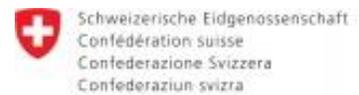
1st Annual Work Plan
Fiscal Year 2021
1 July 2020 – 30 June 2021

The GovTech Global Partnership was launched in 2019 and is kindly supported by

 Federal Ministry
Republic of Austria
Finance



Republic of Korea



Swiss Confederation

Federal Department of Economic Affairs,
Education and Research EAER
State Secretariat for Economic Affairs SECO

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Message from the Global Director and Practice Manager

Dear Valued Partners,

Thank you for partnering with the World Bank on this very important initiative and for your continued interest and support of the GovTech agenda and the GovTech Global Partnership (GTGP).

As you may know, the GTGP was designed to serve as a mechanism for the World Bank to convene and align key stakeholders. It is our belief that by bringing you together, we will be able to increase our collective impact and attain our goals.

Since its launch, the GTGP has been working towards attaining its objective to help promote the adoption of GovTech solutions to transform the public sector; improve service delivery to citizens and businesses; and increase efficiency, accountability and transparency. To that end, we have, through a deliberative process with stakeholders and GovTech experts, developed an annual work program (AWP) for FY2021. Our approach to developing the annual work program was premised on two objectives: (i) to ensure that the AWP reflects the GTGP's objectives and priority areas and (ii) to position the GTGP to be able to provide demand-driven and just-in-time GovTech solutions to client countries as they tackle the effects of the COVID-19 pandemic and seek to speed up the adoption of digital solutions. As such, we have planned interventions that reflect these objectives and fall under the GTGP's three mutually reinforcing categories of activities: analytical work; global public goods; and regional and country engagements. Additionally, we plan to be doing a call for proposals to gauge country-level needs and provide technical and financial assistance

This is an important time for GovTech. The COVID-19 pandemic has underscored the urgency and the need for some of our client countries to quickly develop the ability to use foundational and frontier digital technologies to transform how they operate and deliver services. We are very excited about the impact that our work delineated in the AWP will have in our client countries and we look forward to engaging with you.

We would like to seize this opportunity to thank you once again for your continued support of this very important initiative.

Warm regards,

Ed Olowo-Okere, Global Director, Governance Global Practice

Tracey Lane, Practice Manager, Governance Global Practice

1. Overview of the GovTech Global Partnership

Objectives and Focal Areas

The GovTech Global Partnership (GTGP) is a global multi-donor trust fund (MDTF) with the objective to promote the adoption of GovTech solutions to enable simple, accessible, and efficient government, and help public sectors in developing countries keep up with the pace of technological development and capitalize on opportunities for its use. In particular, the GTGP aims to support the following areas:

Human Centered Service Delivery

Digital solutions are enabling governments to proactively customize consumer experiences at lower costs and accelerate service delivery, leading to positive implications for efficiency, effectiveness, and reach of service delivery. GovTech envisions a whole-of-Government approach with integrated e-service solutions and e-kiosks such as online access to tax, registries for citizens, businesses, property, land, order certificates and passports and other. Sound online public services and interactions among government, citizens and businesses require strong leadership, good coordination of reforms, supported by robust and integrated (interoperable & interconnected) information systems. An added value is that interoperability of the underlying systems enables governments to generate data for more informed decision making, compliance and monitoring.

Citizen Engagement

Citizen engagement aims to increase participation, foster transparency and accountability and build citizen trust. GovTech facilitates citizen engagement by promoting continuous two-way communication between governments and citizens through digital solutions such as SMS messaging, social media, online petition platforms and other. This can facilitate citizen participation in public decision making and increase citizens' voice and improve citizens' trust in governments. It can furthermore improve the quality and responsiveness of services delivered, increase transparency, promote inclusion and enable citizens to overcome social and geographical barriers to interacting with government. While technology solutions may not be high-end, the challenge for governments is to utilize tools and integrate them well.

Government Core Operations

GovTech can help bring the machinery of Government into the 21st century. Modernization and digitalization of government functions, including administrative processes such as financial management, procurement, human resource management, domestic resource mobilization and monitoring and evaluation systems can make them more efficient, effective and transparent. This pillar encompasses also ICT infrastructure, digital data platforms, cloud computing and other.

By focusing on these core elements, the GTGP has a unique mandate which is closely aligned to complementary digitalization initiatives including ID4D, the DE4A Moonshot, the Middle East and North Africa (MENA) Technology Initiative, Inclusive Education Initiative MDTF, the Global Smart Cities Partnership Program, the Digital Development Partnership (DDP) MDTF, and the Open Government Partnership (OGP) MDTF. To support the digital transformation of public sectors, the GTGP also works towards the creation of local tech ecosystems and help increase the demand for IT and GovTech skills.

Rationale and Background

The exponential pace of disruptive technology is creating unprecedented challenges and opportunities for governments, enterprises and communities around the world. Some of these challenges include severe fragmentation of IT infrastructure, burdensome administrative processes which hinder the smooth and efficient delivery of services, a lack of infrastructure to support online services, as well as a lack of capacity to implement digital solutions such as citizen feedback mechanisms. For developing countries, a shift to GovTech can be transformational in terms of both adopting technology and improving governance. Research shows e-government capacity is positively associated with lower perceptions of corruption and higher government effectiveness. Client countries are more frequently requesting support on digital transformation, however, the capacity to leverage technology for public sector transformation is uneven and typically weak in developing countries. The GTGP is a response to this growing demand which has increased dramatically as a result of the COVID-19 crisis. The World Bank launched the GTGP Multi-Donor Trust Fund (MDTF) to ensure that the public sectors in countries keep up with the pace of technology development and capitalize on opportunities for its use. Activities financed by the MDTF are being implemented as of 1 July 2020.

Approach and Components

The GovTech Global Partnership, a programmatic multi-donor trust fund established in December 2019, is a vehicle to support World Bank client countries to further their digital transformation efforts in the public sector. In this capacity, it serves as a mechanism to convene key stakeholders and act as a broker to facilitate dialogue and maximize the impact of knowledge exchanges using a wholesale model and packaging the information for a global audience as well as customize it for a particular country need. These stakeholders comprise aspiring and advanced GovTech countries, multinational, local and regional technology companies; development partners, foundations, academia, civil society organizations and other.

As such, the GTGP informs beneficiary countries efforts to implement foundational and frontier GovTech initiatives in service delivery, CivicTech, and core government operations. The GTGP will also focus on analog complements such as legislation, regulation, capacity and coordination across government. Particularly important, it will focus on leadership and change management to ensure that governments are organized and have the capacity to migrate to new ways of working. In meeting developing countries' objectives in a holistic way, the GTGP uses multi-practice teams to solve complex development problems through Bank-executed and Recipient-executed activities. Within this overall approach, the GTGP aims to support client countries through three mutually reinforcing components of activities:

1. Analytics and Thought Leadership

To develop and expand the knowledge base on policy advice and actionable recommendations, activities include the development and maintenance of a catalogue of successful policies and case studies as well as impacts, opportunities and failures of GovTech reforms. Research, good practice examples and policy guidance will inform GovTech practitioners as well as strengthen the dialogue on GovTech solutions for developing countries.

2. Global Public Goods and Convening

Supporting capacity development towards improved e-Government readiness, the GTGP provides access to tools, knowledge and learning including learning tools, guidance and handbooks, toolkits, and a knowledge platform. Furthermore, the GTGP will make available global public goods such as GovTech

assessment tools, toolkits for GovTech implementation or GovTech solutions which are typically open source based; it may develop proof of concepts and pilots based on usability across different countries.

3. Country and Regional engagements

In support of specific country-level or regional needs, interventions may be geared towards helping countries address knowledge and analytical gaps, capacity development, development of proof of concepts and pilots, or support countries towards downstream investments. Interventions may include diagnostics and assessments, strategy and policy formulation, technical assistance, change management and implementation support, prototyping and other.

Box: GTGP Core Principles

GTGP activities will be in line with the following core principles:

- ⇒ Pursuit of a demand-driven and results-oriented program aligned to clients' needs and interests;
- ⇒ Ensure rigorous analytical underpinning and create the knowledge base (i) to set the GTGP agenda and (ii) to provide access to knowledge and support capacity development and clients in pursuing e-government readiness;
- ⇒ Utilize partnerships with a broad set of stakeholders including the private sector to ensure effective knowledge cascading;
- ⇒ Support the digital economy, in particular jobs agenda and empowerment of women and girls;
- ⇒ Adapt to and mitigate the effects of COVID-19;
- ⇒ Align with IDA-19 commitments and Bank strategies;
- ⇒ Support the generation of a high-value GovTech portfolio by scaling up impact.

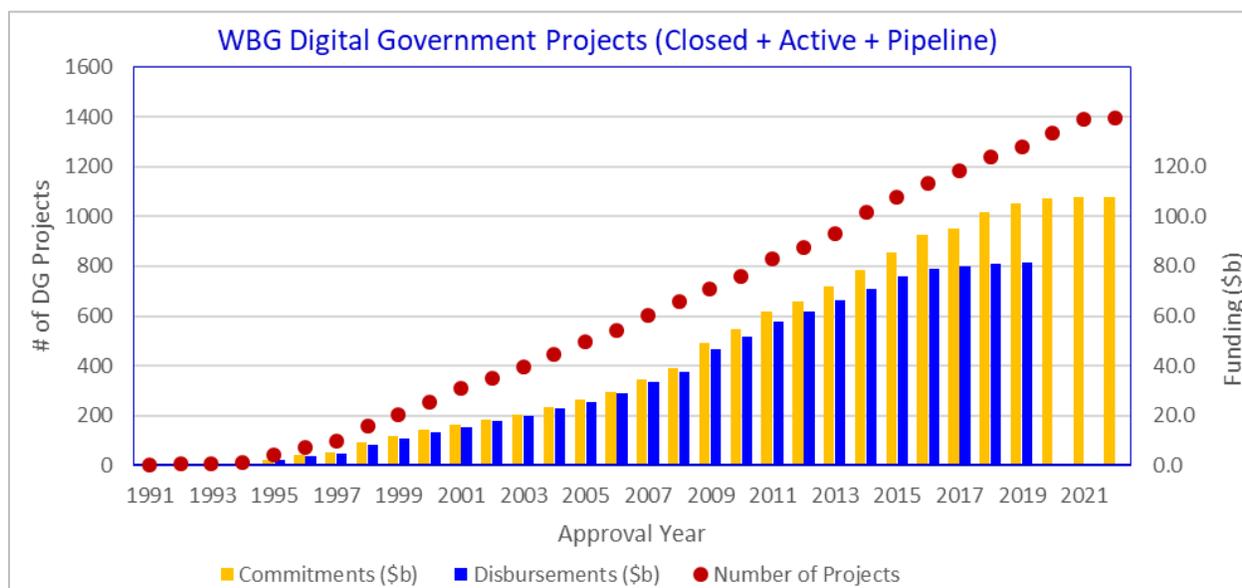
2. Background: GovTech State of Play

Since the 1990's the use of information technology in the public sector has increased exponentially. A global scan shows how ubiquitous digital government has become, with 198 countries having at least one e-government website. Select countries began their e-government journeys in the mid to late 1990's. As of 2020, over 145 countries have launched e-government, digital government, and GovTech programs to drive the transformation of their administrations and service delivery¹. The rapid growth of e-Government initiatives reflects its compelling advantages, such as enhanced governmental performance, lower cost structure, greater flexibility, broader scale and scope of services, greater transparency, accountability, and faster transactions.

As countries have moved across the continuum of e-government maturity from siloed sector-based solutions to whole of government modernization, so too has World Bank support. Early World Bank projects that focused on siloed standalone solutions have migrated over time to include e-services, open

¹ Findings based on an assessment of the GovTech [Systems and e-Services Dataset](#), which tracks the status of e-Government programs, core Public Financial Management (PFM) systems, and online services in 198 economies.

government, and disruptive technologies. While the World Bank has provided financial and technical support to developing countries on ICT and e-government projects over the last 25 years, GovTech



represents a fundamental shift in the approach.

GovTech adopts a multi-sectoral approach to provide holistic solutions to complex development problems. GovTech is a World Bank Group wide initiative relying on the EFI practices, Digital Development, ID4D, Social Protection, Health, Education, Urban and the IFC to support transformation of public administrations. The next generation of GovTech projects are more often working to support public sector modernization by leveraging the private sector to create jobs and promote development of the digital economies. Investment projects are more often including components and activities to build local tech ecosystems through skill building and entrepreneurship programs. This aligns to the World Bank’s Jobs and Economic Transformation (JET) Agenda which aims at shifting the role of the public sector from a key employer to facilitator for private sector growth.

The World Bank projects including digital solutions to support major public sector reforms have steadily increased since 1995. The results of the portfolio review identified 1,394 Digital Government projects (14% of total investment lending) in more than 145 countries (925 closed, 361 active, 108 pipeline) with \$81 billion total disbursement and \$108 billion total commitment as of January 2020. For 925 closed projects, \$16.7b (29% of total project funds) was spent on ICT/e-Gov components. For 361 active projects, \$15.9b (35% of total project commitments) is for digital government solutions.

Digital Government investments in all regions have expanded significantly within the last decade. The largest percentage of projects (around 30 percent of 1,394 projects) is in the Africa (AFR) region. These projects are in place across 46 countries. The Europe and Central Asia (ECA) and the Latin America and the Caribbean (LCR) regions follow with 20 percent and 18 percent of projects respectively. The remaining projects are distributed among the South Asia (SAR), the East Asia and Pacific (EAP) and the Middle East and North Africa (MNA) regions. These ongoing and pipeline projects provide entry points and opportunities for the GTGP to support country and regional engagements.



Under the GTGP, the World Bank has worked to contribute to the knowledge base through research and guidance notes. With the support of SECO, work has focused on fraud and corruption detection, responsible AI use in the public sector, and considerations for adopting open source solutions for the public sector. The World Bank has also created a GovTech Global Solutions Group comprised of global experts around the world to further the research agenda and impacts of GovTech implementation. Areas include guidance notes and research on impacts, benefits and risks of cloud solutions for resilience; digital transformation and benefits to the digital economy; legal and regulatory frameworks for responsible digital government and others. Additional work can be done on how to be more dynamic in terms of technology adoption and procurement to capitalize on the fast-evolving nature of technology. GovTech also has significant potential to support FCV countries which can be further explored.

Under IDA19, the World Bank is placing an emphasis on universally accessible² GovTech solutions. See box further down. This is an important aspect of GovTech’s aim to put people first, to ensure that solutions further access and inclusion

Recent events such as the Covid-19 response have inspired rapid innovation and development of new solutions for tracking, tracing and monitoring as well as highlighted the need for rapid implementation of solutions for business continuity. The results of these initiatives will have impacts on the GovTech agenda for the next few years.

Box: Forward Look: Frontier Areas in GovTech

The pace of technological change is ever increasing, and some countries are pioneering in the GovTech space, utilizing new technologies and developing new applications. These innovations are benefiting from collaboration and participation of non-traditional partners including private sector, academia, and

² ‘Universally accessible’ means that GovTech services are designed so that they can be accessed, understood and used by all persons, regardless of disability, age, use of assistive devices, location or means of Internet access. It applies to both hardware and software.

independent coders. Events such as hackathons and other crowdsourcing approaches are encouraging new innovations for common development problems.

While some innovations such as AI, blockchain, data analytics, internet of things and mobile apps have been available for years are just being deployed in the public sector. Disruptive technology diffusion in the public sector tends to be more difficult due to capacity and resource constraints in public sector to exploit digital advancements.

There is no crystal ball to predict what may be next for GovTech, however there are a few frontiers worth mentioning. On service delivery, data analytics and AI are promoting the potential for predictive services launched in Singapore and Malaysia. By using integrated systems and cross-checking data, services such as pensions are being proactively pushed to potential beneficiaries. Citizens are notified 6 months before their birthdate to note their eligibility and offer information to help the citizen apply for the service.

AI and chatbots³ are also reducing administrative burden on service providers by provide virtual assistance to online and mobile users. One example is the Alex chatbot developed by the Australian Taxation Office that addresses general taxation inquiries from citizens.⁴ From its launch to July 2017, it held more than 1.7 million conversations with 81 percent first contact resolution rate (Australian Taxation Office 2017). Facebook chatbots are also supporting service delivery in the Philippines and Madagascar. These chatbots provide information and expand the reach for citizen feedback to monitor the implementation of decentralized service delivery through the Madagascar Public Sector Performance Project⁵.

Augmented reality (AR) or the overlaying of the real world with additional data can promote citizen awareness around local issues. AR has a potential of supporting citizens to make informed decisions when participating in public deliberation⁶.

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GovTech – COVID-19 situation, issues and actions

The COVID-19 pandemic resulted in a major health and economic crisis globally and the World Bank responded promptly by developing new fast track financing mechanisms and policy advice. A number of fit-for-purpose policy, financial, investment and advisory operations were designed to: 1) contain and assess the damage, 2) protect the poorest and the most vulnerable, 3) enable fair burden sharing and the socialization of losses, 4) prevent a collapse in the financial and other strategic sectors, 5) support jobs and firms, 6) ensure appropriate management of state assets, 7) leverage global networks and support, and 8.) Link immediate response to sustainable recovery.

³ Chatbots and voice bots are terms for computer programmers that people interact with by talking to them, either through written messages or spoken words (Peixoto and Steinberg 2019).

⁴ <https://www.ato.gov.au/>

⁵ Rakotomalala, Peixoto and Kumagai 2019

⁶ Peixoto and Steinberg 2019

As a part of these efforts, the Governance Global Practice is also providing a stream of work in support of institutional reforms for a successful response to COVID-19. This includes the creation of COVID-19 Response Tracking Portal to follow country specific policy actions, preparing policy papers on relevant aspects of the response (e.g. treasury management; anti-corruption measures; GovTech) and operational support to emergency response activities (e.g., continuity of core government operations, secure remote access of key government officials to support emergency actions, tracking and reporting of COVID-19 related expenses and revenues).

The individuals, businesses and governments around the world are undergoing an unprecedented shift towards digital culture, to be able to develop effective responses to COVID-19 crisis. As highlighted in the Digital Development Practice's recent policy paper, our high dependency on digital infrastructure and increased reliance on secure online services have never been clearer:

- Over one billion students are now out of school and in need of online learning.
- Voice calls have almost tripled in some countries while the use of communications apps has more than doubled, causing increased congestion.
- Data traffic has increased by at least 20 percent and cyberattacks in the health sector have increased by 150 percent in the last two months.

As the situation is worsening, economies with low internet access are bracing for the worst:

- Most of the developing countries are not equipped with adequate digital infrastructure to enable remote work at scale, thus affecting business continuity, decision making, and public services.
- Scarce broadband access is increasingly putting at risk economic activities, cash transfers, and remittances, while limiting distance learning and weakening health coordination response.
- AFR and FCV countries with relatively high prices for mobile broadband connectivity, high data taxes, and limited penetration will be most affected.

The COVID-19 crisis has demonstrated that GovTech solutions play a central role to manage the crisis in many countries. Governments are looking at technology to support business continuity, interact with citizens and inform them on a mass scale, and track the spread of the virus and manage their responses. While offices may be closed, countries are using technology to manage government maintain service availability and some leading countries are deploying new solutions quickly. These include service platforms, cloud-based core government systems, and citizen engagement mechanisms ranging from SMS push alerts to voice response systems to allow citizens to obtain information on the virus, to get in touch and report symptoms and need for testing or assistance. Many startups are seeing the need and responding quickly to support government efforts at the local, country and regional levels. Global innovation challenges such as hackathons are promoting collaboration to quickly develop suitable solutions to government problems in the face of the crisis.

The World Bank teams are incorporating a COVID-19 priority focus on all operations in all regions. The COVID-19 responses elevated the importance of the cross-practice collaboration to the next level, as we see the first response of all sectors leveraging digital solutions to help countries cope with the pandemic. In addition to the collaboration of Digital Development, Governance and FCI teams on ID4D and the foundations of Digital Economy, the pandemic is bringing additional focus to country specific solutions for digital transformation and highlighting the need for closer collaboration with Health, Education and Social Protection sectors as well.

As countries are coming out of the lockdown, it is crucial to gradually initiate the recovery phase while preventing the re-emergence of the COVID cases to strengthen digital connectivity and create trust in the use of online services with a view to building further resilience. The importance of cross-practice work in this period is key to leverage GovTech solutions, as well as key sector applications (health, education, agriculture, financial sector, and more) to ensure better preparedness for future crises and a faster economic recovery. Some of the key GovTech focus areas for the recovery phase include the continuity of core government operations (e.g., secure remote access, government cloud solutions), supporting the vulnerable and businesses through challenging times through online services and incentives, improving the transparency, collaboration and accountability (open data portals presenting reliable info on budget, performance, citizen feedback and results), and better access to open government data to support the development of digital solutions for emergency responses and monitoring/reporting needs.

3. Work Plan FY21

The work plan for FY21 builds on the GTGP Program Document when it comes to thematic priorities and type of interventions.

Thematic Priorities

Within the GTGP core areas (i) *Human-Centered Service Delivery*, (ii) *Citizen Engagement*, and (iii) *Government Core Operations* as well as the cross-cutting aspect of *Data Platforms and Data Governance*, the GTGP will particularly focus on the following during FY21. Many intervention areas are cross-cutting.

Supporting COVID-19 Response and Recovery

The Covid19 response has posed significant challenges and opportunities to implement GovTech solutions for resilience, business continuity, service delivery, and citizen engagement and awareness raising. Countries around the world have sped up innovation and development of GovTech tools and solutions to manage response, continue to provide necessary administrative services, push critical alerts and information as well as engage with citizens to answer questions and understand concerns. Client governments moved quickly to remote work arrangements, increasing the need to adapt service delivery online quickly and securely to citizens and businesses. This thematic area will support efforts to utilize GovTech to support core government operations through virtual systems (cloud-based solutions, IAAS, PAAS, etc.) to ensure continuity and reduce risks. These may include remote work solutions and recommendations, solutions and applications for tracking, communications and engagement.

Organizing for Effective Digital Government

As client countries move towards integrated and seamless e-government models, there is a need for guidance and recommendations, particularly around organizing government institutions for transformation. A whole of government approach requires clear institutional roles and responsibilities to manage reforms and typically shared services to realize economies of scale and reduce redundancies in investments. Work in this area may include guidance notes on institutional coordination and communication, case studies on different models that could be adapted to developing country contexts,

and capacity building activities as well as efforts such as assessments, action plans or other on the country-level.

Government Service Delivery and Citizen Engagement

Client countries remain focused on improving access, quality and efficiency of administrative services through digitalization. Work under this theme will focus on guidance, tools and solutions to employ user-centric service design principles. Activities will also target citizen engagement for information dissemination, and two-way communication to give voice to citizens and increase accountability of service providers.

Data Platforms and Governance

The growth of technology and resulting data collection from governments highlight the need for robust data protection. Governments collect and generate a tremendous amount of data that can be used to support evidence-based policymaking and planning, creation of value-added services, and support accountability through third party monitoring. However, these opportunities also come with risk. Regulations on data governance, management and use are required to ensure proper safeguards. This theme will focus on research, recommendations and solutions to develop robust data platforms and support responsible data governance.

Special Theme: Universal Accessibility

Under IDA19, the World Bank has committed to supporting 12 countries over the next three years to implement universally accessible GovTech solutions. Universally accessible GovTech services (which includes the modality and content of services) requires that services are designed in a manner that can be accessed, understood and used by all persons regardless of disability, age, use of assistive devices, location or internet access. It applies to hardware (e.g. electronic kiosks, touch screen interfaces) and software components (e.g. websites, electronic documents, forms, e-portals, multimedia). This theme will focus on research, recommendations and solutions to help ensure people with disabilities have access to and are able to use GovTech solutions.

Box: Alignment with IDA-19

As part of the International Development Association (IDA) IDA19 cycle, the World Bank committed to supporting universally accessible GovTech services in IDA eligible countries. Universally accessible GovTech services (which includes the modality and content of services) requires that services are designed in a manner that can be accessed, understood and used by all persons regardless of disability, age, use of assistive devices, location or internet access. It applies to hardware (e.g. electronic kiosks, touch screen interfaces) and software components (e.g. websites, electronic documents, forms, e-portals, multimedia). Ensuring disability-inclusive GovTech will be directly responsive to the Convention on the Rights of Persons with Disabilities (which has been ratified by most of our clients), SDG 9c, The New Urban Agenda, and the World Bank's Ten Commitments on Disability-inclusive Development. To further this effort, the World Bank GovTech team is working with G3ict, the Global Initiative for Inclusive ICT.

Geographic Priorities

During FY21, the GTGP will focus on closing specific GovTech knowledge gaps of global relevance. Specifically, the GTGP aims to increase access to knowledge through the establishment of instruments and platforms to make GovTech knowledge available and accessible to a global audience, especially those in developing countries. In addition, the GTGP will put significant emphasis on directly meeting emerging needs in client countries, including supporting response efforts to the COVID-19 pandemic. As such, the GTGP's work will not be limited to a particular region, rather, through the use of calls for proposals, the GTGP will carefully gauge country-level needs and select priority ones for funding and implementation based on clear selection criteria.

Planned Intervention Areas and Expected Results

In FY21, the GTGP will advance GovTech work in all three GTGP activity components, (1) Analytics and Thought Leadership, (2) Global Public Goods and Convening, and (3) Regional and Country Engagement by focusing on the aforementioned thematic priorities. The work will build on work carried out in FY20 but make additional efforts to establish some of the foundations such as (i) to address knowledge gaps and build a knowledge base and (ii) to establish tools that will help ensure accessibility to knowledge and learning. This will be combined with (iii) a demand-driven call for proposals to connect financial and knowledge resources with country-level requests, in particular when it comes to response efforts to the COVID-19 pandemic.

	Analytics and Thought Leadership	Global Public Goods and Convening	Regional and Country Engagement
Supporting COVID-19 Response and Recovery	x	x	x
Organizing Digital Government	x	x	x
Government Service Delivery and Citizen Engagement	x	x	x
Data Platforms and Governance	x	x	x
Special Theme: Universal Accessibility	x	x	x

Analytics and Thought Leadership

- An expected result will be a GovTech Strategy for 2021-23. Building on existing assessments and additional research, it is intended to provide an initial landscape assessment and mapping as well as strategic focus areas including entry-points and common needs across countries. The strategy is intended to provide overall guidance for 2021-23.

- To make available policy guidance in core GovTech areas as defined above and help establish a core body of knowledge in GovTech implementation, a series of analytical and knowledge products will be developed in the following thematic areas, :
 - Building GovTech Skills in the Civil Service
 - Organizing Government Coordination for GovTech including (i) Whole-of-Government Approach, Role of Centre of Govt, Shared Services and Shared Platforms, and (ii) Digital Intrapreneurship and Organizing Innovation from Within
 - Service Delivery, User-Centric Design and Design Thinking
 - GovTech as Catalyst for the Digital Economy including GovTech as Catalyst for the post-COVID-19 digital economy and touching upon ecosystems, jobs, and enabling environments for tech entrepreneurs, in particular woman entrepreneurs, in LMICs
 - Resilience and Business Continuity
 - Cloud Computing; Data Governance and Shared Platforms
 - Enabling Legal and Regulatory Frameworks for GovTech

Global Public Goods and Convening

A main result for FY21 is to establish access to knowledge and learning through tools and practices as well as mobilizing global knowledge and expertise by harnessing partnerships.

- As laid out in the Program Document, the work will include the establishment of an online knowledge and solutions portal that will function as a repository of information on policy guidance, analytics, learning, solutions and other. To reach a global audience of clients and development practitioners, whole-sale web-based and other learning opportunities will be developed. The knowledge generated in the form of policy guidance notes may be repackaged into infographic briefs as well as learning opportunities. Close collaboration with existing World Bank communities of practices in considering global distance learning stream and potential series of seminars on the topics covered in policy guidance notes will be duly considered.
- To facilitate regular exchange and to encourage sharing of practices, experiences and solutions, a core element of the GTGP approach are partnerships with knowledge and solution providers through both which will be facilitated through exchanges such as round table discussions or technical working groups. These will inform the work of the GTGP of innovative approaches and successfully tested solutions and practices. Topics and approach will be determined in close collaboration with development partners. Furthermore, the team will be exploring with partners to identify existing expertise, services and products that can be made available in the form of global public goods, as well as to connect them with concrete demands from client countries.
- To allow for a broader dialogue and exchange of existing and aspiring GovTech practitioners in developed and developing countries, the team will consider partnering to prepare for a summit or similar conference. Various forms of online summits and conferences will be explored, likely for an implementation in FY22.

- Other areas of work will support the finalization of the Accessible GovTech Handbook. It may also include a review of existing practices and tools in GovTech assessment and GovTech index. The work may provide an understanding of the applicability and adequacy of current assessment tools and guidance on possible modifications. Focus would be on the GovTech focal areas (core government operations, service delivery, and citizen engagement) and GovTech enablers. The team will revisit this area of work in early FY21 to determine the best way forward.

Country and Regional Engagement

It is proposed to pursue a strictly demand driven approach and launch a grant making program to address country-specific or regional needs. Two call for proposals during FY21 are being considered:

- Call for Proposals early in FY21: Proposals may include Analytics and Assessments, Capacity Building and Technical Assistance, PoC, Pilots and Prototypes in the thematic focus areas listed above.
- Tbc; Global Call for Proposals in approximately March/April 2021 for implementation starting in FY22. Proposals may include Analytics and Assessments, Capacity Building and Technical Assistance, PoC, Pilots and Prototypes.

4. Finance and Budget Allocations

Contributions

Contributions to the MDTF to date include:

Development Partner	Committed in USD	Paid in USD
Austria, Federal Ministry of Finance	2,217,410	2,217,410
Korea, Ministry of Economy and Finance	3,000,000	1,000,000
Total	5,217,410	3,217,410

Current Balances

MDTF resources are planned to be used starting in FY21 as activities in FY20 were financed through an EFO kindly made available by SECO, and by Bank budget. No charges were made to the MDTF in FY20.

Donor contributions received	3,217,410
Expenditures in FY20	0
Investment income	22,453
Available balance	3,239,863

Planned Allocations

The following provides a bread-down of the proposed funding allocation per GTGP component for FY21.

GTGP Component	Type of Allocation	Amount in USD
Analytics and Thought Leadership	Direct allocation	USD 500,000
Global Public Goods and Convening*	Direct allocation	USD 600,000
Country and Regional Engagement	Competitive allocation for a global call for proposals	USD 600,000
Program Management and Administration	Direct allocation	USD 150,000
Total		USD 1,850,000

5. Governance and Program Management

Governance

The governance arrangements for the GTGP comprise a Partnership Council (PC) that reflects the collaboration between the World Bank and development partners. This council provides strategic guidance and direction on the implementation of activities, endorses the annual work plans and budgets presented by the Bank, and reviews annual progress reports provided by the Bank based on the results framework.

The PC consists of representatives of the Bank, including as Chair, and a representative of each development partner contributing to the trust fund. The Partnership Council will meet annually, as convened by the Bank. The agenda will be prepared by the Bank in consultations with the PC members. Meetings may be conducted physically or virtually, with decisions made by consensus. Ad hoc meetings may be held at the request of a member. In seeking close collaboration and mutual updates, the Bank will make every effort to regularly inform the Partnership Council of developments including through informal updates by email and other.

An important role of the GTGP is to bring together a broader group of voices and experience on GovTech innovation, development and implementation. The Bank, in consultation with the Partnership Council, may invite relevant stakeholders, including private sector entities, to participate in meetings of the Partnership Council, but these will not have a role in financing decisions.

A Program Management Team (PMT) manages the MDTF program and is responsible for day-to-day management including reporting, communication and coordination across partners. Under the direction of the Global Director, Governance Global Practice, Ed Olowo-Okere, the staff of the PMT report to Practice Manager Tracey Lane. The Program Management Team (PMT) has been established with Reinhard Haslinger, Sr. Operations Office as Program Manager (based in Vienna) and Love Ghunney, Public Sector and Governance Specialist (based in Washington).

Fund Allocations and Activity Selection

The PC will endorse the strategic annual work plan and strategic budget allocations as well as the results framework which provide the framework for allocations at the grant level. Using the Bank's existing rigorous selection and quality review processes, the Bank will make fund allocation decisions at the grant

level and approvals of individual activities ensuring allocations are integrated in the Bank's internal budgeting and planning cycles.

Fund allocation decisions may be made in the form of direct allocation or competitive allocation. Direct allocation will need to be in line with the strategic framework set out in the annual work plan and may include activities of thematic priority or strategic relevance to the Bank as well as to strengthen the thematic capacity and develop relevant knowledge products or tools.

Competitive allocation through call for proposals provide the framework to respond to demands as they arise, in particular at the regional and country level. It is intended to conduct one to two calls for proposals per year, allowing close alignment with available budgetary resources and react to arising needs among client facing teams and beneficiaries. To ensure consistency for the selection process, selection and eligibility criteria to guide the assessment and selection of activities have been established. A selection committee will be established. The proposed selection criteria as well as the proposed composition of the selection committee are detailed in the Annex.

The Bank retains full responsibility for implementing Bank-executed activities and appraisal and supervision of Recipient-executed activities. The Bank may seek development partners' technical input as appropriate e.g. as peer reviewers of documents, or to participate in technical workshops.

Umbrella Trust Fund Reform

A reform of World Bank trust funds is currently ongoing including the establishment of Umbrella Trust Funds (UTF) that provide strategic alignment around a development theme or group of themes. The GTGP trust fund follows the harmonized and streamlined criteria and processes and as such is aligned with the UTF reform. As next step, the Governance Global Practice will establish one or several UTF as Practice-wide strategic instruments to ensure alignment across the practice and its different thematic areas. The Bank will seek consultations with development partners during the concept phase. As GovTech is one of the core thematic areas in the Governance Global Practice, in close consultation with development partners, the Bank will attempt to closely integrate the GovTech trust fund in the overall trust fund architecture of the Governance Global Practice.

Communication and Visibility Plan

A first version of the Communication and Visibility Plan (CVP) is attached as annex. As a living document that will be refined as the program moves forward, it will be updated to incorporate considerable milestones, reviews and feedback loops. Once it has been clarified how the GTGP will be integrated in the UTF structure, an integrated CVP will be developed.

Results Framework

The results framework has been updated to provide additional level of granularity and is attached as annex. It is a dynamic, living document and will be updated regularly. The current version including target numbers focus on the annual work program for FY21 and serves as the basis for the next progress report. Some target values need to be determined after running allocations and the selection process from the call for proposals is complete. Once it has been clarified how the GTGP will be integrated in the UTF structure, an integrated CVP will be developed.

Operations Manual

The Development Finance Unit is currently working on guidance for the Operations Manual of Umbrella Trust Funds. As soon as it has been clarified how the GTGP will be integrated in the UTF structure and the guidance is available, if deemed useful, an Operations Manual may be drafted for review by development partners. The Operations Manual is expected to include the Governance arrangements laid out in this document as per above and as per annex.

Annex

Call for Proposals - Selection Criteria and Selection Committee

Who can Apply?

The GTGP Multi-Donor Trust Fund is open to both internal World Bank task teams and World Bank client countries. The call is open to all regions. Proposed projects from client countries must be presented by a Task Team Leader from the World Bank who will appraise and supervise activities supported by these funds.

GTGP Objectives

GovTech adopts a multi-sectoral approach to provide holistic solutions for public sector modernization to enable simple, accessible, and efficient governments. GovTech is a World Bank Group wide initiative relying on the EFi practices, Digital Development, ID4D, Social Protection, Health, Education, Urban and the IFC. The aim of the GTGP is to promote the adoption of GovTech solutions in three main substantive areas (i) human-centered service delivery; (ii) citizen engagement; and (iii) core government operations.

Eligible Thematic Areas

Eligible thematic areas for this call include:

Supporting COVID-19 Response and Recovery

The Covid19 response has posed significant challenges and opportunities to implement GovTech solutions for resilience, business continuity, service delivery, and citizen engagement and awareness raising. Countries around the world have sped up innovation and development of GovTech tools and solutions to manage response, continue to provide necessary administrative services, push critical alerts and information as well as engage with citizens to answer questions and understand concerns. Client governments moved quickly to remote work arrangements, increasing the need to adapt service delivery online quickly and securely to citizens and businesses. This thematic area will support efforts to utilize GovTech to support core government operations through virtual systems (cloud-based solutions, IAAS, PAAS, etc.) to ensure continuity and reduce risks. These may include remote work solutions and recommendations, solutions and applications for tracking, communications and engagement.

Organizing for Effective Digital Government

Client countries move towards integrated and seamless e-government models and pursue a whole of government approach including clear institutional roles and responsibilities to manage reforms as well as shared services to realize economies of scale and reduce redundancies in investments. This theme will support work that supports well-coordinated digital government including to promote the Whole-of-Government approach, and targeted skills development for Government officials.

Government Service Delivery and Citizen Engagement

Client countries remain focused on improving access, quality and efficiency of administrative services through digitalization. Work under this theme may include efforts and solutions that employ user-centric service design principles. Activities may target citizen engagement for information dissemination, and two-way communication to give voice to citizens and increase accountability of service providers.

Data Platforms and Governance

The growth of technology and resulting data collection from governments highlight the need for robust data protection. Governments collect and generate a tremendous amount of data that can be used to support evidence-based policymaking and planning, creation of value-added services, and support accountability through third party monitoring. However, these opportunities also come with risk. Regulations on data governance, management and use are required to ensure proper safeguards. This theme will focus on work that helps develop robust data platforms and support responsible data governance.

Special Theme: Universal Accessibility

Under IDA19, the World Bank has committed to supporting 12 countries over the next three years to implement universally accessible GovTech solutions. Universally accessible GovTech services (which includes the modality and content of services) requires that services are designed in a manner that can be accessed, understood and used by all persons regardless of disability, age, use of assistive devices, location or internet access. It applies to hardware (e.g. electronic kiosks, touch screen interfaces) and software components (e.g. websites, electronic documents, forms, e-portals, multimedia). This theme will focus on work that helps ensure people with disabilities have access to and are able to use GovTech solutions.

Eligible Activities

Within the above-mentioned eligible thematic areas, the GTGP supports the following categories of activities:

- Assessments, diagnostics, analytical work
- Capacity building and skills development towards GovTech readiness
- Development of GovTech strategy and policies
- Technical assistance and change management
- Proof of concepts, prototypes and pilots of solutions such as open source technologies and software, codebooks, manuals and other

Selection Criteria

1. Consistency with GTGP objectives, eligible thematic areas and eligible activities;
2. Supports specific country, multi-country or regional need;
3. Following the SMART criteria, the proposal demonstrates:
 - **Specific:** (i) clear description of the problem the project is trying to resolve and the project's objectives, (ii) clearly identified targeted beneficiaries and their benefit; (iii) demonstrated relevance to country context and Bank strategy;
 - **Measurable:** Demonstration (i) how intermediate results and outcomes are measured and verified and (ii) how the project supports the overall GTGP results;
 - **Achievable:** (i) Clearly delineated intervention, approach and methodology, and (ii) clear and realistic implementation plan and implementation capacity including appropriate technical infrastructure, financial and staffing resources, and clearly delineated risk assessment and mitigation measures including but not limited to data governance;

- **Relevant:** Clear demonstration of (i) demand or need for the activity by client, stakeholder or other, (ii) intended immediate impact and medium to long-term sustainability considerations;
 - **Time-based:** Proposal clearly states completion date and key milestones with corresponding dates;
4. Preference will be given to proposals that demonstrate:
 - Innovative and original thinking in development;
 - The project targets rapid results and is impactful;
 - Potential leverage such as cross-benefit for one or more countries, regional benefit or global public good, or potential replication and scaling-up of the activity;
 - Proposals with a jobs, gender and/or climate dimension;
 - Proposals that leverage Bank expertise (and limit consultant engagement);
 5. Proposal demonstrates that activities do not duplicate, conflict or overlap with other projects;
 6. Proposed projects to be launched by latest early 2021 and implementation period does not exceed 18 months;
 7. Budget corresponds to project scope and methodology and does not exceed USD 100,000.

Selection Committee

A Selection Committee led by the ADM responsible Practice Manager for the GTGP will review and select proposals. Proposals will go through established Bank internal quality review and decisions processes. The composition of the Committee, determined by a Bank internal discussion and currently discussed, will include a group of World Bank experts; the Bank will update partners accordingly.

Communications and Visibility Plan

Section	Contents
Background	<p>The objective of the GovTech Global Partnership (GTGP) multi donor trust fund is to promote the adoption of GovTech solutions for simple, accessible and efficient government. It focuses on three thematic areas, (i) Designing human-centered services, (ii) Citizen engagement and (iii) Government core operations, and engages through three activity components, (i) Analytics and Thought Leadership, (ii) Global Public Goods and Convening, and (iii) Country and Regional Engagement. Activities support Governments in gaining access to knowledge, toolkits and policy recommendations; learning opportunities and capacity development; analytical work and assessments; advisory and technical assistance; as well as proof of concept and piloting.</p> <p>A main aspect of the GTGP is nurturing partnerships and knowledge exchange to ensure effective facilitation of a knowledge cascade. A broad set of partners includes developed and aspiring GovTech countries, the private sector including larger corporates as well as start-ups and start-up ecosystems, academia, civil society and other that may share knowledge, solutions, financial resources and other to help the GTGP meet its objectives.</p>
Objectives and Target Audience(s)	<p>Communications objectives: In times of rapid technological change and digitization, communication plays a critical role in awareness raising and informing key target audiences of (i) the benefits of GovTech solutions, (ii) the knowledge available including on recommended actions and solutions as well as (iii) the support available through the GTGP along with progress made and results achieved through the trust fund activities.</p> <p>Target audience(s): The main target audience for the GTGP are government representatives in aspiring GovTech countries that form the main beneficiary group of this trust fund. A secondary target audience are GovTech stakeholders including advanced GovTech countries, private sector, development partners and foundations, and other to help mobilize and share knowledge and resources to implement GovTech solutions.</p>
Activities	<p>Communication channels for outreach purposes primarily include:</p> <ul style="list-style-type: none"> - Communication through World Bank country offices and teams - GovTech website including Knowledge and Solutions Portal - Social media including Linked-in - Newsletter - Learning opportunities such as webinars, video conferences and workshops - Convening and events such as summits, online meetings and other - Brochures and similar - Publications - As appropriate, contact with media and press releases - As appropriate, through communication channels of development partners or joint communication efforts - As appropriate, through communication channels of partners at the activity level

	<p>Communication channels to communicate program progress and to engage in partnership dialogue primarily include:</p> <ul style="list-style-type: none"> - Annual progress reports - Progress reports to be published on the website - As appropriate, meetings, communication and outreach to development partners including during Bank Annual and Spring Meetings - Expert and/or Partner Round table gatherings as appropriate - As appropriate, through communication channels of development partners - As appropriate, through communication channels of partners at the activity level <p>Communication channels to ensure strong dialogue with GTGP partners:</p> <ul style="list-style-type: none"> - Annual Partnership Council Meeting - Annual World Plan documents - In case of deviations to the Annual Work Plan or major documents such as results framework, communications and visibility plan and other, the Program Management Team will consult with the Partnership Council - Exchange per email or phone between Partners and Program Management Team to clarify questions or seek advice on other matters of concern and interest - Regular informal updates by email sent by Program Management Team - A Technical Advisory Group/Coordination Committee with clearly stipulated ToR may be established, if found useful by the PC
<p>Evaluation</p>	<p>The program management team will monitor website traffic and use teasers such as newsletter and social media to generate traffic. Interest will also be monitored by monitoring participant numbers in events, gatherings and summits.</p>
<p>Resources</p>	<p>For the time being, the program management team will be handling communications and outreach along with Bank communications experts as well as Bank staff working on GovTech. With additional growth of the trust fund and additional resources becoming available, a dedicated communications staff (part time) may be hired.</p>
<p>Visibility and Branding</p>	<p>The GovTech logo will be used to brand materials as a program identifier.</p> <p>Logos of development partners that are engaged in the GTGP will be included on all print and online materials published as well as the website and newsletter, as listed above. In events, as applicable, roll-ups or other visibility tools will be used and include logos of all partners. Furthermore, the Program Management Team will consult with each trust fund partner on guidance and instructions regarding brand identity, logo, specific text to be included, and other.</p> <p>The brand identity (logo) of the WBG as per guidelines produced in February 2016 will be included on all materials.</p> <p>For the case of grant resources provided to an implementing agency or local partners, the respective institution will be advised on the communications and visibility requirements, as laid out above. Additionally, visibility will be given to the partner’s own brand identity.</p>

	In the case there is a need to manage logo profusion at some point in the future, the Program Management Team will consult the Partnership Council with a proposal.
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Results Framework

The results framework has been updated to incorporate AWP FY21 outcomes. It is a dynamic, living document and will be updated regularly. The current version including target numbers focus on the annual work program for FY21 and serves as the basis for the next progress report. Some target values need to be determined after running allocations and the selection process from the call for proposals is complete.

Development Objective					
The objective of the GovTech Global Partnership multi donor trust fund is to promote the adoption of GovTech solutions for simple, accessible and efficient government, with a focus on (i) Human Centered Service Delivery, (ii) Citizen Engagement and (iii) Government Core Operations.					
Long-Term Outcomes	Outcomes	Indicator (Baseline/Target)	Means of Verification	Outputs	Activities/Inputs
Improved knowledge, and capacity among beneficiary countries to design, implement and adopt GovTech solutions	Body of knowledge and good practices available	No. of developed knowledge products and resources (4/10)	PMT to verify completion	Development and updating of foundational and frontier GovTech body of knowledge and Solutions Analytical work and policy guidance notes Knowledge portal	Research and analytics including strategy and policy advice Capacity building including knowledge resources and learning events
	Increased access to GovTech knowledge, good practices and policy and regulatory recommendations	No. of unique visitors from beneficiary countries to online resource portal who download materials (0/500)	Site traffic monitoring tool (PMT)		
	Increased access to GovTech solutions including open source solutions and other resources	No. of unique visitors from beneficiary countries (0/500)	Site traffic monitoring tool (PMT)	Open Source Inventory (tbc) GovTech Index GovTech Assessment	
	Increased access to training and learning opportunities on GovTech solutions, approaches and impacts	No. of training participants (0/100)	PMT to collect data on offered learnings	Guidebooks and Tools Training events including distance learning	

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	Improved knowledge and capacity to design, implement and monitor GovTech solutions	No. of training participants that complete learning and self-evaluation (0/100)	Participant survey and feedback (PMT)		
Enhanced policy guidance, assessments and readiness among beneficiary countries to plan and launch GovTech reforms	Improved understanding of GovTech gaps and possible solutions	No. of country assessments and diagnostics (0/tbd)	Data from TTL (PMT)	GovTech assessments Technical assistance Call for Proposals	Diagnostics Strategy and policy advice Technical assistance Grant program for BE and RE
	Government strategy and action plans informed	No. of country strategies informed, and TA and policy advice provided	Data from TTL (PMT)		
	Investment projects informed	No. of (potential) investment projects informed	Data from TTL (PMT)		
Increased adoption, use and application of GovTech solutions including good practices as well as pilots in beneficiary countries	Improved Government Service Delivery	No. of interventions	Project Progress review (TTL/PMT)	Technical assistance GovTech Solutions repository	Diagnostics Strategy and policy advice Technical assistance Country-level initiatives Pilots Proof of Concepts and Prototypes Capacity building
	Enhanced Citizen Engagement	No. of interventions	Project Progress review (TTL/PMT)		
	Improved Government core operations	No. of interventions	Project Progress review (TTL/PMT)		
	Adoption of GovTech solutions as part of COVID-19 response	No. of interventions	Project Progress review (TTL/PMT)		
Enhanced Partnerships, Knowledge Exchange and GovTech Global Public Goods	Increased linkages between GovTech lead countries, GovTech aspirational countries and the private sector	No. of linkages	Data from GSG and GTGP (PMT)	Technical working groups GovTech summit Resource Portal Analytical and Thought Leadership	Regular expert exchange Discussion meetings Community of Practice Seminars, summits Global Public Goods
	Increased engagement with members of GovTech ecosystems	No. of engagements	Data from TTLs (PMT)		

Supplementary Information

Outputs Completed in FY20

As per Program Document, the following provides an indication of deliverables through FY20 which were delivered under the EFO financed by SECO as well as Bank budget.

Analytics and Thought Leadership

- Launch Report
- GovTech and Fraud Detection in Public Administration
- GovTech Procurement Strategy
- Principles of Artificial Intelligence in the Public Sector

Global Public Goods and Convening

- GovTech Skills in the Civil Service Micro-course
- Open Source Overview Note and Inventory
- Accessible GovTech Design Handbook (in progress)
- GovTech Blogs (multiple)
- GovTech/Digital Governance BBL and CoP (multiple)

Country and Regional Engagement

- GovTech Assessment Turkmenistan

Program Management

- Program Document and Action Plan
- Partnership Meetings, Fund Raising
- Trust Fund Establishment
- Results Framework Update
- Communications and Visibility Plan
- PC Meeting
- Annual Work Plan FY21
- Selection Criteria and Call for Proposal Template

Additional Information on Indicative Work Areas in FY21

The following list has been updated from the Program Document.

Analytics and Thought Leadership focuses on analytical and research work that provides knowledge, policy advice and actionable recommendations in the following key GovTech areas:

1. **GovTech Strategy for Impact 2021-2023: Mapping, Entry Points and Priorities:** This Strategy will guide GovTech engagement over the short term.
2. **Enabling Legal and Regulatory Frameworks for GovTech.** This work discusses good practices for creating the legal and regulatory frameworks needed for successful GovTech implementation in core government operations and service delivery.
3. **Building GovTech Skills in the Civil Service.** Attracting, retaining and motivating talent in the civil service is a global challenge, as well as a critical success factor for digital transformation. This work examines effective strategies for the attraction and development of digital skills in the public sector context.
4. **Organizing Government Coordination for GovTech.** Fragmentation in the leadership of the ICT function in the public sector is one of the key obstacles to successful GovTech implementation. This work focuses on the institutional organization and coordination for successful implementation and design of GovTech. Specific themes may target the whole of government approach and center of government coordination, managing shared services and innovating from within.
5. **Service Delivery, User-Centric Design and Design Thinking.** Migrating to digital service delivery provides opportunities to redesign services with the user in mind. This work examines lessons and guidance on creating service inventories and conducting horizontal reviews; defining life scenarios; models of assisted service delivery; and business process re-engineering.
6. **GovTech as Catalyst for the Digital Economy.** The work may discuss how GovTech may act as Catalyst for the post-COVID-19 Digital Economy and for the digital economy more generally. It will focus on development of local tech ecosystems, job creation in GovTech, and fostering digital entrepreneurship with a focus on women-run businesses.
7. **Resilience and Business Continuity.** This work focuses on strengthening resilience of critical public administration systems to respond to internal and external shocks.
8. **Cloud Computing.** Client countries are more often moving to cloud solutions. Working with partners across the World Bank this work provides information for clients on procurement issues, legal and regulatory risks, change management, skills, and data classification to inform decision-making, planning and implementation.
9. **Data Governance.** Data governance and ensuring data is protected is a growing concern of many client countries. Based on the forthcoming World Development Report this work identifies provides recommendations to operationalize the guidance and good practices on good data governance.
10. **Shared Platforms** for organizing and implementing shared platforms including guidance on interoperability.

Global Public Goods and Convening provides access to knowledge, learning and global public goods, and facilitates partnerships and knowledge sharing as follows:

1. **GovTech Index/Assessment** and GovTech At a Glance Briefs. Work on GovTech Assessments and GovTech Index is being considered aiming at analyzing and measuring the status and maturity of GovTech environments and entry points for interventions.
2. **Accessible GovTech Design Handbook**: Aligning with the GovTech commitment under IDA19, this handbook provides operational guidance to task teams and clients on how to ensure GovTech solutions are universally accessible.
3. **GovTech Knowledge and Solutions Portal**: This publicly accessible knowledge portal will serve as the repository for GovTech outputs, resources and solutions.
4. **Learning Tools** will be based on the longer analytical pieces and guidance notes and may include bite-sized infographic briefs with actionable recommendations, as well as distance learning streams (From Theory to Learning and Application), and a GovTech Core Course to develop specific GovTech skills for a variety of audiences.
5. **Partnerships, Convening, Awareness Raising and Exchange** may include preparatory work for a GovTech Summit (or online alternatives), Technical Working Group & Expert Roundtable discussions, and Client Awareness Raising and Outreach.

Country and Regional Engagement

It is proposed to pursue a strictly demand driven approach and launch a grant making program to address country-specific or regional needs. Two call for proposals during FY21 are being considered:

- a. Call for Proposals early in FY21: Proposals may include Analytics and Assessments, Capacity Building and Technical Assistance, PoC, Pilots and Prototypes in the thematic focus areas listed above.
- b. Tbc; Global Call for Proposals in approximately March/April 2021 for implementation starting in FY22. Proposals may include Analytics and Assessments, Capacity Building and Technical Assistance, PoC, Pilots and Prototypes.