

# GovTech

## Putting People First

**4<sup>th</sup> Digital Transformation in  
Government Conference**  
13 June 2023

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Supported by the GovTech Global Partnership: [www.worldbank.org/govtech](http://www.worldbank.org/govtech)



The digital transition is here



## Optimist gave way to some skepticism

- Creative destruction
- New social gaps
- Fake news
- Political populism
- ...

Public governance has a fundamental role in the change underway





Latest generation of digital government foreseeing a new approach to public sector modernization.

- 1 - **Citizen-centric public services** that are universally accessible
- 2 - **Whole-of-government** approach to digital transformation
- 3 - Simple, efficient and transparent **government systems**



# The GovTech Global Partnership (GTGP)





# The GovTech Global Partnership (GTGP)

GovTech Global Partnership (GTGP) is a multi-stakeholder initiative that supports beneficiary countries through a range of activities and works in 3 components:



## COMPONENT 1

Analytics and Thought Leadership



## COMPONENT 2

Global Public Goods and Convening



## COMPONENT 3

Country and Regional Engagement



# Component 1: Analytics and Thought Leadership

Advances the development of new knowledge, policy guidance and good practice examples around GovTech focus areas

GOVERNANCE  
EQUITABLE GROWTH, FINANCE & INSTITUTIONS INSIGHT

### Tech Savvy: Advancing GovTech Reforms in Public Administration

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### Service Upgrade

The GovTech Approach to Citizen Centered Services

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### GovTech Strategic Plan for Impact FY 2022-2024

Priorities and Entry Points  
to Support GovTech Maturity

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### Interoperability

Towards a Data-Driven Public Sector

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### CivicTech

Transparency, Engagement, and Collaboration  
for Better Governance

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### Institutional and Procurement Practice Note on Cloud Computing

Cloud Assessment Framework and Evaluation Methodology

World Bank Advisory Services and Analytics

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### Data Classification Matrix and Cloud Assessment Framework

Cloud Assessment Framework and Evaluation Methodology

World Bank Advisory Services and Analytics

GOVERNANCE  
EQUITABLE GROWTH, FINANCE & INSTITUTIONS INSIGHT

### Mobile Government How-to Note

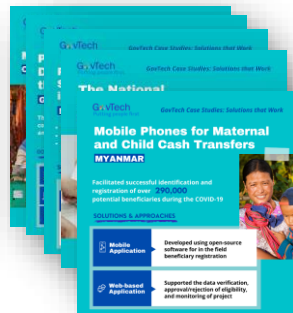


# Component 2: Global Public Goods and Convening

Supports a range of capacity building and knowledge exchanges through various channels and tools

 GovTech Knowledge Sharing

 GovTech Global Public Goods



GovTech Maturity Index:  
The State of Public  
Sector Digital  
Transformation

GovTech Technical Working Groups

 GovTech Academy

 GovTech Knowledge Platform

GovTech Innovation Lab



A Joint Initiative of the World Bank  
Governance Global Practice and  
ITS Technology & Innovation Lab



[www.worldbank.org/govtech](http://www.worldbank.org/govtech)



# Component 3: Country and Regional Engagement

Supports client countries with technical advisory work such as assessments, roadmaps and strategies

## DGRA & Strategic



Algeria



Bulgaria

New



Guatemala



Egypt

New



Indonesia



Somalia

New

West Africa **New**

Community of Practice

## Improving Service Delivery



Kenya



Mongolia

## Interoperability, EA & Shared Services



Dominican Republic

New



Panama

New



Zimbabwe

New

## Tools and Solutions



Brazil: CDD Platform



Cambodia: HRMIS **New**



Chile: early warning system for gender-based violence **New**



Ghana: Citizen feedback tool **New**



Malawi: citizen engagement platform **New**



Moldova: LPA platform and e-archive



Philippines: data platform for indigenous people **New**



Solomon Islands: MIS integration across government levels **New**



How to measure GovTech Maturity?

## **GovTech Maturity Index**

**GovTech Maturity Index (GTMI)**  
measures the state of four GovTech focus areas  
in 198 economies  
using 48 key indicators  
to inform operations, research & analytics



**Core Government Systems Index (CGSI)**  
17 indicators



**Public Service Delivery Index (PSDI)**  
9 indicators



**Citizen Engagement Index (CEI)**  
6 indicators



**GovTech Enablers Index (GTEI)**  
16 indicators

**Target users:** Government officials, World Bank teams,  
and practitioners involved in digital transformation

# What is GTMI?

A **CITIZEN- FOCUSED** Government



offering a more enjoyable journey

# How the 2022 GTMI update is different

## Consultations

Consultations with 9 relevant int'l organizations and 10 WBG groups involved in DG/GovTech

## New Indicators

New > 5 out of 40 key indicators + 2 out of 8 external indicators measuring less-known areas

## Online Surveys

Central Gov (CG) GTMI Online Survey & Subnational Gov (SNG) GTMI Survey [ Pilot ]

## Inclusion

CG GTMI > 850+ officials from 164 economies + SNG GTMI > 350+ officials from 20 countries

## Privacy

WBG DPO accreditation to maintain the GTMI contact list. Protection of personal data.

## Participation

CG GTMI > 135 economies submitted directly + Remote data collection for remaining 63  
SNG GTMI > 122 SNG entities (states, municipalities) from 17 countries submitted directly

## Validation

Sufficient time for data collection (Mar-Jun) and validation (Jul-Aug)

## Transparency

Regular updates + All participants informed about 2022 GTMI groups before public release

## Data Dashboard

Maps and graphs to digest and explore GTMI findings and GovTech projects database

## Open Data

Both 2020 and 2022 editions of the GovTech Dataset are available at WBG Data Catalog



# GTMI Key Indicators

Ind	GTMI Key indicators	Points	Weight
<b>Core Government Systems Index (CGSI)</b>			
I-1	Is there a cloud platform available for all government entities?	0 - 2	W1
I-2	Is there a government enterprise architecture framework?	0 - 2	W1
I-3	Is there a government interoperability framework?	0 - 2	W1
I-4	Is there a government service bus platform?	0 - 2	W1
I-5	Is there an operational FMIS in place to support core PFM functions?	0 - 2	W3
I-6	Is there a TSA supported by FMIS to automate payments and bank reconciliations?	0 - 2	W3
I-7	Is there a Tax Management Information System in place?	0 - 2	W3
I-8	Is there a Customs Management Information System in place?	0 - 2	W3
I-9	Is there a Human Resources Mgmt Information System with self-service portal?	0 - 2	W3
I-10	Is there a Payroll System (MIS) linked with HRMIS?	0 - 2	W3
I-11	Is there a Social Insurance system providing pensions and other SI programs?	0 - 2	W1
I-12	Is there an e-Procurement portal?	0 - 2	W2
I-13	Is there a Debt Management System in place? (Foreign and Domestic debt)?	0 - 2	W3
I-14	Is there a Public Investment Management System (PIMS) in place?	0 - 2	W2
I-15	Is there a gov Open-Source Software (OSS) policy/action plan for public sector?	0 - 2	W2
I-16	UN Telecommunication Infrastructure Index (TII)	0 - 1	E1
I-17	Does gov have a national strategy on disruptive / innovative technologies?	0 - 2	W2
<b>Public Service Delivery Index (PSDI)</b>			
I-18	UN Online Service Index (OSI)	0 - 1	E1
I-19	Is there an online public service portal? (Also called "One-Stop Shop" or similar)	0 - 2	W2
I-20	Is there a Tax online service portal?	0 - 2	W2
I-21	Is e-Filing available for tax and/or customs declarations?	0 - 2	W2
I-22	Are e-Payment services available?	0 - 2	W2
I-23	Is there a Customs online service portal (Single Window)?	0 - 2	W2
I-24	Is there a Social Insurance/Pension online service portal?	0 - 2	W2

Ind	GTMI Key indicators	Points	Weight
I-25	Is there a Job portal?	0 - 2	W2
I-26	Is there a digital ID that enables remote authentication for (online service access	0 / 1	E2
<b>Digital Citizen Engagement Index (DCEI)</b>			
I-27	UN E-Participation Index (EPI)	0 - 1	E1
I-28	Is there an Open Government web site / portal?	0 / 1	W2
I-29	Is there an Open Data portal?	0 / 1	W2
I-30	Are there nat'l platforms for citizens to participate in policy decision-making?	0 / 1	W1
I-31	Are there gov platforms for citizens to provide feedback on service delivery?	0 / 1	W1
I-32	Does the gov publish its citizen engagement statistics and performance regularly?	0 / 1	W2
<b>GovTech Enablers Index (GTEI)</b>			
I-33	Is there a gov entity focused on GovTech (digital transform, whole-of-gov)?	0 - 2	W1
I-34	Is there a dedicated gov entity in charge of data governance or data mgmt?	0 - 2	W1
I-35	Is there a GovTech / digital transformation strategy?	0 - 3	W3
I-36	Is there a whole-of-government approach to public sector digital transformation?	0 - 2	W1
I-37	Are there RTI laws to make data/info available to the public online or digitally?	0 - 2	W3
I-38	Is there a data protection / privacy law?	0 - 2	W3
I-39	Is there a data protection authority?	0 - 2	W3
I-40	Is there a national ID (or similar foundational ID) system?	0 / 1	E2
I-41	Are records in the national ID system stored in a digitized (electronic) format?	0 / 1	E2
I-42	Is there a digital signature regulation and PKI to support service delivery?	0 - 3	W3
I-43	ITU Global Cybersecurity Index (GCI)	0 - 1	E1
I-44	UN Human Capital Index (HCI)	0 - 1	E1
I-45	Is there a gov strategy / program to improve digital skills in the public sector?	0 - 2	W1
I-46	Is there a strategy and/or program to improve public sector innovation?	0 - 2	W1
I-47	Is there a government entity focused on public sector innovation?	0 - 2	W1
I-48	Is there a gov policy to support GovTech startups and private sector investments?	0 / 1	W2



# 2022 GTMI: International Outlook

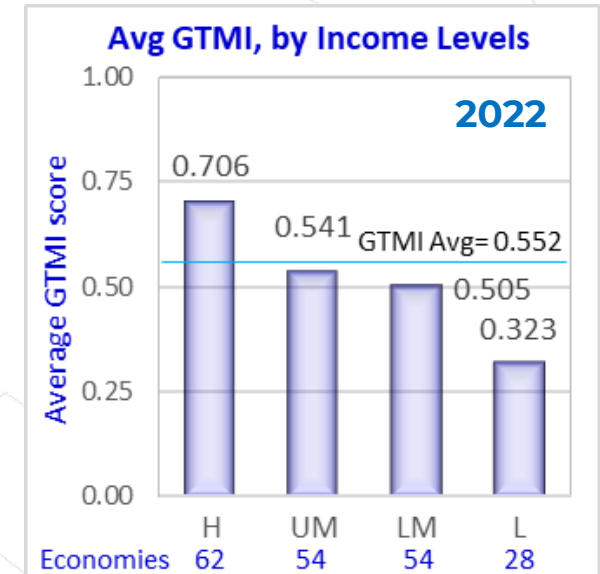
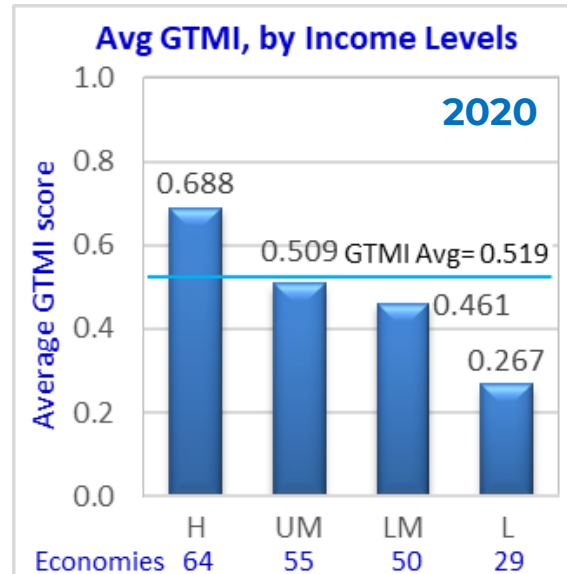
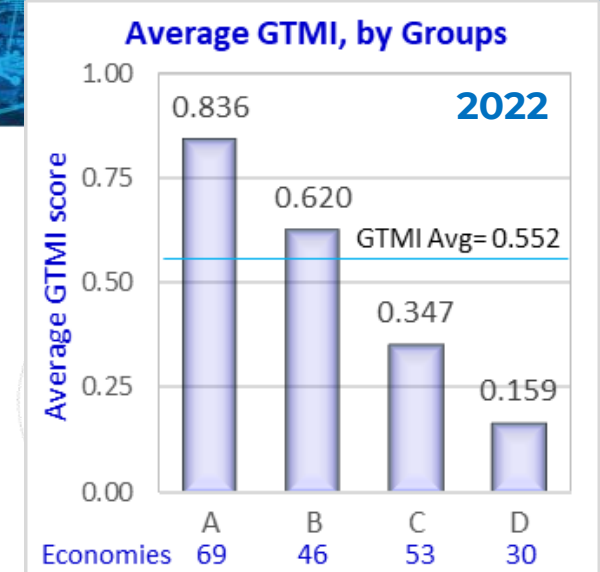
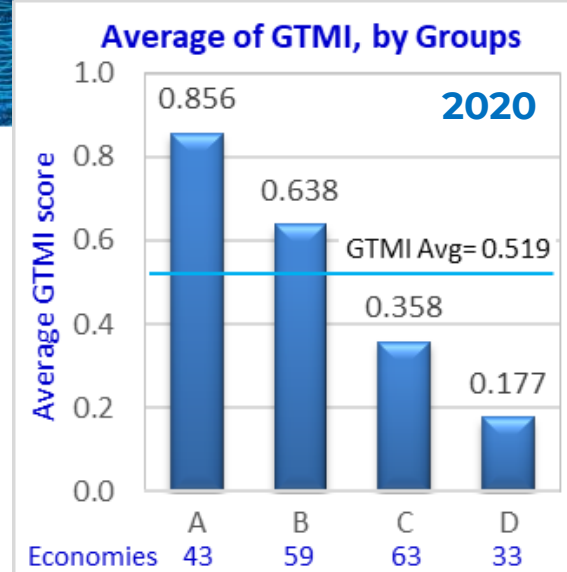
Despite progress in online service delivery and underlying shared platforms, **the digital divide widens.**

The GTMI global average value has risen from 0.519 in 2020 to 0.552 in 2022.

There is an overall improvement in GovTech maturity levels across economies

- 136 economies (69 %) **remained** in their GTMI group compared to the 2020 data.
- 52 economies (26 %) **moved up** one level (B to A = 29, C to B = 16, D to C = 7)
- 10 economies (5 %) **moved down** one level (A to B = 3, B to C = 3, C to D = 4).

Also, according to ID4D 2021 Dataset, there are **850+ million people without an ID.**

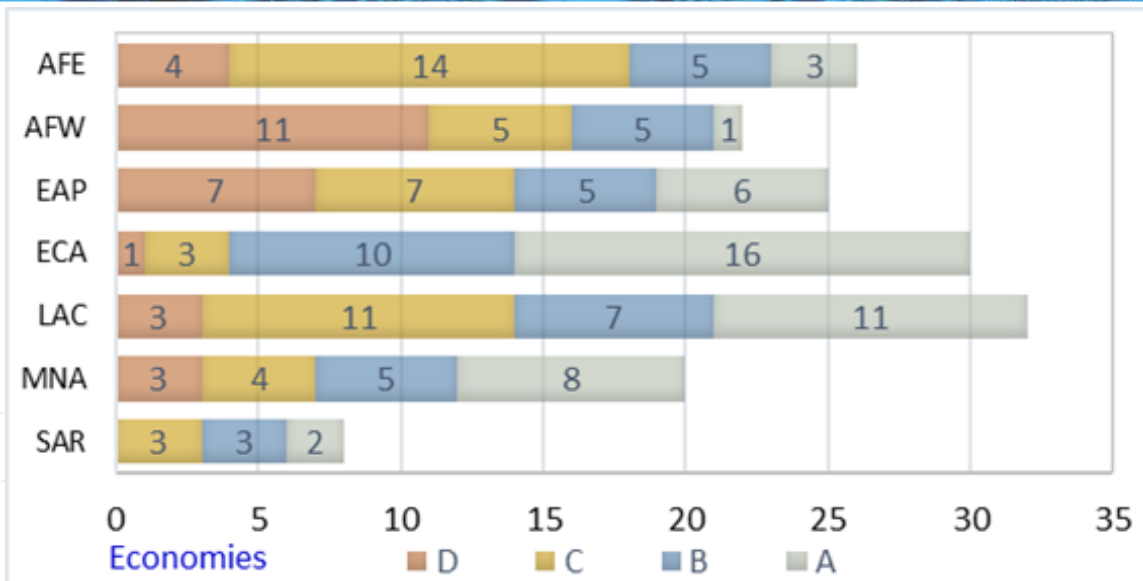




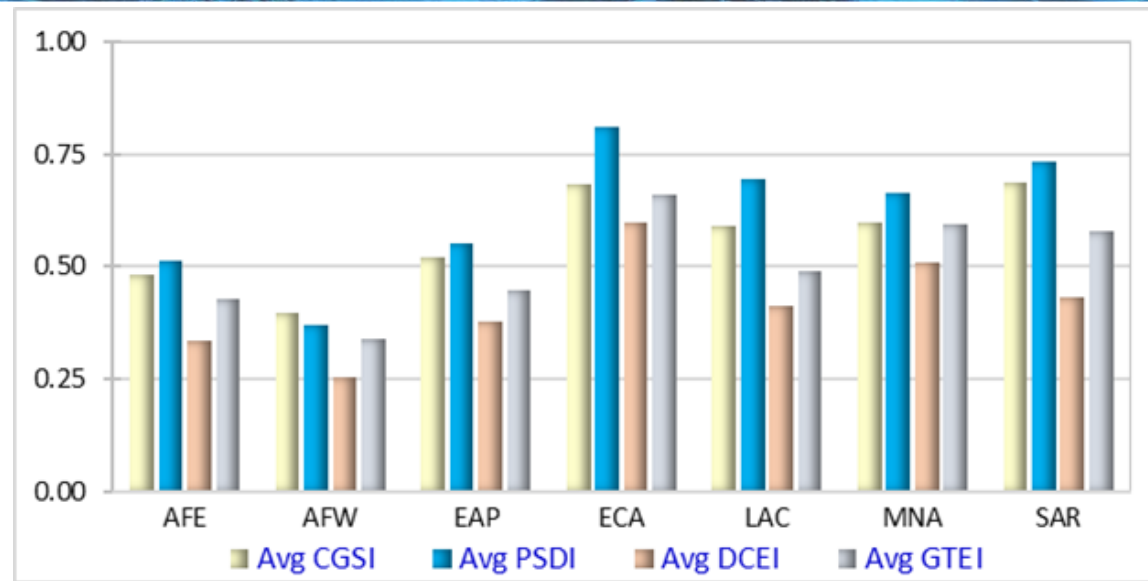


# Zoom in Regions: e.g. Europe & Central Asia

GovTech Maturity in the World Bank Regions, by GTMI Group, 2022



Average GTMI Scores, by Region, 2022



- ECA maturity levels are higher than all other regions, demonstrating a substantial focus on especially in public service delivery core government systems.
- Opportunities for further improvements exist in all countries regarding digital citizen engagement, use of open-source software, digital skills, and innovation strategies and programs.

- ECA region made relatively stronger progress in GovTech initiatives, especially on online services and the modernization and interoperability of core government systems, as well as the broader GovTech enabling environment.
- Like other regions, there was slower progress in improving citizen engagement.



# Zoom in Country: Kazakhstan

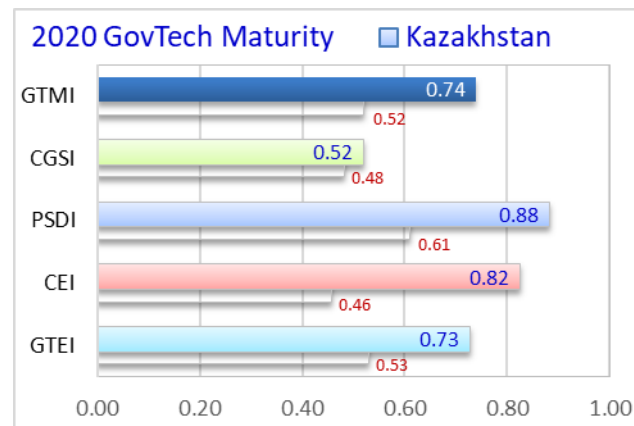
## Progress >

- Improvements in all four GovTech focus areas. GTMI Group = **A** (moved up)
- Core government systems and shared digital infrastructure in place
- Substantial focus on public service delivery channels and enabling environment
- Policy and programs to support digital skill development and innovation

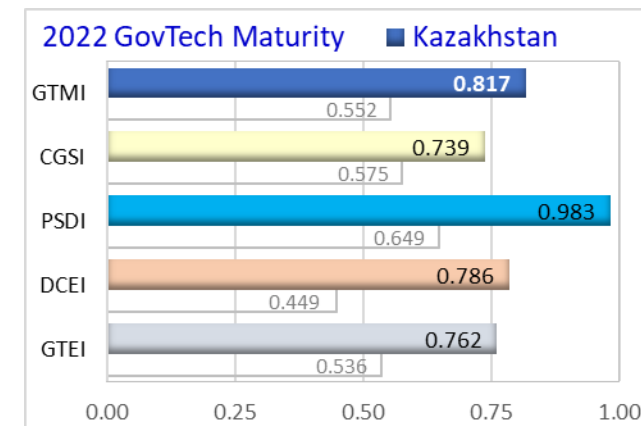
## Possible improvements >

- Transition to government cloud and interoperability framework in progress
- Monitoring the performance/use of existing systems and services
- Coordination of transition to whole-of-government approach
- Incentives for GovTech startups

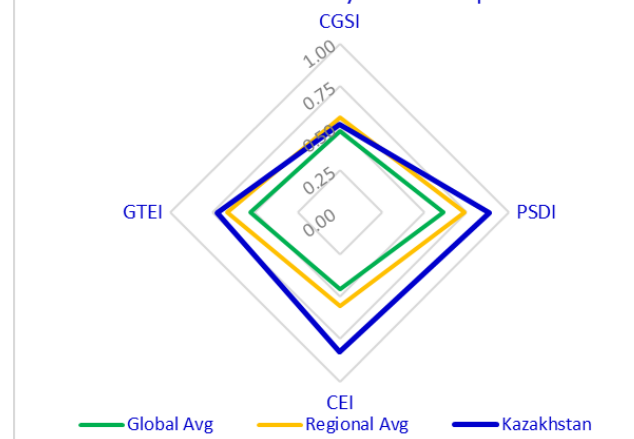
## 2020 GovTech Maturity



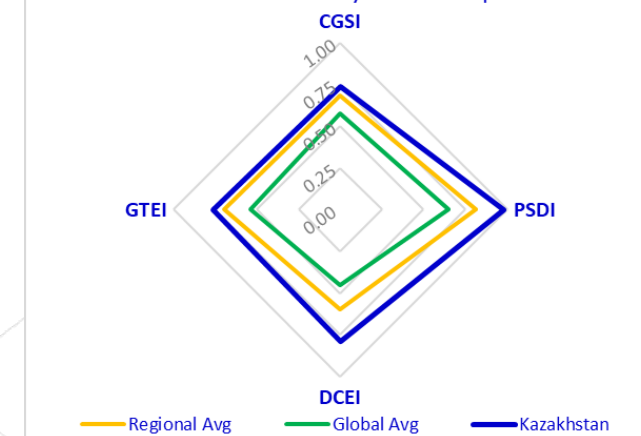
## 2022 GTMI update



2020 GovTech Maturity Index Components



2022 GovTech Maturity Index Components





# Zoom in Country: Liberia

Ind	GTMI Key indicators	Pts	Response
<b>Core Government Systems Index (CGSI)</b>			
I-1	Is there a cloud platform available for all government entities?	0	No
I-2	Is there a government enterprise architecture framework?	0	No
I-3	Is there a government interoperability framework?	0	No
I-4	Is there a government service bus platform?	0	No
I-5	Is there an operational FMIS in place to support core PFM functions?	2	Yes
I-6	Is there a TSA supported by FMIS to automate payments and bank reconciliations?	1	Planned
I-7	Is there a Tax Management Information System in place?	2	Yes
I-8	Is there a Customs Management Information System in place?	2	Yes
I-9	Is there a Human Resources Mgmt Information System with self-service portal?	2	Yes
I-10	Is there a Payroll System (MIS) linked with HRMIS?	2	Yes
I-11	Is there a Social Insurance system providing pensions and other SI programs?	2	Yes
I-12	Is there an e-Procurement portal?	2	Yes
I-13	Is there a Debt Management System in place? (Foreign and Domestic debt)?	2	Yes
I-14	Is there a Public Investment Management System (PIMS) in place?	0	No
I-15	Is there a gov Open-Source Software (OSS) policy/action plan for public sector?	0	No
I-16	UN Telecommunication Infrastructure Index (TII)	-	0.112
I-17	Does gov have a national strategy on disruptive / innovative technologies?	0	No
<b>Public Service Delivery Index (PSDI)</b>			
I-18	UN Online Service Index (OSI)	-	0.342
I-19	Is there an online public service portal? (Also called "One-Stop Shop" or similar)	0	No
I-20	Is there a Tax online service portal?	2	Yes
I-21	Is e-Filing available for tax and/or customs declarations?	0	No
I-22	Are e-Payment services available?	0	No
I-23	Is there a Customs online service portal (Single Window)?	0	No
I-24	Is there a Social Insurance/Pension online service portal?	0	No

Ind	GTMI Key indicators	Pts	Response
I-25	Is there a Job portal?	0	No
I-26	Is there a digital ID that enables remote authentication for online service access	-	-
<b>Digital Citizen Engagement Index (DCEI)</b>			
I-27	UN E-Participation Index (EPI)	-	0.296
I-28	Is there an Open Government web site / portal?	1	Yes
I-29	Is there an Open Data portal?	1	Yes
I-30	Are there nat'l platforms for citizens to participate in policy decision-making?	0	No
I-31	Are there gov platforms for citizens to provide feedback on service delivery?	0	No
I-32	Does the gov publish its citizen engagement statistics and performance regularly?	0	No
<b>GovTech Enablers Index (GTEI)</b>			
I-33	Is there a gov entity focused on GovTech (digital transform, whole-of-gov)?	0	No
I-34	Is there a dedicated gov entity in charge of data governance or data mgmt?	0	No
I-35	Is there a GovTech / digital transformation strategy?	1	Planned
I-36	Is there a whole-of-government approach to public sector digital transformation?	0	No
I-37	Are there RTI laws to make data/info available to the public online or digitally?	2	Yes
I-38	Is there a data protection / privacy law?	0	No
I-39	Is there a data protection authority?	0	No
I-40	Is there a national ID (or similar foundational ID) system?	-	1
I-41	Are records in the national ID system stored in a digitized (electronic) format?	-	1
I-42	Is there a digital signature regulation and PKI to support service delivery?	0	No
I-43	ITU Global Cybersecurity Index (GCI)	-	9.7
I-44	UN Human Capital Index (HCI)	-	0.418
I-45	Is there a gov strategy / program to improve digital skills in the public sector?	1	Yes (S)
I-46	Is there a strategy and/or program to improve public sector innovation?	0	No
I-47	Is there a government entity focused on public sector innovation?	0	No
I-48	Is there a gov policy to support GovTech startups and private sector investments?	0	No

## What do you want?



- ▶ Progress amidst a widening digital divide
- ▶ 26% of economies improved their GovTech maturity levels
- ▶ Dedicated GovTech entities are visible in 154 economies (78 %)
- ▶ Adoption of WoG is in progress in 140 economies (70 %)
- ▶ **Citizen Engagement Index (CEI) > lowest avg score (0.449)**
- ▶ ECA, MNA, LCR, SAR regions > higher GTMI component scores
- ▶ AFR and EAP > recorded the lowest scores
- ▶ GovTech foundations are weak in 86 % of FCV economies



- **Digital divide** > Sustain high-level commitment and allocate adequate resources
- **CGSI** > Improve interoperability and expand shared digital platforms (WoG approach)
- **PSDI** > Extend human-centric transactional and connected services (life events)
- **DCEI** > Develop multifunctional citizen engagement platforms to improve public trust
- **Access & Use** > **Monitor and report the use and quality of online public services**
- **GTEI** > Invest on digital skills and innovation and promote data-driven culture
- **Public data platforms** > Promote the use of public data to create added economic value
- **Private sector** > Provide more incentives to GovTech startups/ SMEs
- **Innovative tech** > Explore possible use of DT to improve operations and online services

## *No voice left unheard*

e-People is the single online service made for the concerns of the people





How to build GovTech communities?

## **GovTech Global Forum**

## **GovTech Working Groups**



# GovTech Global Forum

On May 3-4, 2023, the World Bank hosted in Washington DC the inaugural GovTech Global Forum focused on "Governance in the Digital Era."

This Forum convened the world's top thinkers, innovators, and practitioners on GovTech to exchange ideas and shape public sector digital transformation for a sustainable, equitable future.





# GovTech Global Forum: Some Numbers



- Over 250 in person participants
- Over 2500 remote participants

According to the feedback Survey

- 92% considered the Forum to be of very high quality.
- Over 91% agreed that the knowledge gained from the Forum would be beneficial in their respective workplaces.





# GovTech Working Groups

## What are the GovTech Work Groups?

The GovTech Technical Working Groups remotely and regularly bring together experts from the ecosystem of stakeholders around specific workstreams.

### Core Objectives

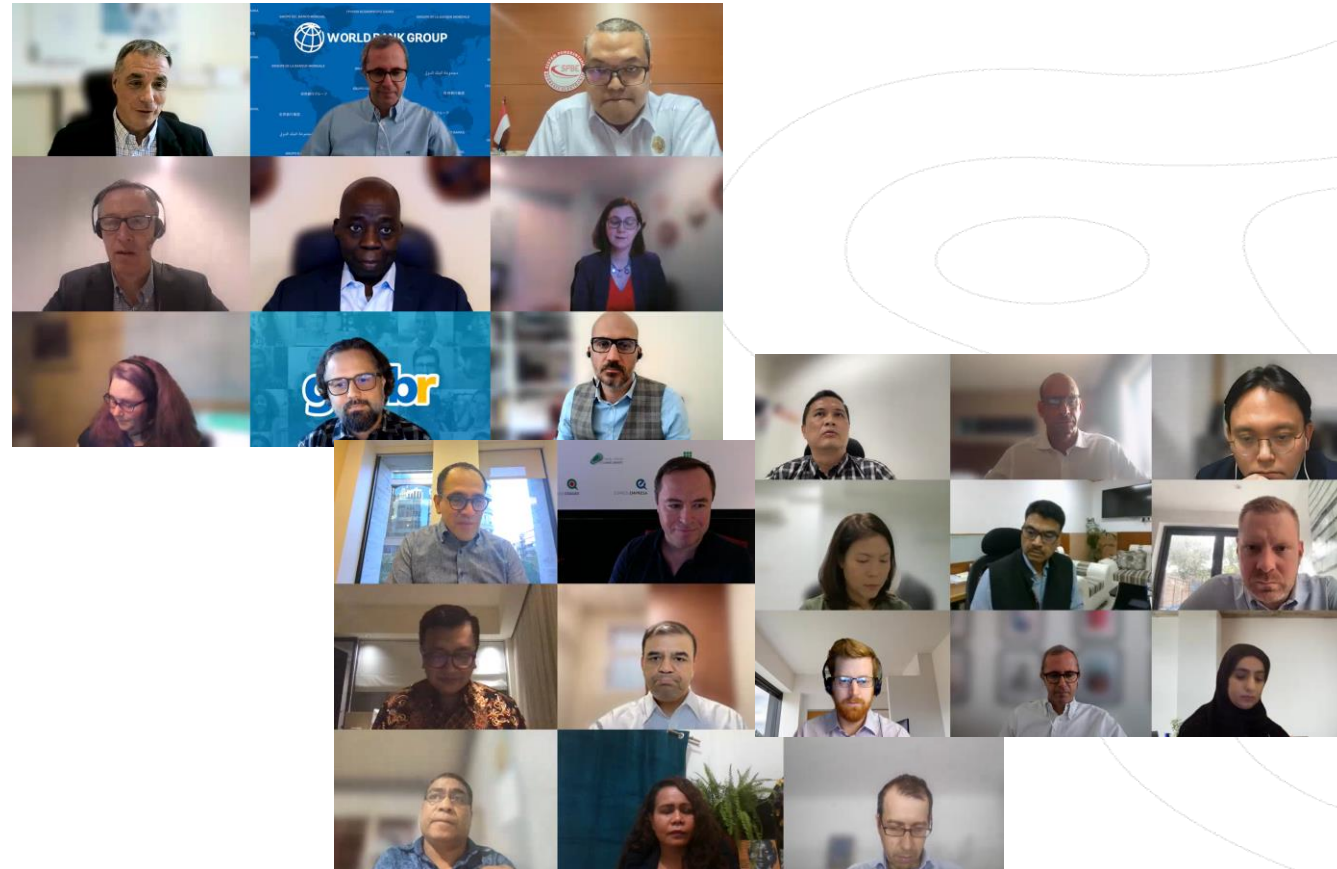
- Community Building
- Co-developed deliverables

### Approach

Country-Driven

Agile

Mission-Oriented





# GovTech Working Groups

## Mobile Government

- **22 countries:** Austria (co-chair), Brazil (co-chair), Bangladesh, Belgium, Estonia, Greece, Indonesia, Italy, Japan, Korea, Moldova, Morocco, Mozambique, Portugal, Panama, Peru, Qatar, Switzerland, Tunisia, UAE, Ukraine and Uruguay.

## Cloud Computing

- **9 countries:** Singapore (co-chair), United Kingdom (co-chair), India, Israel, Japan, Korea, Switzerland, United Arab Emirates and Uruguay.

## Interoperability

- **19 governments, private sector organizations, think tanks and international organizations:** Indonesia (co-chair), Portugal (co-chair), Argentina, Cabo Verde, Canada, Citibeats, Denmark, EU-DIGIT, Korea, Lisbon Council, Mozambique, New Zealand, Open Group, Public Digital, Saudi Arabia, Timor-Leste, Tony Blair Institute, United Kingdom and UNU-eGOV.



## Other priorities underway

- ▶ Global partnerships, involving governments, private sector, academia and civil society
- ▶ Cutting edge areas of analysis:
  - ▶ GovTech and Green Agenda
  - ▶ GovTech and Gender Equity
  - ▶ GovTech and Democracy
  - ▶ ...



# Thank you!

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