

GOVERNANCE & INSTITUTIONS UMBRELLA PROGRAM



WORLD BANK GROUP
Governance



**GOVERNANCE
& INSTITUTIONS**
UMBRELLA PROGRAM



"We are partnering with the Governance & Institutions Umbrella Program in order to bring different stakeholders together so that with innovation and collaboration we can bring new solutions to the table."

**Leslie Tsai, Director of Social Investment
and General Counsel, Chandler Foundation**



THE CHALLENGE & THE OPPORTUNITY

Good governance, trust, transparency, and the government's ability to effectively implement policies are essential for development progress and poverty reduction. In these challenging times, governments are stretched in unprecedented ways with overlapping crises — from international conflicts and their global repercussions to the lingering effects of health emergencies to the escalating climate change concerns. Limited coordination and cooperation across government and with the private sector and citizens pose significant challenges to policy implementation. Globally, citizens' trust in government continues to erode, and there is an urgency to renew the current social contract.

Governments need to provide public goods and services effectively and equitably, while rebuilding trust and fostering inclusion. This is even more challenging in countries affected by **fragility, conflict, and violence** and in **low income countries** where the poor are the most vulnerable. Enhancing access to justice and accountability in core government and legal systems is especially essential for low income countries and a key aspect of the **International Development Association (IDA) 20 commitment**.

The **World Bank**, through its **Governance Global Practice**, is committed to working with countries to build capable, efficient, inclusive and accountable institutions. This is at the heart of development success and achieving the Bank's twin goals of ending extreme poverty and promoting shared prosperity.

It is crucial to establish an environment that can foster job creation and inclusive growth, address market failures, and engage citizens to achieve accountable service delivery is imperative. Countries with robust institutions are more resilient, better equipped to facilitate private sector growth, reduce poverty, deliver valuable services, address climate change, and earn the confidence of citizens.



“The World Bank and its Governance and Institutions Program is a key partner of the European Union, especially for the analytical work on economics and different areas of the economy and on good governance. We are working together on state-owned enterprises, tax reform, and the functional review of the public administration in Montenegro.”

**Yngve Engstrom, Head of Cooperation
at the European Union Delegation to Montenegro**

“In Armenia, the UK and the World Bank are cooperating to advance the governance reform agenda and improve the efficiency of the state. The support includes improving investment climate, transparency, and improvement of accountability in the public sector. All these objectives align with the UK’s international development strategy.”

**John Gallagher, United Kingdom Ambassador
to the Republic of Armenia**

GOVERNANCE & INSTITUTIONS UMBRELLA PROGRAM

In 2022, the World Bank's Governance Global Practice established the Governance & Institutions (G&I) Umbrella Program. The Program's objective is to support client countries in improving public sector performance and strengthening institutional reform, leveraging the power of digital and technology solutions in the public sector, and enhancing transparency and accountability.

Working with partners, the G&I Program provides technical and financial support on a range of areas that are essential building blocks for good governance:

Anticorruption for Development



Coalitions for Reforms



GovTech and Public Sector Innovation



Improving Public Administration Performance



Justice and Rule of Law



The G&I Program brings together partners to join forces and help accelerate global learning, innovation, and institutional change ensuring client countries are guided and equipped with the necessary tools and supported to implement targeted reforms.



“While each module of the Program addresses different aspects of governance and institutions, they are all interconnected and together they form a comprehensive approach to better target areas of support for maximum impact.”

**Ousseynou Ngom, Program Officer,
Gender Equity & Governance, Hewlett Foundation**

HOW THE PROGRAM WORKS

Thematic Areas

The Program is organized around three modules covering the following thematic areas:



MODULE 1

Organization and People

Supports institutional reform, public administration performance, subnational governance, and decentralization



MODULE 2

Open Government, Anticorruption, and Technology

Supports openness, transparency, and anticorruption efforts, as well as GovTech and Public Sector Innovation



MODULE 3

Institutions of Accountability

Supports justice and the rule of law, legislative bodies, multi-stakeholder engagement, and citizen-centric reforms

Activity Areas

By investing in global knowledge, learning, analytics, innovation, capacity building, and technical assistance, partnerships, the Program supports, among others, activities in:

- Knowledge and Innovation
- Data and Analytics
- Operational Work
- Convening and Partnership

Geographical Areas

Meeting development challenges and client demands in a holistic approach, the Program supports global, regional, and country-level activities:

- Global activities focus on global public goods, diagnostic and assessment tools, research and dissemination, knowledge, and learning.
- Regional activities include more specific knowledge and learning, including peer-to-peer learning networks and others.
- Country activities support analytics, implementation of diagnostics, and provide technical assistance to counterparts in government, in collaboration with the private sector and civil society.

A close-up photograph of a person's hand holding a colorful beaded necklace. The hand is in the foreground, and the necklace features orange, blue, and white beads. The background is blurred, showing more of the necklace and possibly other people.

DIVERSE PROJECTS

- **Advancing the Global Agenda:** The G&I Program has been instrumental in advancing critical global initiatives that contribute to a comprehensive body of analytical work, foster global knowledge exchange, provide essential support for country-level projects, and strengthen community building through partnerships and convening. This has facilitated the creation of the Justice and Rule of Law, Anticorruption for Development, and Coalitions for Reforms global programs. Moving forward, the G&I Program will also support the GovTech and Public Sector Innovation, as well as the Improving Public Administration Performance global programs. All five programs are fundamental for good governance and achieving the World Bank's twin goals.
- **Anticorruption Lab and Measurement of Illicit Financial Flows:** An Anticorruption Lab was launched to focus on corruption diagnostics. It is comprised of a methodology and a data model to better address grand corruption, state capture, and the measurement of illicit financial flows.
- **Beneficial Ownership Transparency:** In Kenya and Malawi, the G&I Program supports capacity development and technical assistance for beneficial ownership registries. In Malawi, the work included an evaluation of existing systems and capacities; a legislative review; a legal Trust Framework Review; and focus group discussions resulting in recommendations of specific training needs and how these could be delivered.
- **Strengthening Institutions:** In Armenia, Georgia, and Moldova, the G&I Program is working to strengthen transparency, accountability, and access to services. Public institutions reform and GovTech are the focus in Armenia and Georgia, while in Moldova, it is anticorruption.

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- **Building an Effective, Sustainable, and Transformational Public Sector (BEST-Public Sector) in Montenegro:** The project supports public sector development across various dimensions over a three-year term. It focuses on areas such as improving revenue collection, strengthening governance, accelerating the use of innovation and technology, progressing work towards environmental benchmarks, and fostering innovation and entrepreneurship.
 - **Social Contract and Citizen Engagement:** Directly linked to World Bank's lending programs, the G&I Program leverages a broad spectrum of stakeholders and civil society organizations in country diagnostics, strategies, and programs, placing a special focus on the Sahel region.
 - **Access to Justice and Rule of Law:** The project supports public sector development across various dimensions over a three-year term. It focuses on areas such as improving revenue collection, strengthening governance, accelerating the use of innovation and technology, progressing

work towards environmental benchmarks, and fostering innovation and entrepreneurship.

- **Global Partnerships and Global Forum:** With support of the G&I Program, the World Bank Group hosted the "Anticorruption for Development Global Forum: Restoring Trust" in 2023 and the "Justice and the Rule of Law Global Forum: Fostering Inclusive and Sustainable Development," in 2024. These forums each convened over 200 global leaders and experts in person and over 2000 online participants to discuss, learn, exchange and connect, bolstering international dialogue and cooperation.



“Strengthening public institutions for development and poverty reduction is extremely important for all the donors represented on the Partnership Council of the Governance and Institutions Umbrella Trust Fund. In this context, the use of new information and communication technologies offer unprecedented and still largely underestimated potential for reducing bureaucracy, speeding up processes, increasing transparency and better combat corruption.”

**Carlos Orjales, Senior Economist and Program Manager,
Swiss State Secretariat for Economic Affairs, Switzerland**

IMPACT

Working with client countries and partners, the G&I Program drives transformative outcomes by:

- Enhancing dataset quality, piloting projects, and conducting impact evaluations
- Developing skilled civil servants and robust government agencies
- Providing access to resources such as toolkits, policy guidance, as well as offering technical assistance
- Expanding training through online courses, peer-to-peer exchanges, and country-based training, workshops, conferences
- Fostering engagements with key partners and stakeholders for global and local alliances.
- Championing innovative GovTech and public sector modernization and innovation initiatives

With long term engagement the G&I Program aims to have the following impact:

MODULE 1

Organization and People

- Enhanced adoption and application of good practices related to public sector performance and subnational governance
- Strengthened public organizations and personnel management
- Enhanced access to knowledge, good practices, and learning
- Informed country engagement and policy dialogue

MODULE 2

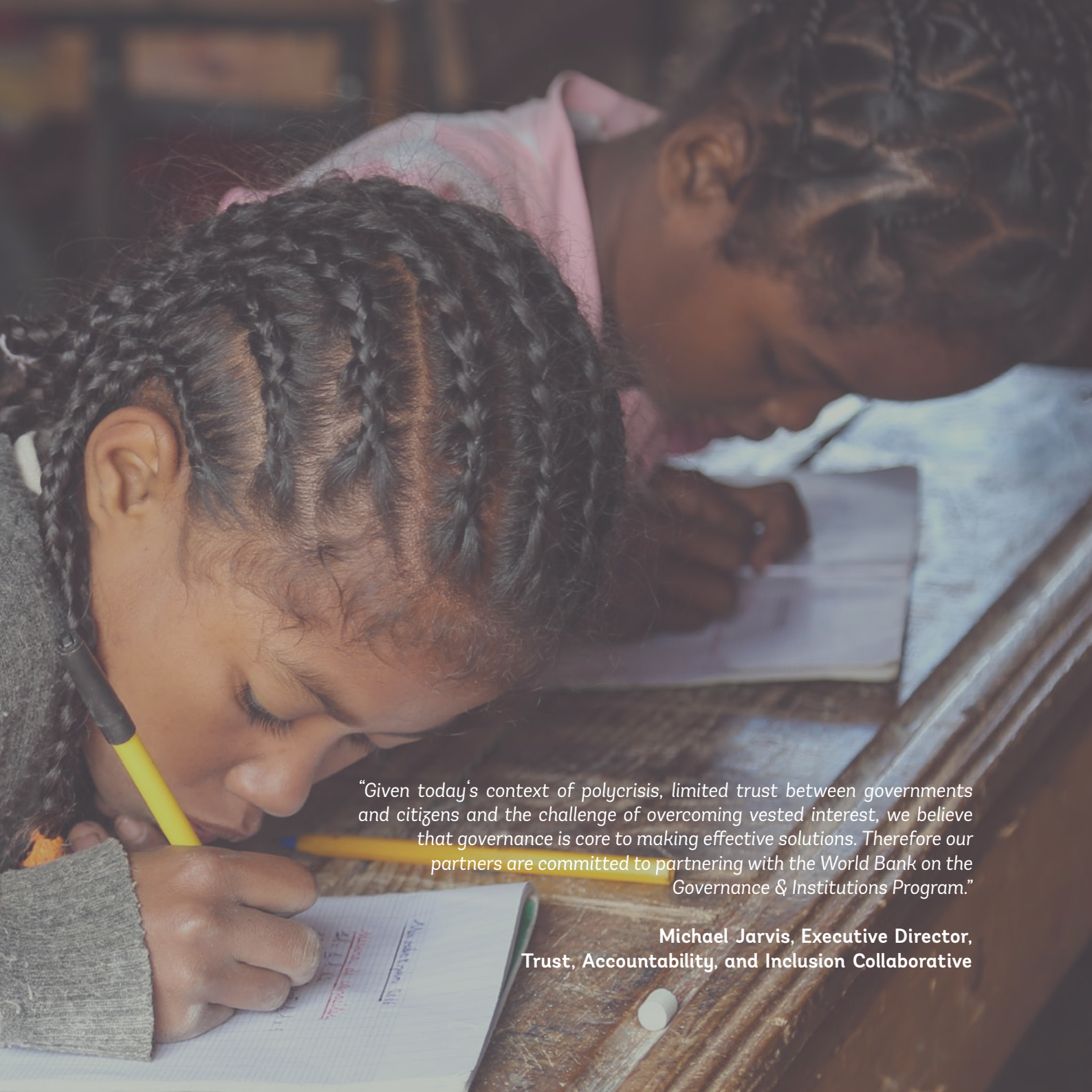
Open Government, Anticorruption, Technology

- Increased adoption of Open Government: open data, open contracting, open budgeting, open parliament, for example
- Common standards and best practices implemented in anticorruption, openness, and transparency
- Increased access to GovTech knowledge and solutions

MODULE 3

Institutions of Accountability

- Increased adoption, use or application of good practices in justice and rule of law
- Enhanced adoption, use or application of good practices in civil society engagement



“Given today’s context of polycrisis, limited trust between governments and citizens and the challenge of overcoming vested interest, we believe that governance is core to making effective solutions. Therefore our partners are committed to partnering with the World Bank on the Governance & Institutions Program.”

**Michael Jarvis, Executive Director,
Trust, Accountability, and Inclusion Collaborative**




PARTNER WITH THE G&I PROGRAM

Directly linked to and leveraging World Bank operations, the Program pursues a highly agile approach in support of client needs. With a global network of donors and technical partners, the G&I Program pools knowledge and resources in support of client countries and their particular needs.

The Program is unique because it:

- Integrates governance themes under one umbrella maximizing efficiency, streamlining processes, and scaling innovation
- Incubates new ideas to solve governance challenges
- Builds coalitions for reform with key stakeholders
- Mobilizes donor resources for trust funds, leveraging World Bank lending for a multiplier effect
- Influences the Bank's strategic policy directions in governance
- Convenes key stakeholders to share knowledge and innovation



“We hope this consortium demonstrates the strength and power that partnerships can provide in addressing some of the most challenging issues of our time. Specifically, we want to demonstrate that by working collaboratively and leveraging resources through this fund, we can support the implementation of robust anticorruption efforts in Nigeria.”

**Yvonne Darkwa-Poku, Senior Program Officer
On Nigeria, MacArthur Foundation**

PARTNERS

The G&I Program relies on the generous support of donors to collaborate and share knowledge, resources, and ideas to address common governance challenges. The Secretariat is housed at the World Bank within the Governance Global Practice. The donors and the World Bank form the Partnership Council which meets annually. Current donors include:

- Chandler Foundation
www.chandlerfoundation.org
- European Union
commission.europa.eu
- Ministry of Economy & Finance, Korea
www.moef.go.kr
- William and Flora Hewlett Foundation
www.hewlett.org
- John D. and Catherine T. MacArthur Foundation
www.macfound.org
- Ministry of Foreign Affairs of Estonia
vm.ee
- Swiss State Secretariat for Economic Affairs (SECO)
www.seco.admin.ch
- UK Government's Foreign, Commonwealth & Development Office (FCDO)
www.gov.uk

Interested in working with us?

We welcome new partners to make a global impact on governance

For more information:



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www.worldbank.org/giup

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