



Global Program for Improving Public Administration Performance

Public administrations—the organizations and workers in the executive arm of governments, from ministries to schools and hospitals— play a pivotal role in shaping policies, collecting revenues, enforcing regulations, building infrastructure, and ensuring the delivery of essential services to citizens. They impact fiscal sustainability and the competitiveness of the overall labor market, given that the public sector is a large employer. An effective public administration is essential for restoring public trust in governance.

Public administration reform entails:

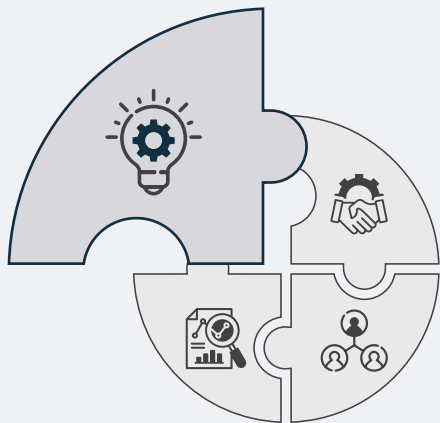
- Improving the government policymaking process through stronger coordination across organizations and the development of a whole-of-government approach;
- Increasing the capacity of the government's internal machinery of organizations and personnel through reforms of government structures and systems for designing and implementing policies;
- Enhancing leadership and personnel management practices that influence the ability, motivation, and accountability of public sector workers;
- Ensuring that public sector employment and compensation incentivizes performance, is fiscally sustainable and does not distort the overall labor market.



HOW WE WORK

The Global Program for Improving Public Administration Performance (GP-IPAP) aims to provide analytical and thought leadership to advance public administration reforms in the areas of improving government organizational structures for policymaking and implementation; public sector employment and compensation; the management of the public sector workforce; and the use of GovTech, both in digital systems, and in enabling reforms around building digital skills and an organizational culture of innovation. The specific activity areas are: Improving global and country-specific data; Knowledge and public goods; Operational engagements on data-informed reform; and Partnership and convening.

Activity areas:



Knowledge and Public Goods

The Program supports establishing online repositories, knowledge platforms, and communities of practice dedicated to public administration reform, where stakeholders can access, share, and discuss relevant research findings, case studies, and practical insights. The GP-IPAP also collaborates with leading academic institutions, think tanks, and research organizations to produce [research papers](#), [academic journals](#), and [policy debates](#) on critical issues related to public administration reform.



Operational Engagements on Data-Informed Reform

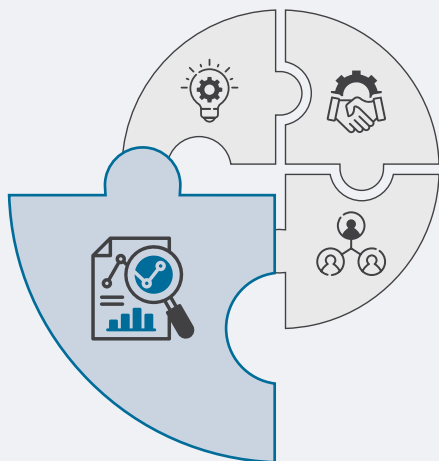
The Program supports a growing number of public administration reform projects, both lending and technical assistance, as well as supporting operational work within sectors. These engagements focus on public sector modernization to improve key economic and welfare outcomes, combining reforms of government structures, public sector workforce management, the deployment of GovTech, and skills development.



Convening

Leveraging the World Bank’s convening power, the Program brings together a diverse coalition of global partners—including government agencies, development organizations, businesses, educational institutions, and NGOs—to support public administration reform. In May 2024, the GP-IPAP hosted the inaugural [Public Administration Global Forum: Transforming Governments for a Livable Planet](#), co-hosted with partner organizations. The Forum attracted approximately 250 in-person attendees and 6,000 virtual participants from 89 countries.

A joint initiative of the Institutions Global Department and the Development Impact Group, the [Government Analytics Fellowship](#) builds public sector capacity to use data and analytics for improved decision-making. Now in its latest cohort, the Fellowship unites public officials and data professionals from ministries and agencies worldwide, offering hands-on training and peer learning to strengthen evidence-based policy and service delivery.



Improving Global and Country-Specific Data

The Program develops comprehensive datasets on public administration, both cross-national and country-specific, to help the World Bank Group, development partners, researchers, and policymakers address critical questions about wage bill affordability, compensation and employment policy design, and the factors influencing motivation and productivity in the public sector workforce.

[The Bureaucracy Lab](#)—an initiative jointly led by the World Bank’s Development Impact Group (DIME) and the Institutions Global Department—promotes the use of evidence and technology in public administration reform. Working closely with operational task teams, the Lab provides technical support on governance issues, offering data management, advisory services, and essential tools for impact evaluation analytics.



PARTNERING WITH GLOBAL PROGRAM FOR IMPROVING PUBLIC ADMINISTRATION PERFORMANCE

Leveraging the World Bank's convening power, the program mobilizes Global Partners, including from country governments, development partners, private sector, academia and civil society, to develop a broad constituency to support reform. Partners contribute to strengthening the evidence-base and knowledge on public administration reform, through, for example, co-hosting and participating in Public Administration Reform Forums; sharing knowledge and experience through learning events and publications; and supporting the development of global public goods and/or country-level assessments, technical assistance and public administration reform projects.

Join our Partnership

By joining the Global Partnership for Improving Public Administration Performance, partners can multiply their impact by leveraging the knowledge and resources of other members, including the World Bank Group. Partners can also create shared value and optimize their resources by prioritizing work and research on current knowledge gaps, thus avoiding duplication of efforts across organizations and maximizing cooperation.



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