



GOVERNANCE & INSTITUTIONS UMBRELLA PROGRAM ANNUAL REPORT 2025

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The Governance & Institutions Umbrella Program

2025 Annual Report

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Acronyms

| | |
|---------|--|
| AFMIS | Albanian Financial Management Information System |
| AGFIS | Albania Government Financial Information System |
| AI | Artificial Intelligence |
| AR | Annual Report |
| BEST | Building an Effective, Sustainable and Transformational |
| BOT | Beneficial Ownership Transparency |
| CVP | Communication and Visibility Plan |
| DIME | Development Impact Group |
| DP | Development Partner |
| ECA | Europe and Central Asia |
| eIDAS2 | Electronic Identification, Authentication and Trust Services 2.0 |
| EUR | Euro |
| FCDO | Foreign, Commonwealth & Development Office, UK |
| GBP | Great Britain Pound |
| GTMI | GovTech Maturity Index |
| HIC | High Income Country |
| HR | Human resources |
| ICT | Information and communications technology |
| IDA | International Development Association |
| iSOEF | Integrated SOE Framework |
| IT | Information Technology |
| JUPITER | Justice Pillars towards Evidence-Based Reform |
| MIC | Middle Income Country |
| MIT | Massachusetts Institute of Technology |
| OECD | Organisation for Economic Co-operation and Development |
| PC | Partnership Council |
| PFM | Public Financial Management |
| PIM | Public Investment Management |
| SECO | Swiss State Secretariat for Economic Affairs |
| SIDA | Swedish International Development Cooperation Agency |
| SOE | State-Owned Enterprises |
| SOP | State Ownership Policy |
| TF | Trust Fund |
| TTL | Task Team Leader |
| UNDP | United Nations Development Programme |
| US\$ | United States Dollar |
| WWBI | Worldwide Bureaucracy Indicators |

Acknowledgements

The Governance & Institutions Umbrella Program (G&I) is managed by the Public Administration Unit of the World Bank's Institutions Global Department.

The program management team of G&I, led by Program Managers Reinhard Haslinger and Samuel Garoni, with team members Katherine Siess and Emilie Fokkelman, prepared this report. The report benefited from the contributions and reviews of Adrienne Hathaway-Nuton, Lara Saade, Carmen Del Rio Paracolls, and Cyrel San Gabriel. Graphic design was done by Maria Lopez and Sandra Valdivia Teixeira.

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The program management team appreciates the fruitful collaboration with the donor partners within the G&I Partnership Council, especially the financial support and strategic guidance they provided. The Partnership Council is comprised of [Austria, Federal Ministry of Finance](#), the [Chandler Foundation](#), the [Republic of Estonia, Ministry of Foreign Affairs](#), the [European Union](#), the [William and Flora Hewlett Foundation](#), the [John D. and Catherine T. MacArthur Foundation](#), the [Republic of Korea, Ministry of Economy and Finance](#), the [Swedish International Development Cooperation Agency \(SIDA\)](#), the [Swiss Confederation, State Secretariat for Economic Affairs \(SECO\)](#), the [United Kingdom, Foreign, Commonwealth and Development Office \(FCDO\)](#), and the World Bank.

Message from the Global Director



Dear Partners,

This year, the Governance & Institutions Umbrella Program (G&I) continued to advance an impactful work program in collaboration with our partners and stakeholders, who share our vision of promoting a more equitable and sustainable world built upon a foundation of good governance and strong institutions.

At the core of the G&I mission is the commitment to funding knowledge initiatives and in-country activities that deliver tangible results.

Investment in research and data enables countries to make informed decisions that lead to sustainable development outcomes. This year, G&I advanced this agenda in a number of ways, including the publication of an assessment of the state and performance of the justice system in [South Sudan](#) using the [JUPITER](#) methodology, as well as the launch of data collection in more than 190 countries for the third edition of the global [GovTech Maturity Index](#). It also supported updates to the [Worldwide Bureaucracy Indicators](#). These indicators, which are the most comprehensive global dataset on public sector employment and wages, with 302 indicators for 202 economies, are heavily used by World Bank country teams to diagnose administrative bottlenecks, benchmark public sector performance against peer economies, and prioritize capacity-building interventions.

G&I also contributed to the identification of reforms through country-level activities. This year, the program helped inform 27 laws, reforms or systems, including 16 in Montenegro covering topics including an artificial intelligence strategy and e-wallet regulatory framework.

G&I activities pilot innovative solutions that can be scaled up through larger lending programs, enabling us to take calculated risks and improve development outcomes. The newly launched [GovTech Innovation Challenge](#) will mobilize local and global startups to develop innovative ways that can enhance

revenue administration, producing proofs-of-concept for governments to adapt. Similarly, the [Repository of AI Use Cases](#) will showcase how governments around the world are using AI to solve public sector challenges.

Over the past year, we have made significant progress together. With G&I's flexible financing, we can mobilize resources efficiently as needed, positioning us for continued success.

Thank you for your support and commitment. I look forward to continuing to advance this important agenda together.

Sincerely,

Arturo Herrera

Executive Summary

Good governance and strong institutions form the foundation for building resilience to crises, ensuring stability and peace, and fostering economic growth and equity. The Governance & Institutions Umbrella Program (G&I) works alongside donors to enhance the effectiveness and accountability of governments and institutions. Through strategic partnerships and targeted initiatives, G&I strengthens institutional frameworks and promotes transparent governance practices that can effectively address the complex issues facing societies today.

This year, G&I expanded its partnership by welcoming [Austria, Federal Ministry of Finance](#), the [Swedish International Development Cooperation Agency \(SIDA\)](#), and the [Swiss Confederation, State Secretariat for Economic Affairs \(SECO\)](#). The [United Kingdom, Foreign, Commonwealth and Development Office \(FCDO\)](#) significantly increased its collaboration with the Program. These new partners, along with the [Chandler Foundation](#), the [Republic of Estonia, Ministry of Foreign Affairs](#), the [European Union](#), the [William and Flora Hewlett Foundation](#), the [John D. and Catherine T. MacArthur Foundation](#), and the [Republic of Korea, Ministry of Economy and Finance](#) make the work of G&I possible.

Progress has advanced across G&I's three modules:

Module 1: Organization and People. The [Global Program for Improving Public Administration Performance](#) produced the [Worldwide Bureaucracy Indicators](#) version 3.1 and will soon publish a global report, "Public Sector at Work." This global program also supported the World Bank's lending projects, including in Ethiopia, Jordan, and the Philippines. Regional work in Module 1 included the publication [Hindering or Enabling? The Role of States in MIC to HIC Transitions in ECA](#), which draws on experiences from Finland and the Republic of Korea to highlight the importance of supportive institutions for knowledge economies.

In **Armenia**, recommendations from a G&I-supported Strategic Planning Functional Review informed the government's draft decree to introduce a new Strategic Governance Framework. This draft decree represents a significant step toward institutionalizing strategic planning reforms, with final adoption planned for September 2025. Strategic planning sectoral pilots, including with the Ministry of Justice, have been initiated. The aim is to test a new methodological

approach, which will also inform the implementation of the new strategic planning decree.

On customs in Armenia, G&I funded the technical assistance for a baseline annual statistical satisfaction survey of foreign businesses, customs brokers, and transport companies to improve taxpayer engagement and service quality. The survey provides a benchmark to assess stakeholder perceptions, tracks the impact of ongoing reforms, and identifies issues in the field. Advisory support was also provided to Armenia's State Revenue Committee to design, implement, and monitor staff key performance indicators, and to support the government in developing technical specifications for an IT system to support a government-wide monitoring and evaluation framework.

In **Montenegro**, significant progress was made. Skills gap and readiness assessments were conducted to introduce the Value-Added-Tax Information Exchange System. A policy note on state ownership models of companies and assets was prepared in response to the government's decision to move toward a more centralized model to be at par with European Union states. G&I's work in Montenegro supported 16 laws, reforms, or strategies and hosted more than 10 capacity-building events.

Module 2: Open Government, Anticorruption, and Technology. The [Global Program on Anticorruption for Development](#) hosted the [Partnerships for Anticorruption Global Forum](#) in April 2025, convening 417 in-person participants from 97 countries, as well as 1,464 registered participants online. To enhance the evidence base for beneficial ownership transparency reforms, several activities were undertaken including deep dives to assess the impact of beneficial ownership reforms and registers, as well as a mapping exercise to evaluate existing initiatives. A survey-based initiative is being developed for law enforcement agencies in Latin American countries to identify gaps in the effective use of beneficial ownership information in the region, which will inform policy design and implementation through evidence-based approaches. To strengthen knowledge sharing and coordination with global partners and among internal Bank staff, an internal BOT Task Force and an external BOT Thematic Group with development partners were launched.

In **Kenya**, a G&I funded activity supported the operationalization of the Business Registration Service's beneficial ownership database and identification of key priority areas for reforms. These reforms will be financed through the second

phase of the US\$250 million World Bank Program-for-Results to Strengthen Governance for Enabling Service Delivery and Public Investment in Kenya ([P180287](#)). In **Nigeria**, G&I supported the incorporation of a new set of results on fiscal automation and transparency as part of the [restructuring and extension](#) of the US\$123 million Fiscal Governance and Institutions lending project ([P163540](#)). In **Malawi**, beneficial ownership transparency recommendations developed by a grant of US\$75,000 were scaled up through a US\$80 million lending project, the Malawi Fiscal Governance Program for Results ([P181371](#)).

In **Moldova**, G&I supported legislative and institutional frameworks to combat corruption and economic crimes, aligning with the country's European Union accession goals. The previous year's analytical work informed the adoption of amendments to the legislative framework on declarations of assets and interests. The amendments included a new definition of beneficial ownership, replacement of manual checks with automated validation, introduction of an asset declaration automated risk assessment, and data publication in a machine-readable format. Additional financing to this work is proposed to take stock of past achievements and lessons learned, recommend reforms that lock-in the progress achieved, and ensure sustainability of the support delivered under earlier phases. Continued engagement in policy dialogue and capacity building will deepen the reforms supported under earlier phases and cement their results.

This module also supports work on GovTech. The [Global Program on GovTech & Public Sector Innovation](#) hosted the second [GovTech Global Forum](#), bringing together more than 400 in-person participants from over 75 countries, with thousands more joining online. The [GovTech Innovation Challenge](#) was launched in partnership with members from the Swiss GovTech ecosystem, including Trust Valley and SECO. Winners will participate in a bootcamp in Switzerland to enhance their proposals. With G&I support, the 2025 [GovTech Maturity Index \(GTMI\)](#) is being prepared. The GTMI is the most comprehensive measure of digital transformation in the public sector. It assists practitioners in designing new interventions to progress toward GovTech maturity.

In **Armenia**, G&I extended advisory support to the Ministry of Interior Affairs to inform the design a citizen-centric digital system for managing citizenship and residency life events, thereby streamlining administrative processes and improving service delivery. At the local government level, the team supported

high-level business process reengineering for a single window system for liability payments, setting the stage for a harmonized and fully digital payment infrastructure. Advisory support on participatory budgeting, including an evaluation of Yerevan Municipality's "Active Citizen" platform, offered actionable recommendations for enhancing civic engagement in budgetary processes and digital platform enhancements.

Two newly launched G&I activities under Module 2 will strengthen public administration in the Europe and Central Asia region through GovTech. An activity in the **Western Balkans**, will contribute to the modernization of public sector administration through improving client knowledge on how to foster more accessible public services, how to modernize and improve local government, and how to conduct climate-smart public financial management. In **Albania**, the focus is on the modernization of the public financial management ecosystem at central and subnational levels. An assessment of the Albania Government Financial Information System and public financial management systems will be conducted, and their respective reform roadmaps will be prepared. The activity will also support the strengthening of public investment management to unlock potential for local development. G&I enabled technical assistance will support Albania's Improving Equitable Access to High Standard Public Services through GovTech ([P177845](#)) lending project. Both newly launched activities aim to accelerate European Union accession.

Module 3: Institutions of Accountability. The [Global Program on Justice and Rule of Law](#) published five "Reforming Justice" briefs on topics including [judicial budgeting](#), [court mapping reform](#), and [designing small claim courts and procedures](#). A [JUPITER Methodological Note](#) outlining the detailed methodology of the Justice Pillars towards Evidence-Based Reform (JUPITER) Assessments was also published. In 2025, [Supporting Access to Justice in South Sudan – A 2025 JUPITER Assessment](#) was published. It reveals the strengths and areas for improvement of the justice system and provides context-specific policy implications for reform. At the country level, in **Zambia**, a G&I activity funded assessments which led to a [report](#) on the demand-side aspects of access to justice in a rural Zambian setting and on the current state of alternative dispute resolution mechanisms in the country.

Module three also supports the [Global Program for Coalitions for Reforms](#). It hosted eight learning events, including on [Supporting Leadership for Women Mayors and in Local Governance](#), [Understanding Policy Failure: Power, Agency](#),

[and Collective-Action](#), and [How to Build Trust: The Key to Success in Public Reforms](#). An internal and external consultation of experts and practitioners on coalition for reform (C4R) themes informed the structure of a C4R methodology, which was finalized and will be published in the fall of 2025 along with a factsheet and dataset. The C4R program will continue and expand country engagements, including in Haiti, Ghana, Burundi, and Kazakhstan.

Program management. G&I is managed by a Partnership Council, composed of representatives from donor partners and the World Bank. The Partnership Council along with the Program Management team is responsible for making strategic decisions about program priorities and allocating resources. The Program Management team is responsible for communication and visibility. The team actively promotes the work of G&I through brochures, G&I and global programs' webpages, newsletters, social media channels, blog posts, and events. G&I uses a results framework to help track progress against a set of chosen indicators that reflects advancement toward intermediate and long-term development outcomes. A summary of updates on communication and visibility activities, the results framework, and the results framework matrix can be found in the Program Management section, Annex 3 and Annex 4.



Photo of Chişinău, Moldova by [Maria Lupan](#) on [Unsplash](#)

The G&I Program: Overview

Why this Program?

Good governance—characterized by effective institutions, transparency, accountability, and the rule of law—creates the enabling environment for efficient public service delivery, inclusive growth, and equity. Good governance ensures predictable rules, protects property rights, and fosters a fair business environment, all of which are essential for economic development and job creation. The Governance & Institutions Umbrella Program (G&I) supports governance reforms through analytical and country-specific work to drive innovation, respond to needs, and invest in early-stage governance solutions.

The program directly connects to the World Bank's [IDA priorities](#), particularly the policy commitment on institutional strengthening, through its support for good governance efforts and institutional reforms toward more effective government. Similarly, its work is aligned with the World Bank's [new scorecard](#), which outlines 22 indicators that are critical to the World Bank's vision of ending poverty on a livable planet. These indicators, which range from improving access to digitally enabled services to boosting private investment, cannot be achieved without strong governance and robust institutions.

In line with the World Bank's evolution towards better operational efficiency to deliver development outcomes with urgency, one of the key strengths of the trust fund is its ability to act and disburse quickly. Whether it is addressing an imminent need or seizing an emerging opportunity, the program works to ensure that timely support is provided when and where it is needed the most.

G&I helps create public goods, develop assessment tools, conduct research, and disseminate knowledge for learning purposes. By supporting the creation and dissemination of these public goods, G&I contributes to the capacity of countries to address complex challenges and collaborate on solutions that transcend borders. These investments are essential for fostering a more interconnected and resilient global community. This focus on knowledge aligns with the World Bank's [Knowledge Compact](#), which emphasizes the role of global knowledge in driving development, scaling solutions and shaping global conversations.

The underlying principle guiding the work of G&I is global partnership. Valued donors and partners have coalesced around the work to convene relevant

stakeholders, co-create actions, share knowledge, and support agendas to address common governance challenges. The five global programs supported by G&I have mobilized about 400 partners, a number that continues to grow. Various organizations—government agencies, private sector entities, foundations, academic institutions, think tanks, international organizations, and civil society organizations—form a broad global partnership that mobilizes to enrich each program’s operational and analytical work and support its uptake.



Photo of Yerevan, Armenia by [vvoe](#) on [Shutterstock](#)

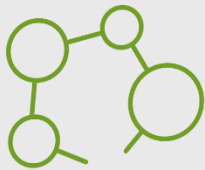
How the G&I Program Works

G&I is structured around three thematic modules:



MODULE 1: ORGANIZATION AND PEOPLE

This module is dedicated to enhancing public administration and institutional reforms, and the processes of subnational governance and decentralization.



MODULE 2: ANTICORRUPTION, TRANSPARENCY, OPEN GOVERNMENT AND TECHNOLOGY

This module focuses on promoting openness and transparency, combating corruption, and leveraging GovTech to achieve these ends.



MODULE 3: INSTITUTIONS OF ACCOUNTABILITY

This module centers on bolstering justice and the rule of law, empowering legislative bodies, fostering multistakeholder engagement, and driving citizen-centric reforms.

G&I delivers within each of these modules by facilitating activities in four key areas: **Knowledge and innovation; Data and analytics; Operational work; Convening and partnership.**

At the global level, the focus is on creating public goods, developing diagnostics and assessment tools, conducting research, and disseminating knowledge for learning purposes. Regionally, the activities are tailored to include specific knowledge and learning opportunities, such as peer-to-peer learning networks. At the country level, G&I supports the implementation of diagnostics and analytics, providing essential technical assistance to government counterparts in collaboration with the private sector and civil society.

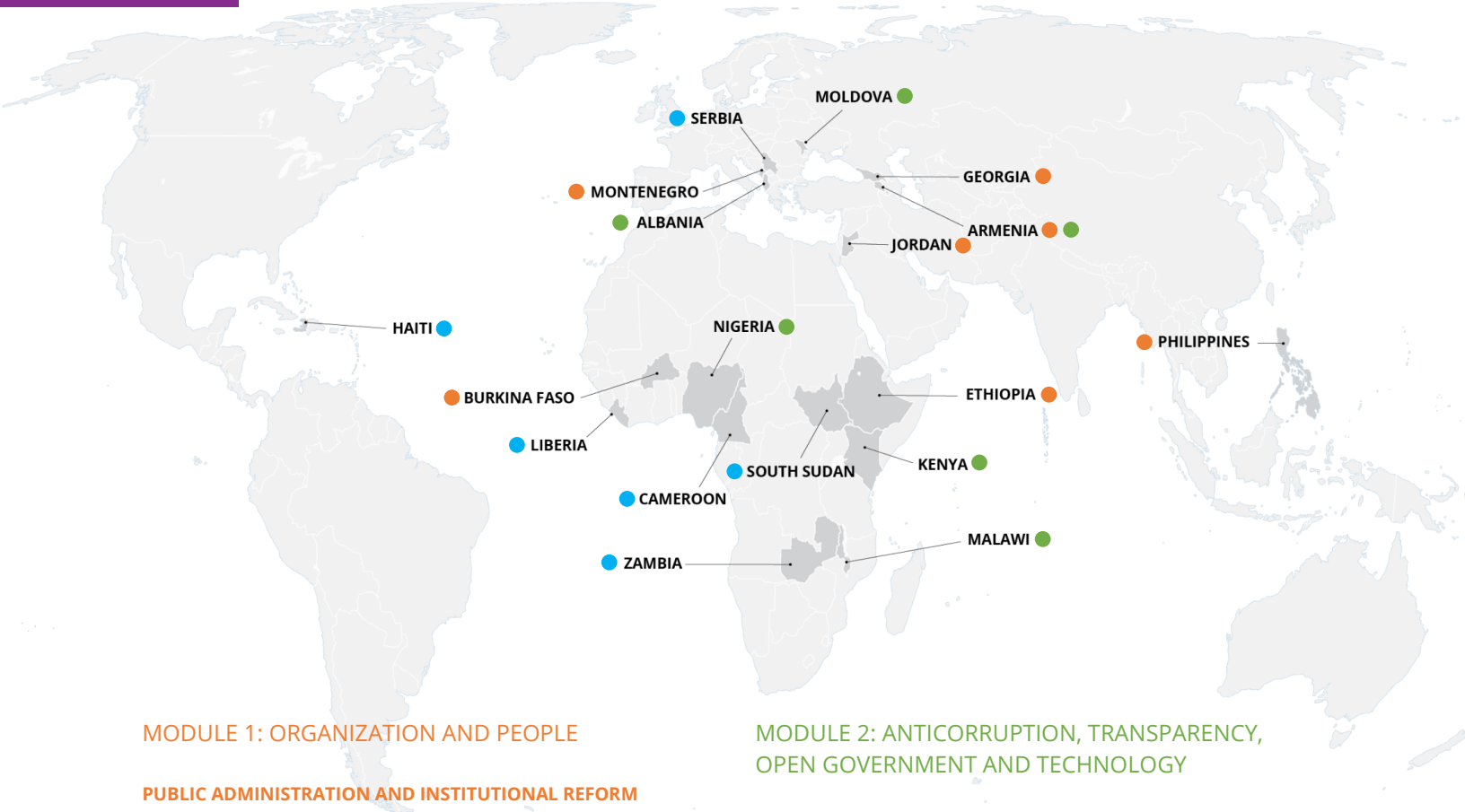
G&I Core Partners

G&I brings together partners committed to achieving better governance outcomes. G&I is a multi-donor trust fund established in 2022 with the generous support of the [Chandler Foundation](#), the [William and Flora Hewlett Foundation](#), and the [John D. and Catherine T. MacArthur Foundation](#). Since then,

the [United Kingdom, Foreign, Commonwealth and Development Office \(FCDO\)](#), the [Republic of Estonia, Ministry of Foreign Affairs](#), the [European Union](#), the [Republic of Korea, Ministry of Economy and Finance](#), the [Swiss Confederation, State Secretariat for Economic Affairs \(SECO\)](#), [Austria, Federal Ministry of Finance](#), and the [Swedish International Development Cooperation Agency \(SIDA\)](#) have also joined G&I. These valued partners help to fund, collaborate, and share knowledge, resources, and ideas to address governance challenges.

| | | |
|---|--|---|
| Republic of Austria, Federal Ministry of Finance | www.bmf.gv.at |  |
| Chandler Foundation | www.chandlerfoundation.org |  |
| Republic of Estonia, Ministry of Foreign Affairs | www.vm.ee/en |  |
| European Union | www.commission.europa.eu |  |
| William and Flora Hewlett Foundation | www.hewlett.org |  |
| John D. and Catherine T. MacArthur Foundation | www.macfound.org |  |
| Republic of Korea, Ministry of Economy and Finance | www.english.moef.go.kr |  |
| Swedish International Development Cooperation Agency (SIDA) | www.sida.se |  |
| Swiss Confederation, State Secretariat for Economic Affairs (SECO) | www.seco.admin.ch |  |
| United Kingdom, Foreign, Commonwealth and Development Office (FCDO) | www.gov.uk |  |

G&I Around the World



MODULE 1: ORGANIZATION AND PEOPLE

PUBLIC ADMINISTRATION AND INSTITUTIONAL REFORM

GLOBAL

- Global Program for Improving Public Administration Performance

REGIONAL

- Europe and Central Asia Governance and Economic Development

COUNTRY

- **Armenia:** Functional Review and Strategic Planning; Building a More Effective and Accountable Customs Administration
- **Ethiopia:** Technical assistance to inform Governance Modernization to Enable Efficient Service Delivery lending project
- **Georgia:** Institutionalizing Governance and Accountability of SOEs at the Central Government
- **Jordan:** Technical assistance to inform People-Centric Digital Government Program for Results lending project
- **Montenegro:** Building an Effective Sustainable and Transformational Public Sector
- **Philippines:** Technical assistance to inform Civil Service Modernization lending project

DECENTRALIZATION AND SUBNATIONAL GOVERNANCE

COUNTRY

- **Burkina Faso:** Multi-Level Governance Public Sector Functional and Fiscal Dataset

MODULE 2: ANTICORRUPTION, TRANSPARENCY, OPEN GOVERNMENT AND TECHNOLOGY

ANTICORRUPTION, TRANSPARENCY AND OPEN GOVERNMENT

GLOBAL

- Global Program on Anticorruption for Development

COUNTRY

- **Kenya:** Beneficial Ownership Transparency
- **Malawi:** Technical assistance for a diagnostic assessment of beneficial ownership transparency, scaled up through Malawi Fiscal Governance Program for Results lending project
- **Moldova:** Support on Integrity, Anticorruption, and Assets Recovery
- **Nigeria:** Transparent, Effective and Accountable Public Institutions

GOVTECH

GLOBAL

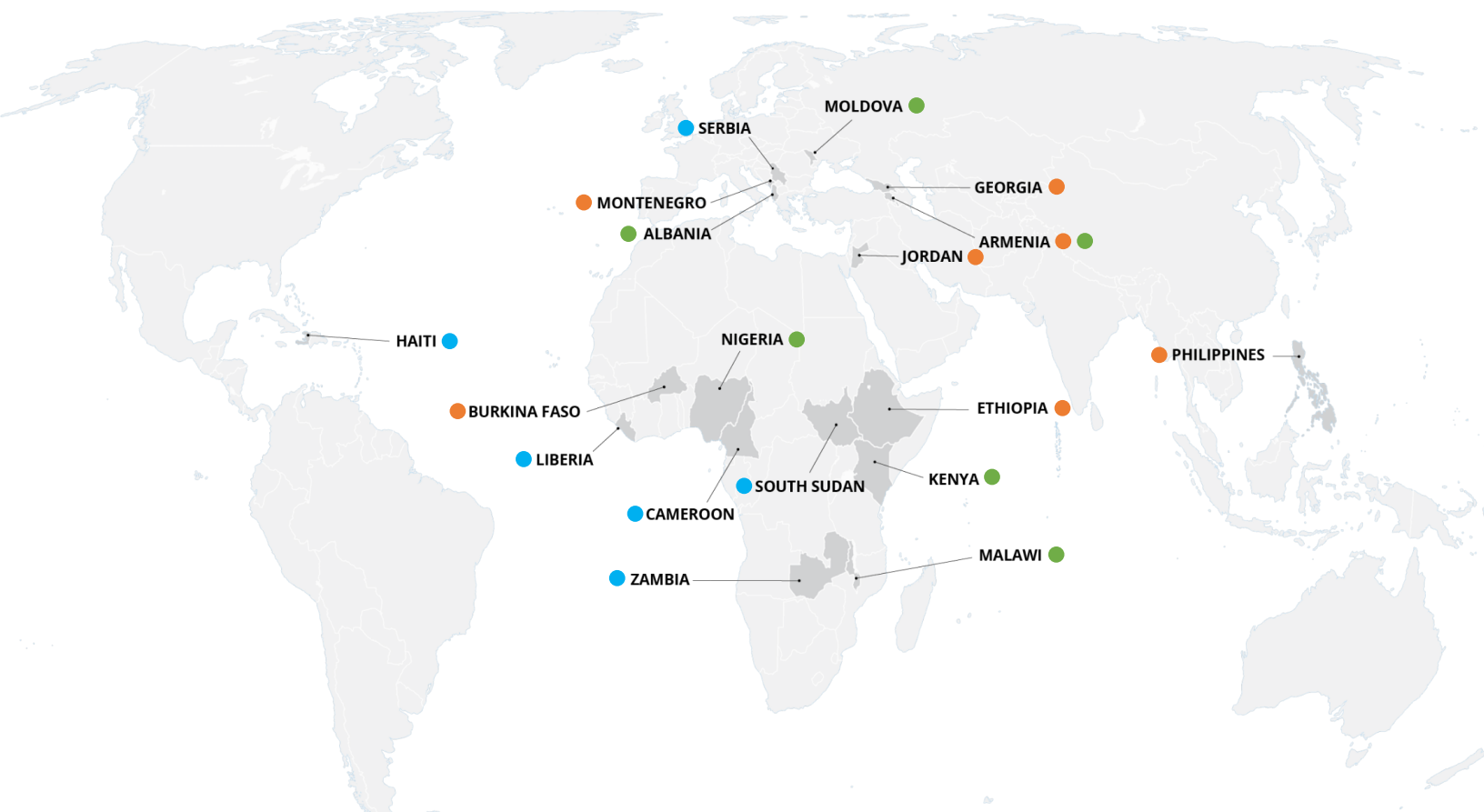
- Global Program on GovTech & Public Sector Innovation

REGIONAL

- Western Balkans GovTech and Public Sector Modernization

COUNTRY

- **Albania:** Transformation of Public Services and Public Financial Management Strengthening
- **Armenia:** Public Sector Modernization to Strengthen Transparency, Accountability and Access



MODULE 3: INSTITUTIONS OF ACCOUNTABILITY

JUSTICE AND RULE OF LAW

GLOBAL

- Global Program on Justice and Rule of Law

COUNTRY

- **Liberia:** Implementation of JUPITER assessment
- **Serbia:** Enhance Knowledge and Analytical Underpinning of Justice Sector Reform assessment
- **South Sudan:** Implementation of JUPITER
- **Zambia:** Justice Sector Reform Support

MULTISTAKEHOLDER ENGAGEMENT

GLOBAL

- Global Program for Coalitions for Reforms

REGIONAL

- Sahel Sounding board

COUNTRY

- **Cameroon:** Social Contract
- **Haiti:** Technical assistance to inform Strengthening Public Financial Management lending project



Photo of Pristina, Kosovo by [Jonathan Ansel Moy de Vitry](#) on [Unsplash](#)

Highlights 2024/2025



Supported work on 5 global programs, across the three modules

- Public Administration Performance
- Anticorruption for Development
- GovTech and Public Sector Innovation
- Justice and Rule of Law
- Coalitions for Reforms



Welcomed 3 new partners, bringing G&I's partners to 10

- Republic of Austria, Federal Ministry of Finance
- Swedish International Development Cooperation Agency (SIDA)
- Swiss Confederation, State Secretariat for Economic Affairs (SECO)



Hosted or co-hosted 4 global forums, bringing together more than 7,000 participants from across the globe on

- Partnerships for Anticorruption
- GovTech and Public Sector Innovation
- Anticorruption & Integrity Forum
- Global Government Cloud Computing



Supported 3 global datasets on justice, public administration, and GovTech

- JUPITER
- WWBI 3.1
- GTMI



Launched 3 new grants, covering 6 countries

- Transformation of Public Services and Public Financial Management Strengthening in Albania
- Enhance Knowledge and Analytical Underpinning of Justice Sector Reform in Serbia
- GovTech and Public Sector Modernization in the Western Balkans (Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia, and Serbia)



Released 12 publications this program year

- Zambia - Assessment of Access to Justice and Alternative Dispute Resolution Systems
- Hindering or enabling? The role of states in MIC to HIC transitions in ECA
- JUPITER Methodological Note
- Supporting Access to Justice in South Sudan - A 2025 JUPITER Assessment
- Justice Factsheets
- Benchmarking judicial effectiveness through the JUPITER assessment
- Fostering Collaboration Between Statutory Courts and Customary Justice Providers
- Balancing efficiency and accessibility through judicial mapping reform
- Engaging with Countries on Judicial Budgets
- Increasing Access through Small Claim Courts
- Addressing Corruption Risks to Safeguard the Response to Climate Change
- *The Impact of Corruption on Sustainable Development*



Supported 27 laws, reforms or systems informed by good practices

Including 16 in Montenegro.



Launched several activities on AI, including the Repository of AI Use Cases which has received

50 submissions from 24 countries

For example, a submission from the Philippines highlights AI-powered tools for case management in the justice sector and automation of HR and payroll functions in public agencies, which are key steps toward transparency and efficiency in government operations.



Informed components in 9 new lending projects worth a total of US\$1.80 billion

This brought the total financing informed or leveraged since program inception to more than US\$5 billion.

Looking Ahead



Photo by [Joshua Oluwagbemiga](#) on [Unsplash](#) in Lagos, Nigeria

In the upcoming program year, G&I will work at the country, regional, and global levels across all three program modules. The following summarizes select key initiatives expected to be delivered in the coming months, recently made expansions and budget allocations based on work plan amendments (Supplementary Notes of December 10, 2024, February 24, 2025, and April 3, 2025), and proposed new activity areas and additional budget allocations. Further details can be found in the Modules section of this report.

Module 1: Organization and People

Public Administration and Institutional Reform

The **Global Program on Improving Public Administration Performance** will publish a global report, “Public Sector at Work,” to be paired with extensive dissemination and engagement activities. In addition, the team will continue to provide operational support, including in Ethiopia, Jordan, and the Philippines, with an emphasis on institutional arrangements for supporting private sector job creation, improving service delivery, and managing climate-sensitive sectors.

Building on prior years’ achievements and with additional budget allocations recently made available, expanded work on customs in **Armenia** is expected to help identify and introduce AI tools in the country’s customs system to improve public revenue mobilization. On strategic planning in Armenia, G&I is supporting capacity building of the government in strategic planning by helping establish an evidence-based and results-oriented system of policy development and implementation. This includes a results framework feeding into a monitoring and evaluation system as well as support to sectoral pilots to further refine its methodology.

The Building an Effective, Sustainable and Transformational (BEST) Public Sector activity has provided analytics and technical assistance to strengthen **Montenegro’s** public sector governance and institutions. Strong progress has been made over the past year in all activity areas, with plans to engage in a midterm review before launching the next phase of the activity.

Module 2: Open Government, Anticorruption and Technology

Anticorruption, Transparency and Open Government

The **Global Program on Anticorruption for Development** will finish developing a beneficial ownership implementation and impact assessment toolkit focusing on beneficial ownership transparency in public procurement, in tandem with a World Bank country operation, to serve as a guiding tool for future implementation efforts. On illicit financial flows, the global program will develop a toolkit outlining the necessary datasets and information to perform a diagnostic framework and measurement of illicit financial flows related to

corruption. This toolkit will be especially valuable for countries with limited data availability and capacity needed for IFFs diagnostics and measurement.

In **Moldova**, the G&I-funded activity on anticorruption was recently expanded to help further strengthen the capacity of the judiciary and law enforcement agencies to fight corruption and advance the recovery of stolen assets. This includes capacity development for investigators and prosecutors to investigate and prosecute illicit enrichment. It is proposed to further expand the work stream by taking stock of past achievements and lessons learned, recommend actions and reforms that lock-in the progress achieved, and ensure sustainability of the support delivered under earlier phases. Continued engagement in policy dialogue and capacity building will deepen the reforms supported under earlier phases and cement their results. This work is contingent on donor transfers that are pending.

GovTech and Public Sector Modernization

The **Public Sector Innovation and GovTech Global Program** was significantly



expanded with many key deliverables coming up. Through the recently launched [GovTech Innovation Challenge](#), innovative technologies will be tested and developed into proofs of concept, which will become a resource for governments interested in developing their own solution applications. The global program's recently launched [Repository of AI Use Cases](#) will provide practical examples of AI projects in the public sector, as well as insights on how public administrators have governed such projects to ensure that outcomes were achieved through methods of design and implementation. The global program will complete data collection for the 2025 GovTech Maturity Index (GTMI) update and publish a global report. These knowledge products will be the cornerstone for the expanded operational work that includes experimenting with technology solutions and developing toolkits. The global program will further expand its commitment to partnership through the GovTech [Global Partnership](#), [working groups](#), and other convening [events](#).

With recent additional budget allocations made, adjustments to the work program have helped support the continued digitalization of **Armenia's** public

financial management system, including budget costing enhancements, program budgeting, and regional peer-assisted learning. Business process reengineering of the e-border crossing system and an assessment of existing digital systems under the Ministry of Justice will also be undertaken.

Work supported through two new G&I grants will be fully rolled out. In **Albania**, G&I will support the modernization of public financial management ecosystem at central and subnational levels and help improve service delivery through upstream government functions leveraging digital solutions. Overall, this will support Albania on a more efficient, inclusive, climate-smart, and “EU-accession-ready” development path. Complementing that work, a new regional activity on public sector modernization and GovTech in the **Western Balkans** will improve client knowledge on inclusive and accessible public services, climate-smart public financial management, and local government modernization, in particular, through knowledge sharing, peer learning, and capacity building on public financial management, accessibility issues, and digital service delivery.

Module 3: Institutions of Accountability

Justice and the Rule of Law

The **Global Program on Justice and Rule of Law** will publish the global report, “Advancing Justice Reform,” which builds on a comprehensive database containing over 1,200 reforms. JUPITER assessments in Kenya and Ethiopia will be completed and reports will be published using the findings. A thematic note on the introduction of AI in the justice system and its potential to enhance access, efficiency, and quality of justice will be completed and published. An analytical report will be delivered to the Somalia federal government to assist in the implementation of its justice sector strategy, with a focus on improving access to justice. The team is expected to further support regional colleagues in their engagement on justice reform, likely with a focus on Zimbabwe, Tanzania, and Burkina Faso.

In **Serbia**, a newly established grant supports the justice sector reform to help in EU accession process, institutional strengthening, HR management, and performance management. The activity will focus on commercial justice and will enhance the capacity of key justice sector institutions in performing their newly acquired responsibilities through workshops, advisory work, and technical assistance.

Multistakeholder Engagement and Citizen Centric Reforms

The **Global Program for Coalitions for Reforms** will host a [Global Forum on Coalitions for Reforms](#) in September 2025, bringing together hundreds of practitioners from around the world. A document on coalitions for reforms methodology with a complementary factsheet and dataset will be published. Technical support as part of the coalitions for reform program in lending projects in Haiti, Ghana, Burundi, and Kazakhstan will be expanded.



Photo of people in Tivat, Montenegro by [Alexander](#) on [Unsplash](#).

Module 1: Organization and People

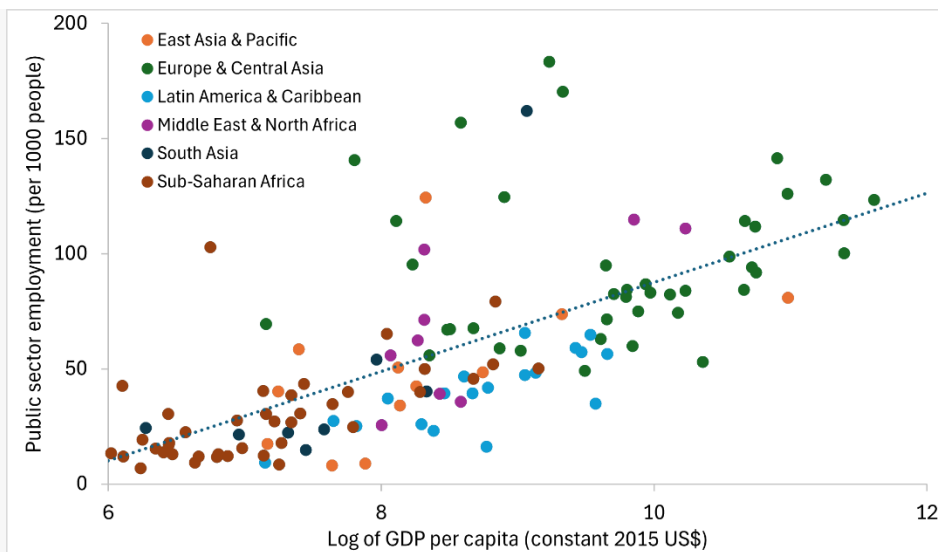
The module supports activities to strengthen the capacity of client countries to build accountable government entities staffed with capable employees and to enable government institutions to respond to challenges and demands.

Public Administration and Institutional Reform

Global Program for Improving Public Administration Performance Status: Ongoing (TF0C6913)

Public administrations—the organizations and workers in the executive arm of governments, from ministries down to schools and hospitals—are critical in shaping policy, implementing government functions, and ensuring the delivery of essential services to citizens. The [Global Program for Improving Public Administration Performance](#), co-funded by the Governance & Institutions Umbrella Program (G&I), engages in a range of interventions to help advance public administration reforms globally.

Figure 1. The public sector in high-income countries is four times larger than in low-income countries



Source: Worldwide Bureaucracy Indicators and World Development Indicators, *latest observation (various years)*

Note: The average public sector in high-income countries employs around 90 people per 1,000 inhabitants (or 25% of the labor force) compared to around 22 people per 1,000 inhabitants (6% of the labor force) in low-income countries.

This program year, the global program released Version 3.1 of the [Worldwide Bureaucracy Indicators \(WWBI\)](#). The WWBI is the most comprehensive global dataset on public sector employment and wages in the world, with 302 indicators for 202 economies. WWBI data assist development partners, researchers, and policy makers in answering questions about the affordability of the wage bill, the design of compensation and employment policies, and the drivers of the public sector workforce’s motivation and productivity. For example, **Figure 1** based on WWBI data illustrates how, contrary to common assumption, public sectors employ a larger share of overall employment in higher GDP per capita countries. The global program also published the Public Sector Pay Scales dataset, which documents legislated (de jure) job and pay grading structures across key public sector positions in select countries.

The global program is finalizing “Public Sector at Work,” a global report that aims to empirically identify key determinants of the performance of public sector workers. It examines how these factors influence core development challenges, including creating more and better jobs; improving education and health service delivery; mitigating and adapting to climate change; becoming fiscally sustainable; addressing fragility, conflict, and violence; and restoring citizen trust. The report draws on a large body of rigorous academic research and original micro-level data, most of it produced by the [Bureaucracy Lab of the World Bank](#), an initiative jointly led by the Institutions Global Department and the Development Impact Group (DIME) for the past ten years. The draft global report has been prepared and is going through internal review.

The global program also provided support to lending projects related to civil servant HR reforms in Ethiopia (Governance Modernization to Enable Efficient Service Delivery Project [P178808](#)), Jordan (People-Centric Digital Government Program for Results ([P180291](#)), and the Philippines (Civil Service Modernization Project [P180649](#)).

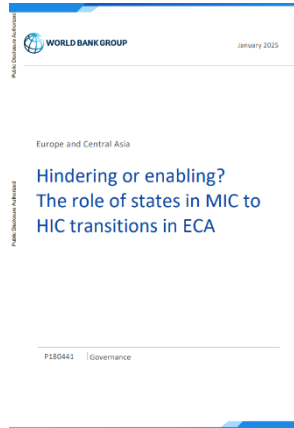
Next steps include the following:

- Disseminate the global report, including a web page offering easy access to each chapter; publication of blogs; course development for the World Bank Knowledge Academy; translation of the report into other World Bank official languages; and engagement with partners on core themes of the report, such as jobs, service delivery, and climate action.
- Provide technical assistance to operational teams for public administration reforms, with an emphasis on institutional arrangements to support

private sector job creation, service delivery improvement, and climate-sensitive sectors management (e.g., forestry).

Governance and Economic Development in Europe and Central Asia

Status: Complete (TF0C3042)



Building and adapting states for economic growth and innovation is both a challenge and an opportunity in Europe and Central Asia (ECA). Effective states provide frameworks for markets and innovation, but many struggle with state capture and resource management. G&I supported the report [*Hindering or Enabling? The Role of States in MIC to HIC Transitions in ECA*](#). The report draws on experiences from Finland and the Republic of Korea and highlights the importance of supportive institutions for knowledge economies.

Functional Review and Strategic Planning in Armenia

Status: Ongoing (TF0C1050)

The activity, Functional Review and Strategic Planning in Armenia, supports the Government of Armenia in enhancing government performance and strategic planning. A Strategic Planning Functional Review report provided a comprehensive analysis of Armenia's strategic planning system and a detailed roadmap for establishing a results-oriented strategic management framework. Key recommendations included simplifying strategic planning instruments, establishing a government-wide accountability framework, implementing a robust monitoring and evaluation function, and strengthening the capacities of the Prime Minister's Office and the Ministry of Finance.

The recommendations informed the reform agenda and a draft government decree to introduce a new Strategic Governance Framework in Armenia. This draft decree represents a significant step toward institutionalizing strategic planning reforms, with its adoption planned for September 2025. In addition to the decree, the activity developed a detailed roadmap for transitioning to a whole-of-government, results-focused strategic management system in collaboration with various government representatives. The roadmap emphasizes governance, organizational restructuring, simplifying the strategic planning system, improving accountability, monitoring and evaluation, and change management.

Following a sectoral review to select a suitable sector for piloting, two pilots were initiated: (1) Ministry of Territorial Administration and Development focused on energy strategy; and (2) Ministry of Justice centered on justice strategy. The energy strategy pilot faced challenges due to personnel issues and delays, resulting in discontinuing the pilot and instead enhancing the Ministry of Justice pilot, which has progressed effectively. Parallel preparation of a justice sector Investment Project Financing (IPF) operation by the World Bank allowed further scale-up of the pilot, informing it with detailed analytical work.

The strategic planning sectoral pilot projects with the Ministry of Justice have been initiated. They aim to test a new methodological approach, which will also inform the implementation of the new strategic planning decree.

Next steps include the following:

- Continue the implementation of sectoral pilot projects.
- Support the Government of Armenia in the finalization and adoption of the draft Strategic Governance Decree and the subsequent decree implementation along with the new monitoring and evaluation system.
- Develop a methodology to support the rollout of results frameworks across ministries, departments, and agencies. Support pilot exercises in energy and social protection sectors and help further refine the methodology.
- Prepare a final report with key results and policy recommendations for the rollout of pilot projects across government agencies. The report will discuss about methodology, capacity, and change management and will be disseminated in a workshop with key stakeholders.

Building a More Effective and Accountable Customs Administration in Armenia

Status: Ongoing (TF0C1051)

To promote trade openness and trade facilitation, the Government of Armenia is prioritizing the modernization of customs administration and the implementation of policies to increase international trade and improve revenue mobilization. In past program years, a key milestone achieved by this activity was the elaboration of a comprehensive five-year strategy and action plan for Armenia's customs service. The strategic framework includes detailed legislative revisions and institutional reforms aimed at aligning customs operations with international best

practices. This accomplishment laid a strong foundation for this year's work program and the implementation of targeted reforms.

Dealing with taxes and customs in Armenia may feel like a giant puzzle to citizens and businesses when it comes to compliance and payments. The complex system makes it also challenging for the administration to oversee and pursue non-payments. This is why Armenia has embarked on an overhaul of the tax and customs administration to enhance domestic revenue mobilization and streamline trade procedures, to generate more revenue and help fuel the country's economy. – World Bank. ["Transforming Armenia's tax and customs administration: A complex puzzle with promising solutions."](#)



Photo of Yerevan, Armenia by [Levon Vardanyan](#) on [Unsplash](#)

This program year, the activity facilitated the successful delivery of business process reengineering for post-clearance control functions. This reform is a critical step toward improving customs efficiency and enhancing compliance monitoring by verifying the accuracy of declarations after goods are released. This helps reduce the risk of fraud and underreporting and aligns Armenia's customs practices with international standards.

Armenian customs officials also participated in a study tour to the United Kingdom's His Majesty's Revenue & Customs to gain exposure to international best practices in risk management and audit processes under post-clearance audit control. The insights gained are expected to inform the implementation of more effective audit systems and risk-based approaches within Armenia's customs framework.

To improve taxpayer engagement and service quality, the activity supported the implementation of a baseline annual statistical satisfaction survey, targeting foreign businesses, customs brokers, and transport companies. The survey will provide a benchmark for assessing stakeholder perceptions and track the impact of ongoing reforms and can be used for identifying issues in the field. An endline survey will assess the impact of the reforms.

To ensure that performance improvements are measurable, consistent, and aligned with institutional goals, the activity supported the State Revenue Committee in designing, implementing, and monitoring staff key performance indicators, including a standardized indicator and an evaluation methodology.

Next steps include the following:

- Support the endline satisfaction survey to track the impact of ongoing reforms.
- Support the development of a comprehensive communication strategy, ensuring it is well-integrated into daily operations and institutional culture to increase trust in customs administration.
- Complete a behavioral insights intervention to test the communication strategy for a new system within the State Revenue Committee, thereby reducing clearance times and improving trade efficiency.
- Initiate advisory support for identifying potential artificial intelligence tools and technologies that can be used for post-clearance risk management, thereby enhancing compliance and facilitating international trade.
- Support implementation of the new TradeGov2 platform, which facilitates trade-related processes such as issuance of import licenses and permits, and upgrade of the Taxpayer3 system, an automated management system designed to enhance interaction between

taxpayers and tax authorities. Both systems are critical for improving service delivery within Armenia's customs and tax administration.

- Support the development of the State Revenue Committee Staff Development Plan methodology and training plan for the upcoming year, including capacity-building trainings.

Building an Effective Sustainable and Transformational Public Sector (BEST-Public Sector) in Montenegro

Status: Ongoing (TF0C3876)

The activity, Building an Effective Sustainable and Transformational Public Sector in Montenegro, was launched in February 2024. Its context was an ambitious renewed push by the Government of Montenegro to prepare the country for accession to the European Union by 2028. At that time, Montenegro had met only a small fraction of preconditions needed for accession. [BEST-Public Sector](#) was designed to support targeted reforms focused on four critical areas of public sector institutions and governance: revenue administration, state-owned enterprises (SOEs), governance in sectors, and GovTech.

In April of this year the EU-Montenegro Joint Consultative Committee (JCC) sent a [clear message](#) to the 27 EU members that Montenegro, a regional EU accession frontrunner, is firmly committed to becoming the 28th EU member state by 2028. To be admitted, the country needs to advance rapidly on several reform areas, to close 33 open "chapters" (out of 35 total) of the [EU Acquis](#), each representing a specific policy reform area. One of the key reform areas that remains open relates to governance and capacities of public institutions, which also affects progress on other sectors like environment, climate change, human development, innovation, and competition.– World Bank. ["Improving public sector governance is vital for Montenegro's EU membership."](#)

This year, the activity made progress across the four components. On revenue administration, a skills gap and readiness assessment for introducing the Value-Added-Tax Information Exchange System was completed. Technical assistance was provided for Montenegro Tax Authority's human resources plan and for revisions to the Law on Excise Tax. Reform efforts were supported through capacity building, which included workshops on EU tax administration competency frameworks, methodology and uses of the Montenegro Tax Authority's skills gap assessment, and Value-Added-Tax Information Exchange System implementation

requirements (for instance, an exchange on Value-Added-Tax Information Exchange System with the Croatian tax authority).

Analytical outputs for state-owned enterprises (SOEs) include an integrated SOE Framework (iSOEF) report, a policy note on state ownership models of companies and assets, and a policy note on SOE Legal-Policy Framework to inform the development of State Ownership Policy (SOP) and SOE Law. Supported by the activity, a policy-level and technical-level interministerial working group on SOE Reform is informing the direction of a new ownership model and supporting the drafting of SOP and SOE Law (and the revision of other laws critical to the SOE legal framework including laws on companies, audit, accounting, and public wages). The working groups have also supported the development of a medium-term SOE Reform Strategy based on the findings of the World Bank's iSOEF diagnostic. Under the capacity building component, six workshops and mini-trainings for the Ministry of Finance and the SOE Reform Working Groups were delivered. A state ownership and SOE training program, based on the World Bank's SOE Leadership Toolkit, will be led by a local university.

The Government in Sectors component delivered a mix of analytics, technical assistance, and capacity building, including a draft functional review on the Research and Innovation Institutional Ecosystem and on the Environment Institutional Ecosystem. The Research and Innovation sector interventions included support for the development of a new Law on Scientific Research Activities, a strategic framework for higher education and research infrastructure, a new intellectual property policy for the country's main university, and a new flagship program promoting research excellence, as well as guidance on the institutional structure and procedures of the Innovation Fund and the Science and Technology Park. Capacity building included demo days for start-ups and Government of Montenegro, and training for Innovation Fund staff members.

The Digital Government component delivered a legal-regulatory review for the rollout of e-Wallet and eIDAS2, the Electronic Identification, Authentication and Trust Services 2.0, and a technical assessment of required e-Wallet systems and use cases to enhance digital identity in line with the European Digital Identity Regulation. e-Wallet and eIDAS2 provide a secure and versatile storage for digital credentials. An assessment of the health sector digital appointments system and predictive analytics, as well as an analytical framework for assessing AI readiness and opportunities, was also undertaken. The technical assistance included support to a proof of concept for an e-Wallet, and user experience testing of the websites

of the Ministry of Health and the Podgorica municipality public services, with recommendations for improvements. Capacity-building activities included an “AI for public sector” workshop for an interministerial working group on digital government, and workshops on utilization of AI and Chatbot tools in the public sector.

Next steps include the following:

- Conduct a midterm review to take stock of activities and impact delivered so far and agree on the lineup of activities for Phase 2 of BEST-Public Sector in Montenegro, with emphasis on revenue administration, SOEs, and a component on Government Modernization and Institutions.
- Launch Phase 2 deliverables and explore support beyond the current activity phases.

Grants Completed in Previous Reporting Periods:

- Institutionalizing Governance of State-Owned Enterprises (SOEs) at the Central Government in Georgia (TF0C1081)

Decentralization & Subnational Governance

Grants Completed in Previous Reporting Periods:

- Multi-Level Governance Public Sector, Functional and Fiscal Dataset – Methodology and Country Profiles (TF0B9479)

Module 2: Open Government, Anticorruption, and Technology

The module supports activities to enhance the capacity of client countries to achieve broader aims of openness and transparency and reduce corruption with the use of technology.



Photo of person in Nairobi, Kenya by [Dwane Joe](#) on [Unsplash](#)

Anticorruption, Transparency and Open Government

Global Program on Anticorruption for Development

Status: Ongoing (TF0C3200)

The [Global Program on Anticorruption for Development](#) seeks to support countries in responding to evolving corruption challenges and to incorporate new technological approaches for corruption prevention, detection, and mitigation. The World Bank renewed its approach to combating corruption through the development of a strategic direction which was discussed and endorsed by the Board of Executive Directors in July 2024. The new, integrative approach strengthens institutional capacity to tackle both domestic and transnational

corruption, with a focus on public procurement, accountability institutions, beneficial ownership transparency (BOT), and illicit financial flows (IFF).

To enhance the evidence base for BOT reforms, several activities were undertaken this program year. Deep dive exercises to assess the impact of beneficial ownership reforms and registers, as well as a mapping exercise to evaluate existing initiatives, were carried out. A report on these initiatives to support future research efforts was drafted and will be published. A survey-based initiative is being developed for law enforcement agencies in Latin American countries to identify gaps in the effective use of beneficial ownership information in the region, which will inform policy design and implementation through evidence-based approaches.

To strengthen knowledge sharing and coordination with global partners and among World Bank staff, a Bank internal BOT Task Force and an external BOT Thematic Group with development partners were launched. In June, a roundtable event brought together experts to discuss evidence gaps in data-driven approaches for evaluating the effectiveness and impact of BOT reforms and registers, as well as potential solutions and research ideas. Presentations were given on existing initiatives, their methodologies, and data sources, while participants shared ideas and explored avenues for addressing these gaps.

To enhance the evidence base for policy reform aimed at combating grand corruption and IFFs, a new work program is underway, focusing on proxy indicators for grand corruption and IFFs. A literature review and proposals for new indicators has been developed and will be used to inform new data models to identify IFFs and their connections to high-risk sectors and grand corruption. The team is also assisting the OECD and UN Trade and Development in a stocktaking report of current IFF challenges and policy responses. This report, requested by the G20 Development Working Group, is intended to offer a holistic approach to the understanding of IFFs, in particular their development constraints and impacts. To ensure the development of a practical and appropriate IFF diagnostics framework, a roundtable with practitioners, academics, and representatives of international organizations was held in June. A mapping of existing methodologies and examples of their implementation along with an overview of the diagnostic framework were presented during the meeting.

The global program provided technical assistance Malawi for the USD 80 million Fiscal Governance Program for Results ([P181371](#)) which has a component on BOT

that was informed by a G&I grant. In general, there are strong synergies between the global activities funded by the trust fund reported on here and World Bank country engagements funded by other sources. This reciprocal relationship allows for the adaptation of global best practices to local contexts. Additionally, it uses experiences from specific countries to refine and enhance global work. Examples of countries benefitting include the Philippines, Guatemala, and Sri Lanka, among others.

“Corruption is a symptom, but it’s a symptom that really completely damages the fabric of institutions. In many countries, institutions today grapple with unmet promises of shared prosperity, effective public services, and representation, amid high corruption. Tackling corruption is crucial for promoting equitable economic growth.” – **Daron Acemoglu, Professor of Economics at the Massachusetts Institute of Technology and 2024 Nobel Prize laureate**, in his [Keynote Remarks on ‘Harnessing Technology for Transparency, Stronger Institutions, and Prosperity’ at the 2025 Partnerships for Anticorruption Global Forum](#).



The [Partnerships for Anticorruption Global Forum](#) was held in April 2025, in Washington, DC, convening 417 in-person participants from 97 countries and 1,464 registered online participants to discuss global anticorruption strategies. Organized in collaboration with the Integrity

Vice-presidency, it was supported by the Ministry of Foreign Affairs of Denmark (Danida), the Foreign, Commonwealth & Development Office from the UK (FCDO), the Swedish International Development Cooperation Agency (SIDA), the Norwegian Agency for Development Cooperation (Norad), the Chandler Foundation, Open Government Partnership, Transparency International, OECD, and UNODC. Highlights included a keynote by Nobel Laureate [Daron Acemoglu](#) (190,000+ views on [YouTube](#)) and sessions on technology, institutional integrity, beneficial ownership transparency and illicit financial flows. There was a panel session on *Implementation of Beneficial Ownership Transparency Reforms: Country Experience* and a plenary session on *Beneficial Ownership Transparency & Fighting Illicit Financial Flows*. Major takeaways emphasized cross-sector collaboration, technological innovation, and collective responsibility in combating corruption.

The event catalyzed the formation of a working group focusing on BOT and another on anticorruption and procurement. Adjacent to the Forum, on April 10, 2025 G&I organized an Anticorruption Deep Dive meeting with existing and interested donors.

The global program supported the [2025 OECD Global Anti-Corruption & Integrity Forum](#) (March 24–28), which brought together leaders from government, civil society, and the private sector from around the world for a series of events addressing today's most pressing integrity issues. A hybrid event, the Forum hosted over 2,000 participants and speakers onsite and online from more than 100 countries.



The global program also contributed to a joint report with the United Nations Office on Drugs and Crime (UNODC), [Addressing Corruption Risks to Safeguard the Response to Climate Change](#), which examined how corruption undermines efforts to address climate change. A piece developed with UNODC and the OECD for the Brazilian G20 Presidency, [The Impact of Corruption on Sustainable Development](#), offered actionable recommendations on countering corruption to support sustainable development goals. The report emphasized the detrimental impact of corruption on social inclusion, economic growth, and environmental protection.

Next steps include:

- Explore interest in launching a Global Hub for BOT to provide a structured and well-resourced platform to coordinate reform efforts, enhance knowledge sharing, and align ongoing initiatives.

- Advance the BOT workstream by:
 - Publishing a report on existing initiatives, methods, and available results in assessing the effectiveness and impacts of BOT reforms.
 - Launching a survey of corruption investigators, law enforcement officials and/or tax inspectors to assess the use and effectiveness of BO data in financial crime and corruption investigations.
 - Developing a beneficial ownership implementation and impact assessment toolkit focusing on beneficial ownership transparency in public procurement, in tandem with a WB country operation, to serve as a guiding tool for future implementation efforts.
 - Developing of a BOT Academy/Training module to support learning and skills building for Bank staff.
 - Hosting further meetings and events of the BOT Thematic Working Group (external) and BOT Task Force (WB internal).
- The launch of deep dives exercises on Grand Corruption and IFF Diagnostics to build a more nuanced understanding of how beneficial ownership registries affect grand corruption dynamics. Parallel workstreams—such as the development of proxy indicators and data models—will continue, feeding into the design of robust diagnostics that can inform targeted interventions.
- Advance the illicit financial flows workstream by:
 - Completing the diagnostic and measurement frameworks that incorporate proxy indicators, novel data sources, and big data methodologies to grand corruption and illicit financial flows.
 - Developing a Toolkit for Measurement, Proxy Indicators, and Data Collection for IFFs. This toolkit will describe a guideline for collecting the necessary datasets and information to be able to perform diagnostic framework and measurement of IFFs related to corruption. This toolkit will be especially valuable for countries with limited data availability and capacity needed for IFFs diagnostics and measurement. Continued collaboration with OECD and UNCTAD in the preparation and drafting of the stock take report as requested by the G20 Development Working Group.

Kenya: Beneficial Ownership Transparency

Status: Completed (TF0C1136)

Kenya has a beneficial ownership register in place, which aims to leverage data for more informed decision-making. Undertaken with the Public Procurement Regulatory Authority, the Directorate of Public Procurement, Business Registration Service, and the Kenyan Revenue Authority, an analysis and recommendations regarding beneficial ownership provisions in Kenya's public procurement system paved the way for enhanced transparency in procurement practices. This G&I supported activity enhanced the use, sharing, access, management, and cleaning of beneficial ownership information data to advance beneficial ownership transparency reforms in the public sector.

This program year, the activity supported the operationalization of the Business Registration Service beneficial ownership database and identification of key priority reform areas, including coverage and systems improvement for data collection, storage, and publication. These follow-up reforms will be financed through the second phase of the US\$250 million World Bank Program-for-Results to Strengthen Governance for Enabling Service Delivery and Public Investment in Kenya ([P180287](#)), planned to run until 2029.

The activity also supported the integration of the Public Procurement Regulatory Authority and Business Registration Service systems to facilitate access to beneficial ownership transparency information of the companies participating in procurement contracts. Capacity-building support was provided to the Public Procurement Regulatory Authority on how to use beneficial ownership in procurement.

As money is a key motivation for grand corruption, it's important to address institutional vulnerabilities that enable these practices and to follow the funds after corrupt acts have been committed. This requires transparent beneficial ownership regimes to prevent and lay bare the complex ways in which the powerful use corporate entities, such as shell companies and trusts, to rig bids, embezzle government funds, and hold their stolen wealth offshore. It also requires stronger regulation of the "enablers," and an expert enforcement apparatus that can trace funds across borders and engage in international cooperation. – World Bank. "[Four innovative ways the World Bank is fighting corruption.](#)"

Moldova: Support on Integrity, Anti-corruption, and Assets Recovery
Status: Ongoing with additional funding (TF0C1091)

This activity supports the strengthening of Moldova's legislative and institutional frameworks to combat corruption and economic crimes, aligning with the country's EU accession goals. In the prior year, a digital justice assessment was completed. At the request of the Ministry of Justice, the team advanced this work and provided assistance in developing an internal policy document guiding the sector's digital development and implementation plan. The assessment, policy document, and implementation plan are critical inputs to addressing current gaps and overlaps, while maximizing limited resources. The outputs were also welcomed by Moldova's development partners and had helped align donor support.



Photo of Chişinău, Moldova [Vasile Stefirta](#) on [Unsplash](#)

The previous year's analytical work has informed legislative changes including the adoption of amendments to the legislative framework on assets and interest declarations in March 2025. It included a new definition of beneficial ownership, replacing manual checks with automated validation, introducing an asset declaration automated risk assessment, and publishing data in a machine-readable format.

A rapid needs assessment of the current institutional framework to investigate, prosecute, and adjudicate economic crimes was concluded. Jointly with the EU Delegation, next steps have been initiated to deepen the dialogue around addressing economic crimes. Advances were made in the drafting of legislation on seizure and confiscation of proceeds of corruption to address gaps in asset recovery and strengthen the role of the public prosecutor in enforcing criminal confiscation orders.

The draft methodology for random case allocation among National Integrity Authority's inspectors was amended in line with recommendations from the G&I team. The adoption of the methodology is included in the Government of Moldova's action plan on "de-oligarchization", limiting the excessive influence of private interests on economic, political, and public life, with a deadline of June 2025.

Phase 2 of the e-Integrity system assessment was completed and delivered to the National Integrity Authority.

Next steps include the following:

- The World Bank team will collaborate with International Development Law Organization and National Integrity Authority to facilitate the technical design of e-Integrity in accordance to the provided recommendations and international good practice.
- Strengthen capacity of the judiciary in adjudicating corruption crimes regarding confiscation and asset recovery matters and raise the capacity of investigators and prosecutors to investigate and prosecute illicit enrichment by sharing relevant best practices.
- Support the development and/or enhancement of job descriptions and definition of incentive structures for digital transformation staff to facilitate support for the digitalization of the justice sector in a sustainable manner.
- Facilitate capacity building for financial investigations and enforcement of illicit enrichment offenses.
- Support the Regulatory Environment for the Court Statistics Module. The newly developed court statistics module "JUSTAT" aims to enhance the transparency and efficiency of the justice system by providing key operational data. For this module to function optimally, it is essential to

establish a regulatory framework that ensures data integrity, security, and accessibility.

Contingent on additional donor transfers that are under discussion, the activity is expected to be further expanded. The activity's expansion over time has allowed the team to include additional sector stakeholders in the technical conversation, facilitating a joint understanding of complex legal issues. Due to the dynamic progress and client demand, additional funding would support 23 additional tasks, all building on the ongoing work and designed to deepen achievements made so far.

The proposed additional engagement would take stock of past achievements and lessons learned to recommend actions and reforms that lock-in progress achieved and ensure sustainability of support delivered under earlier phases. It will also see continued engagement in policy dialogue and capacity building to deepen reforms supported under earlier phases and cement results. Work falls under four pillars:

- **Pillar I: Policy, legal and regulatory.** This pillar supports policy, legal and regulatory initiatives related to anticorruption and integrity of judiciary and prosecution.

Five additional tasks are proposed to deepen ongoing dialogue regarding economic crimes, bottlenecks in criminal proceedings, civil confiscation, overall alignment with international good practice and carry out advisory tasks regarding planned legislative reforms on managing conflict-of-interest and other preventive measures.

- **Pillar II: Institutional and operational strengthening.** This pillar supports institutional and operational strengthening of the enforcement bodies involved in investigation of corruption cases.

Seven additional tasks are proposed to continue mentoring on asset recovery from foreign jurisdictions, and to follow up on operationalization select recommendations developed under the original project scoping on evaluation of prosecutors, asset recovery, leadership program(s) in select law enforcement agencies with a focus on female staff, and the effectiveness of the register of persons held liable for corruption related offenses.

- **Pillar III: Capacity Building.** This pillar supports capacity building efforts in National Integrity Authority, Anticorruption Prosecution Office, National Anticorruption Center, Agency for Recovery of Proceeds of Crime, Vetting Commissions and their secretariats.

Six additional tasks are proposed to provide advanced training to trace virtual assets, to continue building capacity to combat economic crimes, to carry out follow-up seminars for judges on preventing delays in criminal proceedings, to continue the dialogue with law enforcement practitioners regarding the implementation of new legislation, to design a leadership program with a focus on women managers/high-performing females, and training for the Agency for Digital Justice and Court Administration.

- **Pillar IV: Support to digitalization.** This pillar supports digital transformation of the justice sector and digitalization of the select law enforcement agencies.

Five additional tasks are proposed to deepen the support regarding court statistical reporting, e-Integrity following the legislative amendments adopted in March 2025, updating of the e-Archive's technical concept and registries of prosecutors and protection measures per the justice sectors' overall vision for digitalization. Analytical and advisory support will be coupled with capacity building for the newly created agency.

Nigeria Transparent, Effective and Accountable Public Institutions
Status: Completed (TF0C2597)

The G&I supported activity, ***Nigeria Transparent, Effective and Accountable Public Institutions***, has provided analytical and advisory services to enhance the transparency, effectiveness, and accountability of public institutions for improved policies and public services in Nigeria. At the federal level, the activity strengthened the quality, consistency, and timeliness of the publication of core fiscal data. At the state level, core fiscal data with improved quality and accessibility, along with a central, searchable database, was completed for analysis purposes.

This program year, at the federal level, the grant focused on state owned enterprises, supported the development of an asset registry and corporate governance framework, as well as timely publication of audited financial statements and an automated revenue assurance tool, leveraging the Fiscal

Governance and Institutions Project ([P163540](#)), a US\$125 million lending project. At the state level, the grant supported completion of an in-depth learning review of the State Fiscal Transparency, Accountability and Sustainability Program for Results ([P162009](#)) lending project, which examined the impact of the project on sustained institutionalized public financial management improvements, accountability mechanisms, citizen engagement, and fiscal outcomes. The findings have informed design and implementation of a series of three Programs for Results lending projects focused on primary health and basic education service delivery at the subnational level: Human Capital Opportunities for Prosperity and Equity ([P181476](#)); Labor Management Procedures Nigeria: Primary Healthcare Provision Strengthening Program ([P504693](#)); HOPE for Quality Basic Education for All ([P507001](#)).

Grants Completed in Previous Reporting Periods:

- Cost of Corruption (TF0B9766)
- Nigeria - From Fiscal Transparency towards Accountability (TF0B9681)

GovTech and Public Sector Modernization

Global Program on GovTech & Public Sector Innovation

Status: Ongoing (TF0C4818)

In an era of fast-paced innovation and technological advancements, governments must become more accessible, act faster, and perform better. The [Global Program on GovTech & Public Sector Innovation](#) emphasizes the need to enhance core government systems necessary to manage public administration, increase revenues, identify inefficient spending, and curb corruption. It focuses on citizen engagement, which can enhance trust in government through greater transparency, access to justice, accurate monitoring, and timely citizen feedback. It also supports better service delivery by promoting institutional reforms that reduce red tape, as well as interventions toward a data-driven public administration.

“GovTech is a transformative approach that addresses institutional weaknesses that foster corruption. By integrating digital solutions with broader governance reforms, GovTech can dismantle systemic corruption when tailored to local contexts and implemented within a supportive ecosystem. Digital solutions enhance public service delivery by improving coverage, accessibility, and efficiency. GovTech also reduces corruption risks. For example, digitizing permit and license processing through government portals minimizes opportunities for bribery and favoritism.” – World Bank. [“Code against corruption: How GovTech is reshaping the fight against corruption.”](#)

With G&I support, preparation of the third edition of the [GovTech Maturity Index \(GTMI\)](#) is underway. The GTMI is the most comprehensive measure of digital transformation in the public sector. It provides entry points for practitioners to design new interventions and measures GovTech maturity in four focus areas: core government systems, service delivery, citizen engagement, and GovTech enablers. Currently, data collection for over 190 countries is underway; a report and dashboard will be produced and updated by the end of 2025.

The rapid evolution of artificial intelligence presents a significant opportunity for governments to enhance public services, improve decision-making, and address complex societal challenges. Incorporating AI into public sector institutions significantly enhances the efficiency of public services and contributes to more effective governance. To that end, the report “Artificial Intelligence in the Public

Sector: Building Blocks” is being finalized. It covers critical areas such as data governance infrastructure, skills development, regulatory frameworks, and user-centric design. Building on the report, a set of five Prosperity Notes will explore the potential of AI across various sectors, including in public administration reform, justice and rule of law, anticorruption, citizen engagement, and public financial management. An online [Repository of AI Use Cases](#) will showcase specific examples of AI deployments in government, highlighting the challenges encountered, methodologies employed, governance frameworks, ethical considerations, and key learnings.

A deliverable, Artificial Intelligence to Select Audit Cases, uses synthetic data and machine learning to help explore and address the links between tax administration and tax evasion. This tool has been piloted in Georgia. Using anonymized data provided by the Georgia Revenue Service, two customized prototypes identified potential tax evaders with a promising accuracy rate. This tool could increase the effectiveness of tax audits, boost tax revenues, increase the perception of risk, and reduce administrative costs.

“To test and validate the approach, the team trained the machine learning algorithms using large sets of synthetically generated data. They then fine-tuned the model with country-specific data from the Georgia Revenue Service, which provided high-quality but smaller quantity data. Using anonymized real data from the Georgia Revenue Service ensured data confidentiality and privacy. The results were promising with the model identifying potential tax evaders. This hybrid approach, combining synthetic data for initial training and country-specific data for fine-tuning, demonstrated significant potential for enhancing tax evasion detection.” – World Bank. [“How is the World Bank using AI and Machine Learning for Better Governance?”](#)

A [GovTech Innovation Challenge](#) has been launched, in partnership with the Ghanaian Revenue Service and Swiss GovTech ecosystem members, including Trust Valley and Swiss State Secretariat for Economic Affairs (SECO). The GovTech Innovation Challenge is expected to mobilize local and global startups to come up with innovative ways to enhance revenue administration. Promising innovative solutions are expected to be developed into proof of concepts, a resource for governments interested in developing their own solution applications.



Plenary discussion at the GovTech Forum in May 2025. Photo by [Franz Mahr](#) for World Bank.

The second edition of the [GovTech and Public Sector Innovation Global Forum](#) took place on May 27–28, 2025 in Washington, DC. More than 400 in-person individuals from over 75 countries participated, with more than 2,500 registered participants joining online. The forum convened global experts from the government, academia, industry, and civil society to explore how technology can transform public sector institutions and foster collaborations that accelerate the implementation of innovative public sector solutions. The forum was organized in partnership with the World Bank's Innovation for Development Impact Department and co-hosted by the governments of Austria, Estonia, the Republic of Korea, and Switzerland, in collaboration with the Organisation for Economic Co-

*“In Cabo Verde, we constantly work to have a public sector that is efficient and promotes the territorial cohesion of the islands and connects them to the rest of the world and to the diaspora. Digital transformation is a powerful instrument to achieve these goals. We want to position Cabo Verde as a digital hub in Africa. We are creating an ecosystem that encourages startups and digital nomads to increase and improve our digital economy. We think that it is a productive and transformative investment for the future.” - **Prime Minister of Cabo Verde, His Excellency Jose Ulisses de Pina Correia e Silva**, delivering special remarks at the 2025 GovTech Forum.*

operation and Development (OECD), United Nations Development Programme (UNDP), Mastercard, Microsoft, and Visa, with academic insights from Massachusetts Institute of Technology's Governance Lab and Harvard's Center for International Development.



Prime Minister of Cabo Verde, His Excellency Jose Ulisses de Pina Correia e Silva, delivering special remarks at the 2025 GovTech Forum. Photo by Franz Mahr for World Bank

The Forum delivered diverse plenary discussions and breakout sessions to foster collaboration and inspire transformative ideas in the age of AI. The Prime Minister of Cape Verde, His Excellency Ulisses Correia e Silva, delivered special remarks. Participants engaged in interactive sessions, including world cafés that showcased "GovTech in Action." These sessions featured insights and lessons from pioneering experiences, including in Armenia, Albania, Austria, Estonia, Guatemala, and India. Many attendees collaborated in Discovery Sprints to co-create solutions addressing critical governance challenges. Topics included the following:

- Ensuring Government Business Continuity
- GovTech in Public Financial Management: Tackling Interoperability and Data Silos

- Customizing Public Services Based on Life Events
- GovTech for Optimizing Public Investments and Securing Assets



*Participants engaging in World Cafés at the 2025 GovTech Forum.
Photo by Franz Mahr for World Bank.*

Three GovTech Working Groups continued to be active: [Interoperability](#), [Mobile Government](#), and [Cloud Computing](#). Meetings with their co-chairs and participants have been held every three months. The Cloud Computing Working Group organized its first in-person meeting in January 2025. Co-chaired by Singapore and the United Arab Emirates, the Cloud Computing Working Group convened at the [Global Conference on Cloud Computing in the Public Sector](#), hosted in Dubai on January 21, 2025. A new [Artificial Intelligence Working Group](#), co-chaired by the governments of Nigeria and Estonia, was established.

Next steps include the following:

- Finalize and publish the updated version of GTMI by the end of 2025.

- Review the GTMI methodology and assess possible changes, potentially going deeper into questions about certain topics.
- Publish the report “Artificial Intelligence in the Public Sector: Building Blocks.”
- Launch the Repository of AI use cases in the public sector.
- Publish a series of thematic notes on the use of AI, including on topics like anticorruption, citizen engagement, access to justice, and public administration.
- Conduct the GovTech Innovation Challenge globally, with the winners participating in a bootcamp led by Swiss GovTech partners to enhance their proposals.
- Fund potential innovative proposals that can harness the power of technology to address critical development challenges in the public sector. Piloting and testing new approaches can be scaled up in lending projects or transferred to other countries with similar challenges.
- Expand the Global GovTech Partnership and create awareness of the most critical issues in using technology and innovation for public sector reform. Strengthen the role of the GovTech Global Partnership as a leading hub on public sector innovation.

GovTech and Public Sector Modernization in Western Balkans
Status: Newly launched (TF0C8095)

The activity on GovTech and Public Sector Modernization in Western Balkans aims to contribute to the modernization of the public sector and public administration in the Western Balkans region, comprising Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia, and Serbia. Modernization of the public sector and public administration in the Western Balkans is considered a high priority for accelerating more inclusive and climate smart development in the region, and for facilitating the path to EU accession.

The activity was recently launched and is expected to help accelerate the implementation of a more user-centered, accessible, and inclusive public service model through the development of a more systematic approach. The activity will identify existing and planned operational solutions that address issues in accessibility, local government, and core public financial management (PFM) and

public investment management (PIM), which can be shared across the region to inform ongoing and pipeline operations. It will contribute to the process of strengthening local government functioning and service delivery through stocktaking, benchmarking, and developing an initial framework for local government modernization. It will also identify good practices in PIM and PFM modernization in the region, coupled with sensible digitalization, and identify ways to scale up the lessons from the climate-smart lending project in Serbia, Improving Public Financial Management for the Green Transition ([P175655](#)).

The activity hosted a high-level GovTech roundtable, “Modernizing Institutions for Improved Services, Accelerated Economic Development, and Jobs,” which focused on knowledge and experience sharing on GovTech reforms, including on digital service delivery, digital justice, and digital skills. A workshop in Sarajevo provided the opportunity for stakeholders of GovTech reforms in North Macedonia, Albania, and Kosovo to showcase their experiences and discussed entry points for GovTech lending operations that the World Bank could support.



Photo of Skopje, North Macedonia by [Pavol Svantner](#) on [Unsplash](#)

***Transformation of Public Services and Public Financial Management
Strengthening in Albania***
Status: Newly launched (TF0C8331)

Albania has made some progress in developing the Albanian Financial Management Information System (AFMIS), but the PFM ecosystem remains fragmented. Several government entities use AFMIS primarily for medium-term budget preparation. However, budget execution is recorded in a different system, the Albania Government Financial Information System (AGFIS), which is also used to record accounting and reporting for all budget institutions (at central and local levels). AFMIS has limited interoperability with other systems such as integrated planning system, information system, and external assistance management information system (which tracks and manages information of externally funded projects).

The G&I funded technical assistance activity, Transformation of Public Services and Public Financial Management Strengthening in Albania, was recently launched and will complement the lending project for Albania, Improving Equitable Access to High Standard Public Services through GovTech ([P177845](#)). Focusing on digital solutions, the technical assistance will support PFM ecosystem modernization at central and subnational levels. It will conduct assessments, provide recommendations, undertake capacity development regarding functional and technological design; address issues of fragmentation; and improve critical service delivery and upstream government functions, leveraging digital solutions. This will assist Albania's move toward an efficient, inclusive, climate-smart, and "EU-accession-ready" public administration. Workstreams will also support the strengthening of public investment management to unlock its potential for local development.

The technical assistance will consist of two components. Component 1 aims to strengthen PFM and AFMIS at central and subnational levels by (1) assessing PFM and AFMIS systems and businesses processes, including existing digital solutions and ecosystem architecture, and (2) developing a roadmap for PFM and AFMIS reform, along with a conceptual model and systems interoperability. A technical and functional design assessment for AFMIS upgrade will also be undertaken. To ensure effectiveness and sustainability, capacity building on PFM and AFMIS will be conducted and a change management strategy will be adopted to support the PFM reform and rollout of AFMIS and PFM ICT solutions at the local level.

Component 2 aims to enhance public investment management and economic development at central and subnational levels to unlock local development potential. This component will include an assessment of subnational public investment management and public asset management capabilities and the design of an evolution roadmap for improved local investment management. Guidance regarding functional and technical design for an upgraded public investment management system will be provided. An assessment of local capital financing to identify reform areas to boost local economic development will also be conducted. Capacity building on public investment management and local economic development, as well as the design of a change management strategy to roll out the enhanced public investment management information systems, will also be completed.

Armenia: Public Sector Modernization to Strengthen Transparency, Accountability and Access

Status: Ongoing with additional funding (TF0C1052)

Armenia strives to transition into a digital society by promoting digital economy and enhancing online public service delivery. The activity—Armenia: Public Sector Modernization to Strengthen Transparency, Accountability and Access—has been supporting the establishment of a GovTech framework to enhance service delivery. The activity aims to increase access to information, foster innovation, simplify complex administrative mechanisms by using service portals, and prioritize mobile government services to increase access for marginalized members of society. Addressing these critical areas not only improves public service delivery but also helps drive job creation in Armenia.

A major achievement prior to this program year was a comprehensive business process reengineering of the e-Notary system, which included a detailed roadmap for transitioning from paper-based to fully digital service. This work was validated through extensive stakeholder engagement. It laid the groundwork for the digital transformation of more than 50 notarial services under the Fourth Public Sector Modernization lending project ([P176803](#)).

This program year, the team completed an assessment and provided recommendations for establishing a more efficient and accessible gender-based violence and domestic violence hotline system. This initiative, also set to be operationalized through the Fourth Public Sector Modernization lending project ([P176803](#)), was developed in collaboration with the Ministry of Labor and Social Affairs and informed by regional peer learning.

An advisory support was provided to the Ministry of Interior Affairs to design a citizen-centric digital system for managing citizenship and residency life events. This system streamlines administrative processes and improves service delivery through scalable and interoperable digital solutions. G&I funded a range of technical assistance support for conducting user research and analysis of citizen journeys, designing a roadmap for citizen-centric improvements, engaging stakeholders for validation, and creating a minimum viable product with clickable mock-ups, ensuring alignment with international best practices and technical standards while addressing high-priority pain points for users.

At the local government level, in Yerevan Municipality, technical assistance was provided on a business process reengineering for a "Single Window" system for liability payments. The "Single Window" payment system aims to streamline the payment and registration processes for local taxes, fees, and duties, enhancing efficiency and accessibility for citizens while addressing existing challenges in data management and integration. An advisory support for participatory budgeting, including an evaluation of Yerevan Municipality's "Active Citizen" platform, offered actionable recommendations to enhance digital platforms and civic engagement in budgetary processes.

Next steps include providing technical assistance with the following objectives:

- Support PFM reform, including through digitalization, in particular refinement of the budget costing methodology which involves a detailed review of current costing practices, templates, and procedures, leading to the development of a standardized methodology that integrates seamlessly with the Government Financial Management Information System.
- Strengthen the program budgeting framework by evaluating and improving the structure and content of budget documents, ensuring they are outcome-oriented and are aligned with international standards. A multidimensional chart of accounts will be reviewed to better support the recording and reporting of program-based expenditures.
- Support the modernization and professionalization of internal audit functions across government institutions, aligning them with international standards. This includes improving audit methodologies, enhancing institutional capacity, and integrating digital tools to increase audit efficiency and coverage.

- Support Regional Peer Learning through the Public Expenditure Management Peer Assisted Learning network. These engagements will support the country's efforts to digitalize the full PFM cycle and modernize internal audit functions, reinforcing governance, accountability, and institutional capacity.
- Design and strengthen the Electronic Justice Platform with a thorough assessment of existing digital systems under the Ministry of Justice, evaluating their functionality, interoperability, and compliance with IT standards.
- Support a comprehensive business process reengineering for the e-border crossing platform in the Customs Administration to enhance risk management capabilities and to improve the border crossing time and clearance time.

Module 3: Institutions of Accountability

This module supports activities to build the capacity of client countries to strengthen institutions outside the executive branch of government, focusing on accountability and better governance outcomes.



Photo by [Hansjörg Keller](#) on [Unsplash](#).

Justice and the Rule of Law

Global Program on Justice and Rule of Law

Status: Ongoing TF0C3337

The [Global Program on Justice and Rule of Law](#), supported by G&I, aims to advance justice reform and strengthen the rule of law through data-driven analytics, knowledge creation, operational engagement, and strategic partnerships. Justice plays a critical role in fostering equitable development, economic growth, and public trust in institutions. This global program supports countries in strengthening their justice institutions to improve their accessibility, efficiency, transparency, and fairness, building the path toward better development outcomes.

“Strengthening judicial efficiency is not merely a technical improvement but a cornerstone for fostering trust, enhancing market dynamics, and unlocking sustained economic growth. By addressing inefficiencies in the judicial system, countries can create a virtuous cycle of increased credit availability, innovation, and investment, ultimately driving prosperity and reducing barriers to development.” – World Bank. [“Improving the efficiency of courts can boost a country’s economic growth.”](#)”

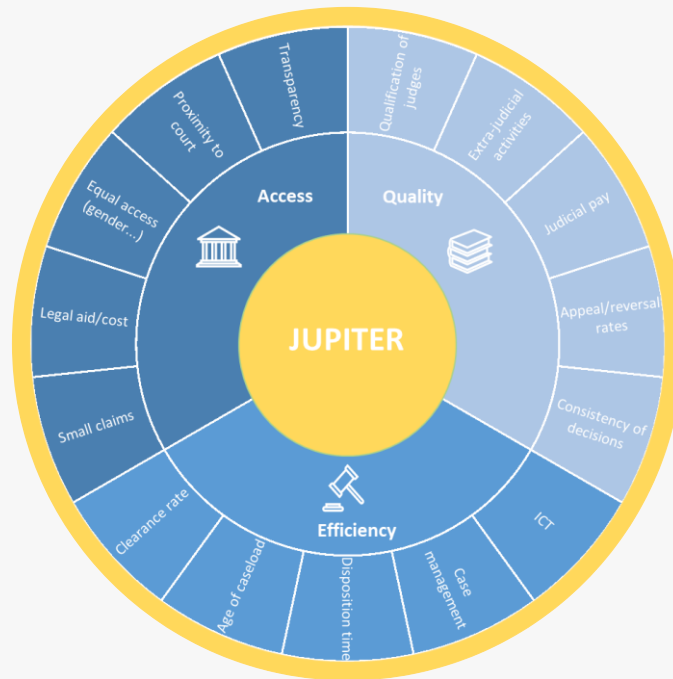


A series of thematic briefs titled "Reforming Justice," completed this program year, provided practical insights into the implementation of justice reforms across various topics, including [judicial budgeting](#), [court mapping reform](#), [designing small claim courts and procedures](#), [benchmarking the effectiveness of the justice system](#), and [fostering engagement with customary justice actors](#). Additionally, several thematic blogs addressed subjects such as [the use of artificial intelligence in judicial decision-making](#) and the [correlation between court efficiency and economic development](#). The team started preparing a global report, "Advancing Justice Reform," which builds upon a comprehensive database containing over

1,200 justice reforms and aims to highlight the characteristics of an effective judiciary. This global report highlights successful reforms and provides guidance for countries on implementing reforms within specific political and economic contexts.

The global program launched a [Digital Justice Working Group](#), co-chaired by the governments of Spain and Morocco. Every three months, the global program brings together over 60 experts from judiciaries, governments, academia, international organizations, and civil society to share insights on developing and implementing effective, evidence-based, and citizen-centric digital justice solutions. The team also participated in significant convening initiatives, such as the Justice Action Coalition workstreams on Justice Financing and Customary and Informal Justice. Several conferences and events, notably the OECD Global Roundtable on Access to Justice and the World Justice Forum, provided opportunities for knowledge exchange.

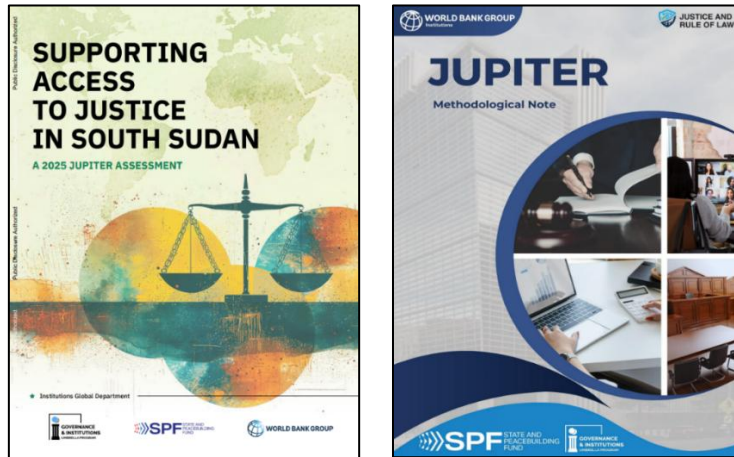
Figure 2. JUPITER methodology's substantive focus



Source: World Bank. 2025. [JUPITER Methodological Note](#).

The global program has continued implementing the Justice Pillars Towards Evidence-Based Reform (JUPITER) assessment methodology, following its pilot implementation in [Liberia](#). This program year, the [JUPITER Methodological Note](#), outlining the detailed methodology followed in the JUPITER assessments, was

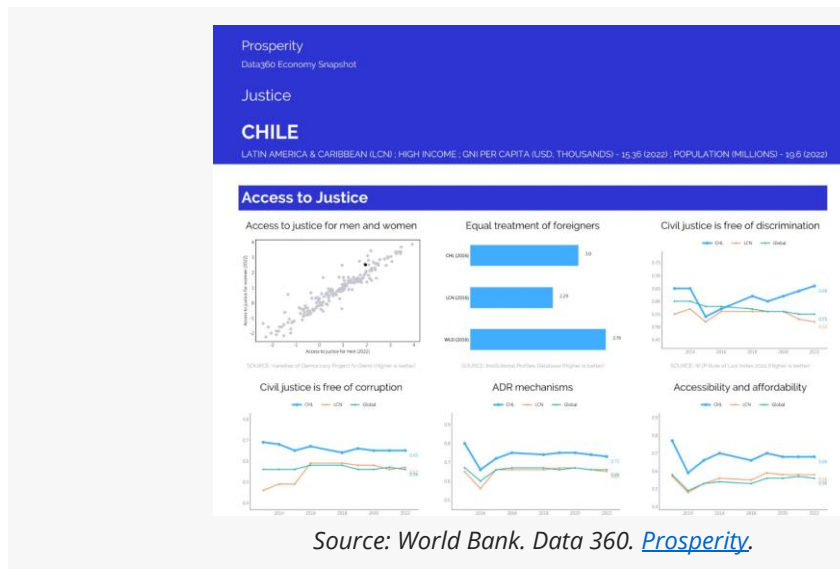
published. **Figure 2** details the methodology's substantive focus on access, quality and efficiency in countries' judicial systems.



[Supporting Access to Justice in South Sudan – A 2025 JUPITER Assessment](#) was published. It identifies the strengths and areas for improvement of the justice system and provides context-specific policy implications for reform. The methodology was deployed further in Kenya and Ethiopia, with data collection and stakeholder engagement already completed.

The new [Justice Factsheets](#), in the World Bank Prosperity Data 360 platform, offer a comprehensive repository of perception-based justice and rule of law indicators that enable cross-country comparisons and the development of country-specific profiles. An example is shown in **Figure 3**.

Figure 3: Example of a Justice Factsheet



The global program provided analytical support and technical assistance to country teams. In Somalia, the team is collecting data and engaging with key stakeholders to develop an analytical thematic note on access to justice, aimed at supporting the implementation of the Somali government's Justice Sector Strategy 2025–2029. In Zimbabwe, support included preliminary engagement on potential prior actions for a Development Policy Operation. In Tanzania, an analytical support informed discussions with the government on additional financing for the country's judicial modernization project ([P172922](#)), offering data and best practices on legal aid, alternative dispute resolution, and efficiency measures. A short analytical brief on key performance indicators of the justice system in the Dominican Republic was prepared to support potential engagement in a JUPITER assessment.

Next steps include the following:

- Publish the global report, “Advancing Justice Reform.”
- Publish a thematic note on the introduction of artificial intelligence in the justice system and its potential to enhance access, efficiency, and quality of justice.
- Provide an analytical report to assist the Somalia federal government in implementing its justice sector strategy, with a focus on improving access to justice.
- Complete implementation of the JUPITER assessment in Kenya and Ethiopia and identification of new countries for future implementation.
- Continue supporting regional colleagues in their engagement on justice reform, possibly Zimbabwe, Tanzania, and Burkina Faso.

Enhance Knowledge and Analytical Underpinning of Justice Sector Reform in Serbia

Status: Newly launched (TF0C8690)

The newly launched activity, Enhance Knowledge and Analytical Underpinning of Justice Sector Reform in Serbia, funded by G&I, aims to enhance knowledge and analytical underpinning of the justice sector reform in Serbia in line with the EU accession process. For several years, Serbia has been working to ensure that its national legal framework is in line with EU requirements and has made significant efforts to undertake the necessary institutional changes in the justice sector.

This activity is expected to strengthen key institutions in Serbia's justice sector, with a particular focus on HR management, as well as raise the performance level

of Serbia's justice system so that it is comparable to that of EU member states. The activity will focus on commercial justice, with an action plan aligned with the commercial court needs assessment. It will also enhance the capacity of key justice sector institutions in performing their newly acquired responsibilities through workshops, advisory work, and technical assistance.

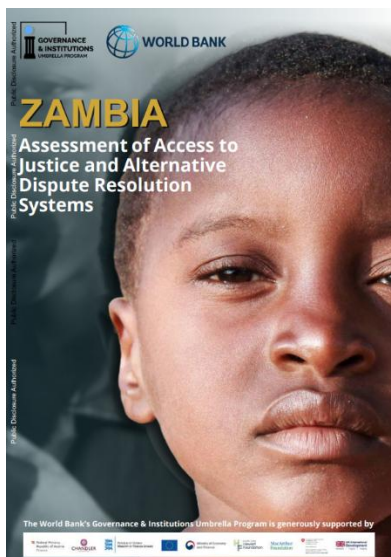
A series of workshops will be conducted to support the Supreme Judicial Council in improving its capacity to administer court services. The workshops will also help the Supreme Prosecutorial Council in improving its capacity to administer prosecution services. Advisory work and technical assistance will be provided to improve the capacity of the Ministry of Justice to manage the EU accession process. An action plan to support improvements in commercial justice will be prepared.



Photo of people in Serbia by [Vuk Burgic](#) on [Unsplash](#)

Zambia Justice Sector Reform Support

Status: Complete (TF0B9780)



The G&I activity, Zambia Justice Sector Reform Support, involved research on the demand-side aspects of access to justice in a rural Zambian setting and an evaluation of the current state of alternative dispute resolution mechanisms. The findings were published in the report [Zambia Assessment of Access to Justice and Alternative Dispute Resolution Systems](#), which found that few legal problems are reported to and/or resolved by formal justice institutions like the police and courts. Probable barriers to justice include legal illiteracy, entrenched cultural beliefs, and geographic barriers. The assessment concluded

that there is a demand for enhanced mainstreaming of alternative dispute resolution in Zambia, noting its comparative advantages over the formal court system, such as flexibility, accessibility, and affordability. The report was shared with the Ministry of Justice in a validation workshop. The ministry will use the report's findings to inform a new government strategy paper.

Grants Completed in Previous Reporting Periods:

- Justice and Rule of Law – Global (TF0B9661)

Multi-Stakeholder Engagement and Citizen Centric Reforms

Global Program for Coalitions for Reforms

Status: Ongoing (TF0C3116)

The [Global Program for Coalitions for Reforms](#) (C4R), supported by G&I, helps client countries and World Bank teams in developing their capacity to build coalitions for collective action, and supports social accountability, change, and reform. Coalition-building provides an approach to help “unstick” development efforts when they get “stuck” due to non-technical factors. The C4R approach to coalition-building and change management combines tools from the fields of political economy, leadership and organizational management, multi-stakeholder engagement, and strategic communication.

The global program has supported data, knowledge, and innovation on C4R such as through internal and external consultation and stocktaking of current experts and practitioners on C4R themes. Based on these consultations, the structure of the overall C4R methodology was finalized. A Coalition Building and Change Management Toolkit will be published in the fall of 2025, along with a factsheet and dataset.

In the past program year, technical assistance supported nine countries. For the Ministry of Finance of Montenegro this included the development of a communications plan ahead of its reform of state-owned enterprises. In Mongolia and Panama, work focused on building the public’s understanding on the need to reform energy subsidies. Work with the climate change champions in the Government of Kazakhstan helped build a coalition of stakeholders in support of the decarbonization agenda.

The Coalitions for Reforms (C4R) team collaborated with the Burundi Country Management Unit to organize a capacity-building training for thirteen project implementation units in the country. The initiative, using the Leadership for Results approach, aims to strengthen portfolio-wide design and delivery capacity. Two intensive bootcamps were held in Abidjan, one on May 5–7, 2025, followed by a second cohort on May 8–10. Through a mix of experiential learning, coaching, and structured diagnostics, participants have learned the tools to address operational bottlenecks, improve cross-unit collaboration, and align teams around results. The goal is to enhance implementation performance of

Project Implementation Unit leaders across the World Bank portfolio in Burundi. Participants will now engage in six months of targeted coaching to consolidate and apply the training in their operational contexts. The capacity building is part of the [Burundi Digital Foundations Project](#).



Participants in the training. Photo by Mathieu Cloutier.

The global program hosted seven learning events this program year, including on [Supporting Leadership for Women Mayors and in Local Governance](#), [Understanding Policy Failure: Power, Agency, and Collective Action](#), and [How to Build Trust: The Key to Success in Public Reforms](#).



Event on supporting leadership for women mayors and in local governance. Photo by World Bank.

These learning events brought together stakeholders to discuss coalition building and provided a forum for dialogue. In October 2024, the second edition of the C4R Roundtables showcased program achievements over the past year, shared updates on agenda items from the first edition, introduced new partners, and fostered collaboration and knowledge exchange. The aim was to strengthen partnerships and strategize future actions to organize a global learning event in the fall of 2025.

In June 2025, C4R hosted the seminar, [From Evidence to Action: Practical Tools for Building Coalitions for Reforms](#). The seminar focused on the evidence behind C4R approach to supporting effective reforms and policy implementation. Attended by 160 participants, the seminar convened World Bank colleagues, development partners, and leading academics, and shared cutting-edge research and innovative applications to assess change readiness, engage stakeholders, foster adaptive management skills, and promote political momentum for effective and sustainable change.

In an effort to actively engage program partners and World Bank staff in knowledge exchange, peer support, and sharing of practical tools and experiences, the C4R program has launched a new community space on the Bank's [Connect for Impact community hosting platform](#). Initial members have joined and are being guided to begin using the community for deep knowledge exchange and learning.

Next steps include the following:

- Hold a [Global Forum on Coalitions for Reforms](#) in September 2025.
- Publish the methodology document and the social contract dataset.
- Conduct additional learning and partnership events.
- Continue and expand country engagements in Haiti, Ghana, Burundi, Kazakhstan, and more.

Grants Completed in Previous Reporting Periods:

- Global Knowledge on Social Contract (TF0B9567)
- Cameroon Social Contract (TF0B9527)
- Sahel Sounding Board (TF0C1506)

Program Management



Photo of Bosnia and Herzegovina by [Yassine el Ouazzani](#) on [Unsplash](#)

Partners and Partnership Council

The Governance Global Practice at the World Bank performs the secretariat role for G&I, with a specialized program management team responsible for daily operations, strategic planning, budget management, reporting, grant distribution, communications, and various other functions.

We extend our profound gratitude to the donor partners of the G&I, whose contributions of financial support, technical expertise, and guidance have been invaluable and have greatly enriched the partnership.

Founding members of G&I include the [Chandler Foundation](#), the [William and Flora Hewlett Foundation](#), and the [John D. and Catherine T. MacArthur Foundation](#).

The [United Kingdom, Foreign, Commonwealth and Development Office \(FCDO\)](#) joined G&I in program year 2023.

Donors that joined in program year 2024 were the [Republic of Estonia, Ministry of Foreign Affairs](#) the [Republic of Korea, Ministry of Economy and Finance](#).

In program year 2025, [Austria, Federal Ministry of Finance](#), the [Swedish International Development Cooperation Agency \(SIDA\)](#), and the [Swiss Confederation, State Secretariat for Economic Affairs \(SECO\)](#) joined the program.

The governing body of the Partnership Council, composed of representatives from donor partners and the World Bank, is responsible for making strategic decisions about program priorities and the allocation of resources.

Communication and Visibility

Communication and Visibility

Communications and visibility activities started program year 2025 with strong momentum in visibility from the previous year, in alignment with the Communication and Visibility Plan (CVP) and Branding guidelines which provided the basis for progress in planning, implementing, and measuring activities for raising visibility, awareness, and engagement around G&I and its funded initiatives.



The [G&I brochure](#) was updated to reflect new donors that joined G&I. New visuals and updated content were published on the G&I website and distributed among teams working on activities funded by G&I. New donors were also featured in videos with messages from SECO and SIDA representatives. The content of topic websites funded and branded by G&I was updated, with outcomes, events, publications, and data added.

Blogs

Throughout the year, teams implementing activities supported by the G&I published blogs, sharing knowledge and highlighting how the activities led to on-the-ground outcomes through the G&I support. The list of blogs is in Annex 3.

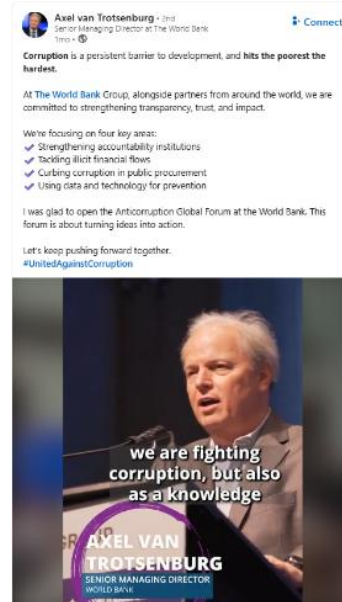
Convenings co-organized and co-promoted with Partners

For the two forums held this year, extensive efforts were made to enhance the visibility of both events and the groups of co-hosts and co-organizers. At the [Partnerships for Anticorruption Global Forum](#), the livestream of the [keynote address by MIT Professor of Economics Daron Acemoglu](#) attracted 395,970 unique visitors and over 190,000 video views.

The co-organizers and co-hosts were actively involved in the dissemination process. The forum web page and all visual materials (posters, banners, and brochures) were fully co-branded. This effort, plus a social media kit on Trello circulated among forum co-hosts and partners, resulted in over 60 posts on X by @WBG_Gov (40,000 followers) and partners, several posts on Facebook, and some 100 individual posts on LinkedIn by attendees, including the Bank's Senior

Managing Director, who shared their takeaways and pride at being part of the discussions. On X, [@WBG Gov's](#) posts about the forum garnered over 93,000 impressions. The forum webpage received about 2,000 page views. A recap video and testimonial videos of several attendees are being prepared.

Similarly, at the [GovTech and Public Sector Innovation Global Forum: Transforming Institutions in the Age of AI](#), joint promotion with co-hosts and partners resulted in a high number of registrations. Co-hosts created videos expressing their anticipation for the forum, which were included in [a social media kit](#) and widely used for social media posts. The GovTech program's publications and blogs were promoted alongside.



Events throughout the year—including C4R's brown bag lunch events—were also prominently featured in social media campaigns and internal and external newsletters. For the [Worldwide Bureaucracy Indicators](#) version 3.1, an app is being prepared to enhance data accessibility and facilitate production of reports using the indicators, thereby increasing awareness and visibility.

Newsletters

In line with its communications commitments, the G&I created a monthly partners brief to communicate with its donors and global partners about the activities it funds. This brief conveys and showcases news, updates, data, and outcomes. To date, eleven editions have been sent out to a distribution list of more than 900 people. The team has also worked to ensure that G&I-supported activities are regularly and accurately covered in the Institution Department's newsletters, both internal and external. Internally, its newsletter is reaching over 5,000 subscribers. The department's external newsletter reaches over 4,000 subscribers.

Results Briefs: Showcasing Global Impact

A series of briefs are being created for each of the G&I-supported programs to highlight the innovative approaches to addressing country challenges, and the impactful outcomes achieved across various countries. The first set of briefs about the work done in Georgia, Liberia, and Malawi will soon be published on the G&I website and widely disseminated.

Social Media Campaigns

In addition to the campaigns in support of events organized this year, the team ensured G&I-supported activities and outputs were visible on social media, such as the [JUPITER South Sudan report](#), [How-To Notes on Reforming Justice](#), [JUPITER Liberia assessment report](#), and [Justice Factsheets](#). The team intends to further increase the social media efforts to reach a regular, informative presence that engages both existing and potential partners. In total, the activities were covered in over 600 tweets on X, and in over 200 messages on LinkedIn.

Looking Ahead

Continued visibility efforts, while also trying out new avenues, include:

- Steady publishing of blogs to share quick takeaways and knowledge from activities.
- Social media campaigns, with dedicated messages developed for promoting publications' key messages and data, presenting useful data sets, and encouraging participation in G&I-supported events. The goal is to have a steady presence of experts and partners sharing their technical knowledge while inviting questions and ideas from new audiences.
- Additional results stories to offer brief snapshots of outcomes on the ground, while highlighting the partners involved in the efforts.
- Updates to the G&I website alongside the global program websites.
- Monthly Partners Brief newsletters, as well as consistent coverage of G&I-supported activities in internal and external newsletters sent by the Institutions Global Department on a monthly and biweekly basis, respectively.
- Podcasts for sharing highlights from discussions held within working groups convened by the global programs, as well as for select publications.

- Beneficiary stories, to highlight how contexts have changed for local communities as a result of G&I-supported activities.
- Video interviews with stakeholders who attended the Anticorruption and GovTech Forums, speaking about their views of what needs to be done in anticorruption and public sector innovation, respectively.

Lessons Learned and Challenges



Photo of Bortianor, Ghana by [Jeffrey Ofori](#) on [Unsplash](#)

G&I encountered some challenges and learned important lessons during the past year:

- Despite a challenging fundraising environment, the team was able to bring in new partners and expand engagement with current partners over the last year by focusing on identifying priority areas for collaboration between donors, partners, and clients to advance the governance and institutions agenda. Looking ahead, the team will continue to focus on deepening current relationships and developing technical partnerships for co-creation and expert secondments.

- World Bank publications undergo a comprehensive review process prior to publication. The G&I team has worked hard to streamline and assist teams in this process to help accelerate timely publication of relevant research. The team continues to explore new avenues to communicate the work to a wider audience and is exploring the use of a series of podcasts, among others.
- The G&I team is eager to maintain close collaboration with its donors at the technical level to ensure that they can provide their inputs and expertise to the work we do and that there is a mutual understanding of each other's strategic priorities and goals in the space of public institutions' reform and good governance. To this end, the team organized an Anticorruption Donor Deep Dive and plans for additional thematic deep dives.
- During project implementation, selected activities experienced delays. This highlighted the importance of proactive planning, effective resource allocation, and timely communication to anticipate and address potential challenges. The G&I team is assisting grant teams to obtain the necessary support and to have contingency plans in place to keep activities on track.



Results Framework

The Results Framework is a tool to help track progress against a set of chosen indicators that reflects advancement toward intermediate and long-term development outcomes. These indicators are flexible and can be adjusted to accommodate the progress made and account for emerging needs.

The framework was developed, reviewed, and approved by the Bank as part of the G&I's approval process, and subsequently by the G&I Partnership Council. It was structured to reflect the G&I's modular approach, aiming to measure results for the entire program at an aggregate level and by individual modules, and it serves as a foundation for the annual progress reports. The framework can be revised in consultation with donors to adapt to strategic shifts, changes on the ground, and other relevant factors.

Module 1, Organization and People, saw improvements in eight out of nine indicators. Notably, the indicator on laws, reforms, or systems informed by good practices saw a five-fold increase, from four to twenty, a large share of this increase stemming from the activity in Montenegro. On assessments, diagnostics, or data collection that informed country engagement and policy dialogue, eight activities were completed this year, including the global [WWBI 3.1](#) and country level assessments such as the e-Wallet technical assessment in Montenegro. To date, the module has helped leverage nearly US\$750 million—including an additional US\$618.1 million this year beyond the previously reported US\$129.9 million—through informing components in lending projects.

In Module 2, Open Government, Anticorruption, and Technology, eight out of ten indicators registered an improvement. The module organized or co-funded four global forums, bringing together more than 7,000 participants. Two publications were published, [Addressing Corruption Risks to Safeguard the Response to Climate Change](#) and [The Impact of Corruption on Sustainable Development](#), in addition to a non-public analytical note on corruption in Moldova. This raises the total number of publications for this module, bringing it to only one short of the estimated target. To date, the module has helped leverage US\$4.39 billion through informing components in 11 lending projects.

In Module 3, Institutions of Accountability, five out of nine indicators registered improvements, with the number of knowledge products developed increasing from two to ten. This is largely due to the launch of a new series of publications called "[Reforming Justice](#)." More publications are planned for the next program year. This module has also surpassed the target of five knowledge sharing events, reaching a total of 49 events since its inception. The financing volume supported for this module remains at US\$60 million through supporting components of one lending project.

Overall, the updated Results Framework indicates that during the last program year, continued progress toward the G&I's overall goals has been made. However, there is still work to be done to achieve all outcome targets. Ongoing activities are expected to contribute to further progress in the next program year.



Photo of people in Bulgan, Bayan-Ölgii, Mongolia by [Ariungoo Batzorig](#) on [Unsplash](#)

Financial Information

Donor Contributions

Donor contributions made to date in contributing currency are as follows:

| DONOR AGENCY NAME | CURRENCY | AMOUNT | PAID | UNPAID |
|---|----------|--------------|--------------|--------------|
| William and Flora Hewlett Foundation | US\$ | 667,000.00 | 667,000.00 | 0.00 |
| Chandler Foundation | US\$ | 667,000.00 | 667,000.00 | 0.00 |
| MacArthur Foundation | US\$ | 667,000.00 | 667,000.00 | 0.00 |
| United Kingdom - FCDO | GBP | 8,100,000.00 | 7,335,000.00 | 765,000.00 |
| United Kingdom - FCDO | US\$ | 62,208.76 | 62,208.76 | 0.00 |
| The European Union | EUR | 3,500,000.00 | 3,100,000.00 | 400,000.00 |
| Estonia - Ministry of Foreign Affairs | EUR | 50,000.00 | 50,000.00 | 0.00 |
| Republic of Korea, Ministry of Economy and Finance | US\$ | 1,500,000.00 | 1,000,000.00 | 500,000.00 |
| Swiss State Secretariat for Economic Affairs (SECO) | CHF | 4,000,000.00 | 2,000,000.00 | 2,000,000.00 |
| Austria – Federal Ministry of Finance | EUR | 1,000,000.00 | 1,000,000.00 | 0 |
| Swedish International Development Cooperation Agency (SIDA) | USD | 737,488.00 | 737,488.00 | 0 |

Donor contributions made to date in US\$ trust fund holding currency are as follows:

| DONOR AGENCY NAME | AMOUNT | PAID | UNPAID |
|---|----------------------|----------------------|---------------------|
| William and Flora Hewlett Foundation | 667,000.00 | 667,000.00 | 0.00 |
| Chandler Foundation | 667,000.00 | 667,000.00 | 0.00 |
| MacArthur Foundation | 667,000.00 | 667,000.00 | 0.00 |
| United Kingdom - FCDO | 10,180,521.75 | 9,139,471.50 | 1,041,050.25 |
| United Kingdom - FCDO | 62,208.76 | 62,208.76 | 0.00 |
| The European Union | 3,779,577.00 | 3,315,697.00 | 463,880.00 |
| Estonia - Ministry of Foreign Affairs | 55,255.00 | 55,255.00 | 0.00 |
| Republic of Korea, Ministry of Economy and Finance | 1,500,000.00 | 1,000,000.00 | 500,000.00 |
| Swiss State Secretariat for Economic Affairs (SECO) | 4,716,070.07 | 2,247,696.11 | 2,468,373.96 |
| Austria – Federal Ministry of Finance | 1,050,800.00 | 1,050,800.00 | 0 |
| Swedish International Development Cooperation Agency (SIDA) | 737,488.00 | 737,488.00 | 0 |
| Total | 24,082,920.58 | 19,609,616.37 | 4,473,304.21 |

This program year's donor contribution installments in contributing currency and in US\$ include:

| DONOR AGENCY NAME | CURRENCY | PAID | CURRENCY | PAID |
|---|----------|--------------|----------|--------------|
| United Kingdom - FCDO | GBP | 200,000.00 | US\$ | 264,600.00 |
| United Kingdom - FCDO | GBP | 200,000.00 | US\$ | 252,640.00 |
| United Kingdom - FCDO | GBP | 2,000,000.00 | US\$ | 2,507,000.00 |
| The European Union | EUR | 1,350,000.00 | US\$ | 1,402,947.00 |
| Republic of Korea, Ministry of Economy and Finance | USD | 500,000.00 | US\$ | 500,000.00 |
| Swiss State Secretariat for Economic Affairs (SECO) | CHF | 2,000,000.00 | US\$ | 2,247,696.11 |
| Austria - Federal Ministry of Finance | EUR | 1,000,000.00 | US\$ | 1,050,800.00 |
| Swedish International Development Cooperation Agency (SIDA) | US\$ | 737,488.00 | US\$ | 737,488.00 |

Unless otherwise noted, data is from MyTF, 24 June 2025 and in US\$.

Trustee Fund Status

| | |
|--|---------------------|
| Total Contribution Paid-in | 19,609,616.37 |
| Investment Income | 827,907.94 |
| Admin Fee Incurred | (1,012,934.37) |
| Allocations Made to grants | (16,697,359.49) |
| Trustee Fund Balance | 2,727,230.46 |
| Admin Fee Retained for existing allocations | (1,042,757.06) |
| Available balance for new allocations | 1,684,473.40 |
| Available balance for BETF allocations (net of 12% fee) | 1,503,994.11 |

Unless otherwise noted, data is from MyTF, 30 June 2025 and in US\$.

Status by Grants

Module 1 – Organization and People

Public Administration and Institutional Reform, and Decentralization & Subnational Governance

| TRUST FUND | TF NAME | TF STATUS | GRANT AMOUNT | AVAILABLE BALANCE | RECEIPTS | DISBURSEMENTS | COMMITMENTS |
|-----------------|--|-----------|---------------------|---------------------|---------------------|---------------------|-------------------|
| TF0C1050 | Functional Review and Strategic Planning in Armenia | ACTIVE | 756,040.90 | 194,451.91 | 756,040.90 | 557,693.99 | 3,895.00 |
| TF0C1051 | Building a More Effective and Accountable Customs Administration in Armenia | ACTIVE | 1,607,566.80 | 482,272.54 | 1,607,566.80 | 938,908.42 | 186,385.84 |
| TF0C6913 | Improving Public Administration Performance, Global Program, G&I grant | ACTIVE | 155,000.00 | 14,339.18 | 155,000.00 | 140,660.82 | - |
| TF0C3876 | Montenegro BEST-Public Sector | ACTIVE | 2,753,212.69 | 883,946.79 | 2,753,212.69 | 1,858,003.04 | 11,262.86 |
| TF0C3042 | Governance and Economic Development in ECA | CLOSED | 57,505.83 | - | 57,505.83 | 57,505.83 | - |
| TF0C1081 | Institutionalizing Governance of SOEs at the Central Government in Georgia | CLOSED | 54,621.03 | - | 54,621.03 | 54,621.03 | - |
| TF0B9479 | Multi-Level Governance Public Sector, Functional and Fiscal Dataset - Methodology and Country-Profiles | CLOSED | 49,600.65 | - | 49,600.65 | 49,600.65 | - |
| Subtotal | | | 5,433,547.90 | 1,575,010.42 | 5,433,547.90 | 3,656,993.78 | 201,543.70 |

Module 2 - Anticorruption, Transparency and Open Government

Anticorruption, Transparency and Open Government

| TRUST FUND | TF NAME | TF STATUS | GRANT AMOUNT | AVAILABLE BALANCE | RECEIPTS | DISBURSEMENTS | COMMITMENTS |
|-----------------|---|-----------|---------------------|-------------------|---------------------|---------------------|------------------|
| TF0C1091 | Moldova: Support on Integrity, Anti-corruption, and Assets Recovery | ACTIVE | 1,012,080.43 | 76,765.85 | 1,012,080.43 | 905,564.58 | 29,750.00 |
| TF0C3200 | Anticorruption for Development, Global Program, G&I grant | ACTIVE | 800,089.00 | 155,003.19 | 800,089.00 | 645,085.81 | |
| TF0B9766 | Cost of Corruption Activity | CLOSED | 43,568.94 | - | 43,568.94 | 43,568.94 | - |
| TF0C1136 | Kenya: Beneficial Ownership Transparency | CLOSED | 129,501.36 | - | 129,501.36 | 129,501.36 | - |
| TF0B9681 | Nigeria - From Fiscal Transparency towards Accountability | CLOSED | 47,305.14 | - | 47,305.14 | 47,305.14 | - |
| TF0C2597 | Nigeria Transparent, Effective and Accountable Public Institutions | CLOSED | 86,421.91 | - | 86,421.91 | 86,421.91 | - |
| Subtotal | | | 2,118,966.78 | 231,769.04 | 2,118,966.78 | 1,857,447.74 | 29,750.00 |

GovTech and Public Sector Modernization

| TRUST FUND | TF NAME | TF STATUS | GRANT AMOUNT | AVAILABLE BALANCE | RECEIPTS | DISBURSEMENTS | COMMITMENTS |
|-----------------|--|-----------|---------------------|---------------------|---------------------|---------------------|-------------------|
| TF0C1052 | Armenia: public sector modernization to strengthen transparency, accountability and access | ACTIVE | 3,431,994.65 | 1,986,396.30 | 3,431,994.65 | 1,310,894.70 | 134,703.65 |
| TF0C4818 | GovTech & Public Sector Innovation, Global Program, G&I grant | ACTIVE | 1,968,316.46 | 1,679,052.02 | 1,968,316.46 | 289,264.44 | - |
| TF0C8095 | GovTech and Public Sector Modernization in WeBa | ACTIVE | 349,016.00 | 326,637.20 | 349,016.00 | 22,378.80 | - |
| TF0C8331 | Transformation of Public Services and Public Financial Management Strengthening in Albania | ACTIVE | 900,000.00 | 450,895.32 | 466,597.63 | - | 15,702.31 |
| Subtotal | | | 6,649,327.11 | 4,442,980.84 | 6,215,924.74 | 1,622,537.94 | 150,405.96 |

Module 3 – Institutions of Accountability

Justice and the Rule of Law

| TRUST FUND | TF NAME | TF STATUS | GRANT AMOUNT | AVAILABLE BALANCE | RECEIPTS | DISBURSEMENTS | COMMIT-MENTS |
|-----------------|--|-----------|---------------------|-------------------|---------------------|-------------------|------------------|
| TF0B9661 | Justice and Rule of Law, Global Program, G&l grant | ACTIVE | 393,000.00 | 177,783.23 | 393,000.00 | 174,996.81 | 40,219.96 |
| TF0C8690 | Justice Support in Serbia | ACTIVE | 612,378.00 | 612,378.00 | 612,378.00 | - | - |
| TF0B9661 | Justice and Rule of Law - Global | CLOSED | 58,559.30 | - | 58,559.30 | 58,559.30 | - |
| TF0B9780 | Zambia Justice Sector Reform support | CLOSED | 133,878.79 | - | 133,878.79 | 133,878.79 | - |
| Subtotal | | | 1,197,816.09 | 790,161.23 | 1,197,816.09 | 367,434.90 | 40,219.96 |

Multi-Stakeholder Engagement and Citizen Centric Reforms

| TRUST FUND | TF NAME | TF STATUS | GRANT AMOUNT | AVAILABLE BALANCE | RECEIPTS | DISBURSEMENTS | COMMIT-MENTS |
|-----------------|---|-----------|-------------------|-------------------|-------------------|-------------------|-----------------|
| TF0C3116 | Coalitions for Reforms, Global Program, G&l grant | ACTIVE | 390,000.00 | 122,382.17 | 390,000.00 | 259,758.47 | 7,859.36 |
| TF0B9567 | Global knowledge on social contract | CLOSED | 52,840.74 | - | 52,840.74 | 52,840.74 | - |
| TF0B9527 | Cameroon Social Contract | CLOSED | 44,337.29 | - | 44,337.29 | 44,337.29 | - |
| TF0C1506 | Sahel Sounding Board | CLOSED | 49,574.91 | - | 49,574.91 | 49,574.91 | - |
| Subtotal | | | 536,752.94 | 122,382.17 | 536,752.94 | 406,511.41 | 7,859.36 |

Program Management and Totals

| TRUST FUND NUMBER | GRANT NAME | STATUS | GRANT AMOUNT | AVAILABLE BALANCE | RECEIPTS | DISBURSEMENTS | COMMITMENTS |
|-------------------------|--------------|--------|----------------------|---------------------|----------------------|---------------------|-------------------|
| TF0B9130 | G&I UP: PM&A | ACTIVE | 1,194,351.00 | 596,494.00 | 1,194,351.00 | 540,392.00 | 57,465.00 |
| Total all grants | | | 17,130,761.82 | 7,758,797.70 | 16,697,359.45 | 8,451,317.77 | 487,243.98 |

Unless otherwise noted, data is from MyTF, 30 June 2025 and in US\$.

Planned New Allocations and Pending Allocations

New Allocations

A total available amount of US\$1,503,994.11 is planned to be allocated across modules. In addition, additional donor contributions currently under discussion and expected to be finalized in the near future may help contribute to the available amount. New contributions are subject to 12% trust fund fee and 7% program management contribution (6.25% net of 12% trust fund fee) and transfers will be made accordingly.

| | MODULE | CONFIRMED AMOUNT | AMOUNT UP TO OR EQUAL TO* |
|-----------------|--|------------------|----------------------------|
| Module 1 | Improving Public Administration Performance, Global Program, G&I grant | | 500,000 |
| Module 2 | Anticorruption for Development, Global Program, G&I grant | | 500,000 |
| | Justice and Rule of Law, Global Program, G&I grant | | 500,000 |
| Module 3 | Coalitions for Reforms, Global Program, G&I grant | | 500,000 |
| | ECA regional/political economy | 187,782 | |
| PM&A | | | 6.25% of new contributions |

*Exact amounts are to be determined following finalization of new donor agreements and budget discussions to align with Bank budget resources.

Pending Allocations

Pending transfer of expected contribution installments, amounts will be made available to activities discussed in earlier Annual Reports and Supplementary Notes as follows. The amounts indicated will be converted to US\$ at the time of transfer and are subject to 12% trust fund fee and 7% program management contribution (6.25% net of 12% trust fund fee), and transfers will be made accordingly.

| | MODULE | CURRENCY | AMOUNT |
|-----------------|--|----------|---------|
| Module 1 | Montenegro BEST-Public Sector | EUR | 400,000 |
| | Anticorruption for Development, Global Program, G&I grant | GBP | 500,000 |
| | Moldova: Support on Integrity, Anti-corruption, and Assets Recovery | GBP | 750,000 |
| Module 2 | GovTech & Public Sector Innovation, Global Program, G&I grant | CHF | 500,000 |
| | Transformation of Public Services and Public Financial Management Strengthening in Albania | CHF | 500,000 |

Unless otherwise noted, data is as of 30 June 2025 and in US\$.

Annex

Annex 1: Key Umbrella Program Data

TF name

Governance and Institutions Umbrella Program Anchor Multi-Donor Trust Fund

TF number

Trust Fund No. 073798

Names of all DPs

Austria, Federal Ministry of Finance
Chandler Foundation
Republic of Estonia, Ministry of Foreign Affairs
European Union
William and Flora Hewlett Foundation
John D. and Catherine T. MacArthur Foundation
Republic of Korea, Ministry of Economy and Finance
Swedish International Development Cooperation Agency (SIDA)
Swiss Confederation, State Secretariat for Economic Affairs (SECO)
United Kingdom, Foreign, Commonwealth and Development Office (FCDO)

Name of managing unit

EGVPA

Name of managing region/global practice group

EFI/ Governance Global Practice

Name(s) of the TTL(s) at the trustee level

Reinhard Haslinger, Senior Operations Officer (ADM)
Samuel Garoni, Governance Specialist

Name of supervising manager

Roby Senderowitsch, Practice Manager

TF effectiveness date

Upon signature of the Administration Agreement

TF end-disbursement date

December 31, 2029

Annex 2: List of Grants

| TRUST FUND NUMBER | GRANT NAME | STATUS |
|---|--|--------|
| Module 1: Organization and People | | |
| <i>Public Administration and Institutional Reform, and Decentralization & Subnational Governance</i> | | |
| TF0C6913 | Improving Public Administration Performance, Global Program, G&I grant | ACTIVE |
| TF0C1050 | Functional Review and Strategic Planning in Armenia | ACTIVE |
| TF0C1051 | Building a More Effective and Accountable Customs Administration in Armenia | ACTIVE |
| TF0C3876 | Montenegro BEST-Public Sector | ACTIVE |
| TF0C1081 | Institutionalizing Governance of SOEs at the Central Government in Georgia | CLOSED |
| TF0C3042 | Governance and Economic Development in ECA | CLOSED |
| TF0B9479 | Multi-Level Governance Public Sector, Functional and Fiscal Dataset | CLOSED |
| Module 2: Open Government, Anticorruption, and Technology | | |
| <i>Anticorruption, Transparency and Open Government</i> | | |
| TF0C3200 | Anticorruption for Development, Global Program, G&I grant | ACTIVE |
| TF0C1091 | Moldova: Support on Integrity, Anti-corruption, and Assets Recovery | ACTIVE |
| TF0B9766 | Cost of Corruption Activity | CLOSED |
| TF0C1136 | Kenya: Beneficial Ownership Transparency | CLOSED |
| TF0B9681 | Nigeria - From Fiscal Transparency towards Accountability | CLOSED |
| TF0C2597 | Nigeria Transparent, Effective and Accountable Public Institutions | CLOSED |
| <i>GovTech and Public Sector Modernization</i> | | |
| TF0C4818 | GovTech & Public Sector Innovation, Global Program, G&I grant | ACTIVE |
| TF0C8095 | GovTech and Public Sector Modernization in WeBa | ACTIVE |
| TF0C8331 | Transformation of Public Services and Public Financial Management Strengthening in Albania | ACTIVE |
| TF0C1052 | Armenia: public sector modernization to strengthen transparency, accountability and access to services | ACTIVE |
| Module 3: Institutions of Accountability | | |
| <i>Justice and the Rule of Law</i> | | |
| TF0C3337 | Justice and Rule of Law, Global Program, G&I grant | ACTIVE |
| TF0C8690 | Justice Support in Serbia | ACTIVE |
| TF0B9661 | Justice and Rule of Law - Global | CLOSED |
| TF0B9780 | Zambia Justice Sector Reform support | CLOSED |
| <i>Multi-Stakeholder Engagement and Citizen Centric Reforms</i> | | |
| TF0C3116 | Coalitions for Reforms, Global Program, G&I grant | ACTIVE |
| TF0B9527 | Cameroon Social Contract | CLOSED |
| TF0B9567 | Global knowledge on social contract | CLOSED |
| TF0C1506 | Sahel Sounding Board | CLOSED |
| <i>Program Management</i> | | |
| TF0B9130 | G&I UP: PM&A | ACTIVE |

Annex 3: List of Communications Activities

Blogs

Knowledge and thought leadership about the many thematical areas covered by the G&I were unpacked in the following blog posts.

1. [Improving public sector governance is vital for Montenegro's EU membership](#), by Anya Vodopyanov and Robin Van Kippersluis, September 4, 2024.
2. [Addressing the expectation gap through GovTech](#), by Roby Senderowitsch, Franziska Spörri and Philip Mc Grath, October 24, 2024.
3. [Avoiding Juris-fiction: a way forward for transparent, risk-based AI experimentation in justice and the rule of law](#), by Philip Mc Grath, October 11, 2024.
4. [Improving the efficiency of courts can boost a country's economic growth](#), by Erica Bosio, January 23, 2025
5. [Tackling corruption: A collective global responsibility](#), by Roby Senderowitsch and George Alan Bacarese, April 07, 2025.

Webinars

1. Understanding the Chandler Integrity Assessment Scorecard (CIAS), July 29, 2024
2. Measuring Trust: The Experience of the Mexican National Institute of Statistics & Geography (INEGI), August 21, 2024
3. Anticorruption for Development: Innovative Experiences to Control Corruption and Advance Development from Accountability Institutions, September 12, 2024
4. Sector-based action against corruption - a guide for organizations and professionals, September 17, 2024
5. The Role of Reform Communications in Post-Crisis Policy Operations, October 28, 2024
6. [Supporting Leadership for Women Mayors and in Local Governance, November 19, 2024](#)
7. [Understanding Policy Failure: Power, Agency, and Collective-Action, November 12, 2025](#)
8. [Building Trust in a Complex Policy Environment – Results from OECD Trust Survey and Experience in LAC, February 5, 2025](#)
9. [How to Build Trust: The Key to Success in Public Reforms, February 12, 2025](#)
10. [Beyond Headlines: The Strategic Role of Media in Development, April 29, 2025](#)
11. From Evidence to Action: Practical Tools for C4R, June 2, 2025

Websites with latest updates

1. [Governance & Institutions Umbrella program](#)
2. [Global Program for Improving Public Administration Performance](#)

3. [Global Program on Anticorruption for Development](#)
4. [Global Program on GovTech & Public Sector Innovation](#)
5. [Global Program on Justice and Rule of Law](#)
6. [Global Program for Coalitions for Reforms](#)

Global Events

1. [Partnerships for Anticorruption Global Forum](#)
2. [GovTech and Public Sector Innovation Global Forum: Transforming Institutions in the Age of AI](#)
3. [Global Anti-Corruption & Integrity Forum](#)
4. [Global Government Cloud Computing Forum](#)

Videos of new partners

1. [Partner video: Sweden](#)
2. [Partner video: State Secretariat for Economic Affairs \(SECO\), Switzerland](#)

Annex 4: Results Framework Matrix

The results framework reflects updates as of 15 June 2025. The Status is the current level of achievement since G&I was launched.

The following provides a results framework that was approved by the Bank as part of the G&I review and approval processes. The framework captures outcomes across the entire program and all thematic modules. Depending on strategic priorities, donor contributions, and available budget, the results framework may be updated accordingly in consultation with donors.

Development Objective

The development objective of the Governance & Institutions Umbrella Program is to support World Bank client countries to improve public sector performance and institutional reform, increase application of digital and technology solutions in the public sector, and enhance transparency and accountability.

Indicator 1: Progress across indicators in Module 1, Organization and People

Indicator 2: Progress across indicators in Module 2, Open Government, Anticorruption, and Technology

Indicator 3: Progress across indicators in Module 3, Institutions of Accountability

Module 1: Organization and People

| Long-term Outcomes this TF contributes to | | Support countries to achieve increased productivity of the government's internal machinery of organizations and personnel through reforms of government structures and systems for designing and implementing policies and improving the ability, motivation, and accountability of public sector workers. This module operates through two thematic components, Component 1: Public institutions reform, and Component 2: Decentralization and subnational governance. | | | | | |
|---|--|---|---|--------|--------|-------------|--|
| Outcome | Outputs | Indicator | Baseline | Target | Status | Description | |
| 1 | Enhanced adoption, use or application of good practices in public sector | Laws, reforms, or systems informed by good practices. | No. of laws, reforms or systems informed by good practices. | 0 | 5 | 21 | 2024: <ul style="list-style-type: none"> Armenia Functional review and strategic planning framework Armenia Customs Administration |

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|------------------------------|--|---|--|-----------------|---------------|---------------|---|
| | performance and subnational governance. | | | | | | <ul style="list-style-type: none"> Georgia SOE Governance Law 2025: <ul style="list-style-type: none"> Armenia Vision 2031 (draft) Judicial and Legal reforms Strategy of Armenia (draft) BEST Montenegro: VIES system, Law on Excise Tax, SOE Law, State Ownership Policy, SOE Reform Strategy, Law on Scientific Research Activities, Strategy for Higher Education and Research Infrastructure, IP Policy for the University of Montenegro, AI Strategy, E-Wallet system and regulatory framework, Law on Companies, Law on Audit, Law on Accounting, Law on Public Wages, Law on Internal Controls , Law on Management in the Public Sector (16 laws) |
| 2 | Improved adoption, use or application of good practices in personnel management. | Laws, reforms, or systems informed by good practices. | No. of laws, reforms, or systems informed by good practices. | 0 | 5 | 1 | 2024: <ul style="list-style-type: none"> Armenia SRC changes of Partnership and Cooperation Agreement |
| Intermediate Outcomes | | Outputs | Indicator | Baseline | Target | Status | Description |
| 3 | Enhanced access to knowledge, good practices, and learning. | Generate and disseminate knowledge on good practices, tools, policy | No. of developed knowledge products, tools, learning opportunities and | 0 | 5 | 4 | 2024: <ul style="list-style-type: none"> Georgia SOE rapid assessment discussion note (not public) 2025: |

| | | | | | | | |
|--|--|---|---------------------------------------|---|------|-----|--|
| | | notes and global public goods. | resources developed and disseminated. | | | | <ul style="list-style-type: none"> • Montenegro Policy Note on state ownership models (not public) • Montenegro Policy Note on SOE legal-policy framework (not public) • <i>Hindering or enabling? The role of states in MIC to HIC transitions in ECA</i> |
| | | Convening and knowledge sharing events. | No. of events organized. | 0 | 5 | 45 | <p>2023:</p> <ul style="list-style-type: none"> • Functional and Strategic planning, Armenia: 6 • Customs, Armenia: 1 • SOE working group, Georgia: 11 <p>2024:</p> <ul style="list-style-type: none"> • Functional and Strategic Planning, Armenia: 4 • Customs, Armenia: 2 • BEST Montenegro: 1 <p>2025:</p> <ul style="list-style-type: none"> • Functional and Strategic Planning, Armenia: 3 • Customs, Armenia: 1 • BEST Montenegro: 16 |
| | | | No. of participants. | 0 | n.a. | 584 | <p>2023:</p> <ul style="list-style-type: none"> • Strategic planning, Armenia: 10 • Customs, Armenia: 20 • SOE working group, Georgia: 7 <p>2024:</p> <ul style="list-style-type: none"> • Functional and Strategic Planning, Armenia: 40 • Customs, Armenia: 50 |

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|---|--|--|--------------------------------------|---|---|----|--|
| | | | | | | | <ul style="list-style-type: none"> • BEST Montenegro: 30 2025: <ul style="list-style-type: none"> • Functional and Strategic Planning Armenia: 70 • Customs, Armenia: 7 • BEST Montenegro: 350 |
| 4 | Informed country engagement and policy dialogue. | Assessments, diagnostics, and data collection. | No. of activities carried out. | 0 | 5 | 10 | 2023: <ul style="list-style-type: none"> • Functional review in Armenia 2024: <ul style="list-style-type: none"> • Multi-level Governance dataset Burkina Faso (not public) 2025: <ul style="list-style-type: none"> • WWBI version 3.1 • Customs, Armenia: Baseline annual survey • BEST Montenegro: 6 (e-Wallet technical assessment, EIDAS2 sustainability study, Izabrani Doktor system assessment and predictive analytics, analytical framework for AI readiness and opportunities, Montenegro Tax Administration skills gap assessment, readiness assessment of VAT Information Exchange System for the Montenegro Tax Administration) |
| | | WBG country, strategic or planning documents - | No. of country strategic or planning | 0 | 5 | 4 | 2024: <ul style="list-style-type: none"> • Armenia Systematic Country Diagnostic (SCD) |

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|--|--|---|---|------|-----------------|--|
| | CPF sectoral strategies, national development plan, – informed with international good practice. | documents informed. | | | | <ul style="list-style-type: none"> • Georgia Country Partnership Framework (CPF) 2025: <ul style="list-style-type: none"> • Armenia CPF • Montenegro CPF |
| | Lending projects informed or prepared. | No. of lending projects informed or prepared. | 0 | 5 | 7 | 2023: <ul style="list-style-type: none"> • Armenia P176803: US\$29.9 million • Georgia P177797: US\$50 million • Georgia P179972: US\$50 million pipeline (dropped*) 2025: <ul style="list-style-type: none"> • Ethiopia P178808: US\$150 million • Philippines P180649: US\$69 million • Jordan P180291: US\$250 million • Armenia P508728: US\$62.5 million • Montenegro P178646: US\$86.6 million |
| | | Value of project financing and co-financing mobilized or leveraged. | 0 | n.a. | US\$698 million | |

Module 2: Open Government, Anticorruption, and Technology

Long-term Outcomes this TF contributes to

Support countries to achieve increased levels of openness and transparency and reduced levels of corruption with the use of technology. This module operates through three thematic components, Component 1: Open Government; Component 2: Anticorruption, openness, and transparency; and Component 3: GovTech.

| | Outcome | Outputs | Indicator | Baseline | Target | Status | Description |
|---|----------------------------|---------------------------|-------------------------|----------|--------|--------|-------------|
| 1 | Increased adoption, use or | Laws, reforms, or systems | No. of laws, reforms or | 0 | 5 | 0 | None |

| | | | | | | | |
|---|--|---|---|---|---|----|---|
| | application of open government practices (open data, open contracting, open budgeting, open parliament, etc.). | informed by good practices. | systems informed by good practices. | | | | |
| 2 | Enhanced adoption, use or application of common standards and best practices in areas crucial to anticorruption, openness, and transparency. | Laws, reforms, or systems informed by good practices. | No. of laws, reforms or systems informed by good practices. | 0 | 5 | 11 | <p>2023:</p> <ul style="list-style-type: none"> • Nigeria – BOT <p>2024:</p> <ul style="list-style-type: none"> • Malawi – BOT • Armenia – e-Notary • Armenia – electronic module for criminal court • Armenia—Modernization of newly established Ministry of Internal Affairs (MoIA) • Kenya—BOT • Moldova – Anticorruption Prosecutor Office • Moldova – High Anticorruption Court (draft) <p>2025:</p> <ul style="list-style-type: none"> • Moldova—Legislative package on the seizure and confiscation of proceeds of corruption and other crimes; enacted in 2025 |

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|---|--|--|--|-----------------|---------------|---------------|---|
| | | | | | | | <ul style="list-style-type: none"> • Moldova–Amendments to the legislative package on assets and interest declarations – enacted in 2025 • Moldova–Law on the Evaluation of Judges and Prosecutors (draft) |
| 3 | Increased adoption, use or application of good practices in GovTech. | Laws, reforms, or systems informed by good practices. | No. of laws, reforms or systems informed by good practices. | 0 | 5 | 9 | <p>2023:</p> <ul style="list-style-type: none"> • Nigeria – e-procurement • Nigeria – searchable database <p>2024:</p> <ul style="list-style-type: none"> • Nigeria – Fiscal transparency and automation <p>2025:</p> <ul style="list-style-type: none"> • Armenia–driver licensing system • Armenia–GBV hotline • Armenia– unified call center • Armenia–criminal archive digitalization • Armenia–liability payment system • Armenia–Management Information system for Ministry of Territorial Administration and Infrastructure |
| | Intermediate Outcomes | Outputs | Indicator | Baseline | Target | Status | Description |
| 4 | Enhanced access to knowledge, good practices, and learning. | Generate and disseminate knowledge on good practices, tools, policy notes and global public goods. | No. of developed knowledge products, tools, learning opportunities and resources | 0 | 5 | 4 | <p>2023:</p> <ul style="list-style-type: none"> • Cost of corruption video <p>2025:</p> <ul style="list-style-type: none"> • Addressing Corruption Risks to Safeguard the Response to Climate Change |

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|--|--|---|-----------------------------|---|------|------|--|
| | | | developed and disseminated. | | | | <ul style="list-style-type: none"> • <i>The Impact of Corruption on Sustainable Development</i> • Moldova: analytical note High Anticorruption Court (not public) |
| | | Convening and knowledge sharing events. | No. of events organized. | 0 | 5 | 35 | <p>2023:</p> <ul style="list-style-type: none"> • Anticorruption Global Forum: 1 <p>2024:</p> <ul style="list-style-type: none"> • AC global events: 3 • Malawi, stakeholder consultations: 1 • Armenia, capacity-building program on digital transformation leadership: 1 • Kenya, capacity building workshops: 2 • Moldova, knowledge sharing events: 3 <p>2025:</p> <ul style="list-style-type: none"> • AC events: 4 • Anticorruption Global Forum: 1 • AC working groups: 6 • AC OECD Forum: 1 • GovTech Global Forum: 1 • Global Government Cloud Computing Forum: 1 • GovTech working groups: 7 • Armenia: 1 • WeBa: 2 |
| | | | No. of participants. | 0 | n.a. | 8768 | <p>2023:</p> <ul style="list-style-type: none"> • AC Forum: 250 <p>2024:</p> <ul style="list-style-type: none"> • AC events: 130 |

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|---|---|--|--------------------------------|---|---|----|--|
| | | | | | | | <ul style="list-style-type: none"> • Malawi: 46 • Armenia: 160 • Kenya: 60 • Moldova: 32 <p>2025:</p> <ul style="list-style-type: none"> • AC events: 240 • Anticorruption Global Forum: 417 in person, 1464 online • AC OECD Forum: 2,000 • AC working groups: 124 • GovTech Global Forum: 400 in person, 2500 online • Global Government Cloud Computing Forum: 500 • GovTech working groups: 280 • Armenia, public sector modernization: 70 • WeBa: 95 |
| 5 | Informed country engagement and policy dialogue | Assessments, diagnostics, data collection. | No. of activities carried out. | 0 | 5 | 13 | <p>2023:</p> <ul style="list-style-type: none"> • Nigeria: fiscal data stocktaking <p>2024:</p> <ul style="list-style-type: none"> • Nigeria: SFTAS • Armenia: 4 (notary, material reserve system, Moj ICT, GBV) • Kenya: 1 (Open Ownership) • Moldova: 2 (digital justice, glass ceiling) • Global: 1 (AC Lab) <p>2025:</p> |

| | | | | | | | |
|--|--|--|---|---|------|------------------|---|
| | | | | | | | <ul style="list-style-type: none"> • Moldova 3: (rapid needs assessment of the current institutional framework to investigate, prosecute, and adjudicate economic crimes; methodology for random case allocation among National Integrity Authority's inspectors; Phase 2 of the assessment of the e-Integrity system) |
| | | Country, strategic or planning documents – sectoral strategies, national development plan – informed with international good practice. | No. of country strategic or planning documents informed. | 0 | 10 | 0 | |
| | | Lending projects informed or prepared. | No. of lending projects informed or prepared. | 0 | 5 | 11 | 2023: <ul style="list-style-type: none"> • Nigeria SFTAS, P162009: US\$750 million* • Nigeria SFTAS AF, P174042: US\$750 million* • Nigeria, P163540: US\$125 million • Kenya, P180287: US\$250 million • Nigeria, P177442: US\$750 million |
| | | | Value of project financing and co-financing mobilized or leveraged. | 0 | n.a. | US\$4.39 billion | 2024: <ul style="list-style-type: none"> • Malawi, P181371: US\$80 million |

| | | | | | | | |
|--|--|--|--|--|--|--|---|
| | | | | | | | <ul style="list-style-type: none"> • Nigeria, P181476: US\$500 million <p>2025:</p> <ul style="list-style-type: none"> • Armenia, P176803: US\$29.9 million • Moldova, P507576: US\$80 million • Nigeria, P504693: US\$570 million • Nigeria, P507001: US\$500 million (IDA) |
|--|--|--|--|--|--|--|---|

Module 3: Institutions of Accountability

Long-term Outcomes this TF contributes to Support countries to achieve improved accountability outside the executive branch of government, including the legal and legislative branches and nonstate actors. This module operates through three thematic components, Component 1: Justice and Rule of Law, Component 2: Legislative bodies, and Component 3: Multi-stakeholder engagement.

| | Outcome | Outputs | Indicator | Baseline | Target | Status | Description |
|---|---|---|---|-----------------|---------------|---------------|--|
| 1 | Increased adoption, use, or application of good practices in Justice and Rule of Law. | Laws, reforms, or systems informed by good practices. | No. of laws, reforms or systems informed by good practices. | 0 | 5 | 0 | None |
| 2 | Enhanced adoption, use, or application of good practices in civil society engagement. | Laws, reforms, or systems informed by good practices. | No. of laws, reforms or systems informed by good practices. | 0 | 5 | 2 | 2024: <ul style="list-style-type: none"> • Cameroon: 2 (law on access to information, law on civil society) |
| | Intermediate Outcomes | Outputs | Indicator | Baseline | Target | Status | Description |

| | | | | | | | |
|---|---|---|--|---|---|----|--|
| 3 | Enhanced access to knowledge, good practices, and learning. | Generate and disseminate knowledge on good practices, tools, policy notes, and global public goods. | No. of developed knowledge products, tools, learning opportunities and resources developed and disseminated. | 0 | 5 | 10 | <p>2023:</p> <ul style="list-style-type: none"> • JROL Global: 1 (JUPITER toolkit) <p>2024:</p> <ul style="list-style-type: none"> • JUPITER Liberia <p>2025:</p> <ul style="list-style-type: none"> • JUPITER South Sudan • JUPITER Methodology • Justice Factsheets • 5 Reforming Justice Notes on: judicial budgeting, court mapping reform, designing small claim courts and procedures, benchmarking the effectiveness of the justice system, and fostering engagement with customary justice actors • Zambia - Assessment of Access to Justice and Alternative Dispute Resolution Systems |
| | | Convening and knowledge sharing events. | No. of events organized. | 0 | 5 | 49 | <p>2023:</p> <ul style="list-style-type: none"> • JUPITER: 17 • Sahel sounding board: 3 <p>2024:</p> <ul style="list-style-type: none"> • JROL Forum: 1 • JROL events: 5 • C4R: 7 • Zambia: 1 • Cameroon: 1 • Sahel: 1 |

| | | | | | | | |
|---|--|--|--------------------------------|---|------|------|--|
| | | | | | | | 2025: <ul style="list-style-type: none"> • JROL Events: 6 • C4R Events: 7 |
| | | | No. of participants. | 0 | n.a. | 3517 | 2023: <ul style="list-style-type: none"> • JUPITER: 103 • Sahel sounding board: 180 2024: <ul style="list-style-type: none"> • JROL forum: 420 in person + 1400 registered online* • JROL events: 151 • C4R: 372 • Zambia: 25 • Cameroon: 32 • Sahel: 50 2025: <ul style="list-style-type: none"> • JROL events: 255 • C4R events: 529 |
| 4 | Informed country engagement and policy dialogue. | Assessments, diagnostics, and data collection. | No. of activities carried out. | 0 | 5 | 4 | 2023: <ul style="list-style-type: none"> • JUPITER data collection Liberia • Cameroon social contract analysis • Dashboards and engagement with country teams: India, Pakistan, Nepal, Lebanon, South Sudan, Niger, Burkina Faso, Somalia, Central African Republic, Mali, Chad, Djibouti. 2025: <ul style="list-style-type: none"> • JUPITER data collection South Sudan |

| | | | | | | |
|--|--|--|---|-----|----------------|---|
| | Country, strategic or planning documents – CPF | No. of country strategic or planning documents informed. | 0 | 10 | 9 | 2023: <ul style="list-style-type: none"> • Cameroon CPF • Cameroon Country Economic Memorandum (CEM) • South Sudan SCD • Niger SCD • Djibouti CEM • Mali CEM • Burkina Faso SCD 2024: <ul style="list-style-type: none"> • Somalia CPF 2025: <ul style="list-style-type: none"> • Zambia SCD |
| | Lending projects informed or prepared. | No. of lending projects informed or prepared. | 0 | 5 | 1 | 2024: <ul style="list-style-type: none"> • Haiti P180384: US\$60 million |
| | | Value of project financing and co-financing mobilized or leverage. | 0 | tbd | US\$60 million | |

2024:

NB: Last year, draft laws were not included. This year, they are.

Last year, participant count was based on unique participants. We amended that to include total number of participants.

2025:

Prior year's results frameworks did not include online registered participants for the Global Forums. This year, they have been added.

*Indicates that information changed from a previously reported FY, and it is now reflected in totals. Based on data received by June 30, 2025.

