

GOVERNANCE & INSTITUTIONS UMBRELLA PROGRAM



WORLD BANK GROUP
Governance



**GOVERNANCE
& INSTITUTIONS**
UMBRELLA PROGRAM



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

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



THE CHALLENGE

Good governance, trust, transparency, and the ability of governments to implement policies effectively are essential for development progress and poverty reduction. In these difficult times, governments are stretched in unprecedented ways with overlapping crises—from the war in Ukraine and its global impact on energy prices and food shortages, to the pandemic, to climate change. Globally, citizens' trust in government continues to erode and there is an urgency for renewing the current social contract. Limited coordination and cooperation across government, and with the private sector and citizens, pose significant challenges to policy implementation.

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

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

Creating an environment that can generate jobs and inclusive growth, address market failures, and engage citizens for accountable service delivery is imperative. Countries with strong institutions are more resilient, better able to facilitate private sector growth, reduce poverty, deliver valuable services, address climate change, earn the confidence of citizens, and ultimately avoid conflict and fragility.



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

**John Gallagher, Her Majesty’s Ambassador
to the Republic of Armenia**

HOW WE HELP

In 2022, the World Bank's Governance Global Practice established the Governance & Institutions Umbrella Program to support governments in improving their effectiveness and accountability. The objective of the Program is to support client countries to improve public sector performance and strengthen institutional reform, leverage the power of digital and technology solutions in the public sector, and enhance transparency and accountability. Working with partners, we provide technical and financial support on a wide array of thematic areas broadly focused on:

These thematic areas are essential building blocks for good governance. In each of these areas, we convene partners to accelerate global learning and institutional change by sharing good practices, generating new lessons, investing in global knowledge, and ensuring client countries are well informed and guided on what is working and empowered to implement reforms.

Anticorruption for Development



GovTech



Public Administration Reform



Justice and Rule of Law



Coalitions for Reforms





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

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

HOW THE PROGRAM WORKS

The Program is structured around three broad modules:



MODULE 1

Organization and People

Supports public administration and institutions reform, subnational governance and decentralization



MODULE 2

Open Government, Anticorruption, and Technology

Supports openness and transparency and reducing corruption, including building upon the World Bank's new Anticorruption Action Plan and GovTech



MODULE 3

Institutions of Accountability

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

The Program supports activities in:

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

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



DIVERSE PROJECTS

Projects cut across thematic areas that while diverse, are strategically focused. A few examples of the first generation of engagements are:

- **Beneficial Ownership Transparency Project:** In Kenya and Zambia, we are working to accelerate reforms by sharing information and building capacity for beneficial ownership registries that help identify individuals who ultimately control or enjoy the benefits of property rights.
- **Strengthening Institutions:** In Armenia, Georgia, and Moldova, we are working to strengthen transparency, accountability, and access to services. Public institutions reform and GovTech are areas of focus for Armenia and Georgia, while in Moldova it is anti corruption.
- **Anticorruption Diagnostics:** This activity will develop innovative diagnostic methodologies, working in collaboration with partners, to tackle grand corruption, state capture in sectors, and to better measure and assess the impacts of illicit financial flows. The resulting methods and insights will inform reform proposals and aid in assessing the use and effects of policy actions and instruments intended to reduce their impact. Deep dives into Beneficial Ownership registers and systems will assess the effectiveness of these tools.
- **Social Contract and Citizen Engagement:** We leverage a wide spectrum of stakeholders and civil society organizations in country diagnostics, strategies, and programs, placing a special focus on the Sahel region and Central Africa.
- **Building an Effective, Sustainable and Transformational Public Sector Program:** The activity supports the Government of Montenegro in developing and implementing reforms to strengthen public sector governance and institutions, in order to improve the public sector's effectiveness and efficiency, in line with the country's strategic priorities. Activities are planned to include functional reviews and institutional strengthening, aligning tax administration and SOE governance capacities, and government modernization and use of technology.

IMPACT

Working with client countries and partners, we strive to work towards:

- Better datasets, pilots, and impact evaluations
- Skilled and capable civil servants and government agencies
- Access to more resources such as toolkits, flagship reports, policy notes, and briefs
- More online training courses, peer-to-peer exchanges, and country-based training, workshops, conferences
- More engagements with key partners and stakeholders to create new global and local partnerships
- Innovative GovTech and digital transformation

With long term engagement, we aim to have the following impact:

MODULE 1

Organization and People

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

MODULE 2

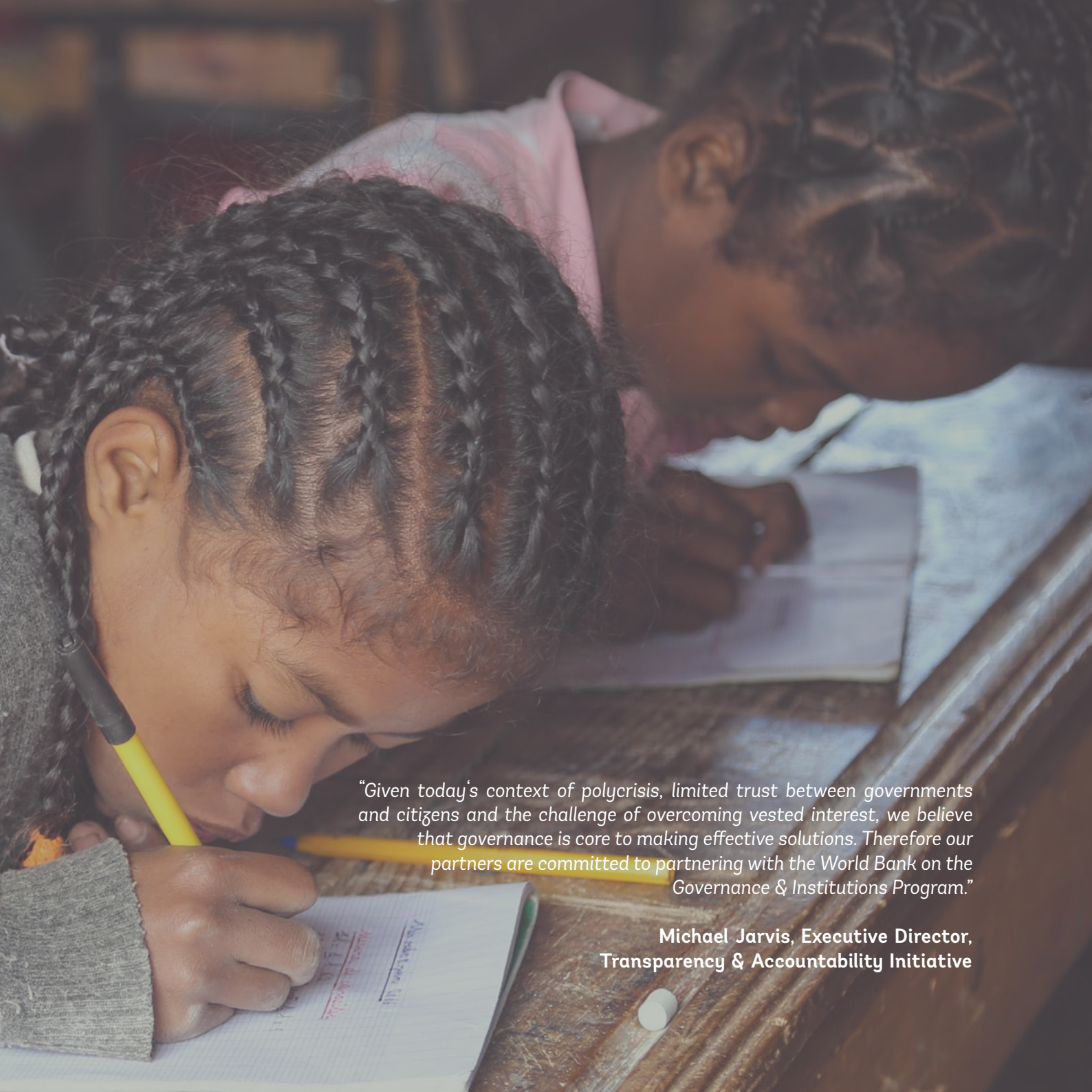
Open Government, Anticorruption, Technology

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

MODULE 3

Institutions of Accountability

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



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

**Michael Jarvis, Executive Director,
Transparency & Accountability Initiative**

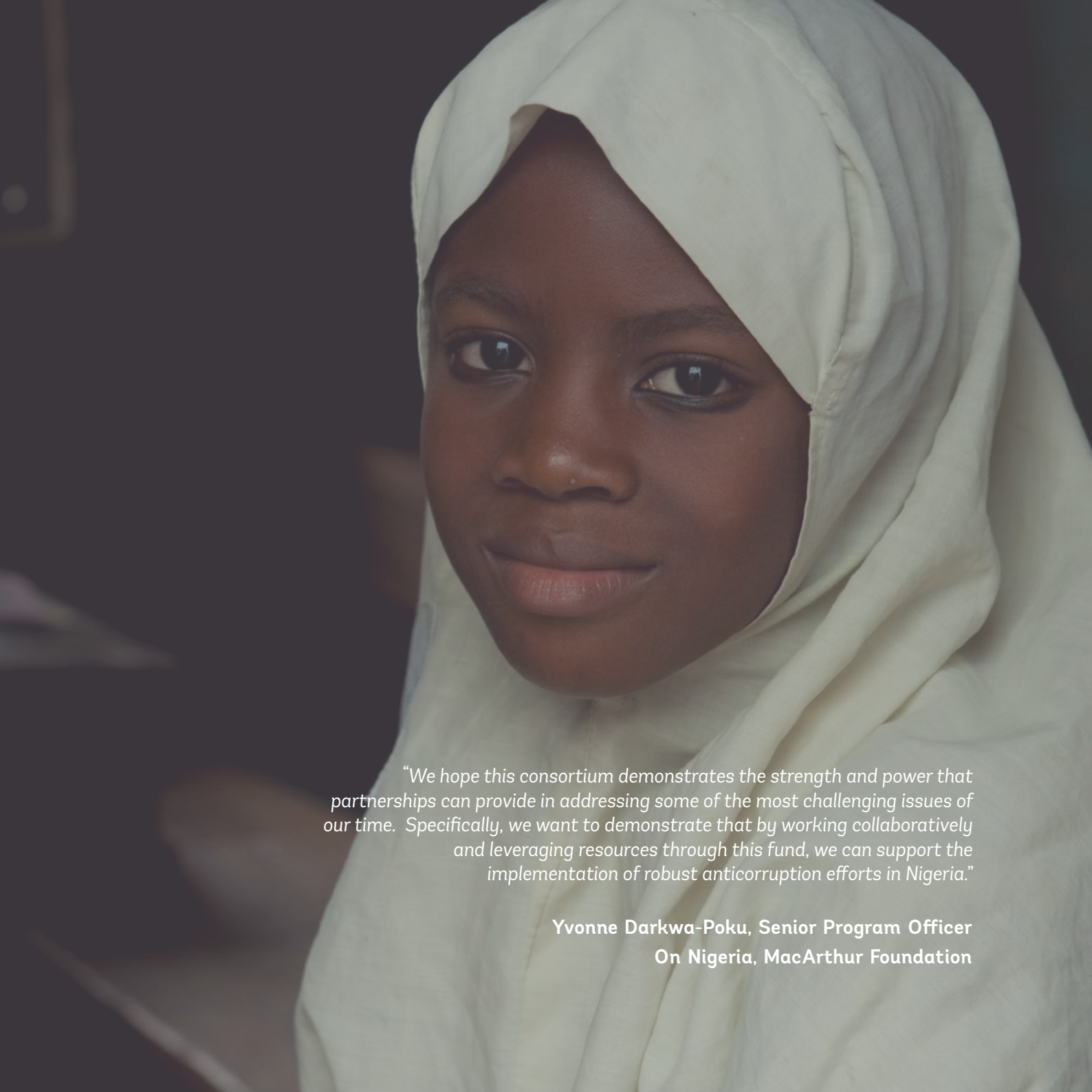


WHY COLLABORATE WITH US

With a global network, agile approach, and long-term vision, the Program offers value-for-money by pooling knowledge and resources, and piloting innovative solutions. Country teams are mobilized to collect data, provide analytical services and advice, and identify opportunities to implement and scale up reforms.

The Program is unique because it ...

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



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

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

PARTNERS

The Program relies on the generous support of donors to collaborate and share knowledge, resources, and ideas to address common governance challenges. The Program's Secretariat is housed within the Governance Global Practice at the World Bank. The donors, together with the World Bank, form the Partnership Council which meets on a regular basis. Other partners include civil society organizations, private sector, and academia. Major partners are:

- Chandler Foundation
www.chandlerfoundation.org
- European Union
commission.europa.eu
- William and Flora Hewlett Foundation
www.hewlett.org
- John D. and Catherine T. MacArthur Foundation
www.macfound.org
- Government of Estonia
vm.ee
- Foreign Commonwealth Development Office FCDO
www.gov.uk

Interested in working with us? We welcome new partners to make a global impact on governance

For more information:



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UMBRELLA PROGRAM

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