

TECH SAVVY

ADVANCING GOVTECH REFORMS IN PUBLIC ADMINISTRATION



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GovTech 

Spring Series

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Overview of Tech Savvy Report



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A WHOLE-OF-GOVERNMENT APPROACH TO GOVTECH



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Definitions

A whole-of-government approach - when a government utilizes a range of structural and organizational incentives to improve coordination across administrative boundaries to achieve an integrated response to the uptake of GovTech solutions.

In the absence of a coordinated response, GovTech solutions can often lead to:

- ✓ Cost inefficiencies
- ✓ Duplication of systems across Government
- ✓ Suboptimal user experiences
- ✓ Excess hardware/infrastructure
- ✓ Limited interoperability between systems
- ✓ Disconnect from high-level policy goals of digital transformation

Common barriers

Institutional barriers

**Absence of shared
ICT standards and
infrastructure**

Power dynamics

Resistance to change

Conducive policy/legal framework

Limited attention to end users

No shared vision/trust

No incentives to collaborate

In-ability to share resources (human/budget) across agencies

Critical skill gaps and training

Features of a whole-of-government approach

What are the common features of countries that have successfully adopted a whole-of-government approach to GovTech implementation?

Embedding a whole-of-government orientation in digital strategies

Dedicated cross-governmental institutional and governance framework

Securing senior political and public servant leadership

Conducive policy/legal framework

User-centric service delivery

Adoption Mechanisms

All 12 countries at the top of EGDI have a E-gov Strategy that embeds a whole of government orientation

Different models: Ministry/Agency/Departments/ Inter-institutional teams + Councils (lines of accountability and mandates vary)

145 of the 193 Member States have a CIO or the equivalent (EGDI MSQ, 2020)

Existence of data interoperability/exchange policies (8/12 at top of EGDI have one)

Once-only principle for government data

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Adoption Mechanisms - Hard and Soft Mechanisms used as incentives or policy levers

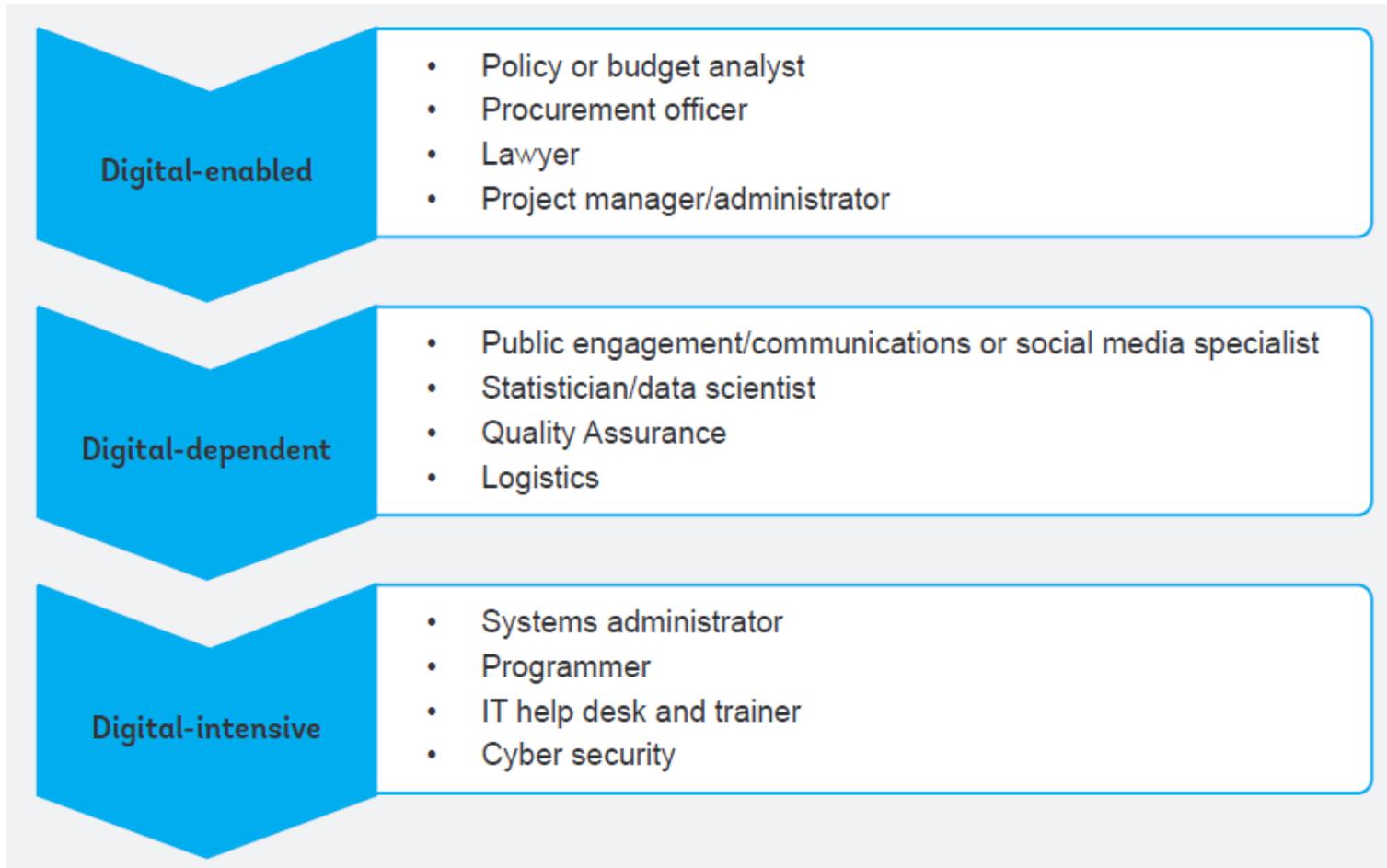
Process and behavioral features	Budgeting practices	Dedicated budget lines linked to institutional or organizational set-up; incentives tied to budgetary savings
	ICT pre-approvals	Ex-ante review of value proposition of digital projects
	Shared ICT services	One entity provides a range of ICT project management, acquisition, platforms and services
	Procurement support	Formal guidelines for ICT procurement
	Digital awards	Award programs; training opportunities
	Performance standards	Encourage use of best practice principles for design and delivery of digital government services
	ICT project management tools	Promotes better oversight and measurement of progress, efficiency and evidence-based project decisions

GOVTECH SKILLS IN PUBLIC ADMINISTRATION

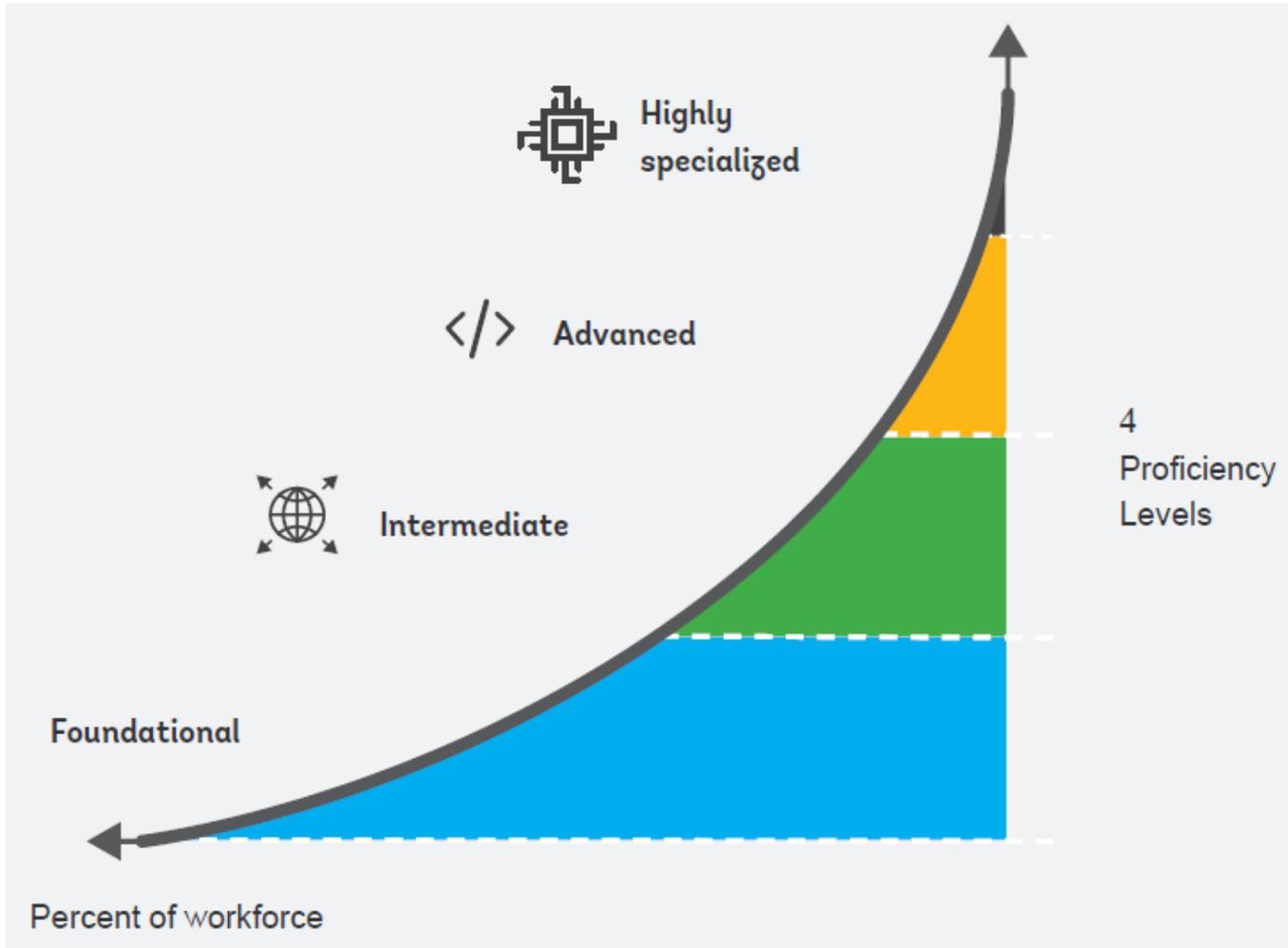


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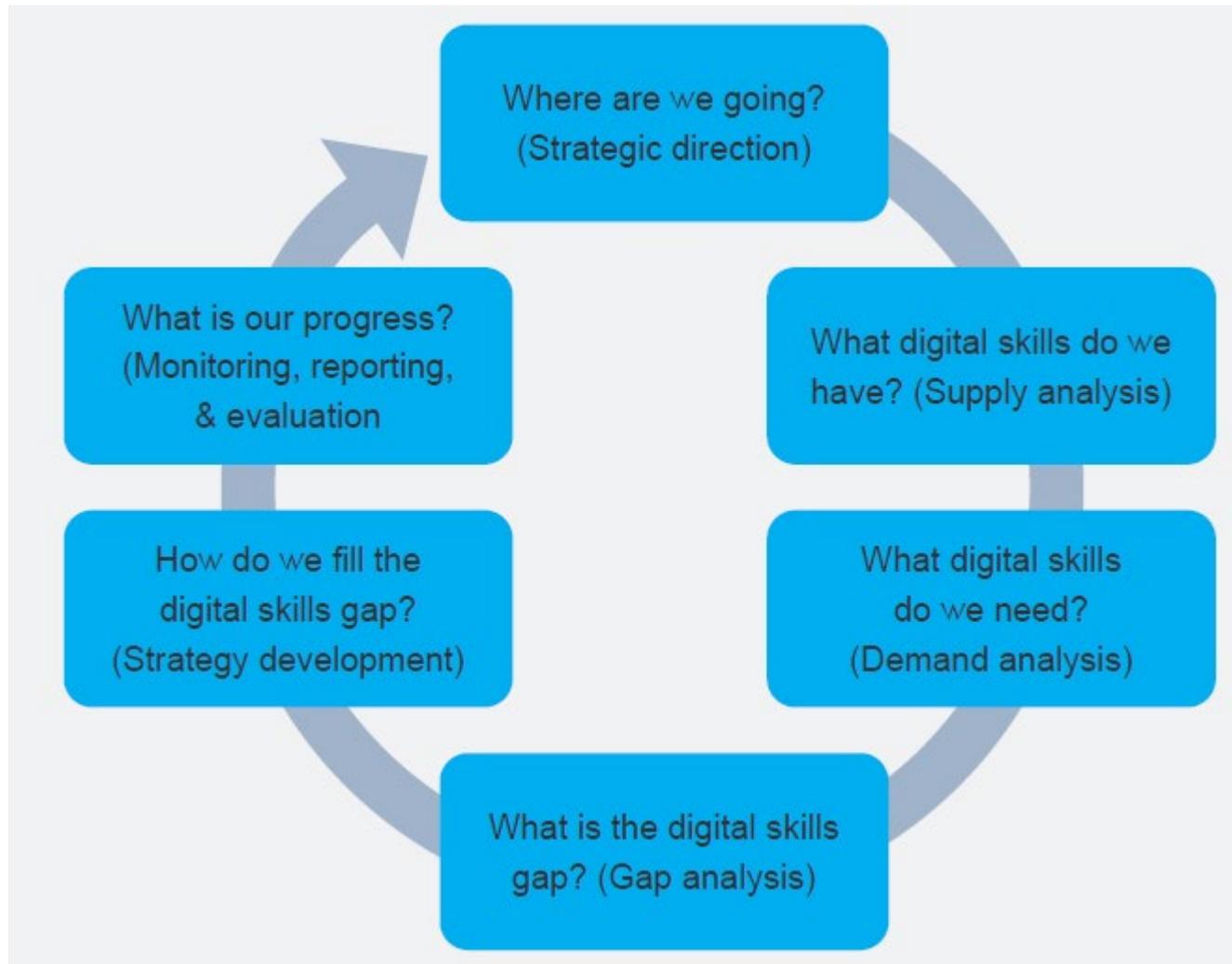
Technology is shaping the nature of jobs



Not all staff need specialized digital skills



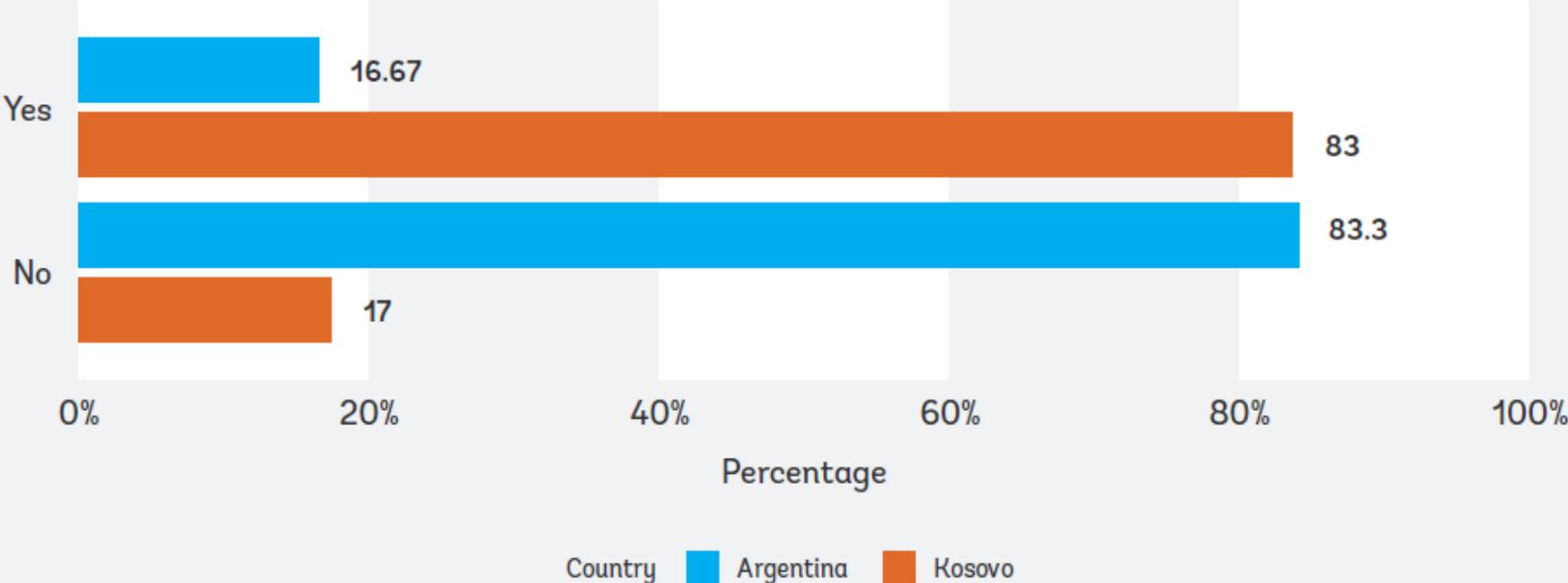
Need to plan for a digitally competent workforce



Empirical evidence: Findings from GovTech surveys in Argentina and Kosovo

Managers' Views on Information Gathering on Staffing Plans

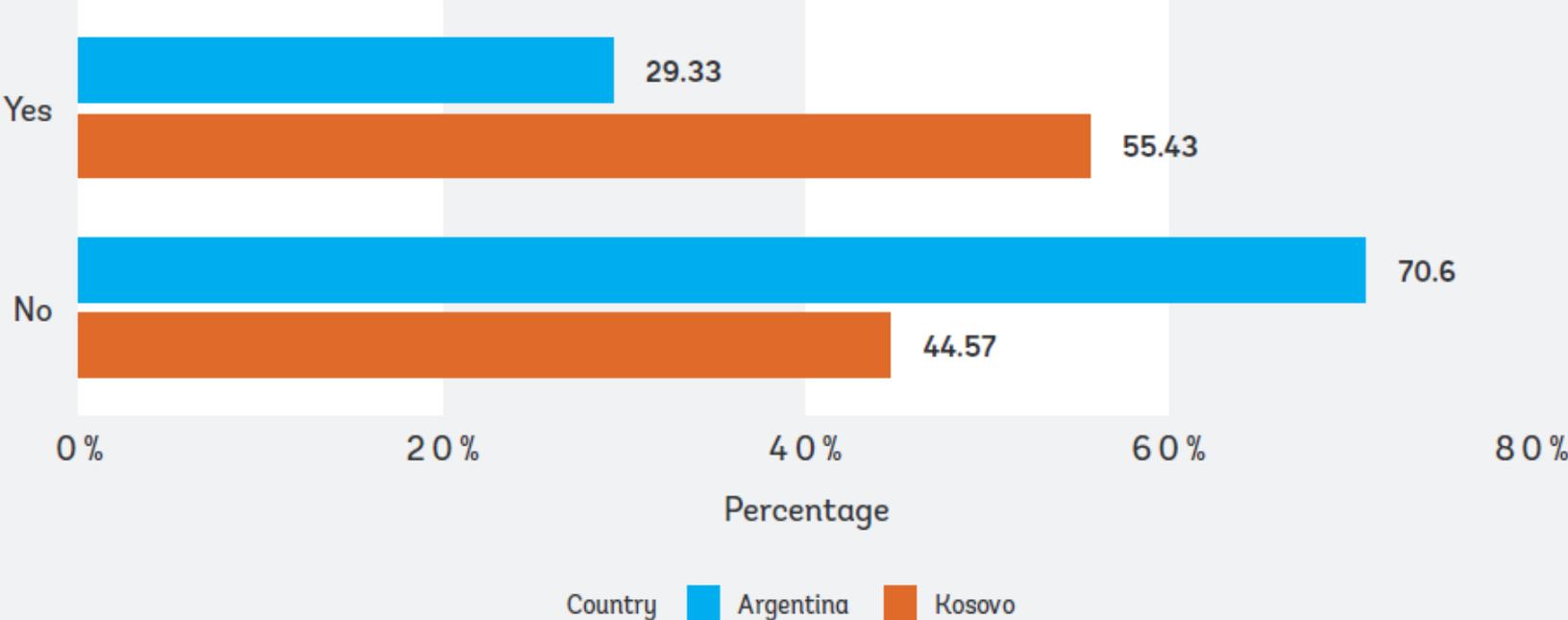
Does your area of state agency work on detailed staffing plans?



Empirical evidence: Findings from GovTech surveys in Argentina and Kosovo

Managers' Views on Information Gathering on Staffing Plans

Is this information about staff skills collected in the area of the state agency in which you currently work?



Approaches to closing digital skills gaps



Build

- Upskilling (improving existing skills)
- Reskilling (developing new skills)



Buy

- Recruit new staff with desired skills



Borrow

- Temporary or contract staff
- Redeployment, secondment, fellowships

Emerging lessons for building digital skills in GovTech

Elevate the Importance of and Investment in Digital Skills

Modernize HRM Policies and Practices

Incentivize Quality and Sustainable Learning, Training and Development

Support Continued Research and Data on the Digital Labor Market and Skills for Public Administration

LEADERSHIP AND CULTURE FOR INNOVATION



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Organizational leadership and culture impact technology adoption

Leadership

- Mission orientation and goal setting
- Aligning staff to organizational goals
- Performance feedback
- Capacity building of staff

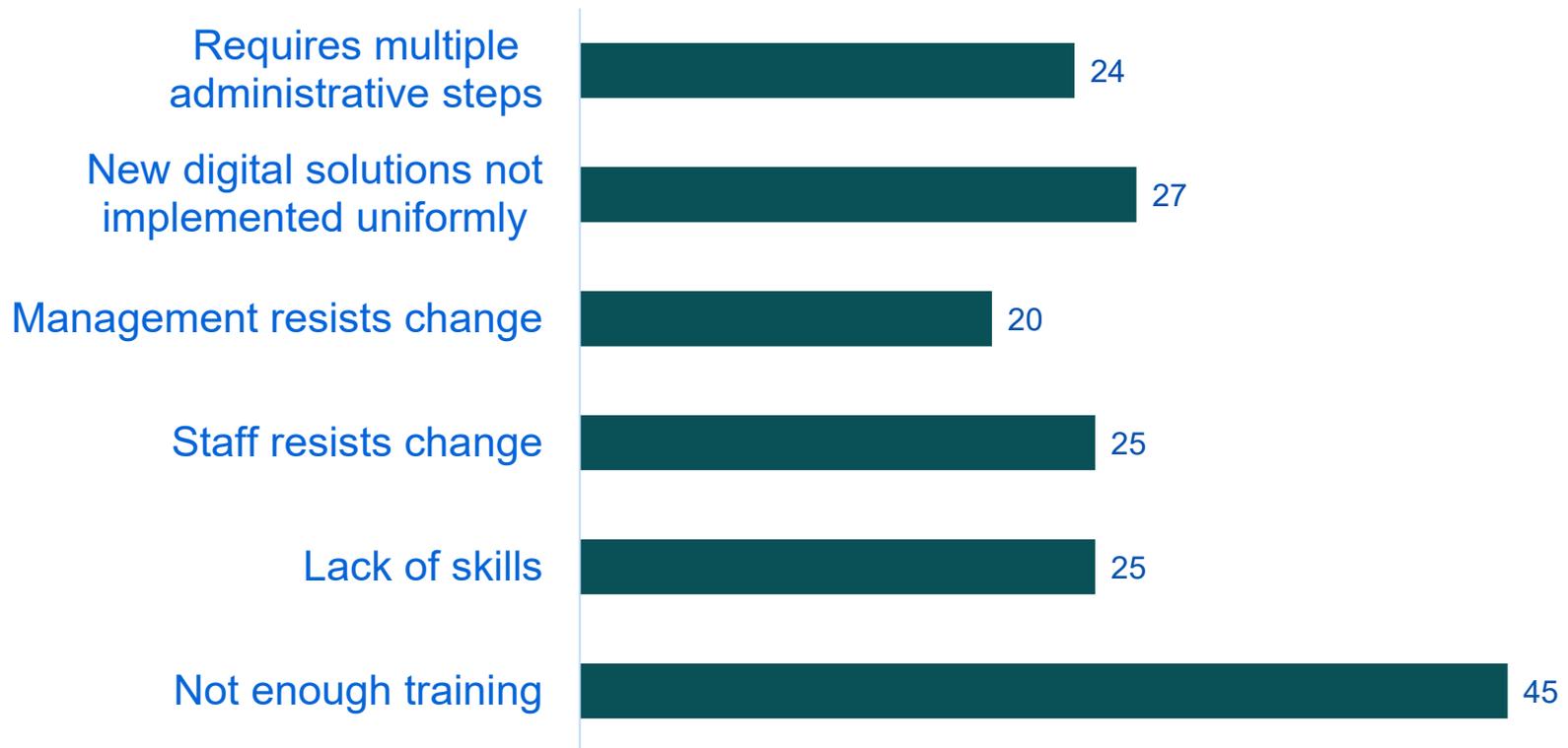
Culture

- Teamwork and knowledge-sharing
- Experimentation
- Problem solving

A growing academic and empirical literature underlines the importance of these organization-level factors in fostering innovation and effective use of technology at work.

Empirical evidence: Findings from GovTech surveys in Argentina and Kosovo

Public servants' assessment of main constraints to adopting GovTech in their bureaucracies



Actions to improve leadership & encourage an innovation culture

Leadership



Management training

Incentives

Culture



Greater citizen-orientation

Improving engagement

Innovation awards

Fostering communities of practice

Thank You.

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