



GovTech Maturity Index 2025

Tracking Public Sector Digital Transformation Worldwide

December 18, 2025





www.worldbank.org/GovTech

GovTech
& PUBLIC SECTOR
INNOVATION



What is GTMI?

GovTech Maturity Index (GTMI) measures the state of four GovTech focus areas worldwide using 48 key indicators to inform operations, research & analytics.

	Core Government Systems Index (CGSI) 17 indicators
	Public Service Delivery Index (PSDI) 9 indicators
	Digital Citizen Engagement Index (DCEI) 6 indicators
	GovTech Enablers Index (GTEI) 16 indicators

3 editions

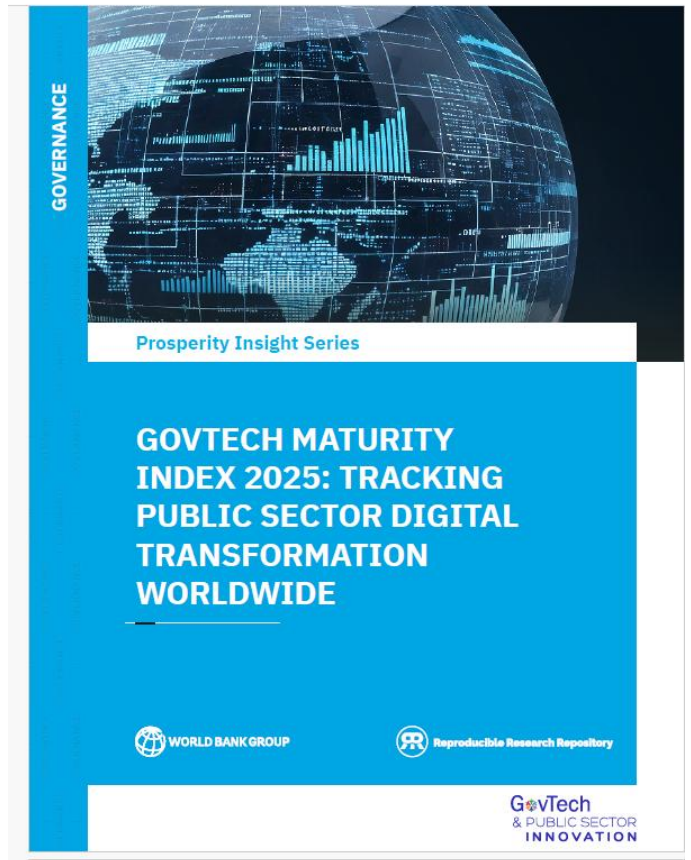
2020



2022



2025



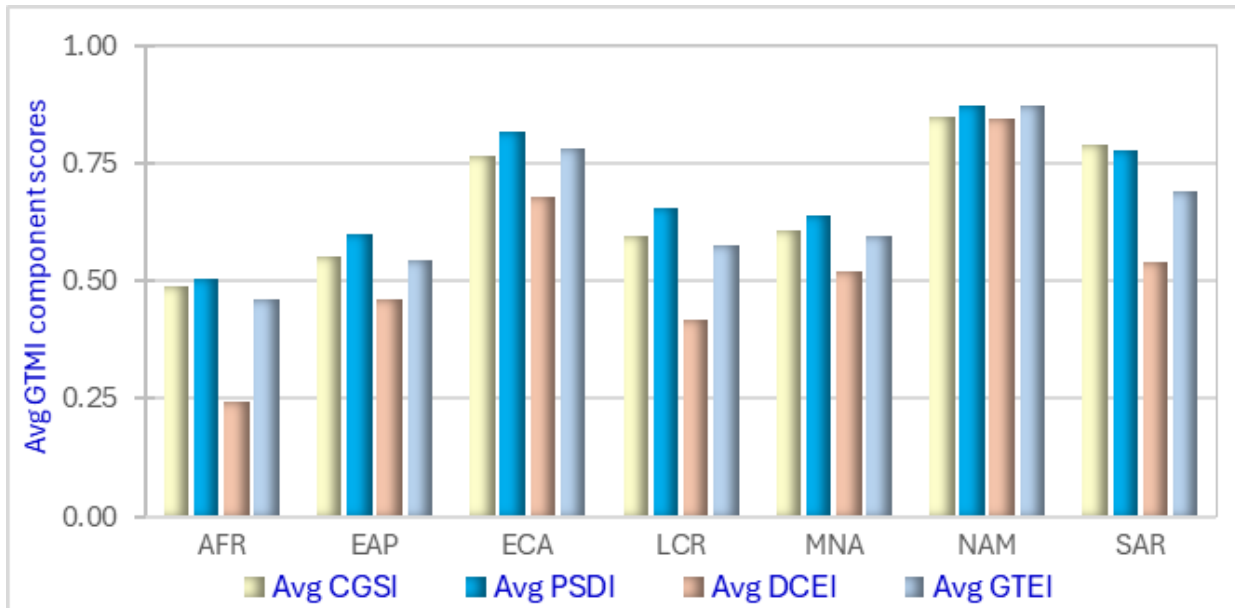
Methodology

1. The GTMI 2025 maintains the 2022 methodology
2. Three new key indicators on digital ID, AI ethical guidelines and Green GovTech
3. Expanded sub-indicators to collect data on the utilization or uptake
4. The GTMI is the average of the four GovTech area components



GTMI 2025 – Key Findings

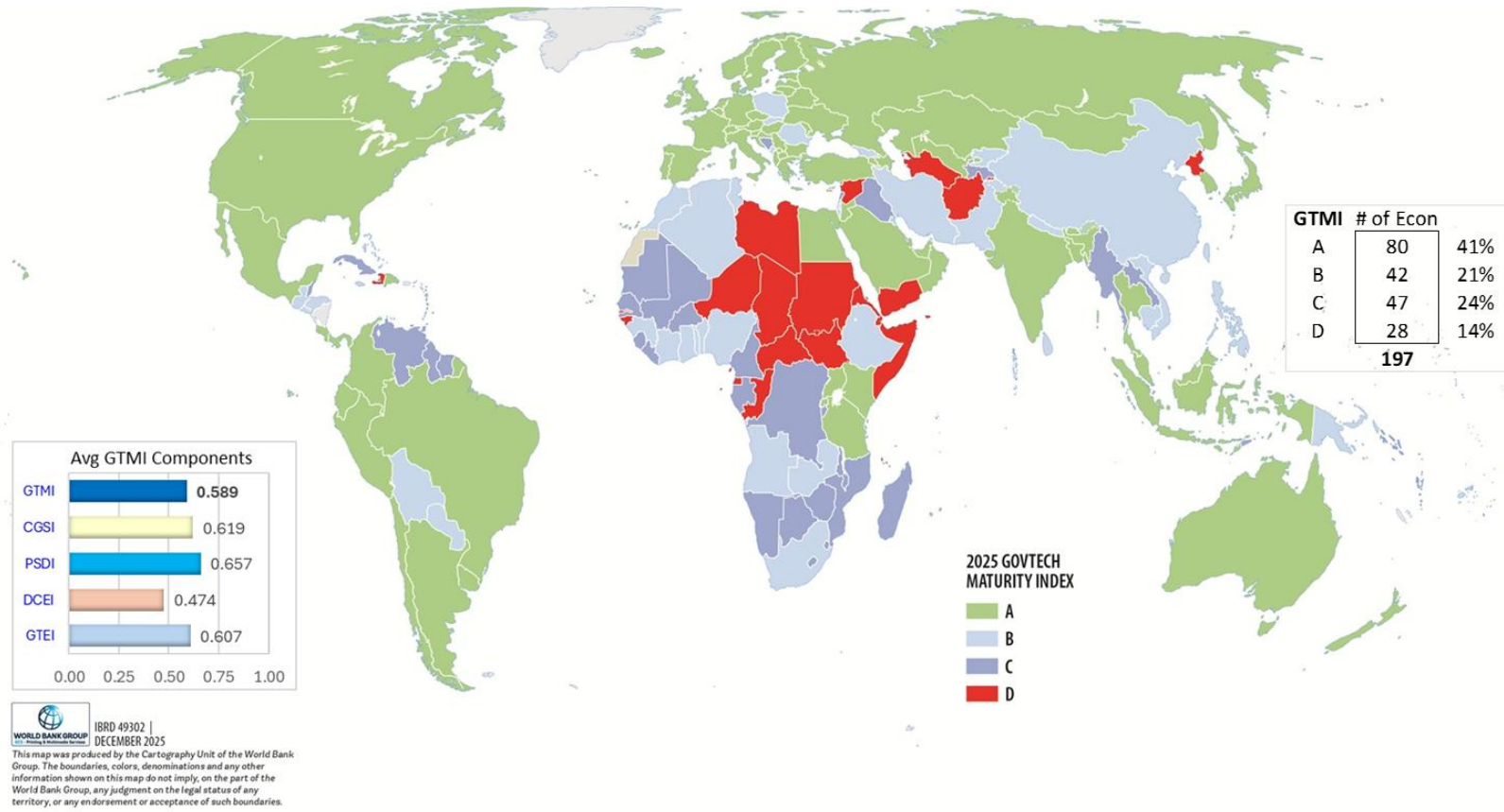
Average GTMI Components Score, by Region, 2025



Source: World Bank data (average scores for 197 economies)

1. The digital divide between countries keeps widening
2. Overall improvements on Digital Service Delivery and Key Enablers
3. Core Gov Systems improvements, but with some setbacks in FCV countries
4. CivicTech lags behind other dimensions
5. Monitoring the use and uptake is an issue in most economies

GovTech Around the World in 2025



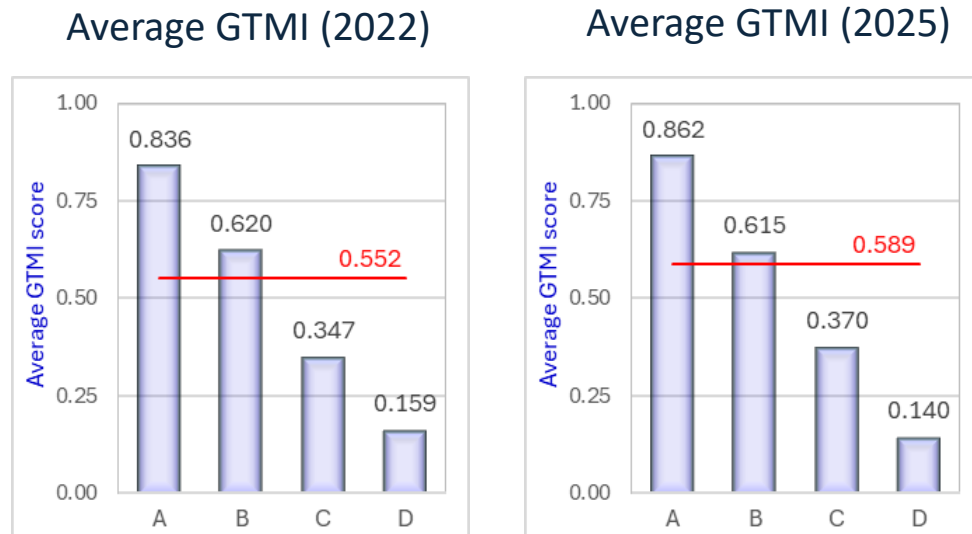
- 158 economies participated directly through online survey; GTMI updates of 39 non-participating economies were collected remotely.
- Over 1,000 government officials contributed to the GTMI 2025 update.

GTMI Groups

GTMI Group		# of Economies	Economies
A	Extensive GovTech Maturity	80 (41%)	Albania; Argentina; Armenia; Australia; Austria; Azerbaijan; Bahrain; Bangladesh; Belarus; Belgium; Bhutan; Brazil; Bulgaria; Cabo Verde; Canada; Chile; Colombia; Costa Rica; Croatia; Cyprus; Czech Republic; Denmark; Dominican Republic; Ecuador; Egypt; Estonia; Finland; Germany; Greece; Hungary; Iceland; India; Indonesia; Ireland; Italy; Japan; Jordan; Kazakhstan; Kenya; Korea, Rep.; Kosovo ^o ; Latvia; Lithuania; Luxembourg; Malaysia; Malta; Mauritius; Mexico; Moldova; Mongolia; Netherlands; New Zealand; North Macedonia; Oman; Panama; Peru; Portugal; Qatar; Russian Federation; Rwanda; Saudi Arabia; Serbia; Singapore; Slovenia; Spain; Sweden; Switzerland; Tanzania; Thailand; Türkiye; Uganda; Ukraine ^o ; United Arab Emirates; United Kingdom; Uruguay; Uzbekistan France [*] ; Norway [*] ; Taiwan, China [*] ; United States of America [*]
B	Significant GovTech Maturity	42 (21%)	Algeria; Angola; Bahamas; Benin; Bolivia; Cambodia; Côte d'Ivoire; El Salvador; Ethiopia ^o ; Fiji; Georgia; Ghana; Guatemala; Guinea; Honduras; Iran; Jamaica; Kuwait; Kyrgyz Republic; Liechtenstein; Nepal; Nigeria ^o ; Pakistan; Papua New Guinea ^o ; Paraguay; Philippines; Poland; Romania; South Africa; Sri Lanka; Togo; Tunisia; Vietnam; West Bank and Gaza ^o ; Zambia Brunei Darussalam [*] ; China [*] ; Hong Kong SAR, China [*] ; Israel [*] ; Montenegro [*] ; Morocco [*] ; Slovak Republic [*]
C	Medium GovTech Maturity	47 (24%)	Barbados; Belize; Bosnia and Herzegovina; Botswana; Burkina Faso ^o ; Burundi ^o ; Cameroon ^o ; Congo, Dem. Rep. ^o ; Dominica; Eswatini; Gabon; Grenada; Iraq ^o ; Kiribati ^o ; Lao PDR; Lebanon ^o ; Lesotho; Liberia; Madagascar; Malawi; Maldives; Mauritania; Mozambique ^o ; Myanmar ^o ; Seychelles; Sierra Leone; St. Kitts and Nevis; St. Lucia; St. Vincent and the Grenadines; Tajikistan; Timor-Leste ^o ; Tonga; Trinidad and Tobago; Vanuatu; Zimbabwe ^o Andorra [*] ; Cuba [*] ; Guyana [*] ; Macao SAR, China [*] ; Mali ^{o*} ; Monaco [*] ; Namibia [*] ; Samoa [*] ; Senegal [*] ; Solomon Islands ^{o*} ; Suriname [*] ; Venezuela, RB ^{o*}
D	Low GovTech Maturity	28 (14%)	Central African Republic ^o ; Comoros ^o ; Guinea-Bissau ^o ; Haiti ^o ; Marshall Islands ^o ; Micronesia, Fed. Sts. ^o ; Nauru; Niger ^o ; Palau; Somalia ^o ; Tuvalu ^o ; Yemen ^o Afghanistan ^{o*} ; Antigua and Barbuda [*] ; Chad ^{o*} ; Congo, Rep. ^{o*} ; Djibouti [*] ; Equatorial Guinea [*] ; Eritrea ^{o*} ; Gambia [*] ; Korea, DPR [*] ; Libya ^{o*} ; San Marino [*] ; São Tomé and Príncipe ^{o*} ; South Sudan ^{o*} ; Sudan ^{o*} ; Syrian Arab Republic ^{o*} ; Turkmenistan [*]
Total		197	

Evolution 2022-2025

Average Global GTMI Scores by GTMI Group



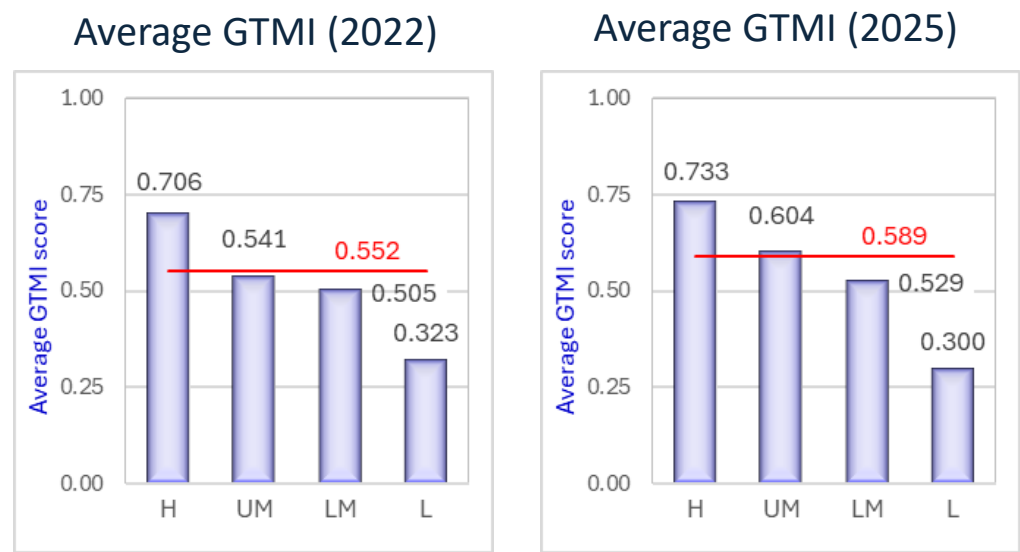
Source: World Bank data (average scores for 198 economies in 2022 and 197 economies in 2025)



- Difference in the average GTMI scores between groups A and D increased.
- Progress occurred faster among economies with already more advanced levels of public sector digital transformation

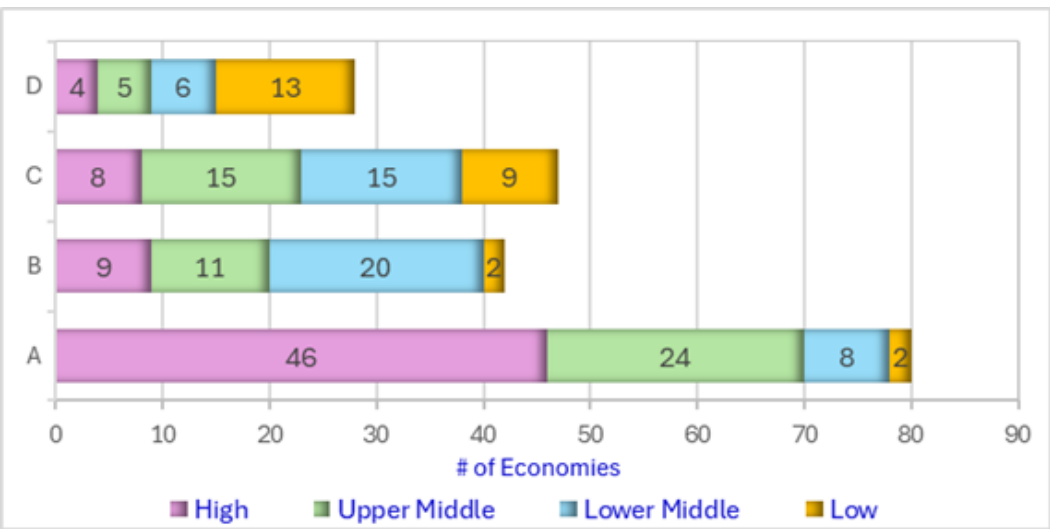
GovTech Maturity and Income Level

Average Global GTMI Scores by Income Level



Source: World Bank data (average scores for 198 economies in 2022 and 197 economies in 2025)

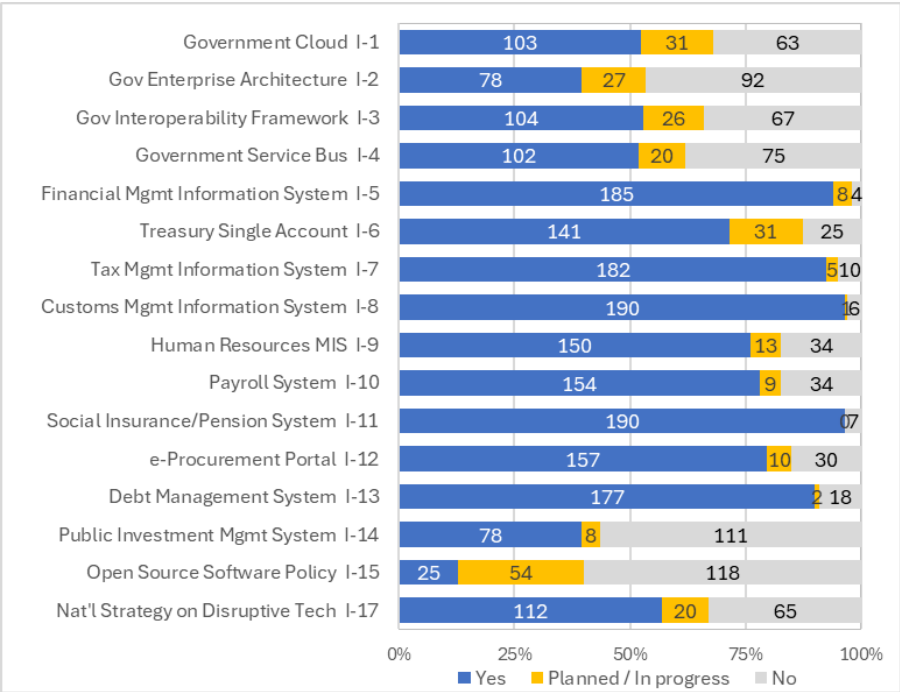
Average Global GTMI Scores by Income Level



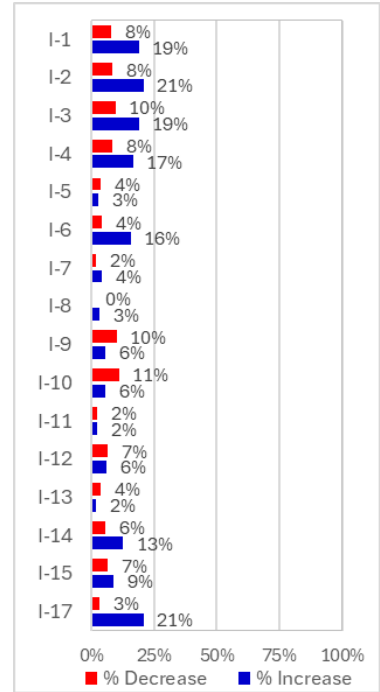
Source: World Bank data (197 economies)

Core Government Systems

CGSI Indicator-Level Responses, 2025



Changes since 2022

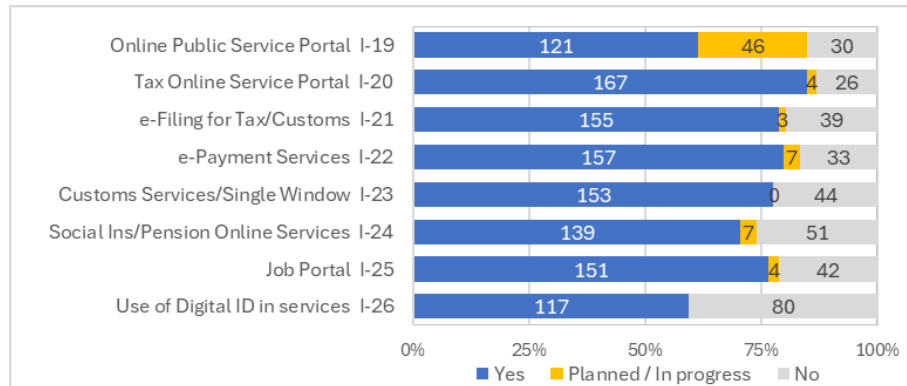


- Notable progress adopting Government Cloud, Enterprise Architecture, Interoperability Frameworks, and Service Bus
- Setbacks on payroll systems and HRMIS namely in FCV countries

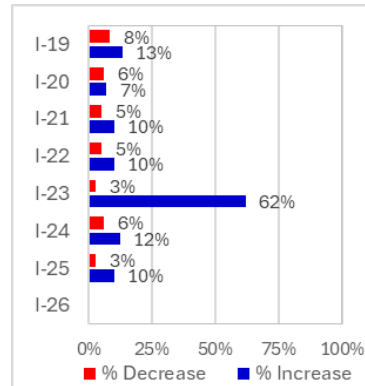
Source: World Bank data (average scores for 197 economies)

Public Service Delivery and Citizen Engagement

PSDI Indicator-Level Responses, 2025



Changes since 2022

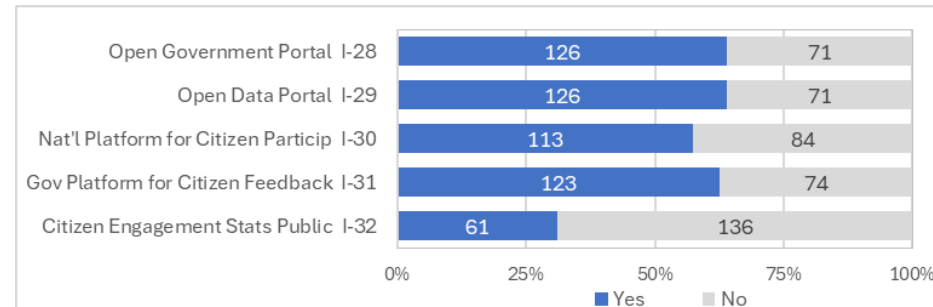


- Overall increase in digital public service delivery
- Adoption in over 75% of economies of Tax Online Service Portals, E-Filing for Tax/Customs, e-Payment Services, Customs Services/Single Window, and Job Portals

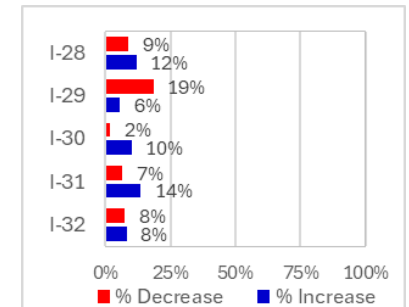
Source: World Bank data (average scores for 197 economies)

- CivicTech approaches generally lag behind other GovTech focus areas
- Challenges persist in maintaining open data portals

DCEI Indicator-Level Responses, 2025



Changes since 2022



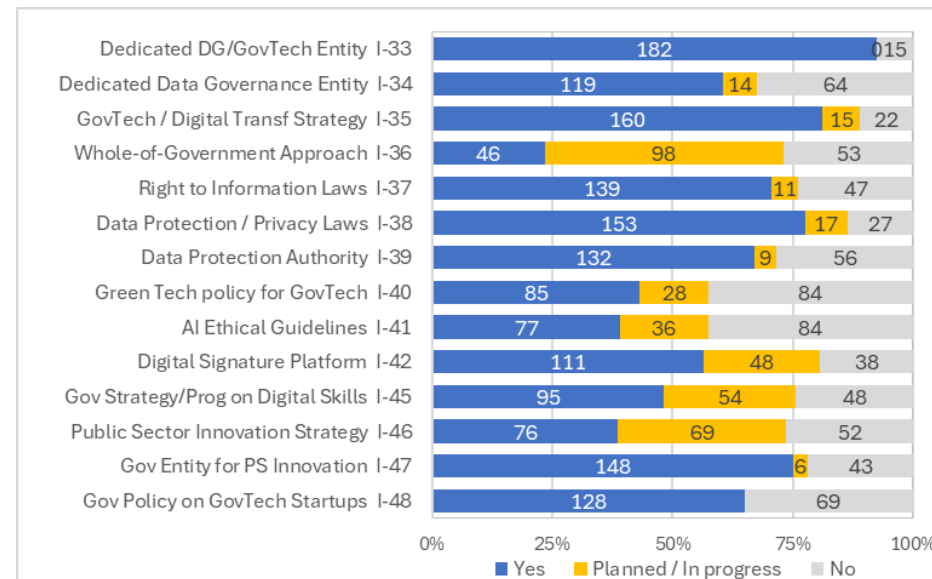
Source: World Bank data (average scores for 197 economies)

GovTech Enablers

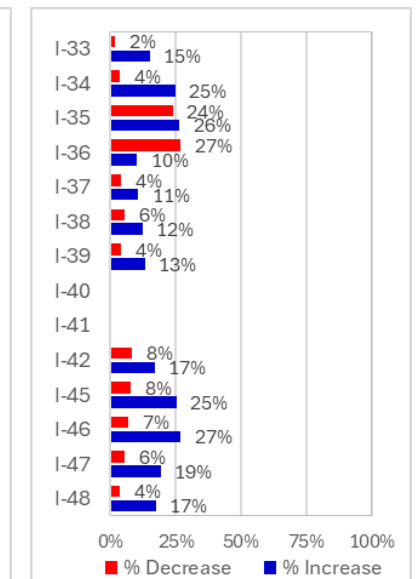


- Increase on Data Governance Entities
- AI Ethical Guidelines in 45% of economies
- 42% economies with Green Tech policies
- Digital Skills policies are growing

GTEI Indicator-Level Responses, 2025



Changes since 2022



Source: World Bank data (average scores for 197 economies)

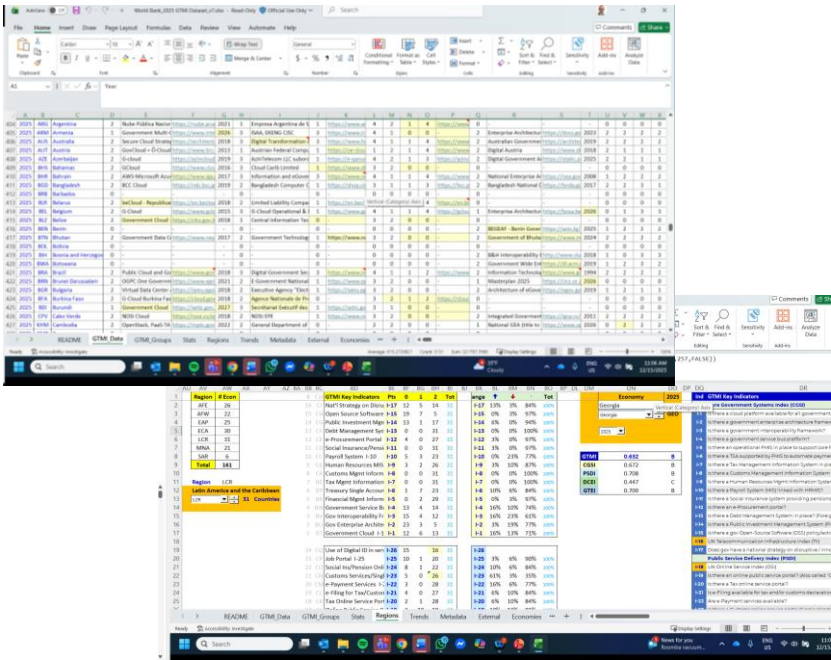
Conclusions



1. GovTech progress remains unequal, widening the digital divide. Targeted support should focus especially on Africa.
2. Substantial investments on core systems and shared digital infrastructure; Existing platforms should be used effectively to avoid opportunity costs.
3. Enhancing the online service platforms is crucial to ensure fair and comprehensive public service delivery.
4. Investing on digital citizen engagement can improve transparency and civic trust.
5. Adoption of whole-of-government (WoG) approach should be an integral part of new digital strategies.
6. Reporting of results/performance is essential to ensure accountability and evidence-based policy decisions.

GTMI as a Global Public Good

GovTech Datasets



Brief



Dashboard



All GTMI knowledge products are publicly available at: www.worldbank.org/govtech/gtmi

GTMI Core Team



Hubert Nii-Aponsah
Consultant



Çağla Giray
Consultant



João Vasconcelos
Senior Governance Specialist &
Task Team Leader



Per Nordlund
Senior Governance
Specialist



Freida Siregar
Consultant



Yunsang Song
Senior Governance
Specialist



Cem Dener
Lead Governance Specialist &
Technical Lead



Arto Juhani Immonen
Senior Governance
Specialist



Charles V. Blanco
Senior. Public Sector
Specialist



Thank You!

João Vasconcelos

Senior Governance Specialist

jvasconcelos@worldbank.org

Cem Dener

Lead Governance Specialist

cdener@worldbank.org

www.worldbank.org/GovTech

GovTech
& PUBLIC SECTOR
INNOVATION

