GovTech Global Partnership

TF073430

Annual Progress Report FY21

including Annual Work Plan FY22
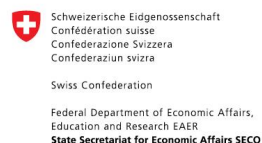
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Message from the Global Director and Practice Manager

Ed Olowo-Okere
Global Director, Governance Global Practice

Tracey Lane
Practice Manager, Public Sector and Institutional Reform

Dear Partners and Friends,

First of all, thank you very much for the kind support and collaboration over the first year of the GovTech Global Partnership trust fund and the excellent partnership we have established. With the COVID-19 pandemic unfolding and posing many challenges to countries, GovTech is more important than ever. Many different initiatives have been launched which would not have been possible without your interest, commitment, and contributions.

In addition to the World Bank's lending program, the GovTech Global Partnership is proving to be an important and flexible vehicle for the Bank to support our partner countries in the transition to a more modern, simple and efficient Government that uses the potential of digital solutions effectively. The Partnership encourages countries to make progress on this and provides support through knowledge, policy guidance and learning, as well as through assistance and funding for country engagement.

Pursuing a holistic way of support, throughout the last year, the Partnership has launched activities in all its program components. Under Analytics and Though Leadership, policy guidance notes on Artificial Intelligence, e-Procurement, and Accessible GovTech, among others, have been published. Knowledge sharing events have been organized – drawing in practitioners from around the world to show what can be done with technology. Under Global Public Goods a new website online knowledge platform, and the new GovTech Maturity Index have been launched and the first of a series of online learning courses will be launched early in the next fiscal year. Under our support to country-level projects, assistance is being provided to eight countries in all regions of the Bank.

Going forward, the program intends to build on these activities with a range of planned outputs in all three components. The analytical and global public goods agenda continues to be supported strongly, including through in-kind contributions from partners. An increased focus on country-level support will be pursued next year, with an emphasis on GovTech solutions.

The potential of the GovTech agenda is promising and exciting. The GovTech Global Partnership is the instrument to help us make progress. We look forward to continuing working with you to make a difference.

Ed Olowo-Okere   Tracey Lane

Acronyms and Abbreviations

AI	Artificial intelligence		GovTech	Government technology
AA	Administrative agreement		GTGP	GovTech Global Partnership
ASA	Advisory services and analytics		GTMI	GovTech Maturity Index
AWP	Annual work plan		GIZ	German Society for International Cooperation
BBL	Brown Bag Lunch			
BE	Bank-executed		GP	Global Practice
BETF	Bank-executed trust fund		GSG	Global Solutions Group
BMZ	Federal Ministry for Economic Cooperation and Development, Germany		G2Px	Government to Person Payments Initiative
BRZ	Federal Computing Agency, Austria		HRMIS	Human Resource Information System
CN	Concept Note		ICT	Information and Communications Technology
CDD	Community driven development		IDA	International Development Association
CfP	Call for proposals		ID4D	Identification for Development
DDP	Digital development partnership		IMF	International Monetary Fund
DE4A	Digital Economy for Africa		IPF	Investment Project Financing
DGRA	Digital Government Readiness Assessment		JPO	Junior Professional Officer
DP	Development partner		KM	Knowledge management
EAP	East Asia Pacific		KPFIS	Korean Public Finance Information System
ECA	Europe and Central Asia		MENA	Middle East and North Africa
EFI	Equitable Growth, Finance, and Institutions Practice Group		MENPAN	Ministry of Administrative and Bureaucratic Reform, Indonesia
EFO	Externally Financed Output		MDTF	Multi-donor trust fund
EPSPA	Public Sector and Institutional Reform Unit		MVP	Minimum viable product
FCV	Fragile, conflict and violence		NGO	Non-government organization
FMIS	Financial Management Information System		NSIA	National Statistic and Information Authority, Afghanistan
FY	Fiscal year		NZ	New Zealand
GDS	Government Digital Services, UK		OLC	Online Learning Campus
			PFM	Public financial management
			PIU	Project implementation unit

PM	Practice Manager	STC	Short-term consultant
PROSPERA	Social Inclusion Program	SMS	Short message service
RETF	Recipient-executed trust fund	TA	Technical assistance
SAR	South Asia Region	TF	Trust Fund
SECO	Swiss State Secretariat for Economic Affairs	TOR	Terms of reference
		TTL	Task team leader
SOL	Online procurement solution app	WBG	World Bank Group
		WPA	Work program agreement

1. Overview and Highlights

a. Development Objectives and Program Description

The development objective of the program is to help public sectors in developing countries to keep up with the pace of technological development and to capitalize on opportunities for its use, and to successfully transition to simpler, more accessible and efficient government focused on the citizen, hence the World Bank launched the GovTech Global Partnership (GTGP). Established in 2019, the GTGP is a global multi-stakeholder initiative supported by a multi-donor trust fund (MDTF). It brings together advanced and aspiring GovTech countries, development partners, private sector technology companies, civil society and academia, and others. The trust fund is supported by the Governments of Austria, Republic of Korea, and Switzerland. Our working definition of GovTech is a whole-of-government approach to public sector modernization that promotes simple, efficient and transparent government with the citizen at the center of reforms. The GovTech approach represents the current frontier of government digital transformation.

GovTech Focus Areas

In particular, the GTGP aims is to implement the GovTech agenda through the four GovTech focus areas as defined by the World Bank.

Core Government Systems

GovTech can help bring the machinery of Government into the 21st century. Modernization and digitalization of government functions, including administrative processes such as financial management, procurement, human resource management, domestic resource mobilization and monitoring and evaluation systems can make them more efficient, effective, and transparent. This pillar also encompasses ICT infrastructure, digital data platforms, cloud computing, among others.

User-Centric Service Delivery

Digital solutions are enabling governments to proactively customize consumer experiences at lower costs and accelerate service delivery, leading to positive implications for efficiency, effectiveness, and reach of service delivery. GovTech envisions a whole-of-Government approach with integrated e-service solutions and e-kiosks such as online access to tax, registries for citizens, businesses, property, land, order certificates and passports and more. Sound online public services and interactions among government, citizens, and businesses require strong leadership and coordination of reforms, supported by robust and integrated (interoperable & interconnected) information systems. An added value is that interoperability of the underlying systems enables governments to generate data for more informed decision making, compliance, and monitoring.

Citizen Engagement

Citizen engagement aims to increase participation, foster transparency and accountability and build citizen trust. GovTech facilitates citizen engagement by promoting continious two-way communication between governments and citzens through digital solutions such as SMS messaging, social media, and

online petition platforms. This can facilitate citizen participation in public decision making and increase citizens' voice and improve citizens' trust in governments. It can also improve the quality and responsiveness of services delivered, increase transparency, promote inclusion, and enable citizens to overcome social and geographical barriers to interacting with government. While technology solutions may not be high-end, the challenge for governments is to utilize tools and integrate them well.

GovTech Enablers

GovTech enablers refer to the cross-cutting drivers of digital transformation agenda, such as digital skills in the public sector, an appropriate and conducive legal and regulatory regime, strong enabling and safeguarding institutions, and an environment that fosters innovation in the public sector. Effective regulations, improved technical skills, and accountable institutions are the analog complements of digital investments.

Robust online public services and interactions among government, citizens, and businesses require strong leadership and good coordination of reforms, supported by robust and integrated (interoperable & interconnected) information systems. An added value is that interoperability of the underlying systems enables governments to generate data for more informed decision making, compliance and monitoring.

The GovTech agenda also encompasses:

- Effective use of disruptive technologies (e.g., AI/ML, cloud, IoT)
- Public data platforms (promoting the use of public data by individuals and firms)
- Local GovTech ecosystems (supporting local entrepreneurs and start-ups), and collaboration with private sector for innovation.

Components of the GTGP

In order to meet countries' needs through a holistic approach that covers analytical work and policy guidance, global public goods, and country-level and regional support, the GTGP's activities are organized into three components.

Component 1. Analytical and Thought Leadership

The objective of this component is to support research and case studies on policies, implementation, and impacts of GovTech across different country contexts in order to identify good practices to make the public sector more innovative and agile. This Component supports research and case studies on best practice policies, implementation examples and lessons, and impacts of GovTech. This workstream enhances the knowledge base and strengthens the dialogue on GovTech. The research highlights noteworthy geographically and economically diverse examples that reflect the whole of the World Bank client base. All activities under this component are BETF.

Component 2. Global Public Goods and Convening

This Component is designed to provide global access to tools, knowledge, and solutions. Bank-executed activities consist of the development of guidance and learning tools, such as the development of an online

knowledge platform or toolkits for the implementation of GovTech solutions. This component also targets large scale knowledge sharing through global and regional events for peer-to-peer networking to foster collaboration and communication on GovTech trends and experiences. Recipient-executed activities consist of the development of proof of concepts and prototypes, such as open source technologies and software, codebooks and manuals, and pilot implementation reports summarizing outcomes and lessons learned. Priority is placed on prototypes that can be re-used by other countries to address common development problems.

Component 3. Country and Regional Engagement

This Component aims to finance country and regional interventions such as diagnostics, disruptive technology pilots, capacity building, and other activities. These include upstream advisory and technical assistance that may support downstream GovTech investments. Bank-executed activities consist of capacity building, technical assistance, and analytic work, including diagnostics on GovTech readiness and capacity or needs assessments to identify gaps and inform potential solutions. Recipient-executed activities include provision of grants to Recipients to develop and implement proof of concepts and prototypes and build capacity for the development and implementation of digital transformation, GovTech strategies and policies, and change management.

Program Management

Program Management covers the full range of administration of the trust fund including reporting, annual planning, budgeting, grant management, call for proposals' administration, partner dialogue, results monitoring, as well as communications and visibility.

b. Key Outcomes and Highlights

The GTGP has launched activities in its three components of engagement. The table below summarizes the progress made and highlights outputs in each component. Details on each component and activity can be found in section 2 of the report as well as on the GovTech knowledge platform. With a view to the results framework, progress has been made towards the key outcome areas.

- **Outcome 1 - Improved knowledge and capacity among beneficiary countries to design, implement and adopt GovTech solutions:** Several activities were completed and directly contribute to the envisaged outcomes. This particularly relates to the work in component 1 and, as illustrated below, the delivery of several policy guidance notes supporting countries with improved access to knowledge, good practice, and recommendations. Related to that, the GovTech Academy is about to be launched, offering learning opportunities to a global audience. The GovTech Knowledge Platform has been launched, providing access to resources. While only recently launched, all country-level projects funded by the GTGP plan engage stakeholders in capacity building workshops to transfer knowledge and support implementation.

- **Outcome 2 – Enhanced policy guidance, assessments, and readiness among beneficiary countries to plan and launch GovTech reforms**: Policy guidance is being made available through a number of notes in component 1, as summarized below. Several country-level projects, such as the ones in Afghanistan, Algeria, and Guatemala support GovTech assessment as primary activity

and are expected to provide strategic advice and roadmap towards next steps of GovTech reform. The project in Indonesia provides specific guidance to develop a high-level strategy for senior decision makers on GovTech transformation including the establishment of a digital transformation agency. The projects in Kenya and Mongolia support Governments with advice on how to improve user-centricity and scale up use of digital services.

- **Outcome 3 – Increased adoption, use and application of GovTech solutions including good practices as well as pilots in beneficiary countries**: The projects in Moldova, which supports the development of an electronic local public administration platform (eLPA) and eArchive system, as well as the project in Brazil, which helps develop and scale the MVP of a successfully implemented tool, directly contribute to this outcome. TA provided in the Mongolia and Kenya projects that focus on improving user-centricity and usage of e-services are expected to support digitization and roll-out of additional Government services.

- **Outcome 4** – **Enhanced partnerships, knowledge exchange, and GovTech global public goods:** To the benefit of GTGP beneficiaries, a range of in-kind partnerships has been established including with stakeholder agencies in the digital space in Austria, Germany, Korea, Switzerland, UK, US, among others. The GovTech Maturity Index (GTMI) is about to be launched as global public good to help measure the state of GovTech in countries globally and provide initial information on GovTech entry points. Other global public goods available include the set of policy guidance notes (see further down for details), the GovTech knowledge portal, and the GovTech Academy. Country-level projects also contribute to the global public goods agenda. The further development of the SOL app in Brazil which is an open software solution available on GitHub as public good, includes the further build-up of a support community that drives the scaling in Brazil and other countries. Documents produced as part of the Moldova project including solution specifications and the Kenya project development of change management guidance will be made available as global public good.

The results framework has been updated and is provided in the Annex of this document.

Table: Overview Work Program FY21 (as of 31 May 2021)

Component	Activities	Status	Highlights	Key Outcomes
Component 1. **Analytical and Thought Leadership**	GovTech Strategic Plan FY22-24	Expected to be completed by September 2021	Policy guidance made available in: • GovTech Launch Report • GovTech Procurement Practice Note • Artificial Intelligence in the Public Sector • Accessible GovTech Design Handbook • GovTech - The New Frontier in Digital Government Transformation • GovTech State of Play. Challenges and Opportunities • GovTech and Fraud Detection in Public Administration • Ensuring Better PFM Outcomes with FMIS Investments	• Enhanced body of knowledge, good practices, and policy recommendations available • Increased access to GovTech knowledge, good practice, and policy recommendations • Internal consultations on GovTech priorities completed and strategic plan in development
	Building GovTech Skills and An Innovative Organizational Climate in the Civil Service	Expected to be completed by September 2021		
	Service Delivery, User-Centric Design and Design Thinking	Expected to be completed by September 2021		
	Procurement Guidance Note on Cloud Computing	Concept Note under review and to be fully launched in FY22		
	Policy Notes Review and Finalization	Completed (4 publications)		
Component 2. **Global Public Goods and Convening**	GovTech Maturity Index (GTMI)	The final GTMI report will be published as official World Bank publication in August 2021	The GTMI as global public good measures the state of GovTech in countries globally. The GovTech Academy with eLearning modules is close to being launched. Knowledge sharing including country-examples offered in: • AI for Public Sector Performance and Service Delivery • What is GovTech? Definitions and Approach • Mobile First: From e-Government to m-Government • Learning from KPFIS Experiences • Cloud Computing: Procurement Challenges • Finding Fraud	• Increased access to GovTech knowledge, good practices and policy and regulatory recommendations • Increased access to training and learning opportunities on GovTech solutions, approaches, and impacts • Enhanced partnerships, knowledge exchange, and GovTech Global Public Goods
	GovTech Online Knowledge Platform	Launched in December 2020		
	GovTech 101 Course and GovTech Academy	GovTech 101 self-paced e-learning course will be launched in July 2021		
	GovTech Guidance Notes and Summary How-To-Notes	Two guidance notes and four summary notes drafted		
	Convening and Knowledge Exchange	Eight events and BBLs organized to date		

			• GovTech Procurement Practice Note and On-Prem Solutions	
Component 3. **Country and Regional Engagement**	Afghanistan: BE TA for GovTech Assessment and Roadmap	Launched	Country-level activities have been launched and support a range of interventions: • Diagnostic and assessment • Strategy and policy advice • Institutional change • Support to Increased Use of GovTech solutions • Support to GovTech Solutions Development • Capacity building through country-level workshops	Projects have been launched and are expected to contribute to the following outcomes: • Improved Government Core Operations • Improved Government Service Delivery • Improved understanding of GovTech gaps and possible solutions in countries • Government strategy and action plans informed • Increased engagement with members of GovTech ecosystems
	Algeria: BE TA for Digital Government Readiness Assessment	Expected to launch in June/July 2021		
	Brazil: RE Activity to Scale up the Digital Community (CDD) Procurement Application: SOL	Expected to launch in June 2021		
	Guatemala: BE TA to develop Digital Transformation Plan focused on improving service delivery coverage and quality	Launched		
	Indonesia: BE TA to support Indonesia Government Digital Transformation Strategy and Establishment of Agency	Launched		
	Kenya: BE TA to support Increased Use of digital Government Services	Launched		
	Mongolia: BE TA to support Improved Human-centricity of Digital Services	Launched		
	Moldova: BE TA to support Implementation of the e-LPA and e-Archive Platforms	Launched		

c. Risks and Challenges

Given that the trust fund activities, particularly on the country-level have only recently been launched, the risk assessment particularly focus on implementation.

Overall demand for GovTech is considerable. The annual work program (AWP) FY21 has been successfully launched and the trust fund is fully operational in its three components with a range of activities. Implementation capacity to meet the demand has been a small issue leading to some prolonged implementation periods when it comes to BE activities. The team is making progress on identifying in-kind support to address this gap. An expert secondment from the Korean Government joined the team in May as a Senior Governance Specialist, and other additions to the team are expected to materialize in the coming months.

For RE activities, due to the need for additional stakeholder consultations to clarify details of the engagement, a few country-level projects were launched with small delays. However, at this point, project teams confirm that the respective projects are on track and will be implemented on time.

Demand for country-level support as part of the Call for Proposal was significant with 74 proposals submitted. After careful consideration of the eligibility criteria, 40 proposals were long listed of which 8 (20%) were selected for funding with the budget allocation available this year. The demand was higher than anticipated. To proactively meet this country-level demand, going forward, the following is planned:

- Continued strong emphasis will be given to the analytical work and global public goods agenda. The agenda is supported by partners that fund additional team members. This will help increase the implementation capacity of the team in a cost-neutral fashion. These contributions also allow for more resources to be allocated for country level-engagement with the objective to be broadly in line with the overall budget allocation as laid out in the program document.

- Demand for country-level support was also confirmed in internal stakeholder consultations. The overall funding situation of the trust fund is stable for the medium term and allows for activities to be funded in all components as envisaged in the program document. To be able to meet the increasingly strong demand for country-level support, there will be a need to engage further with development partners and mobilize additional resources for country-level activities.

- Not all proposals were eligible, and future calls will aim to be even more specific about eligibility criteria including to encourage submissions to be fully in line with Bank policies regarding BE and RE scope of activities.

Despite the demand resulting from the Call for Proposals, there seems to be an information and visibility gap for GovTech. As a relatively new concept launched over the past years, additional work is needed to clarify the objectives, scope, and benefits among internal and external stakeholders, and further refine the modus operandi of collaboration with other practices in the Bank. Many activities that have been launched including the knowledge sharing events and eLearning opportunities will help address this. Similarly, team is considering additional visibility activities such as organizing large events and promoting GovTech solutions that work through a range of case studies and country examples.

d. Program Management

Program Management

The AWP FY21 consist of activities funded by the direct allocation and activities identified through the CfP, which was operationalized into deliverables and budgets, grants were created, and funds transferred. Task teams are being assisted to ensure smooth implementation. An interim and annual progress report was drafted that included detailed updates on implementation and financial status.

Communications and Visibility

The CfP launched during this FY and BBL events organized by the GovTech team were opportunities to create additional visibility for GovTech and the GTGP internally. The website was launched with a particular section covering the GTGP, partners, activities, outputs, and resources. This, along with Guidance Notes on GovTech and other GTGP funded deliverables, helped and continue to benefit visibility for GovTech and the GTGP. All outputs of the GTGP such as publications ensure to use of DP's logos. In particular, PPT and report templates were created that give visibility to GTGP and its partners. A GTGP newsletter was launched in April 2021 and is expected to be circulated regularly. GTGP partners were kept abreast through email updates throughout the implementation period as well as a six-month interim and annual progress report.

Partners

The Swiss State Secretariat for Economic Affairs (SECO) formally joined the GTGP multi-donor trust fund in November 2020 with a much-appreciated contribution of CHF 1.5 million. The Finance Ministry of Austria has provided an additional much-appreciated financial contribution of EUR 1.5 million in November 2020.

An expert secondment from the Korean Ministry of Interior and Safety has joined the team on 3 May 2021 as a Senior Governance Specialist. A Junior Professional Officer kindly arranged by the Austrian Finance Ministry is expected to join the team in the coming months. The team is in concrete discussion for additional staff secondment(s) with other Governments.

The team also pursues opportunities for in-kind contributions for learning and knowledge sharing. Potential collaborations with University of Lucerne and GIZ Germany are advancing.

In-kind contributions across a range of activities were kindly made available by different partners. Partners who have contributed to knowledge sharing events encompassed the Austrian Federal Ministry of Digital and Economic Affairs providing a seminar on mobile Government, GDS (UK) and Government of Armenia providing a seminar on AI in the public sector, FedRAMP (US) providing a seminar on their whole of government approach to Government cloud solutions, and the Government of Korea providing insights on public finance information services. The Austrian Federal Computing Agency (BRZ) provided expert review of the Accessible GovTech Design Handbook. The Austrian Finance Ministry, GIZ of Germany, and SECO of Switzerland contributed to the quality review of the GovTech Maturity Index.

The WB team also provided in-kind and budgetary contributions: the team at the Open Learning Campus and the Bank's specialist team contributed significantly to the production of the online learning courses,

and the Governance GP Communications team supported the relaunch and upgrade of the website as well as the newsletter publication.

2. Implementation Progress – Details by Activities

The status of this update is as of 31 May 2021.

a. Component 1 - Analytical and Thought Leadership

The analytical works initiated in this period are as follows:

GovTech Strategic Plan FY22-24

Project ID: P175913; Disbursing Fund: TF0B4482

Objective

Building on existing assessments and additional research, it is intended to provide an initial landscape assessment and mapping as well as strategic focus areas including entry-points and common needs. The strategic plan is intended to provide overall guidance for the GovTech engagement, including the GTGP work program for the period FY 2022 – 2024.

Progress

Internal consultations with regional managers and teams in the Governance Global Practice, the EFI Practice Group and the Digital Development Global Practice have been conducted. Desk research and drafting has been completed. The deliverable is scheduled for Peer Review Process and Decision Meeting in June/July 2021. It is expected to be completed by end September 2021 and published after editorial review and design.

Building GovTech Skills and An Innovative Organizational Climate in the Civil Service

Project ID: P175497; Disbursing Fund: TF0B4036

Objective

The objective of this ASA is to contribute to the global knowledge on successful GovTech implementation through the examination of effective strategies to: (1) build and retain GovTech skills; (2) support leadership and management for innovation; and (3) implement whole-of-government approaches to advancing GovTech in the public sector.

Attracting, retaining, and motivating talent in the civil service is a global challenge, as well as a critical success factor for digital transformation. However, having the right talent in place is not all that is required to support the successful transition to digital technologies. Organizational structures, processes, and innovation climate are other key elements to ensure that digital technologies can be effectively implemented and embedded in the public sector. Fragmentation in the leadership of the ICT function and a lack of coordination across government are key obstacles to successful GovTech implementation. This work examines three key elements:

- Effective strategies for the attraction and development of digital skills in the public sector
- Fostering and sustaining digital innovation in public sector organizations
- Whole of government approaches and center of government coordination for successful implementation of GovTech

Progress

The concept review meeting was held on 17 December 2020 (the concept note is available upon request). The team is currently undergoing research and drafting. A Peer Review Process and Decision Meeting is planned for September 2021. The publication is expected to be available by 30 September and published after editorial review and design.

Service Delivery, User-Centric Design and Design Thinking

Project ID: P176162; Disbursing Fund: TF0B4766

Objective

The objective of this ASA is to contribute to global knowledge and provide how-to guidance and good practice examples for three aspects of user-centric administrative service delivery: user centered design, business process re-engineering and simplification, and organizing services utilizing life events and customer journey mapping. Migrating to digital service delivery provides opportunities to redesign services with the user in mind. This output will be a guidance note on service modernization including lessons and guidance on creating service inventories and conducting horizontal reviews, defining life scenarios, designing models of assisted service delivery, and business process re-engineering. Each section would provide standalone recommendations for teams and clients looking for specific guidance on aspects of service modernization.

Progress

A Peer Review Process and Decision Meeting is planned for September 2021. The publication is expected to be published after editorial review and design.

Procurement Guidance Note on Cloud Computing

This project is under preparation for launch in late FY21 or early FY22.

Objective

The note intends to provide specific guidance on institutional arrangements and procurement and contract management of cloud solutions using a whole-of-government approach. It will also provide guidance on the concerns and considerations that need to be addressed to manage risks – specifically cyber security risks – of cloud-based solutions.

Progress

The initial concept note has been approved and will now proceed with formal decision meeting in June 2021. The Governance team, including the Procurement Group, and Digital Development Global Practice will work collaboratively on this deliverable. The teams have been identified. Market research on suitable technical expertise to assist on this deliverable has been completed. The deliverable will be completed in FY22.

Policy Notes Review and Finalization

Project ID: P169482; Disbursing Fund: TF0B3101

Largely completed as part of the FY20 work program under the Externally Funded Output (EFO), the following publications underwent further quality review, editing, and design:

> *(1) GovTech Launch Report*

Peer Review Process and Decision Meeting was completed with Approval provided on 30 June 2020. Editorial work and design were completed in FY21. The publication is available for download on the GovTech website.

> *(2) GovTech Procurement Practice Note*

Review Process including Decision Meeting and Approval was completed on 31 August 2020. Editorial work and design were finalized and the publication is available for download on the GovTech website.

> *(3) Artificial Intelligence in the Public Sector*

Additional quality review, editorial work and design was completed in FY21. The publication is available for download on the GovTech website.

> *(4) Accessible GovTech Design Handbook*

Peer review, quality review and decision meeting for the handbook is completed. Currently, the team is finalizing the document and sending it for editorial process. The final handbook will be ready in June 2021.

b. Component 2 - Global Public Goods and Convening

A range of global public goods, learning opportunities, convening, and knowledge sharing activities have been carried out including:

GovTech Maturity Index

Project ID: P169482; Disbursing Fund: TF0B3102

> *Objective*

The new GovTech Maturity Index (GTMI) was developed to measure the maturity of four GovTech focus areas: core government systems, citizen-centric public services that are universally accessible, digital citizen engagement, and GovTech enablers for public sector modernization to assist practitioners involved in the design of new digital government transformation projects. The GTMI provides a snapshot of the current status of digital government institutions, strategy documents, online service delivery channels, core government operations, and other relevant dimensions using remotely measurable indicators. The construction of the GTMI is primarily based on the World Bank's GovTech dataset that contains the evidence collected for 48 new GovTech key indicators, including 42 new indicators defined by the Bank team to measure less known aspects of the GovTech maturity and the six additional key indicators extracted from other relevant datasets. The GTMI report presenting the methodology, data analysis, key findings, and conclusions, together with the selected good practice cases related to four focus areas. The GTMI report and the global dataset will be on the GovTech website.

> *Progress*

The development of the GTMI was initiated in May 2020 after the approval of the Concept Note. The data collection process started in June, and the team completed the development of the GovTech dataset in December 2020. The initial draft GTMI report was shared with the internal reviewers in January 2021. A Quality Enhancement Review was held on February 8, 2021. Following the internal and external review of the report, a decision meeting was held on February 22, 2021. Based on the advice provided during the decision meeting, the team revised the methodology and the GTMI report was revised accordingly in March. The latest version of the report and a draft decision note was submitted for the PM's clearance on

March 22. After the PM review, the edited and revised version of the report was submitted for the GD's clearance on April 13, 2021. The global director clearance was obtained on May 8, 2021 and the team is currently working on the final editing of the report before its publication by the Global Corporate Solutions (GCS) unit. The report is expected to be published as a formal World Bank publication in August 2021.

GovTech Online Knowledge Platform

Project ID: P175530; Disbursing Fund: TF0B4110

Objective

This publicly accessible knowledge platform serves as the repository for GTGP outputs as well as for GovTech resources and solutions which are intended to serve as resources available and accessible by clients globally. The website is conceptualized as a GovTech one-stop-shop covering both, GTGP funded activities as well as other GovTech deliverables financed by the World Bank.

Progress

A pilot version of the website was launched in January 2021 (www.worldbank.org/govtech) with the kind support of the Bank communications team and has been regularly updated to reflect new GTGP deliverables. Going forward, content will be regularly added, and all new products, and projects will be hosted on this platform. The GovTech site has a total of over 4,600 pageviews and over 1,000 unique visitors since the launch of the website about five months ago, with the publications page being the most frequented page. The top five visitor countries include the USA, India, South Korea, Austria, and Japan. Top visitor countries from WBG client countries include India, Nigeria, Indonesia, Brazil, Ukraine, Serbia, and Mexico, all raking among the top 20 visitor countries. Some of the most popular downloads include the GovTech Procurement Practice Note, GovTech - the New Frontier in Digital Government Transformation, and GovTech State of Play: Challenges and Opportunities.

GovTech 101 Course and GovTech Academy

Project ID: P175530; Disbursing Fund: TF0B4110

Objective

As a part of the GTGP's work program, a GovTech 101 (GovTech: Fundamentals and Key Concepts) self-paced e-learning course will be launched in July 2021 to provide an overview of the World Bank Group's GovTech program and strengthen the technical and functional skills of the World Bank task teams and client country officials involved in GovTech projects. The GovTech e-learning course will be launched through the Open Learning Campus (OLC) of the World Bank, which is a customizable, multi-format, interactive collaborative learning platform. The objective of this GovTech 101 course is to introduce learners to the GovTech program and explain GovTech foundational blocks and solutions to support public sector modernization programs of the governments around the world. The GovTech 101 course targets WBG staff and consultants, policy makers and practitioners involved in GovTech projects, as well as the civil society organizations, private sector, academia, international organizations, and individuals interested in the subject. It provides experiences and case studies from selected regions. Other modules focusing on specific thematic areas (including AI in the public sector, fraud detection, ICT procurement, digital tax administration, access to digital skills) will be added gradually to form the full GovTech Academy curriculum.

Progress

The GovTech 101 course contents (four modules) were developed and the editing of narrations and the preparation of video clips are in progress. The OLC team will start working on the development of the multimedia contents in June. The online course is expected to be launched in July 2021. The team is working with the Global Practice's Communications Team on outreach and visibility efforts to ensure that this course is well promoted and publicity for this course reaches the widest possible audience. These efforts include internal and external distribution lists and the use of WBG communication platforms (including twitter).

GovTech Guidance Notes and Summary How-To-Notes

Project ID: P175530; Disbursing Fund: TF0B4110

Objective

To support Bank clients and staff alike with a basic understanding of the definition and scope of GovTech as well as the current state of play, challenges, and opportunities, two Guidance Notes have been developed. In addition, to ensure better accessibility to policy recommendations of more complex analytical pieces and policy notes that were recently delivered, the team drafted shorter summary How-To-Notes to accompany the full reports:

Progress

The Guidance Notes and Summary Notes been finalized and are available for download on the GovTech website:
> (1) *Guidance Note 1: GovTech - The New Frontier in Digital Government Transformation*
> (2) *Guidance Note 2: GovTech State of Play. Challenges and Opportunities*
> (3) *Principles of Artificial Intelligence in the Public Sector*
> (4) *GovTech and Fraud Detection in Public Administration*
> (5) *GovTech Procurement Practice Note*
> (6) *Ensuring Better PFM Outcomes with FMIS Investments*

Convening and Knowledge Sharing

Project ID: P175530; Disbursing Fund: TF0B4110

Knowledge Sharing Events

The team has, in collaboration with external partners including the Governments of Armenia, Austria, Korea, the United Kingdom and the United States implemented a number of events, some of which were geared exclusively to an internal audience, some of which were open to World Bank client countries. Content generated through BBLs such as video recordings and the presentations are also available on the GovTech website. Production of these events was supported by the Bank's KM team and recording of events attached as a hyperlink below included. Participant numbers are provided in parenthesis:

(1) *Machines and the Future of Public Service: AI for Public Sector Performance and Service Delivery*, 28 October 2020 (70)
(2) *What is GovTech? Definitions and Approach*, 19 November, and 14 December 2020 (194)
(3) *Mobile First: From e-Government to m-Government-Austria's Transition and Whole-of-Government Approach*, 15 December 2020 (77)
(4) *Learning from KPFIS Experiences: Building Next Generation dBrain*, 15 December 2020 (58)

(5) *Cloud Computing: Navigating Procurement and Cybersecurity Challenges*, 28 January 2021 (91)
(6) *Finding Fraud, 4 February 2021* (70)
(7) *GovTech Procurement Practice Note and On-Prem Solutions*, 11 February 2021 (70)

Working Groups

GovTech staff is contributing to the multi-stakeholder GovStack initiative and technical working groups established to develop reusable digital building blocks and model digital government services platform as global public good. Staff are contributing to the development of reference architecture and the specifications of Payments building block. The Bank staff is sharing global experiences from developing countries on how citizens can be facilitated in making and receiving payments through the digital public service delivery platforms. The Bank is bringing in a coherent view of the reforms to ensure complementarities of the GovTech Stack within an overall context of ongoing reforms like treasury single account, G2Px, IFMIS, among others. The team is identifying different scenarios – post-partum payment, social welfare payments, for example - for citizen-centric service delivery.

The Working Groups considered under the GTGP are currently at concept stage and will be further explored with partners in FY22.

Solutions That Work

Work on case studies to showcase GovTech solutions in particular country contexts has been launched in May 2021 and are expected to be made available as guidance notes as well as on the GovTech knowledge platform. The selection of case studies is currently under way and completion of this work is expected within three months' time frame.

c. Component 3 - Country and Regional Engagement

A Call for Proposals (CfP) was launched between 30 July – 18 September 2020. The CfP resulted in 74 proposals received. As per the AWP budget allocation 7 globally diverse proposals were supported. Due to cost savings in component 2 an agreed reallocation to component 3 provided support for an additional project, Algeria, toward the end of the program year. The below table summarizes the selected proposals.

	Activity	Summary	Status
1	Afghanistan: BE TA for GovTech Assessment and Roadmap	TA to stock take of constraints affecting adoption of GovTech in core government and services to inform country's GovTech roadmap	Launched on 23 November 2020
2	Algeria: BE TA for Digital Government Readiness Assessment	Support to the newly established National Agency for Digital Development and related ministries with recommendations in support of their Algerian e-Government Strategy and related Action Plan.	Launch expected in June/July 2021
3	Brazil: RE Activity to Scale up the Digital Community	Enhance community driven procurement platform (app)	Launch expected in June 2021

	(CDD) Procurement Application: SOL		
4	Guatemala: BE TA to develop Digital Transformation Plan focused on improving service delivery coverage and quality	Provide action-based digital transformation plan focused on service delivery to Govt that is at the beginning of reform path	Launched on 13 November 2020
5	Indonesia: BE TA to support Indonesia Government Digital Transformation Strategy and Establishment of Agency	TA to develop digital roadmap and enterprise architecture, Gov. coordination, establishment of digitalization agency	Launched on 7 April 2021
6	Kenya: BE TA to support Increased Use of digital Government Services	Assessment of Govt and citizen readiness to adopt digital government, in particular e-services and citizen engagement, and development of change mgt. framework.	Launched on 16 December 2020
7	Mongolia: BE TA to support Improved Human-centricity of Digital Services	Assessment of human-centric design of services and promotion of design thinking	Launched on 1 March 2021
8	Moldova: BE TA to support Implementation of the e-LPA and e-Archive Platforms	TA to support development of local public authorities' platform to connect with central Govt, citizens and businesses, and of an e-archive	Launched on 15 January 2021

Afghanistan: GovTech Assessment and Roadmap

Project ID: P164594; Disbursing Fund: TF0B4594

Context: FCV country

Objective

The development objective of the technical assistance is to take stock of the issues and constraints that affect adoption of integrated and affordable technology for government operations and enable service delivery in Afghanistan. This will inform the country's GovTech roadmap and support the principles of a whole of the government approach, affordability, and citizen centric services.

Planned Outputs

The activities under this project include:

1. Quick Survey of GovTech related initiatives and systems in the last three years
2. Rapid GovTech assessment and mapping of stakeholders
3. Technical assistance on preparation of the GovTech Roadmap, with special focus on coordination and alignment of donor-funded interventions.

Progress

The project team has been established and necessary information and resources are being collected. The draft DGRA assessment with expert inputs and stakeholders mapping will be drafted by end June 2021 for discussions and workshops along with the validation and agreement on the next steps.

The National Statistics and Information Authority (NSIA) currently in charge of digital transformation aspects has limited capacity, and the roles and responsibilities of different stakeholders are not clear. A stakeholder mapping exercise is expected to resolve the existing bottlenecks and contribute to a roadmap that follows a whole-of-government approach. While the team is planning a horizontal assessment using DGRA the main ambition is to address the current issues in collaboration mechanism that is paralyzing ICT investments. The ASA aims to encourage the partnership with the private sector by resolving these issues and bottlenecks.

Algeria: Technical Assistance for the e-Government Strategy

Objective

The objective of the proposed Digital Government Technical Assistance, to be funded by non-reimbursable financing, is to provide the support to the newly established National Agency for Digital Development and related ministries in the Government of Algeria (GoA) with policy and technical recommendations in support of their Algerian e-Government Strategy and related Action Plan.

Planned Outputs

1. *Digital Government Readiness Assessment (DGRA)*
2. *Complete DGRA Questionnaire*
3. *Complete survey instrument with results and data*

Progress

A reallocation to GTGP component 3 resulting from cost savings in component 2 that made it possible to support this project. The country manager is engaging in country dialogue in May and June 2021 to discuss the plans in more detail with the Government of Algeria. The launch of the project is expected for June/July 2021.

Brazil: Scaling up the Digital Community (CDD) Procurement

Fund type: Recipient Executed

Objective

Community-driven development (CDD) is a key operational strategy for many national governments as well as for international aid agencies, including the World Bank. In direct support of this, the objective of this project is to improve communities' capacity to carry out procurement with the help of an open-source procurement application that digitizes and automatizes the procurement process, leading to improved competition as well as reducing the chances for errors or malfeasance.

Planned Outputs

The main output includes further upgrades and customizations to support the scaling of the app to other CDD-type projects. To achieve this, the following activities are implemented:

1. Implement enhancements to the MVP version for better user experience, easier customization, and further scaling of the application
2. Translate the application into more languages to strengthen the community
3. To foster the growth of the community in GitHub, an outreach program will be conducted, including the preparation of a comprehensive governance framework

Progress

The WB country management unit has cleared the project. It is currently waiting for environmental and safeguard review and clearance before the concept initiation note can be finalized. The CN of the project is expected to be approved around June 2021.

The SOL App is an open-source software currently being piloted as a minimum viable product (MVP) in select projects in Brazil. There is a significant userbase in the state of Bahia which has 1945 registered suppliers that provide goods and services leading to increased competition, as well as improved governance. The app is conceptualized as an open source global public good available on GitHub. It meets significant interest from other states in Brazil as well as other countries such as Haiti, Paraguay, Dominica, Angola, and Nepal. Thus far the app is available in Portuguese, Spanish, and English and to further strengthen the community supporting this app, it is planned to be translated into French. With further enhancements to the user-friendliness, design, and functionality, the app can be scaled to any other CDD-type projects.

A noteworthy detail is that during the Covid-19, while many traditional procurement processes were stalled or delayed, the SOL app allowed the communities in Bahia to continue their procurements without interruption resulting in more than 800 procurements during the pandemic and increasingly active end users.

The webpage on SOL app: https://www.sol-app.net/home-en. The code is hosted on GitHub: https://github.com/SolucaoOnlineDeLicitacao.

Some updated figures on use by the state of Bahia, Brazil (as of May 2021):

- Number of associations: 1,175
- Number of registered suppliers: 1,945
- Number of tenders: 3,322 (total amount R$61.5 million; ~US$12.3 million)
- Number of contracts: 1,583 (total amount R$34.5 million; ~US$7 million).

Guatemala: Digital Transformation in Guatemala

Project ID: P175733; Disbursing Fund: TF0B4500

Objective

Guatemala so far has limited engagement in digital government and an information gap on the benefits and how to approach digital transformation persists. The development objective of the project is to help close this knowledge gap and provide the Guatemalan Government with an action-based Digital Transformation Plan focused on improving service delivery coverage and quality.

Planned Outputs

The project consists of three activities:

1. Identification of GovTech Opportunities
   a. Digital Government Readiness Assessment to be conducted
   b. Stakeholders analysis
   c. Inventory of digital services opportunities
2. National Digital Transformation Strategy and Action Plan
   a. Digital Transformation Strategy
   b. Action Plan for Implementing Digital Services
   c. Recommendations for GovTech policy options
   d. Data Analytics recommendations
3. High-level GovTech Workshop

Progress

The Government of Guatemala requested World Bank assistance to develop the National Digital Transformation Plan with a special focus on improving service delivery and business continuity. To-date, more than 20 consultation meetings were held and included meetings with the Presidential Commission for Electronic and Digital Government, Ministry of Economy, Trade Registry: Ministry of Labor, Chamber of Industry, General Comptroller Authority, Tax Administration Authority, and the Ministry of Finance.

The project team is currently completing the assessment and diagnostic report. To overcome information gaps on the benefits of digitization and support buy-in from the Government, the assessment report aims to present a GovTech cost-benefit analysis indicating the impact of digitalization on fiscal deficit. The strategy will inform the government on the adoption of GovTech to build resilient government service as well as to improve its virtual services and government platforms. The project can potentially be scaled to Colombia and El Salvador.

Indonesia: Technical Assistance to Accelerate Indonesia Government Digital Transformation

Project ID: P171927; Disbursing Fund: TF0B5415

Objective

The development objective of the project is to reduce the fragmentation of government digital services by developing recommendations for a clear high-level policy/strategy of Indonesia Digital Government Transformation, ensuring the quality of National Enterprise Architecture, and establishing Digital Transformation Implementation Agency (DTIA).

Planned Outputs

1. Support to the development of Indonesia Digital Government Transformation high-level policy/strategy to be a basis for digital government implementation roadmap, national EA (Enterprise Architecture), and DTIA (Digital Transformation Implementation Agency)
2. Support to the enhancement of the national government enterprise architecture by quality review
3. Support establishment of the Digital Transformation Implementation Agency through background paper
4. Support for capacity building and change communication to key stakeholders on the components mentioned above.

Progress

The engagement started in early April 2021, two months behind the schedule due to some administrative issues in setting up the project in the system, identifying experts, and need for further Government consultation to refine the activity objectives and expected outputs. Despite the delay, activities are overall on track due to the strong Government demand and close collaboration.

A kickoff meeting taking place on 7th April 2021 with Ministry of Administrative and Bureaucracy Reform (MENPAN-RB) as the chair of the national eGovernment coordination team, chaired by the Director for eGovernment, agreed on the implementation plan and stakeholder coordination including PROSPERA (Australia) and MOIS (Korea), It also agreed on the outline of the High-Level Strategy for Digital Government Transformation and next steps regarding the review of draft Presidential Regulation on National eGovernment System Architecture. The draft regulation is now undergoing expert review.

In addition, following a request of MENPAN-RB, regular biweekly meetings take place to coordinate and discuss latest findings and developments with the first meeting taking place on April 22, 2021.

Progress was also made on the planned stakeholder workshop series including to have related meetings with GDS (UK) and PROSPERA to coordinate and further discuss the topics. Possibly G2G (NZ) may support as well. The workshops are planned for Q3/Q4 of 2021.

Kenya: Inclusive, Citizen-Centric GovTech for Kenya

Project ID: P161387; Disbursing Fund: TF0B4762

Objective

The development objective of the project is to (1) gauge the readiness of central and county governments and their citizens to adopt digital government and (2) inform the development of strategies to enhance the use of e-services by citizens.

Planned Outputs

The team will work with the Ministry of ICT, National Treasury, the Council of Governors, and other relevant central and county government agencies to perform the following activities:

1. Elaboration of the institutional, governance and operational aspects of the "whole-of-government" approach to digital government transformation
2. Understanding the demand side of e-service delivery
3. Ensuring the buy-in of key central and county-level agencies of the digital government transformation agenda through structured strategic change management
4. Gauging the potential for CivicTech to enhance citizen engagement in decision-making.

Progress

A DE4A assessment has been done in Kenya providing broad guidance on a set of digital transformation aspects laying the groundwork for interventions. As part of this project, a DGRA assessment is being conducted as more in-depth analysis on digital government transformation specifically. The team has initiated the DGRA assessment. With a view to a whole-of-government approach, the DGRA convenes all stakeholders and includes counties and decentralized entities.

To further stimulate the demand of eservices in a highly decentralized context, the specific demand is being further analyzed. A survey is currently being conceptualized and implemented in collaboration with experts from the University of Kenya and the National Bureau of Statistics. In addition, a change management plan is being put in place which includes a planned public campaign to be carried out in collaboration with local communications firm.

Mongolia: Prioritized Human-centric Digital Services

Project ID: P176424; Disbursing Fund: TF0B5256

Objective

The development objective of the project is to promote the use of a human-centric approach for the design of digital public services in Mongolia and ensure universal access of these services by marginalized population segments.

Planned Outputs

1. An Assessment of human-centric approaches for design improvements to five key services for Mongolian citizens. This activity will identify the five most relevant government services on which to apply the human-centric approach based on criteria covering usefulness and value for marginalized population segments.
2. Workshops on design thinking with citizens and Government of Mongolia (GoM) officials. Two design thinking workshops will be conducted with targeted citizens and other stakeholders as part of the consultative and iterative process to improve the five identified public services.

Progress

The Government is highly focused on bringing more services online from currently about 180 to about 400. This activity will use design thinking methodologies for the five identified services; and provide design recommendations for simple, inclusive, and universally accessible public services that will increase use and value for citizens in general, especially to those in rural areas, and to people with disabilities. The selection of the key five services is expected to be ready by the end of July 2021. The project team is currently identifying international and local firms or NGOs that specializes in design thinking and human-centric service design for a quality delivery.

Moldova: Support in implementation of the e-LPA and e-Archive platforms

Project ID: P176220; Disbursing Fund: TF0B4936

Objective

The objective of this project is to support the implementation of the "e-LPA" and "e-Archive" platforms, through assessment of requirements, development of the concept, technical specifications, and recommendations for supporting appropriate adjustments to the legal framework.

Planned Outputs

The activities under the project will be divided in two distinct components, including several activities as follows:

1. Support to the development of the e-LPA Platform:

a)   The project will conduct requirements assessment for the e-LPA platform.
b)   The project will provide inputs to the Government's Concept of the e-LPA platform using best international examples.
c)   Technical Specifications for the development of the e-LPA Platform.
   d)   Recommendations for the legal framework to support implementation of the e-LPA platform.
2.   Support in development of the e-Archive Platform:
a)   The project will review and provide technical advice to improve the draft e-Archive Concept developed by the National Archives Authority.
b)   The project will provide guidance to the development of technical specifications for the e-Archives Platform.
c)   The project will provide technical advice and coordination support in the development of the legal and regulatory framework to support the implementation of e-Archive.

Progress

The team is finalizing the first draft of the concept and recommendation for the regulatory framework of e-Archive in June 2021. An IT consultant and a legal consultant were identified to support this development. Similarly, a working group has been created including local partners such as e-Governance Agency and National Archiving Authority under the Ministry of Justice and regular meetings take place. Noteworthy is that it was agreed that the e-Archive system will be a scalable digital storage solution to be shared across the Agencies for long-term retention and archiving of the digital documents with certain retention period.

For the development of the e-LPA platform, experts in business process engineering and legal field are being identified and a working group will be established. The project team is currently analyzing the needs of all local public authorities and how they operate. The platform will connect local authorities to shared platforms including cloud, notification, interoperability, and payment functionalities.

3. Looking Ahead – Annual Work Plan FY22

a. Strategic Priorities

The annual work plan for FY22 covers the period July 2021 to June 2022. Continuing the holistic approach envisaged for the GTGP, it builds on activities launched during program period FY21. Priorities are informed by:

- Internal consultations for strategic planning for FY22-FY24 to help identify priority areas for a three-year period and are reflected in this work plan.

- Findings from the GovTech Maturity Index (GTMI) which indicate that certain GovTech areas such as service delivery and citizen engagement are not as well advanced as others.

- The need to continue developing the knowledge base on GovTech policy guidance, learning opportunities, and global public goods.

- The need to launch a new Call for Proposals for in-country work, and to incentivize innovation on accessible GovTech, in line with IDA goals.

Thematic Priorities

The FY22 work program focuses its support to the GovTech focus areas. The GovTech Maturity Index (GTMI) which is currently finalized, looked at 198 economies globally including 168 WBG client countries, confirming this approach.

Activities to Enhance Public Service Delivery

While progress has been made in government services being available through digital portals globally, continued support is needed to ensure more services go online through multiple delivery channels such as mobile reaching more citizens. User-centric service design will need to be given more attention ensuring more user-friendliness, increased accessibility, and participation, as well as expanded transactional services allowing citizens to save time, reduce cost and improve quality of services. A particular aspect that requires attention is addressing the low number of government portals accessible for persons with disabilities and meeting the Web Content Accessibility Guidelines.

Supporting Core Government Systems

Substantial investments have been made in core government systems over the past twenty years globally. Many countries have operational public financial management and other sectoral systems in place to support core governments operations including FMIS, tax, customs, debt management, HRMIS, payroll, procurement, and other. At the same time, technology is rapidly developing to more advanced solutions such as cloud, enterprise architecture, shared platforms, open source, and disruptive technologies. Many systems are disconnected preventing interconnectivity and interoperability including automated data exchange or application program interfaces which are relevant focus areas for governments going

forward. In addition, focus will need to be given to user-friendly front-end development to support citizen-centric public services.

Mainstreaming Citizen Engagement

Governments increasingly publish information in various sectors in an open data format and offer opportunities for e-participation such as online forms, submit feedback or petitions, however overall options are limited. Citizen engagement globally was identified as the least developed of all GovTech focus areas. As example, citizen participation portals are visible in only a relatively small group of countries. Countries will need to focus more on multi-functional citizen participation platforms that help deepen the citizen-government relationship, improve accountability, and build public trust.

GovTech Enablers

Despite increasing investments in digital government and digital government transformation initiatives, many countries around the world continue to face challenges in the implementation of institutional and strategic approaches such as sound country strategies and action plans, the pursuit of a whole-of-government approach, the enhancement of digital skills, and the establishment of GovTech units.

In addition to supporting the four GovTech areas, the work program will continue to engage in effective collaboration in domains that are predominantly covered by other WBG Global Practices such as digital identity (see ID4D), payments (see G2Px), as well as connectivity/broadband and cyber-security (see DDP).

Further information on the four GovTech focus areas are defined in more detail in section 1 of this report as well as in the GovTech Launch Report and GovTech briefs available on the GovTech knowledge platform.

Geographic Priorities

While the GTGP is active globally and committed to supporting all WBG regions, additional focus will be given to the Africa region which has been identified by the GTMI as facing major challenges in all four GovTech areas. The Europe and Central Asia (ECA) and the Latin America and Caribbean regions overall are regarded as the most advanced regions when it comes to GovTech maturity, followed by the East Asia and Pacific (EAP), South Asia (SAR) and Middle East and North Africa (MNA) regions that show some good practices. In the Africa region, a substantial gap in citizen engagement, service delivery and enablers which are evident in most countries.

b. Planned Intervention Areas

The proposed FY22 work program supports financial allocations to all three GTGP components: Analytical and Thought Leadership, Global Public Goods and Convening, and Country and Regional Engagement.

Component 1 - Analytical and Thought Leadership

Continued efforts will be made to build-up the GovTech knowledge base to guide Bank clients, Bank teams and stakeholders including development partners on how to best adopt GovTech solutions for public sector modernization.

Notes and analytical work launched in FY21 will continue to be implemented in FY22. These include:

- *Building GovTech Skills and an Innovative Organizational Climate in the Civil Service* (expected by October 2021)

- *Service Delivery, User-Centric Design and Design Thinking* (expected by October 2021)

- *GovTech Strategic Plan FY22-FY24* (expected by September 2021)

- *Procurement Guidance Note on Cloud Computing*. How do clients procure "as-a-service" technology solutions using sound procurement methods, and technical checklists (expected by November 2021)

New analytical work

New analytical work for in-depth policy notes and how-to guidance notes has been informed by the internal consultation process focused on identifying demand from clients. The selection and development of all analytical work will continue to follow applicable Bank processes to ensure quality assurance at the development stage as well as the finalization stage. Work may include thematic areas as follows:

- *GovTech and the Digital Economy*. GovTech has a role as part of the Bank's strategy to support the digital economy. The note will examine how governments can embed the economy-wide benefits in GovTech strategies, policies, and projects.

- *Guide for GovTech Implementation in FCV/IDA* Context. FCV clients face specific challenges, drawing upon the GovTech Skills report and the GTMI findings, this note will focus on lessons learned for FCV and low-income clients.

- *Mobile Government.* The Note will capture global experiences to address these issues on access to public service delivery for digital public services, especially for the poorest populations.

- *GovTech Ecosystems: Lowering the Barriers: Local Start-ups, Women Entrepreneurs, Local Hubs.* The Note will capture concrete examples of how barriers could be lowered during the procurement process to promote participation of start-ups and women entrepreneurs.

- *GovTech in Sectors.* Health is fundamental to human capital development. COVID-19 has given a new dimension to the significance of health. However, PFM is one of the bottlenecks in health service delivery. This note will explore how the last mile service providers can expand flexibility in budget controls to remain responsive to the local needs.

Component 2 - Global Public Goods and Convening

GovTech readiness and capacity building is being supported through a range of intervention areas that will focus on global public goods including sharing of knowledge and good practices and learning opportunities as well as convening, exchange, and collaboration.

Building on the considerable progress made in FY21, next year the aim is to promote the knowledge platform as a go-to resource for our clients and development partners, to deepen and widen our on-line training offering, and to make full use of the newly-launched GTMI for dialogue on GovTech in countries and regions.

Areas of work may focus on:

Global Public Goods

GovTech Maturity Index

The GovTech Maturity Index (GTMI) was developed to measure the maturity of the four GovTech focus areas globally. The GTMI is expected to be updated on a biennial basis. Work for the coming year will include further dissemination of the report findings through the GovTech website and other communication channels as well as continued overall maintenance including to monitor the dataset and record changes as necessary.

Knowledge Transfer: Solutions That Work and Other

Showcasing and giving visibility to solutions that have been successfully implemented is critical information for aspiring GovTech countries and Bank teams as a particular country progresses in GovTech implementation and seeks information on tested solutions. It is planned to identify case studies and present them both, as part of a publication as well as on the GovTech knowledge platform.

Similarly, several of the ongoing GovTech country-level projects contain deliverables that are relevant on a more general basis as global public good. These could include specifications, guidance, code, and other. It is planned to invest resources into repackaging these for a general audience and make them available on the GovTech Knowledge platform.

GovTech Online Knowledge Platform

Launched in FY21, this publicly accessible knowledge platform serves as the repository for GTGP outputs as well as for GovTech resources and solutions. The platform is expected to be further expanded to feature additional resources and tools.
Learning

GovTech Academy

A GovTech 101 core course was launched in FY21 as part of a newly created GovTech Academy. In FY22, further online courses may be developed. Several partners including the University of Lucerne and GiZ's Atingi platform have expressed interest in collaboration. Modules considered to be developed may include:

- GovTech for Improving Public Financial Management (big data, AI, cloud computing, blockchain, social networks)
- GovTech Deep Dive – How do you organize a whole of government approach and skill up for GovTech
- GovTech for Digital Economy – GovTech as integral to economic transformation
- GovTech Deep Dive – How do you put the citizen at the center? Design and access issues
- GovTech Deep Dive – GovTech, fraud, corruption and listening to citizens
- GovTech Deep Dive – How do we get efficient solutions? Cloud, OSS, replication etc.
- Accessible GovTech – Reaching everyone with GovTech

Convening and Exchange

Knowledge Sharing Events

In collaboration with external partners including the European Commission, SECO and others, and internal partners such as the Digital Development Practice, a range of knowledge sharing events are planned. These will possibly include, among other:

- Artificial Intelligence in the Public Sector featuring GTGP report and Swiss experience Künstliche Intelligenz (admin.ch)
- Blockchain: EU Blockchain Observatory and Forum, in collaboration with Digital Development Practice
- Digital trust and cyber security: Trust Valley and other good practices, in collaboration with Digital Development Practice
- Service Delivery: Report launch and good practice
- GovTech programs and agencies, possibly in collaboration with GovTech Luxembourg and others
- GovTech Solutions that Work: Showcasing Good Practices and Case Studies

Working Groups

The Working Groups considered under the GTGP will be further explored with partners to identify the value add and scope, of if alternative may be more suitable. In addition, GovTech staff is contributing to the multi-stakeholder GovStack initiative and technical working groups established and is expected to continue this engagement in FY22.

GovTech Event

A larger scale event, or a series of events, around the IMF/WBG Annual or Spring Meetings may be considered to further build awareness and actionable knowledge among three key stakeholder groups: (i) senior representatives of client countries, (ii) senior WBG management, and (iii) development partners. This event may potentially include private sector participation through considering hackathon, challenge, or expo.

Component 3 - Country and Regional Engagement

Support to country and regional engagement is expected to be provided as follows.

Support to Projects launched in FY21

Country-level projects launched during FY21 as part of the Call for Proposals will continue to be implemented according to project timelines.

Allocation for Country Engagement, Assessment and Priorities

As part of the extensive Bank internal consultative process with client-facing teams, the need for a low-barrier instrument to support country dialogue and just-in time advice, assessment and the establishment of entry points, and priority follow-up actions became evident across all regions. To meet that request, an allocation is being made available for Governance Global Practice teams to apply to the trust fund for funding throughout the fiscal year on a rolling basis.

Teams are encouraged to use the Bank's Digital Government Readiness Assessment Tool (DGRA) which provides a structured framework for such engagement. Depending on the country situation, it may be applied for a full assessment, or for selective areas that guides country engagement. Follow-on activities such as capacity building, communications activities, additional analytical work, or strategy/action plan are encouraged to be included.

Submissions can be done with a 2-3-page proposal which requires approval by regional EFI director. One proposal per Bank region (including each of the Africa VPUs) may be accepted. In case of availability of uncommitted funds, the team will communicate that additional proposals may be accepted. Budget requests for the trust fund may not exceed USD 70,000 and proposals need to demonstrate co-funding by a minimum 25% of funds other than the trust fund. Proposals will be screened by the program management team and will be approved by the Practice Manager of the GTGP.

Activities will follow Bank approval, clearance, and quality assurance processes. The 2-3-page proposal needs to demonstrate and include:

- Background and Rationale including short-term opportunity and expected next steps
- Objective
- Summary of Activities including how DGRA will be used
- Approval of regional EFI director and Country Management Unit
- Appropriate use of Bank quality assurance processes at concept note and finalization stages
- Budget including source of co-funding
- Timeline (start/finish)

Call for Proposals to Stimulate Development of Tools

The internal stakeholder consultation process, particularly with client facing teams, identified a need to support the development of innovative, transformational, low-cost tools. This may be at the proof of concept, prototype, and piloting stage, or to develop the next iteration with a view to scalability of an MVP.

A call for proposal will be launched in Q3-Q4/2021 and open to all Bank teams. Submissions may be for all four GovTech focus areas.

- Public Service Delivery of human-centered services with a focus on low-cost digital solutions, universal accessibility to services, and delivery channels for services such as portals and mobile and low-cost-digital solutions.
- Core Government Systems such as public financial management, human resources management, tax administration, public procurement, and public investment management systems.
- Citizen Engagement such as CivicTech tools including citizen feedback and complaint handling mechanism that can be done in high and low connectivity countries, using simple technology and free open source applications.
- GovTech Enablers as it pertains to digital skills development or other enablers through innovative IT solutions.

Budget requests per submission may be up to USD 200,000.

Eligible are proposals that meet the GTGP objectives and focus on one of the above areas. Preference will be given to proposals that are able to demonstrate:

- Cross-benefit, potential to be global public good, and scalability to other countries
- Simple, low-cost digital solution including use of free open source software and simple technology
- Encourages innovation and taps into private sector innovation potential
- Focus on user-centricity
- Promotes increased citizen access to services and direct linkage with IDA commitment on Accessibility

Detailed selection criteria and information on the process can be found in the Annex.

Program Management

Program Management

Activities will largely focus on supporting the successful implementation of the annual work plan on a day to day basis. This includes support and monitoring the implementation of activities across the entire spectrum of GTGP components. As part of this, the team will take a lead in administering rolling allocations and organizing the call for proposals, support the Selection Committee in its deliberations, and support task teams receiving grants through direct or completive allocation in launching projects and grants.

Partnership

The team will continue to support effective communication with the Partnership Council and its members to ensure regular exchange of information including to provide information on progress such as annual progress report and regular interim updates. The team will continue to engage with prospective development partners that may want to join the GTGP. It will also support teams in developing technical and in-kind partnerships that contribute to different activities and deliverables of the GTGP.

Communications and Visibility

It will also take a lead in communications and visibility activities including to update the website in this regard, circulate a GTGP Newsletter on a regular basis, draft a GTGP brochure, and engage in any GovTech events accordingly.

4. Financial Information

The following financial information is as of 31 May 2021 systems report. All figures are in USD.

a. Financial Highlights

Contributions of Development Partners

Contributions to the MDTF TF073430 include:

Development Partner	Committed (USD)	Received (USD)	Unpaid (USD)
Austria, Federal Ministry of Finance	4,050,581	4,050,581	0
Korea, Ministry of Economy and Finance	3,000,000	2,000,000	1,000,000
Swiss State Secretariat for Economic Affairs	1,647,287	1,647,287	0
Total	**8,697,868**	**7,697,868**	**1,000,000**

Current Balance on Trustee TF073430

Balances are distributed as follows:

Donor contributions received	7,697,868
Allocations to-date in FY21	1,516,014
Investment income	38,718
Available balance	**6,220,572**

Status of Allocations by Component

The following provides a break-down of the allocations made during FY21 per GTGP component. The allocation planned as part of the Annual Work Plan FY21 was changed after consultation with the Partnership Council. Bank resources provided considerable support to component 2 allowing for reallocations to component 3.

GTGP Component	Planned Allocation	Change	Revised Planned Alloc.	Allocations to-date	Pending Allocations*	Total exp. Allocations	%*
C1: Analytics and Thought Leadership	500,000		500,000	432,000	68,000	500,000	100%
C2: Global Public Goods and Convening	600,000	(109,014)	490,986	400,000	-	400,000	81%
C3: Country and Regional Engagement	600,000	109,014	709,014	534,014	175,000	709,014	100%
Program Management and Administ.	150,000		150,000	150,000	-	150,000	100%
Total	**1,850,000**		**1,850,000**	**1,516,014**	**243,000**	**1,759,014**	**95%**

*Grant funding requests expected in June 2021. Percentage includes pending allocations.

Planned Allocations for FY22

The following allocations are planned for FY22. Allocations for C1 and C2 do not reflect in-kind contributions made available by partners.

GTGP Component	Completed Allocations FY21	Pending Allocations FY21	Unallocated amounts FY21	Planned allocations FY22	Total available allocations FY22	%*
C1: Analytics and Thought Leadership	432,000	68,000	-	500,000	500,000	17%
C2: Global Public Goods and Convening	400,000	-	90,986	559,014	650,000	22%
C3: Country and Regional Engagement	534,014	175,000	-	1,550,000	1,550,000	53%
Program Management and Administration	150,000	-	-	250,000	250,000	8%
Total	**1,516,014**	**243,000**	**90,986**	**2,859,014**	**2,950,000**	**100%**

b. Disbursements

Disbursements on the disbursing grant level, structured by component, are as follows:

Trust Fund	TF Name	Grant Amount	Receipts	Disburse-ments	Commit-ments	Available Balance	Burn rate
Component 1							
TF0B3101	Quality review and updates of GovTech ASA work	75,000	75,000	74,571.42	-	428.58	99%
TF0B4036	Building GovTech Skills and Innov. Organiz. Climate	185,000	185,000	93,767.68	14,472.00	76,760.32	51%
TF0B4482	GovTech (GTGP) Strategic Plan	75,000	75,000	55,497.74	2,250.00	17,252.26	74%
TF0B4766	GovTech Designing User Centric Services Guidance	97,000	97,000	22,748.88		74,251.12	23%
	Subtotal	**432,000**	**432,000**	**246,585.72**	**16,722.00**	**168,692.28**	**57%**
Component 2							
TF0B3102	GovTech Index	125,000	125,000	110,330.77	290.00	14,379.23	88%
TF0B4110	GovTech Capacity Building and Knowledge Exch.	275,000	275,000	132,095.64	12,664.00	130,240.36	48%
	Subtotal	**400,000**	**400,000**	**242,426.41**	**12,954.00**	**144,619.59**	**61%**
Component 3							
TF0B4594	Afghanistan: GovTech Assessment and Roadmap	80,000	80,000	8,015.21	10,000.00	61,984.79	10%
TF0B4500	Guatemala National Digital Transformation	87,000	87,000	16,607.32		70,392.68	19%
TF0B4762	Inclusive, Citizen-Centric GovTech for Kenya	97,014	97,014	66,687.66	27,529.00	2,797.34	69%
TF0B4936	GovTech Moldova	100,000	100,000	4,690.92	15,130.00	80,179.08	5%
TF0B5415	TA to Accelerate Indonesia Government Digital Tr.	100,000	100,000	30,515.28	19,549.42	49,935.30	31%
TF0B5256	Prioritized Human-centric Digital Services Mongolia	70,000	70,000	39,740.58		30,259.42	57%
	Subtotal	**534,014**	**534,014**	**166,257**	**72,208**	**295,548.61**	**31%**
PM&A							
TF0B2591	GovTech GP MDTF Program Management and Adm	150,000	150,000	131,086.05	10,150.00	8,763.95	87%
	Total	**1,516,014**	**1,516,014**	**786,355**	**112,034**	**617,624.43**	**52%**

NB: Upcoming grants are for Cloud, Brazil and Algeria projects and not included in above table.

5. Key Trust Fund Data

TF name

Government Technology (GovTech) Global Partnership (GTGP) Multi-Donor Trust Fund

TF number

TF073430

Names of all DPs

Austria – Ministry of Finance
Korea, Republic of – Ministry of Economy and Finance
Switzerland – State Secretariat for Economic Affairs, SECO

Name of managing unit

EPSPA

Name of managing region/global practice group

EFI/ Governance Global Practice

Name of the TTL at the trustee level

Haslinger, Reinhard

Name of his/her supervising manager

Lane, Tracey

TF effectiveness date

December 9, 2019

TF end-disbursement date

June 30, 2026

Annex 1: List of Disbursing Grants

Disbursement grants as of 31 May 2021 include:

Trust Fund	TF Name	Project	Established	Closing Date
Component 1				
TF0B3101	Quality review and updates of GovTech ASA work	P169482	6/17/2020	6/30/2021
TF0B4036	Building GovTech Skills and Innovative Organization Climate in the Civil Service	P175497	9/25/2020	9/30/2021
TF0B4482	GovTech (GTGP) Strategic Plan	P175913	11/16/2020	9/30/2021
TF0B4766	GovTech Designing User Centric Services Guidance Note	P176162	12/15/2020	9/30/2021
Component 2				
TF0B3102	GovTech Index	P169482	6/17/2020	9/30/2021
TF0B4110	GovTech Capacity Building and Knowledge Exchange	P175530	9/1/2020	9/30/2022
Component 3				
TF0B4594	Afghanistan: GovTech Assessment and Roadmap	P164594	11/23/2020	12/31/2021
TF0B4500	Guatemala National Digital Transformation	P175733	11/13/2020	12/31/2021
TF0B4762	Inclusive, Citizen-Centric GovTech for Kenya	P161387	12/16/2020	12/31/2021
TF0B4936	GovTech Moldova	P176220	1/15/2021	5/31/2022
TF0B5415	TA to Accelerate Indonesia Government Digital Transformation	P171927	3/22/2021	2/28/2022
TF0B5256	Prioritized Human-centric Digital Services for Mongolia	P176424	3/1/2021	11/30/2021
PM&A				
TF0B2591	GovTech GP MDTF Program Management and Adm.	P172685	4/15/2020	2/28/2026

Annex 2: Results Framework

The results framework is a living document and will be updated regularly. The current version reflects status as of 31 May 2021 and has last been updated on 29 June 2021 to reflect progress made during FY21 as well as comments from the PC meeting on 23 June 2021.

Development Objective					
The objective of the GovTech Global Partnership multi donor trust fund is to promote the adoption of GovTech solutions for simple, accessible and efficient government, with a focus on (i) Human Centered Service Delivery, (ii) Citizen Engagement and (iii) Government Core Operations.					
Long-Term Outcomes	Outcomes	Indicator (Baseline/Target)	Means of Verification	Outputs	Activities/Inputs
1. Improved knowledge, and capacity among beneficiary countries to design, implement and adopt GovTech solutions	a. Body of knowledge and good practices available	No. of developed knowledge products and resources: *Target 10, Status: 13*	PMT to verify completion	Development and updating of foundational and frontier GovTech body of knowledge and Solutions Analytical work and policy guidance notes Knowledge platform Open Source Inventory (tbc) GovTech Index GovTech Assessment Guidebooks and Tools Training events including distance learning	Research and analytics including strategy and policy advice Capacity building including knowledge resources and learning events
	b. Increased access to GovTech knowledge, good practices and policy and regulatory recommendations	No. of unique visitors from beneficiary countries to online resource portal who download materials *Target: 500, Status: 807*	Site traffic monitoring tool (PMT)		
	c. Increased access to training and learning opportunities on GovTech solutions, approaches, and impacts	No. of courses (OLC, other developed in partnership) *Target: 4, Status: 2*	PMT to collect data		
	d. Improved knowledge and capacity to design, implement and monitor GovTech solutions	No. of training participants in OLC courses that complete learning and self-evaluation *Target: 100, Status: 0*	Participant survey and feedback (PMT)		

2. Enhanced policy guidance, assessments, and readiness among beneficiary countries to plan and launch GovTech reforms	a. Improved understanding of GovTech gaps and possible solutions	No. of country assessments and diagnostics *Target: 25, Status: 7 (incl. newly launched): Afghanistan, Algeria, Guatemala, Indonesia, Kenya, Mongolia, Turkmenistan*	Data from TTL (PMT)	GovTech assessments Technical assistance Call for Proposals	Diagnostics Strategy and policy advice Technical assistance Grant program for BE and RE
	b. Government strategy and action plans informed	No. of country strategies informed, and TA and policy advice provided *Target: 10, Status: 3 (incl. newly launched): Afghanistan, Guatemala, Indonesia*	Data from TTL (PMT)		
	c. Investment projects informed	No. of (potential) investment projects informed *Target: 25, Status: 4 Afghanistan, Indonesia, Kenya, Mongolia*	Data from TTL (PMT)		
3. Increased adoption, use and application of GovTech solutions including good practices as well as pilots in beneficiary countries	a. Improved Government Service Delivery	No. of interventions *Target: 10, Status: 3 (incl. newly launched): Brazil, Kenya, Mongolia*	Project Progress review (TTL/PMT)	Technical assistance GovTech Solutions repository	Diagnostics Strategy and policy advice Technical assistance Country-level initiatives Pilots Proof of Concepts and Prototypes Capacity building
	b. Enhanced Citizen Engagement	No. of interventions *Target: 10, Status: 3 (incl. newly launched): Brazil, Kenya, Mongolia*	Project Progress review (TTL/PMT)		
	c. Improved Government core operations	No. of interventions	Project Progress review (TTL/PMT)		

		Target: 5, Status: 1 (incl. newly launched): Moldova			
	d. Adoption of GovTech solutions as part of COVID-19 response	No. of interventions *Target: 5, Status: 0 (all projects launched during FY21 showed increased demand and relevance due to COVID-19 but do not represent a direct COVID-19 response)*	Project Progress review (TTL/PMT)		
4. Enhanced Partnerships, Knowledge Exchange, and GovTech Global Public Goods	a. Increased linkages between GovTech lead countries, GovTech aspirational countries and the private sector	No. of linkages *Target: 30, Status: 7 (6 client facing BBLs and 1 seminar organized)*	Data from GSG and GTGP (PMT)	Technical working groups GovTech summit Resource Portal Analytical and Thought Leadership	Regular expert exchange Discussion meetings Community of Practice Seminars, summits Global Public Goods
	b. Increased engagement with members of GovTech ecosystems	No. of engagements *Target: 30. Status: 12 (GovStack, GDS, FedRamp, BMDW, BRZ, University of Lucerne, DG CONNECT, etc.)*	Data from TTLs (PMT)		

Annex 3: Call for Proposal Terms of References and Selection Criteria

Call for Proposals FY22 (<u>Draft</u>)

GovTech Global Partnership
Multi-Donor Trust Fund

Background

What is GovTech?

GovTech is a whole-of-government approach to public sector modernization and promotes simple, efficient, and transparent government with the citizen at the center of reforms. The GovTech approach represents the current frontier of government digital transformation. It is distinct from previous phases as it emphasizes three aspects of public sector modernization:

- Citizen-centric public services that are universally accessible
- A whole-of-government approach to digital government transformation
- Simple, efficient, and transparent government systems

The GovTech agenda also encompasses effective use of disruptive technologies, which include: artificial intelligence and machine learning, cloud computing and the internet of things; public data platforms promoting the use of open public data by individuals and firms to create value; local GovTech ecosystem supporting local entrepreneurs and start-ups to develop new products and services for government; and greater use of public private partnerships to draw upon private sector skills, innovations, and investments to address public sector challenges

GovTech is an agenda led by the Governance Global Practice (GGP), but it is a collaborative effort, bringing together other global practices, including those working on digital development, payment systems, data governance, and sector specialists. While each practice is using technology in its own way, GovTech aims to bring this expertise to the client through the whole-of-bank approach. The vision of GovTech is being implemented through the following four focus areas in different projects, assessments, and policy dialogue and is explained further in Guidance Note 2: GovTech State of Play.

- ***Activities to Enhance Public Service Delivery:*** In collaboration with other practices in the Bank, the GovTech Team led by the GGP supports the design of human-centered online services that are simple, transparent, and universally accessible. Special attention is paid to services that are accessible by low-cost digital solutions, such as mobile phones and free open source applications, tailored to digital literacy and reaching all intended beneficiaries and users.

- ***Supporting Core Government Systems:*** Client demand for modernization and integration of core government systems is an entry point for strengthening the GovTech approach, especially in projects and dialogue on next generation digital solutions for central and local government. For example, GGP is focused on better public financial management, human resource management, tax administration, public procurement, and public investment management systems. These interventions also include the development of an overarching digital government transformation strategy and a set of principles to foster effective use of digital platforms and data that are interoperable and secure, as part of the whole-of-government approach.
- ***Mainstreaming Citizen Engagement:*** Developing and deploying CivicTech tools including citizen feedback and complaint handling mechanisms can be done in high and low connectivity countries, using simple technology and free open source applications. Activities focus on accountability tools such as service charters and service standards with enforcement and monitoring mechanisms, and the use of technology to advance government's efforts at greater transparency.
- ***GovTech Enablers:*** Strengthening GovTech enablers includes work on how to build digital skills in the public sector and an environment that fosters innovation in the public sector.

The GovTech Global Partnership Multi-Donor Trust Fund

The GovTech Global Partnership (GTGP) was established by the GGP in 2019. The governments of Austria, the Republic of Korea and Switzerland are supporting the GTGP through a multi-donor trust fund. The Partnership's vision extends beyond the trust fund and includes potential partnerships and dialogue with other interested countries, private sector and civil society organizations involved in GovTech domain.

The GTGP has three components:

- ***Component 1 – Analytical and Thought Leadership:*** The Partnership is advancing the development of new knowledge, policy guidance and good practice examples. In the first year, the following reports were produced: Artificial Intelligence in the Public Sector; The GovTech Procurement Practice Note; and Finding Fraud: GovTech and Fraud Detection in the Public Administration. New reports include: The GovTech Handbook on Universal Accessibility and TechSavvy: How to Build GovTech Skills in the Public Sector.

- ***Component 2 – Global Public Goods and Convening:*** This work program includes the enhancement of the GovTech website where all analytical products can be found, together with links to other partners and relevant web sources, and the new GovTech e-learning courses to be launched soon. GovTech Maturity Index will be used to measure the maturity of GovTech in WBG client countries, building on knowledge already gathered in the GovTech database of systems and e-services. The Partnership will also host a series of learning events and knowledge exchanges including a government-to-government series open to our clients.

- ***Component 3 – Country and Regional Engagement:*** The Partnership provides support to our work with specific clients. The work program supports technical advisory work, strengthening capacity and skills in country, piloting GovTech solutions, and helping country teams to advance the GovTech dialogue and partnerships at the local level. The first call for proposals for grants to support country work was launched in September 2020 and 70+ applications were received.

Who can Apply?

The call is open to World Bank task teams and World Bank client countries. Proposed projects from client countries must be presented by a Task Team Leader from the World Bank who will appraise and supervise activities supported by these funds.

Eligible Proposals

This call is for Component 3 of the GTGP.

Eligible Geographic Areas

This call considers and supports proposals from all regions.

Eligible Thematic Areas

Eligible thematic areas include:

- **Public Service Delivery** of human-centered services with a focus on low-cost digital solutions, universal accessibility to services, and delivery channels for services such as portals and mobile and low-cost-digital solutions
- **Core Government Systems** such as public financial management, human resources management, tax administration, public procurement, and public investment management
- **Citizen Engagement** such as CivicTech tools including citizen feedback and complaint handling mechanism that can be done in high and low connectivity countries, using simple technology and free open source applications
- **GovTech Enablers** as it pertains to digital skills development or other enablers through innovative IT solutions.

Eligible Activities

This call will support the development of innovative, transformational, and low-cost tools. This may be at the proof of concept, prototype, and piloting stage, or to develop the next iteration with a view to scalability of minimum viable products (MVP), and include:

o Proof of concepts
o Prototypes and MVPs
o Development of MMP, upgrades and scaling

Selection Criteria

1. Consistency with GovTech objectives, eligible thematic areas, and eligible activities

2. Following the SMART criteria, the proposal demonstrates:

   o *Specific*: (i) clear description of the problem, objectives, and solution to the problem (ii) clearly identified targeted beneficiaries and their benefit (iii) demonstrated relevance to

country context and Bank strategy and confirmation that activities do not duplicate, conflict or overlap with other projects

- o *Measurable*: (i) Demonstration of how intermediate results and outcomes are measured and verified (ii) how the project supports the overall GovTech results

- o *Achievable*: Clearly delineated implementation plan that discusses implementation capacity such as appropriate technical infrastructure, financial and staffing resources, and clearly delineated risk assessment and mitigation measures including but not limited to data governance

- o *Relevant*: Clear demonstration of (i) demand or need for the activity by client, stakeholder or other, (ii) intended short-term impact and medium to long-term sustainability considerations

- o *Time-based*: Clearly stated completion date and key milestones with corresponding dates

3. Preference will be given to proposals which demonstrate:

- o Cross-benefit, potential to be global public good, and scalability to other countries
- o Simple, low-cost digital solution including use of free open source software and simple technology
- o Encourages innovation and taps into private sector innovation potential
- o Focus on user-centricity
- o Promotes increased citizen access to services and direct linkage with IDA commitment on Accessibility

Additional Information

Bank teams are requested to follow operational policies and procurement guidelines applicable and defining the scope of BE, RE and hybrid activities. Budget needs to be clearly defined and can be up to USD 150,000 per submission (it may be up to USD 200,000 if well justified).

Proposed projects are to be launched by early 2022 at the latest and implementation period must not exceed 24 months.

Proposals must state beneficiary organization as well as demonstrate endorsement by practice manager, EFI director and country director at submission. Proposals need to go through Bank quality assurance processes at the initiation and concept note stage as well as the finalization stage.

Selection Process and Timeline

- Applications are open until […]. No submissions can be accepted after that.
- Interested applicants shall use the project proposal form (attached). Submissions must be concise.
- The Selection Committee will review proposals and invite short-listed proposals for a presentation
- Decisions on successful proposals are expected to be made by the Selection Committee* by […] and applicants will be notified soon after

- Project proposals should be submitted via email to the Program Management Team: GovTechGP@worldbank.org

*The Selection Committee is led by the Practice Manager for the GovTech GP and comprises of World Bank Practice Managers, GovTech Global Lead, and GovTech experts.

Additional Information

The budget for this call is USD 1,000,000.

Further information including contact information can be found at:
www.worldbank.org/govtech

Supported by the GovTech Global Partnership: www.worldbank.org/govtech