



Putting Citizens First

GovTech and Public Sector Innovation

December 2025

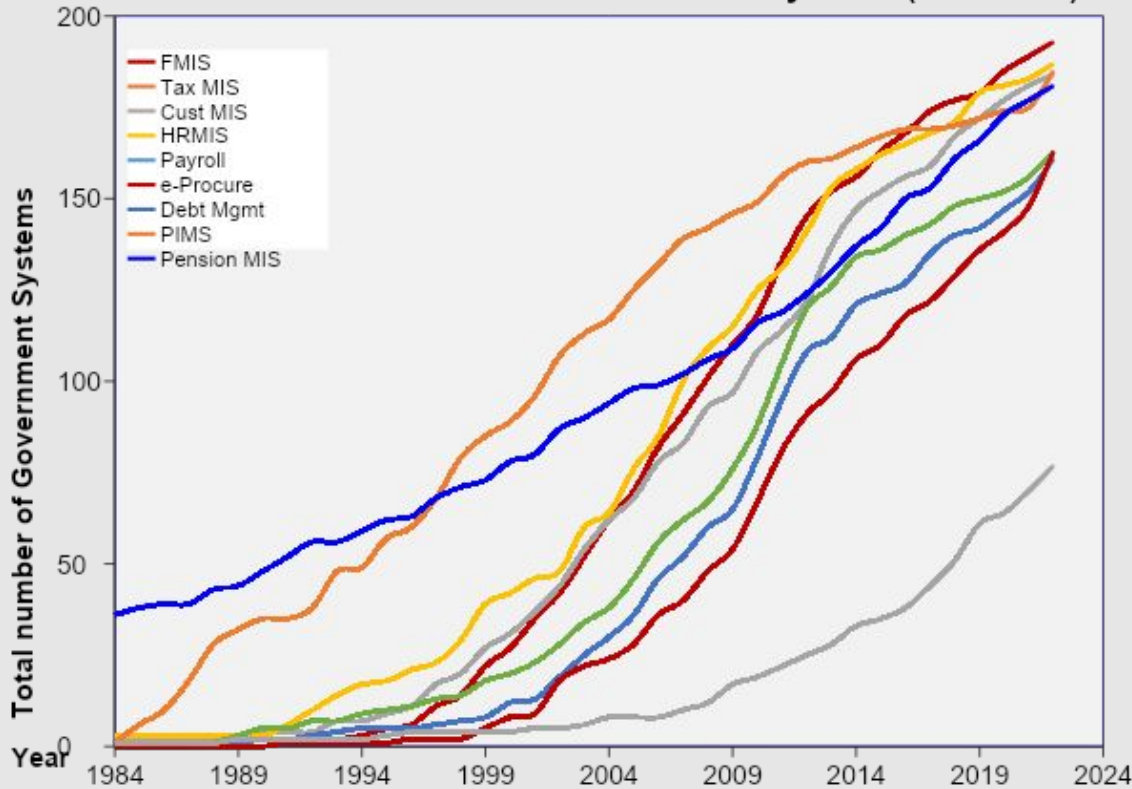
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GovTech
& PUBLIC SECTOR
INNOVATION

 **WORLD BANK GROUP**
Institutions

Scaling Core Digital Platforms Rapidly

Diffusion of Government Systems (1984-2022)



Source: The World Bank Govtech Maturity Index - GTMI (2022)

Governments are moving from fragmented tools to integrated digital platforms.

There's growing recognition that data interoperability and automation are essential for efficiency, transparency, and fiscal control.

GovTech Maturity Index (GTMI)
measures the state of four GovTech focus areas
in 198 economies
using 48 key indicators
to inform operations, research & analytics



Core Government Systems Index (CGSI)
17 indicators



Public Service Delivery Index (PSDI)
9 indicators



Citizen Engagement Index (CEI)
6 indicators



GovTech Enablers Index (GTEI)
16 indicators

Target users: Government officials, World Bank teams,
and practitioners involved in digital transformation

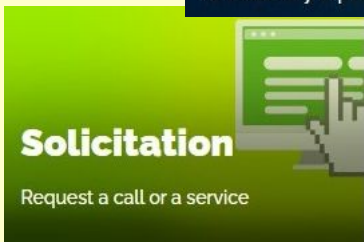
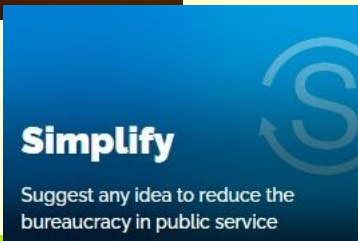
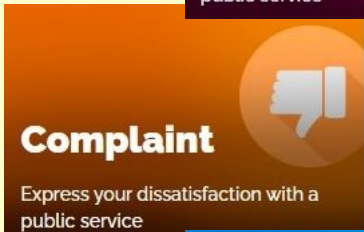
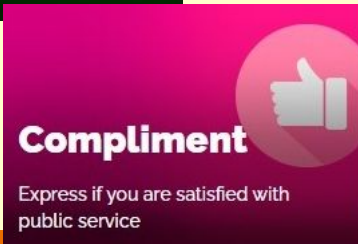
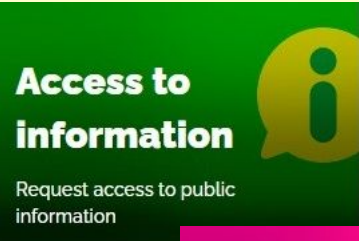
What is GTMI?

A **CITIZEN- FOCUSED** Government



offering a more enjoyable journey

What do you want?



- ▶ Progress amidst a widening digital divide
- ▶ 26% of economies improved their GovTech maturity levels
- ▶ Dedicated GovTech entities are visible in 154 economies (78 %)
- ▶ Adoption of WoG is in progress in 140 economies (70 %)
- ▶ 85 economies (43 %) institutionalized the WoG approach
- ▶ Public Service Delivery Index (PSDI) > highest avg score (0.649)

▶ Citizen Engagement Index (CEI) > lowest avg score (0.449)

- ▶ ECA, MNA, LCR, SAR regions > higher GTMI component scores
- ▶ AFR and EAP > recorded the lowest scores
- ▶ HIC (58 %) and UMIC (26 %) dominate Group A
- ▶ Only 16 % of both LMIC and LIC are in Group A
- ▶ Urgent needs in 45 (of 59) IDA and 8 (of 15) Blend countries
- ▶ GovTech foundations are weak in 86 % of FCV economies

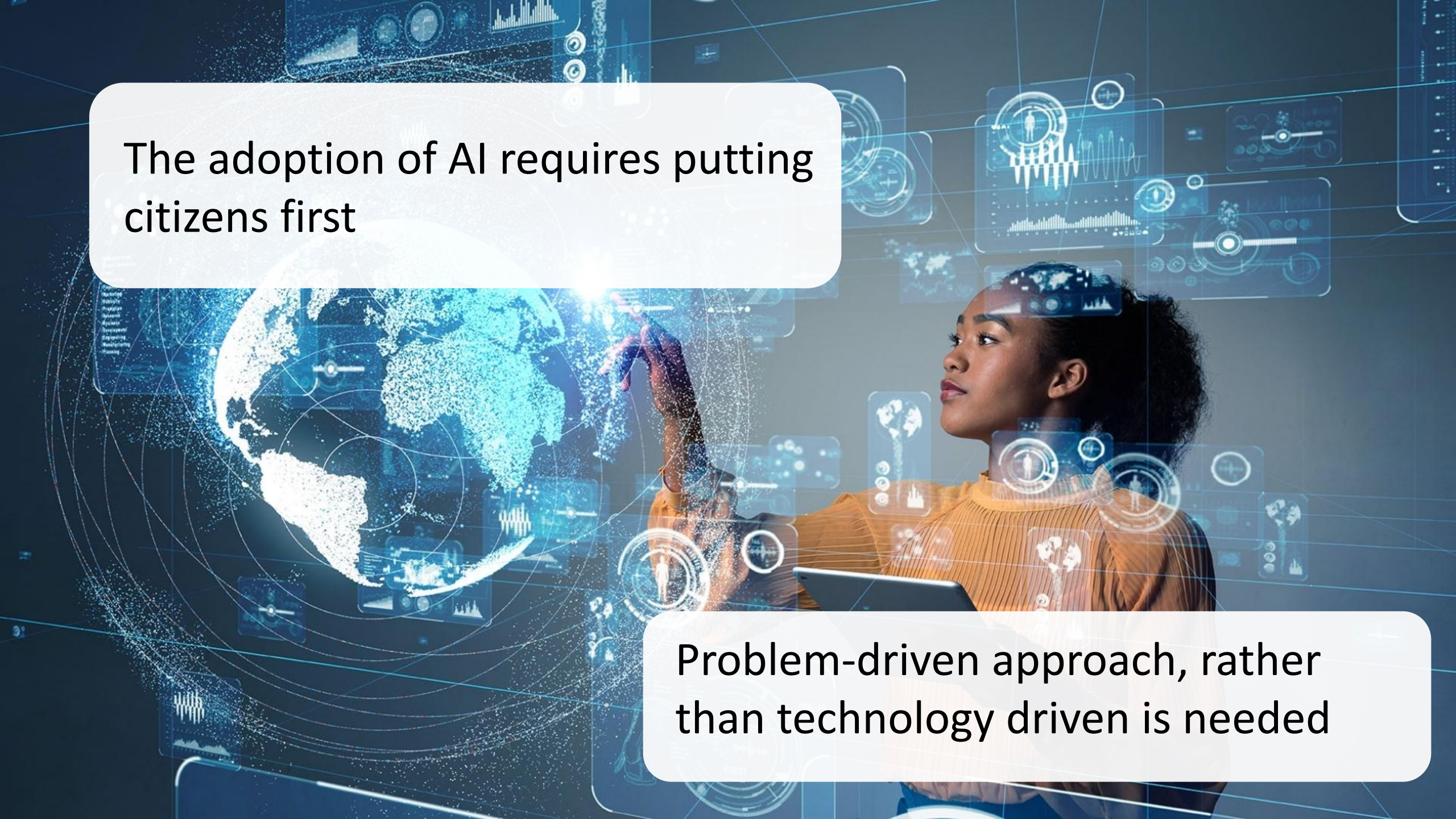


Advertisement
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Manufacturing
Procurement

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- 34096716259744
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- 2677119910245

AGY	ALA	WWE	PLD	EEB	ERT	DF
1,822	25,349	890	4,350	10,985	645	6,8
(-75)	(+580)	(-25)	(+200)	(+580)	(+15)	(+1)
MBC	LJA	HLB	PON	NFB	DEH	DM
3,605	9,542	2,509	7,454	6,522	1,632	2,8
(+218)	(+128)	(+25)	(+145)	(+122)	(+54)	(+1)
TRV	SMH	WML	PT	KLM	OCK	EM
3,204	5,211	7,100	7,150	782	1,901	3,2
(+33)	(+154)	(+45)	(+130)	(+74)	(+181)	(+1)
MSS	WTF	KUM	ILC	LSD	SDH	BN
3,320	712	134	2,022	431	6,287	12,4
(+128)	(+12)	(+5)	(+18)	(+45)	(+55)	(+3)

GTMI 2025 is currently being finalized. Stay tuned!

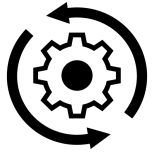
A woman with dark hair, wearing a yellow ribbed sweater, is shown in profile, looking upwards and to the left. She is interacting with a futuristic, glowing blue digital interface. The interface features a large, glowing globe of the Earth on the left, surrounded by various data visualization elements such as bar charts, line graphs, and circular gauges. The background is dark with a network of glowing blue lines and nodes, suggesting a global or data-driven environment. The overall aesthetic is high-tech and futuristic.

The adoption of AI requires putting citizens first

Problem-driven approach, rather than technology driven is needed



AI in the Public Sector



Estimated Public Sector productivity gains arising from AI are vast. GenAI productivity in public services is projected to be in the region of \$1.75 trillion per annum by 2033.



Public Servants are positively disposed to using AI in government. 64% of public servants recently surveyed are optimistic about the potential of this technology to help governments work better. 59% are already using it.



Greater sophistication in AI products will require commensurate sophistication on the side of governments, networked at a global level, to ensure ethical and transparent use of this and other technologies. Most public servants currently have little or no training on AI.



The global digital divide will be further amplified unless steps are taken. AI readiness is already very unevenly distributed between the global north and global south.



The World Bank is ready to leverage its multifaceted position as a knowledge institution, a lender, a convening body and a provider of technical expertise to help facilitate a global step change in AI adoption in public sector organizations. This can only be done through a solid Partnership.



Country Examples



BRAZIL - AI System that identifies 225 red flags of potential fraud in public procurement processes and can help improve expenditures. World Bank Partnering with City of Sao Paulo, the States of Rio de Janeiro and Mato Grosso, and the Federal Ministry of Health.



UNITED STATES - The U.S. General Services Administration (GSA) has an Office of Governmentwide Policy, which developed a new pilot using AI for scanning bidding documents to determine regulatory compliance.



Country Examples



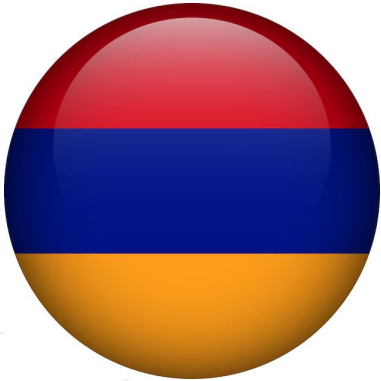
CANADA - AI for audit to maximize efficiency, minimize the costs of audit work, and enhance the coverage of audit procedures. It analyses contracts and presents potential anomalies for further human investigations.



GEORGIA - AI tool to select the cases for tax audit. A prototype developed with WB's piloted on anonymized data provided by the Georgia Revenue Service (GRS).



Country Examples



ARMENIA - AI tool to detect tax evasion among business and individuals. It analyses data on import and storage; and performs the cross match between sales and invoices to detect anomalies and suspicious cases which trigger tax audit.

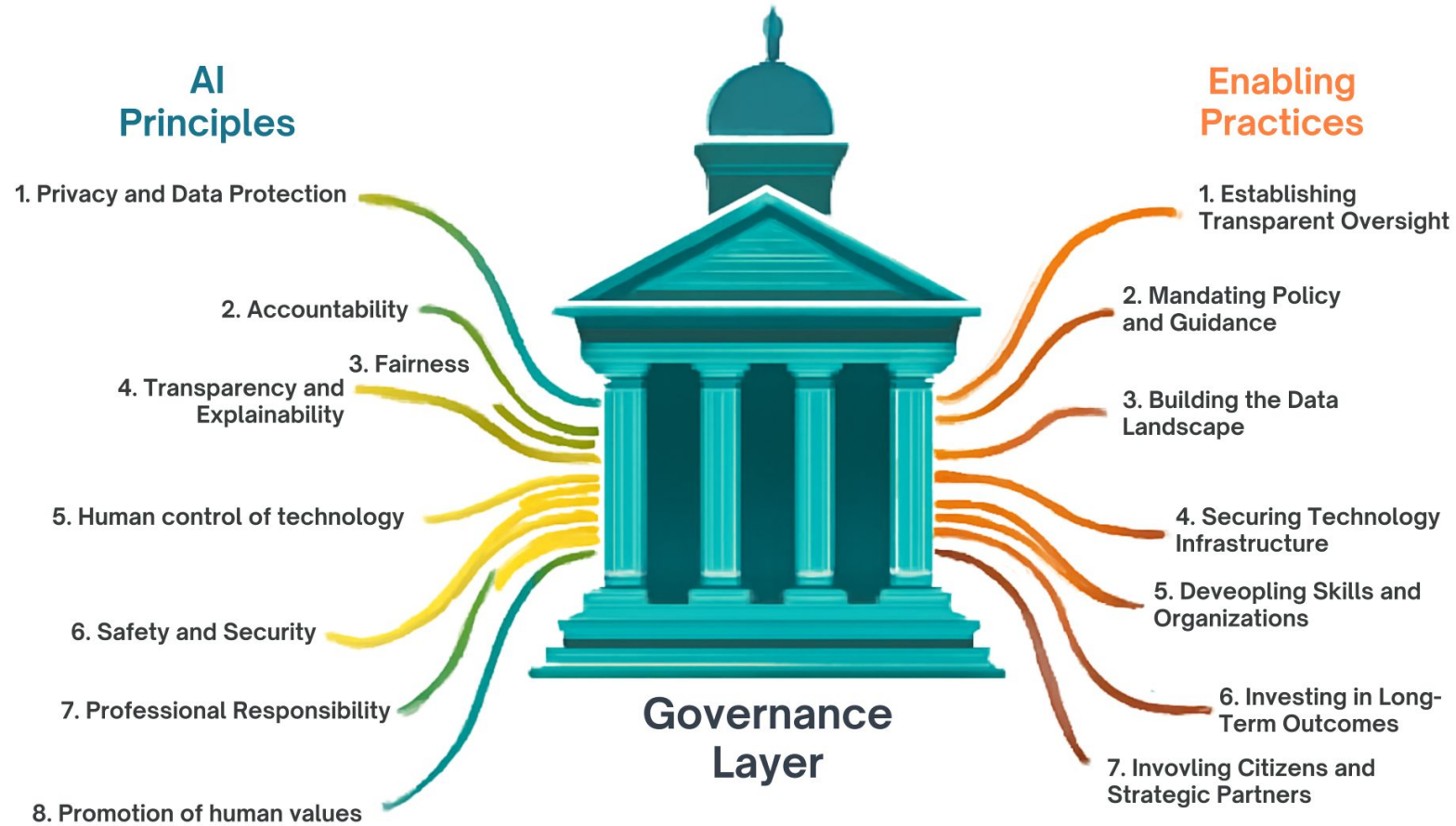


India – The Government of Rajasthan is developing a Single Holistic Procurement Portal that will use AI to generating content (e.g., text summaries, draft reports via Generative AI/LLMs); Analyzing images or video (e.g., computer vision)

Aim of the new AI in the Public Sector Report

To provide a practical guide to the foundations required for transforming government and taking full advantage of AI as a scalable, adaptable and trustworthy utility

From Principles to Practices





GovTech Change Management

Institutional Setting

- Leadership
- Strategy
- Collaboration
- Policy Levers

Legal and Regulatory Framework

- No one-size-fits-all approach
- Institutional culture should be considered
- Importance of agile approaches

Digital Skills, Culture and Capacity Building

- Build, Buy and Borrow approach
- Promoting a Digital Culture

Communication, Accountability and Collaboration

- Engagement
- Openness and Co-development



Thank You!

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