GOVERNANCE

Prosperity Insight Series

GOVTECH MATURITY INDEX 2025

Tracking Public Sector Digital Transformation Worldwide

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GovTech & PUBLIC SECTOR INNOVATION

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The GovTech Maturity Index (GTMI)[1] provides a snapshot of digital transformation in the public sector across 197 economies, identifying gaps that represent opportunities for improvement. It captures the maturity of four critical GovTech[2] focus areas through 48 key indicators (see Annex Table 2) covering:

1. **Core Government Systems** (17 key indicators) covers critical dimensions for a whole-of-government approach, including government cloud, interoperability framework, and government platforms such as Financial Management Information System, Human Resources Management Information System or e-Procurement System.

2. **Online Public Service Delivery** (9 key indicators) measures the maturity of online government portals, with a focus on citizen centric service design, and universal accessibility, as well as the availability and use of digital identity systems when interacting with public administration services.

3. **Digital Citizen Engagement** (6 key indicators) covers important aspects of public participation platforms, citizen feedback and complaint handling mechanisms, as well as open data, and open government portals.

4. **GovTech Enablers** (16 key indicators) include dimensions such as strategy, institutions, laws and regulations, digital skills, as well as innovation policies and programs to foster a coherent and sustainable digital transformation of the public sector.

The GTMI is the simple average of the normalized scores of these four components. Based on the maturity of GovTech focus areas, economies are grouped into four categories.[3] The purpose of grouping is to illustrate the state of GovTech focus areas globally, identify existing gaps (with respect to countries at the technology frontier) for possible improvements, and highlight good practices.

The GTMI is not a ranking but an overview that offers information on global GovTech practices, serving as a reference to help design digital transformation initiatives. To achieve this, the GTMI 2025 update utilizes two data sources: self-reported survey responses from 158 participating economies and publicly available data from 39 non-participating economies. This brief provides highlights of GTMI 2025, and a full description of the GTMI methodology is presented in the GTMI 2022 report.

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1. This brief was prepared by the GTMI team, led by João Ricardo Vasconcelos and composed of Cem Dener, Hubert Nii-Aponsah, Charles Victor Blanco, Arto Juhani Immonen, Per Nordlund, Freida Siregar, and Yunsang Song.
2. GovTech is a whole-of-government approach to public sector modernization that promotes a simple, efficient, and transparent government with the citizens at the center of reforms.
3. Grouping is based on the normalized GTMI scores: A = Extensive (>=0.75 and <=1), B = Significant (>=0.50 and <0.75), C = Medium (>=0.25 and <0.50), D = Low (<0.25) GovTech maturity.

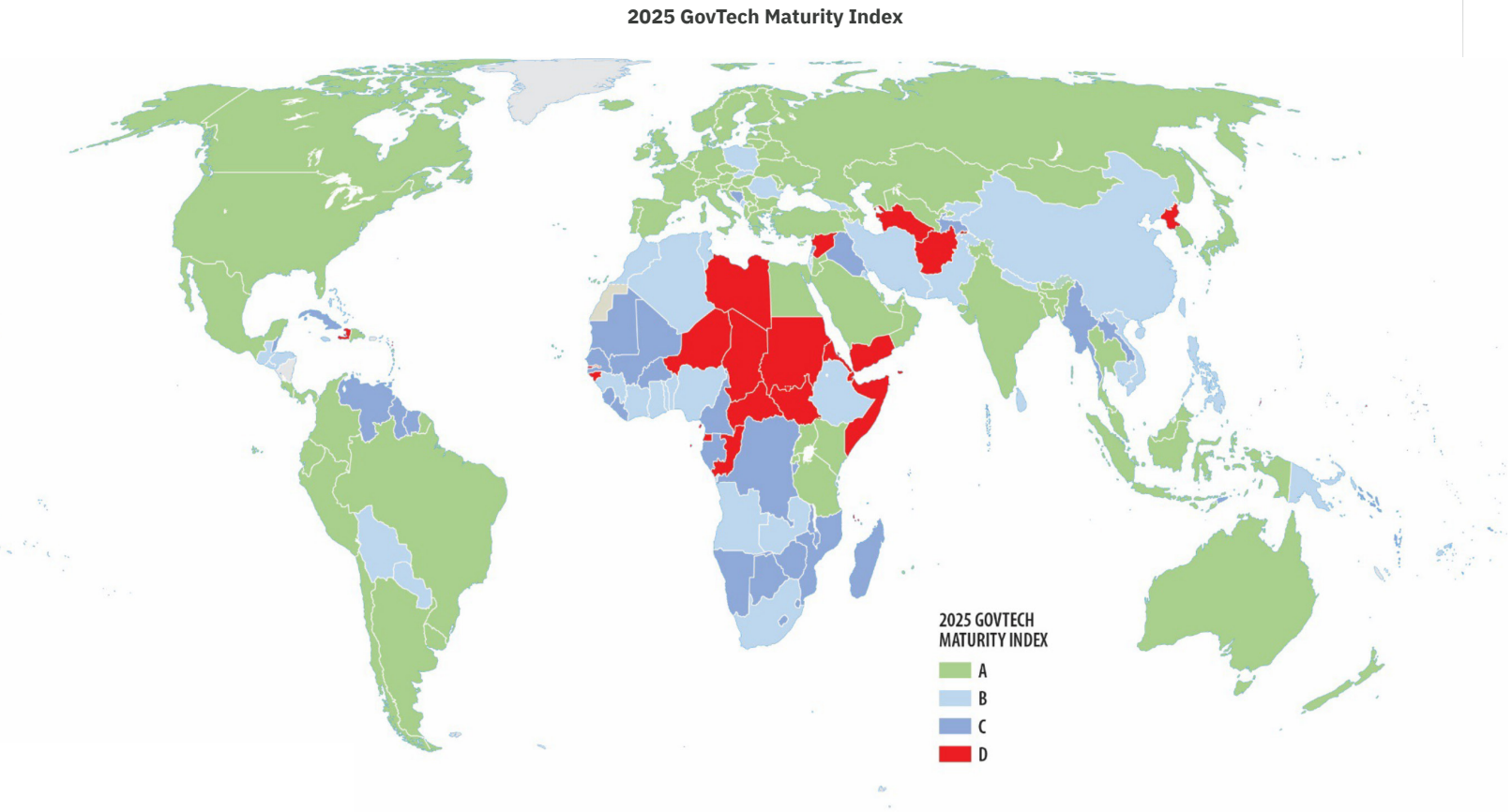
KEY FINDINGS

- **Global GovTech progress since 2022 has been positive but uneven:** This period shows a widening digital divide marked by the growing gap between Group A and Group D; higher-income economies have generally advanced while low-income ones have regressed, and regional disparities persist as Europe and Central Asia, and North America lead in GovTech maturity, while Africa lags behind.

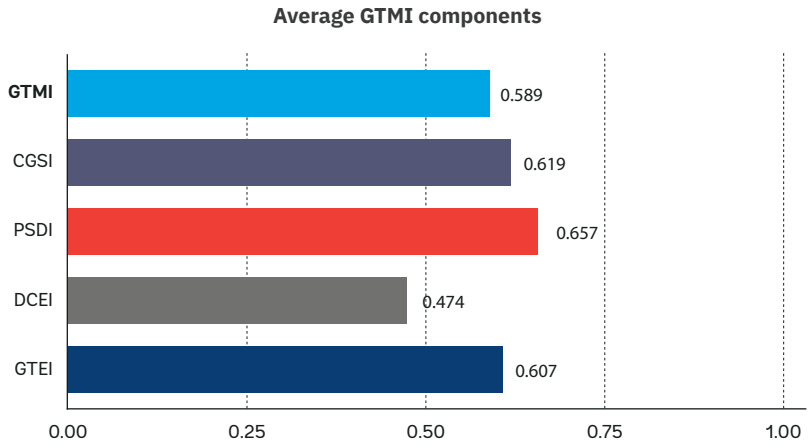
- **Core Government Systems Index (CGSI):** Notable progress was achieved in adopting Government Cloud, Enterprise Architecture, Interoperability Frameworks, and Service Bus also known as Interoperability Platforms. Since GTMI 2022, between 16% and 20% of economies have reported establishing one of these systems, indicating increased interest in utilizing data and digital solutions. However, setbacks occurred in the implementation of payroll systems and Human Resource Management Information Systems (HRMIS), mostly in countries affected by fragility, conflict, and violence.
- **Public Service Delivery Index (PSDI):** The past three years have witnessed an increase in digital public service delivery as reflected by the adoption in over 75% of economies of Tax Online Service Portals, E-Filing for Tax/Customs, e-Payment Services, and Customs Services/Single Window. Noteworthy improvements are registered in Online Public Service Portals, as well as Social Insurance/ Pension Online Services and Job Portals, with 10% to 12% of countries adopting these platforms since 2022.[4] Moreover, 59% of economies reported the use of digital ID for identification and online services.
- **Digital Citizen Engagement Index (DCEI):** CivicTech approaches generally lag behind other GovTech focus areas as challenges persist in maintaining open data portals, which limit transparency and accountability, but also government-citizen collaboration. However, there have been improvements in the adoption of citizen feedback platforms, and results for open government portals are mixed—12% of economies responded positively about its implementation, while 9% of economies discontinued it.
- **GovTech Enablers Index (GTEI):** Significant progress was reported in the development of Government Strategies for Digital Transformation, Public Sector Innovation, and Digital Skills, with 25% to 26% of countries showing improvement compared to 2022 data. Additionally, 17% more countries now have a Policy on GovTech Startups. Notably, there is a rise in the number of countries with a Dedicated Data Governance Entity (24%), a Data Protection Authority (13%), an Entity for Public Sector Innovation (19%), and a Digital Signature Platform (17%). These critical improvements demonstrate a heightened focus on both strategy and implementation.
- **Reporting on GovTech Uptake and Usage:** Overall, there has been a sustained increase in the development and implementation of GovTech policies, systems, technologies, and regulations. However, when asked about monitoring their actual usage and uptake, responses revealed a significant need to improve this area to enable effective course correction and enhancements.

4. The significant difference in I-23 is due to the differentiation of 'single window' platforms from standard customs online services and should be interpreted with caution.

Figure 1: State of GovTech Around the World, by GTMI groups, 2025



GTMI	# of Economies	
A	80	41%
B	42	21%
C	47	24%
D	28	14%
	197	



Source: World Bank data (197 economies).

GTMI 2025 RESULTS

The results of GTMI 2025 show an upward trend when compared to the 2022 findings. Group A comprises 41% of economies in 2025, up from 35% in 2022. Meanwhile, the percentages of Group B, Group C, and Group D economies declined from 23 to 21%, from 27 to 24%, and from 15 to 14%, respectively. This suggests that the pace of GovTech transformation has been positive but uneven, indicating bottlenecks to the successful adoption and scaling of digital technologies.

Table 1: GTMI Groups, 2025

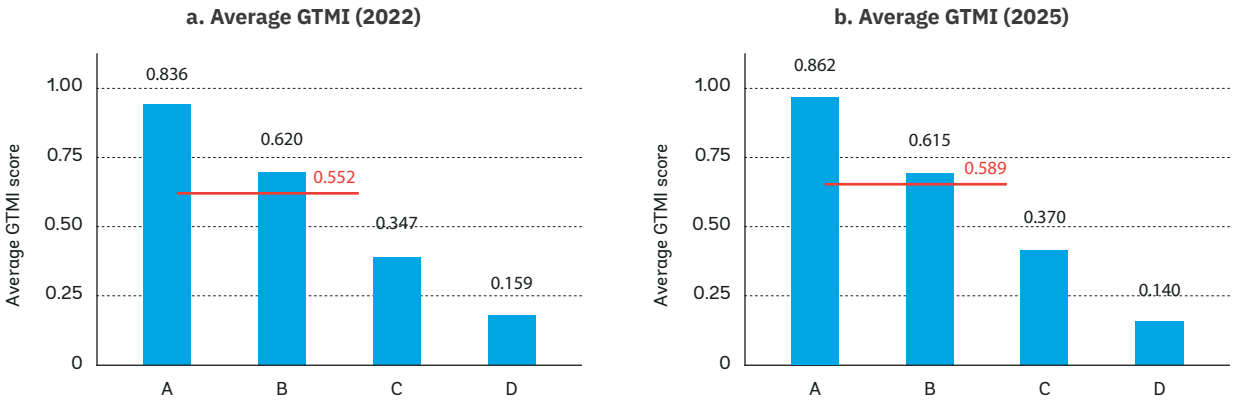
GTMI Group	# of Economies	Economies
A Extensive GovTech Maturity	80 (41%)	Albania; Argentina; Armenia; Australia; Austria; Azerbaijan; Bahrain; Bangladesh; Belarus; Belgium; Bhutan; Brazil; Bulgaria; Cabo Verde; Canada; Chile; Colombia; Costa Rica; Croatia; Cyprus; Czech Republic; Denmark; Dominican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

Note: Economies highlighted with (*) did not participate in the GTMI 2025 online survey. Data was collected by the GTMI team from publicly available sources and with the support of AI tools. These economies are mentioned in the lower row of each group. Fragile and conflict-affected economies are shown with (◊). The Government of Nicaragua requested to be excluded from the GTMI 2025 exercise.

A comparison between the GTMI 2022 and 2025 results shows that 157 economies (80%) remained in their 2022 GTMI group, while 29 economies (15%) moved up by one level, and 11 economies (6%) moved down by one level. Of the 11 economies that moved down one level, 5 are economies that did not participate in the online survey; therefore, this downward movement may be due to the lack of publicly available evidence on the existence and utilization of GovTech initiatives.

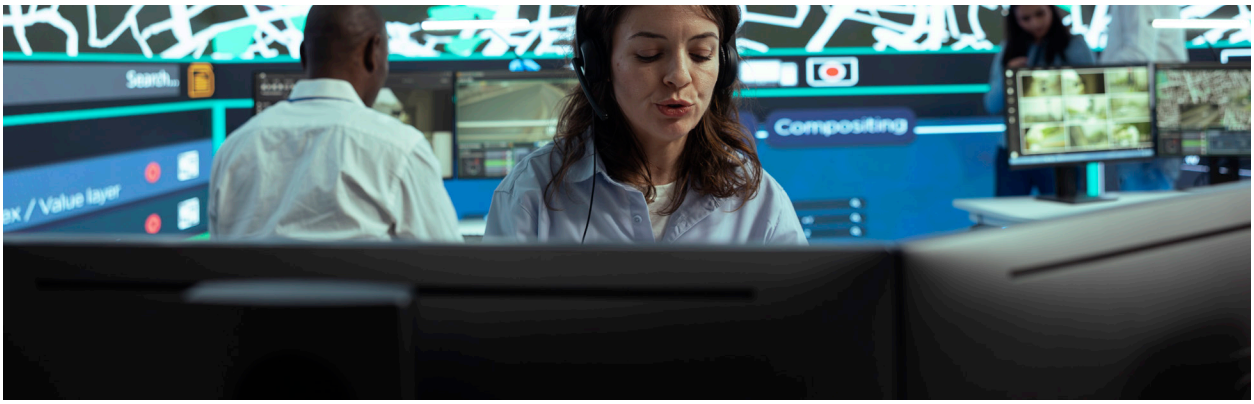
Over the past three years, the difference in the average GTMI scores between groups A and D increased, from a difference of 0.677 in 2022 to 0.722 in 2025 on a scale from 0 to 1 (see Figure 2)[5]. This highlights a widening digital divide, where progress occurred faster among those with already more advanced levels of public sector digital transformation. This trend was also observed in the 2022 GTMI results.

Figure 2: Average Global GTMI Scores by GTMI Group



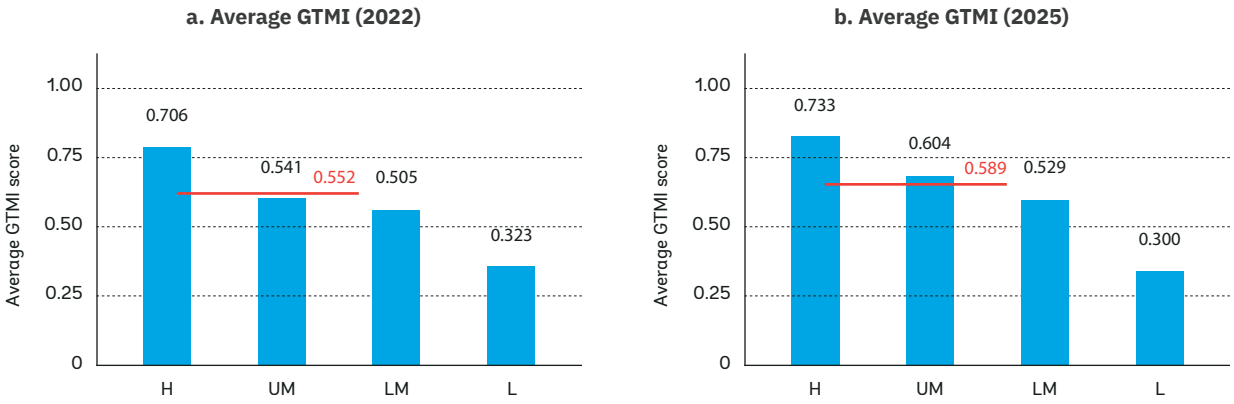
Source: World Bank data (average scores for 198 economies in 2022 and 197 economies in 2025).

The GTMI 2025 update shows that the highest gains in average scores are among economies in the upper middle-income group (gaining an average of 0.052 points), while those in the lower-income group suffered an average drop of 0.026 in their score. Upper-middle-income economies may be better positioned to achieve additional GovTech gains, given their greater resources for investing in digital transformation compared to lower-income economies.



5. GTMI data was collected via direct survey responses from participating economies and remote data collection for non-participating economies. The overall average GTMI score was higher (0.65) when the dataset was limited to participating economies only, compared when all economies were considered (0.59). However, there was minimal variation (≤1%) between participating-only and all-economy datasets when looking at average GTMI scores for Groups A, B, C, and D.

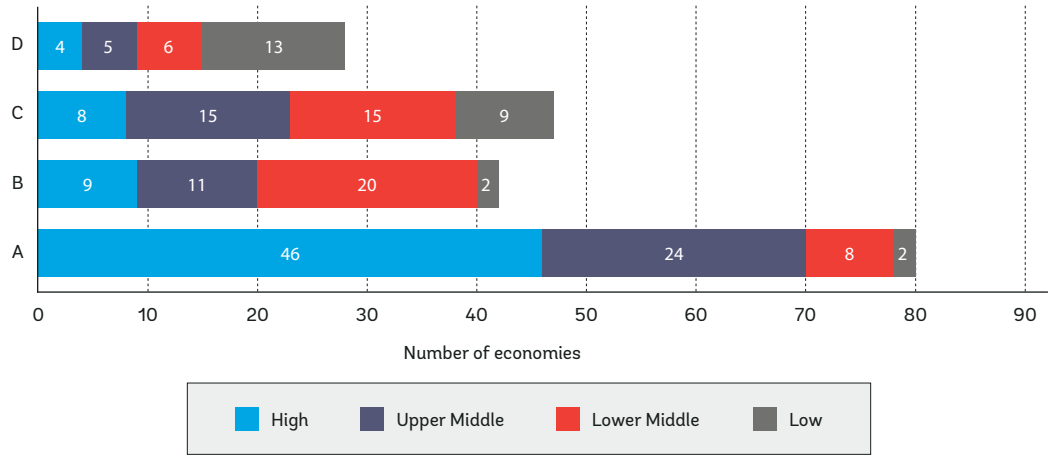
Figure 3: Average Global GTMI Scores by Income Level



Source: World Bank data (average scores for 197 economies).
Note: H = high-income economies, UM = upper-middle-income economies, LM = lower-middle-income economies, L = low-income economies. Please visit the World Bank Country and Lending Groups page for the details of income ranges.

The income distribution across GTMI groups reveals insights into the expanding digital divide. Approximately 80% of the 67 high-income countries are in groups A and B, whereas around 85% of the 26 low-income countries are in groups C and D.

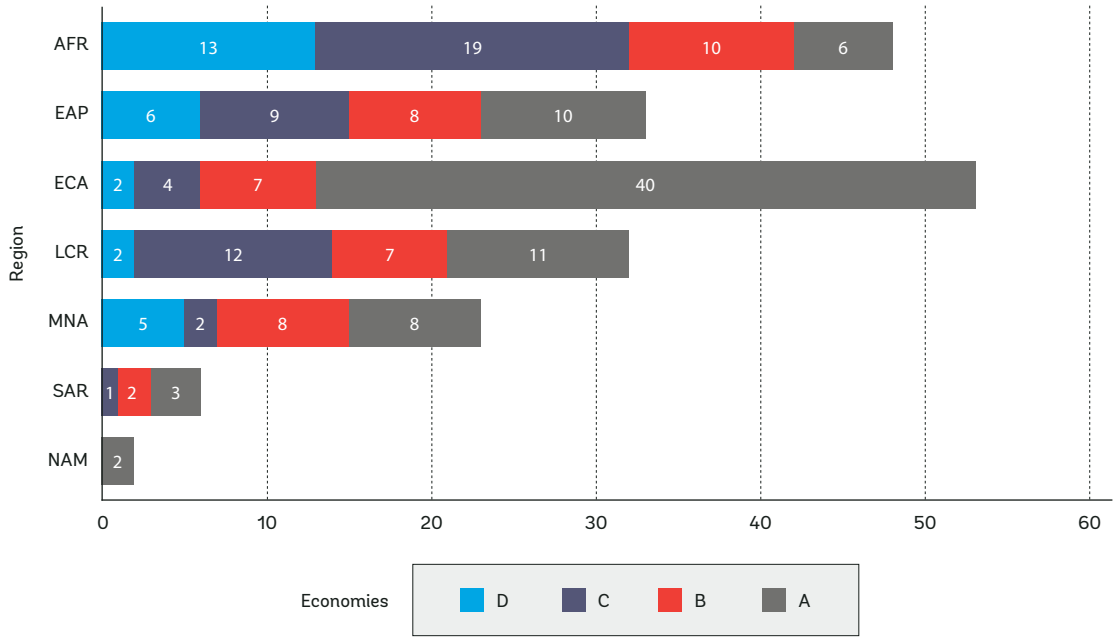
Figure 4: Income level distribution, by GTMI Group, 2025



Source: World Bank data (197 economies).

There is significant variation in GovTech adoption across the regions. North America leads with all (2 out of 2) economies classified as Group A. The Europe and Central Asia (ECA) region follows closely, with the largest number of Group A economies — 40 in total, or 70% of the region's economies. The Africa (AFR) region shows more limited adoption, with only 13% of economies in Group A. However, when including economies with a significant GovTech focus (that is, combining Groups A and B), this figure rises to 29%. The East Asia Pacific (EAP) and Latin America and the Caribbean (LCR) regions demonstrate moderate adoption, with approximately half of their economies in Group A or B. The South Asia (SAR) and Middle East, North Africa, Afghanistan and Pakistan (MENAAP) regions perform strongly, with over 65% of economies in group A or B, or reporting extensive and significant focus on GovTech.

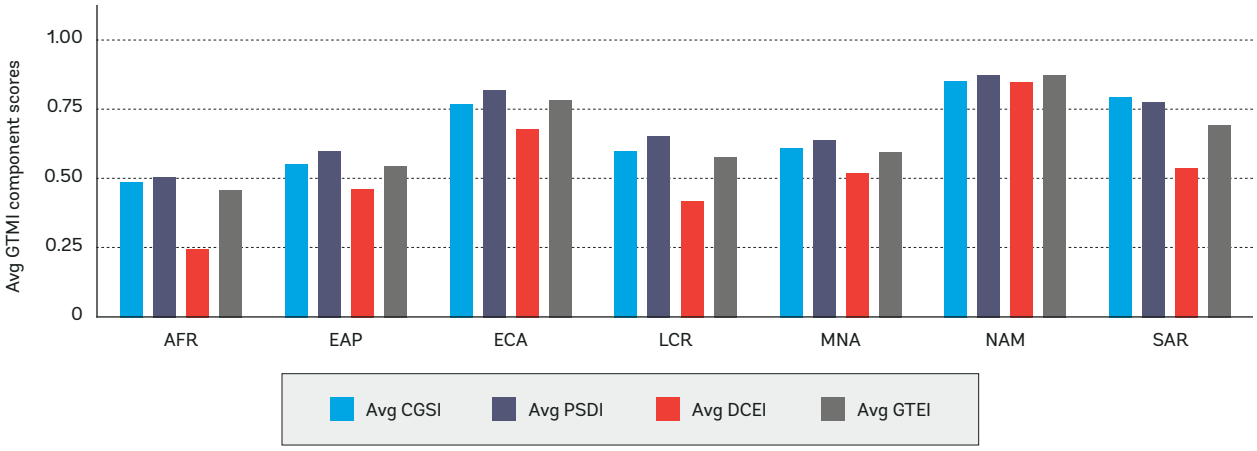
Figure 5: GovTech Maturity in the Regions, by GTMI Group, 2025



Source: World Bank data (average scores for 197 economies).
Note: AFR= Africa, EAP = East Asia and Pacific, ECA = Europe and Central Asia, LAC = Latin America and the Caribbean, MNA = Middle East, North Africa, Afghanistan and Pakistan, SAR = South Asia, NAM = North America (Canada and USA)

Despite regional differences in the level of focus, similarities exist in the structure of focus across GovTech components. The Digital Citizen Engagement Index (DCEI) remains the least mature globally, despite all regions except AFR and LCR having increased their DCEI score. Evidence suggests that core government systems and public service delivery have received greater attention since 2022. The GTMI Team also collected data on the use and performance of platforms, systems, and frameworks. However, only a few economies were able to provide strong evidence, indicating weak monitoring and reporting.

Figure 6: Average GTMI Components Score, by Region, 2025



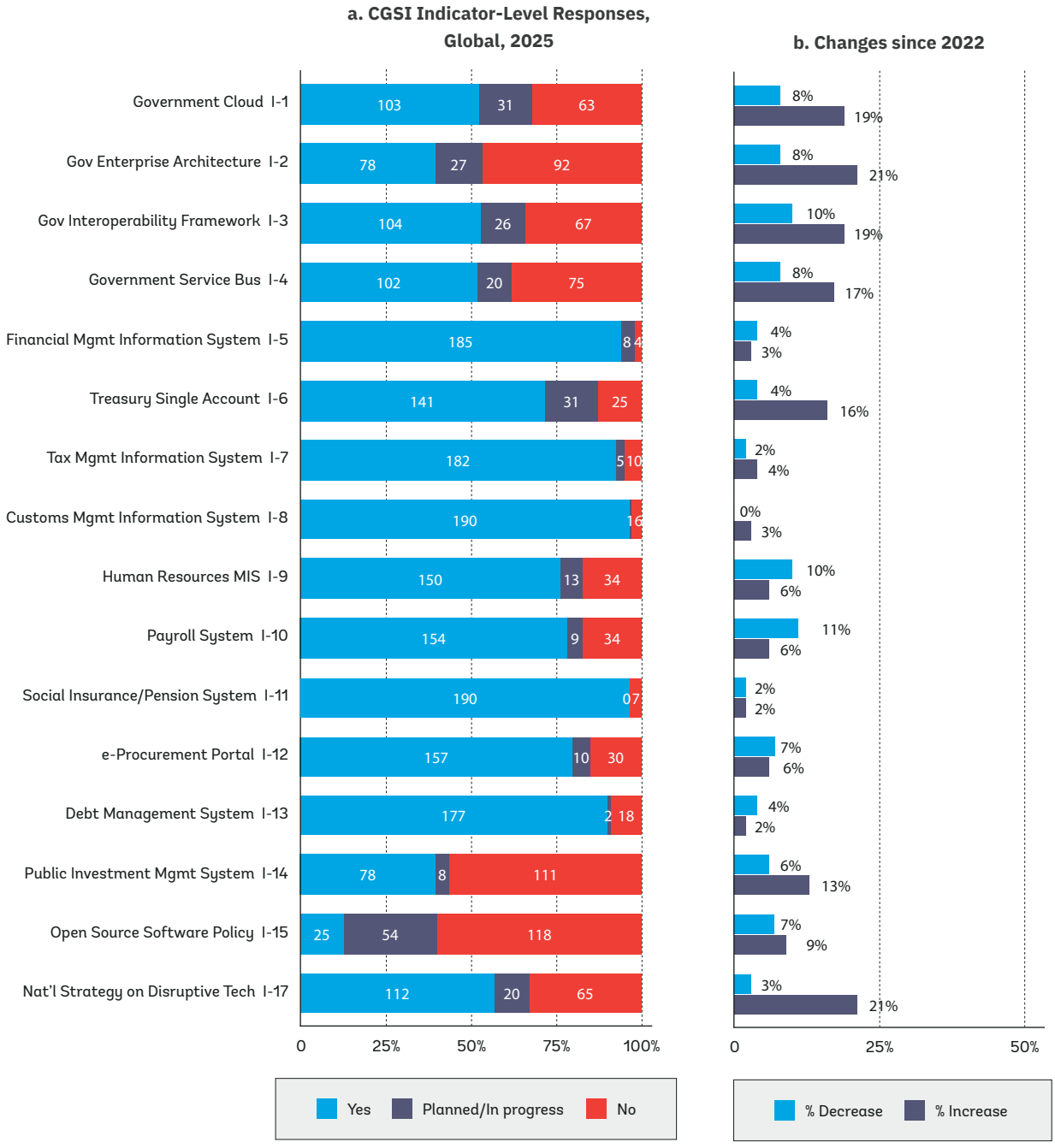
Source: World Bank data (average scores for 197 economies).
Note: CGSI = Core Government Systems Index, PSDI = Public Service Delivery Index, DCEI = Digital Citizen Engagement Index, GTEI =GovTech Enablers Index

GovTech Focus Areas: Results for Key Indicators

The following section presents the implementation status (i.e., whether fully implemented, planned/ in progress, or not implemented) of 2025 key indicators. It includes two graphs per group; the first shows *Indicator-Level Responses,* with the number of economies displayed in each bar according to their positive, in-progress, or negative responses. The second graph, *Changes since 2022,* illustrates the overall shifts, per indicator, from 2022 to 2025. It displays the percentage of economies that switched their response negatively (decrease), as well as those that improved through a 'Yes' or 'Planned/In progress' response (increase).

Core Government Systems Index (CGSI). In GTMI 2025, on average, economies reported an increase in the implementation of core government information systems and shared platforms. Most economies have adopted digital systems for core government functions like financial management, procurement, pensions, customs, taxation, and debt management. However, there is wider variation in the adoption and use of CGSI indicators like interoperability frameworks, shared digital infrastructure, and open source software.

Figure 7: GTMI Core Government Systems Index, 2025



Source: World Bank data (average scores for 197 economies).
Notes: For visual clarity, this figure displays internal indicators only. Internal indicators use categorical responses ('Yes', 'Planned/ In progress', or 'No'), while external indicators are measured on a continuous scale (0-1). Indicator I-16, not displayed in Figures 7.1 and 7.2, is the 2024 UN eGov Telecommunication Infrastructure Index (TII). Percentage increases indicate the percentage of economies that switched their responses from 'No' (or 'Planned') to 'Yes', whereas percentage decreases switched from 'Yes' to 'No' (or 'Planned'), based on the developments within the last three years.

More economies have developed national strategies for disruptive technologies, with 20% of economies worldwide adopting such strategies since 2022 (see Figure 7.2). There was also an increase in the adoption of government interoperability frameworks in 18% of economies, while government enterprise architecture and government cloud adoption improved in 20% and 19% of economies, respectively. Approximately 17% of economies also reported improvements in the adoption of a Government Service Bus and a Treasury Single Account (TSA) supported by FMIS to automate payments and bank reconciliation.

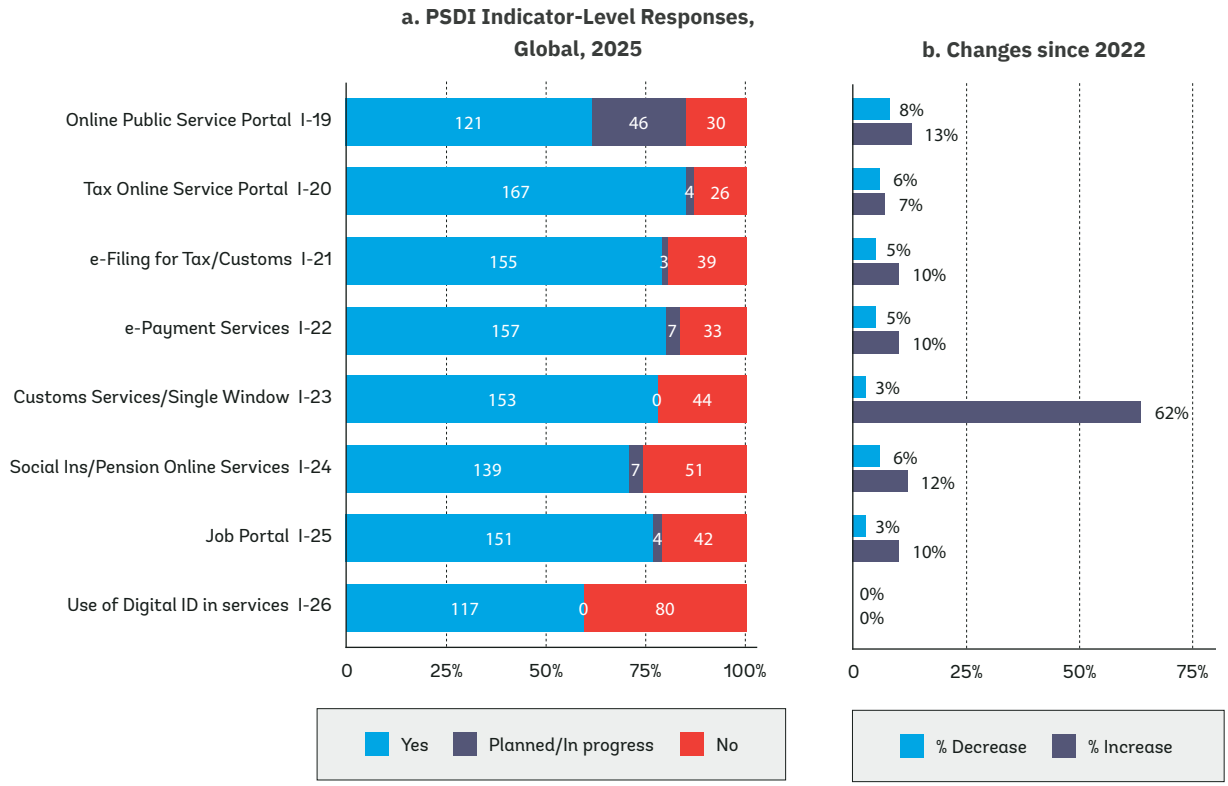
Despite the progress, there are still clear opportunities to improve core government systems, including Human Resource Management Information Systems (HRMIS) and payroll systems, which remain highly fragmented in many economies. Implementation has declined in about 11% of economies for payroll systems and 10% for HRMIS over the past three years; however, some countries are moving toward shared HRMIS/Payroll systems connected with Financial Management Information Systems (FMIS) and other core systems to reduce opportunity costs and use data more effectively. Open Source Software policies can encourage innovation and technology diffusion yet only 13% of economies have an Open Source Software policy underway.

Public Service Delivery Index (PSDI). Over the past three years, there has been an increase in digital public service delivery. There was a substantial uptake in the provision of customs online services possibly reflecting an overall prioritization of this policy area.[6] A new indicator (I-26) measuring the use of digital ID for identification and online services found that 59% of economies have adopted the platform, and opportunities exist to introduce robust digital ID solutions in other countries. Enhancing the performance and effectiveness

6. Refer to Footnote 5.

of existing online public service portals, while expanding the adoption of these solutions across various sectors, presents a significant opportunity. Specifically, approximately 76 economies, or 39% of economies, do not have a fully operational online public service portal (see Figure 8.1), and 8% of economies have regressed in implementation since 2022 (see Figure 8.2). There is a positive trend in the adoption of pension online services, e-payment services, e-filing, and tax online service portals, yet a small number of economies (about 5%) reported some setbacks in their implementation.

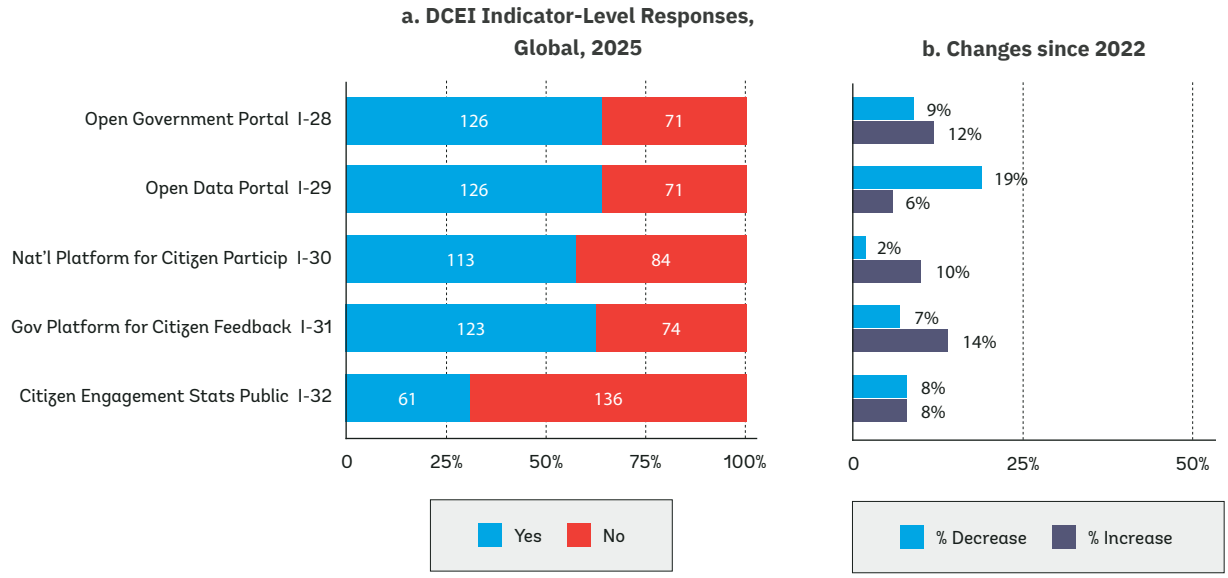
Figure 8: GTMI Public Service Delivery Index, 2025



Source: World Bank data (average scores for 197 economies).
Notes: 1. For visual clarity, this figure displays internal indicators only, as internal indicators use categorical responses, while external indicators are measured on a continuous scale. Indicator I-18, not displayed in Figures 8.1 and 8.2, is the UN Online Service Index (OSI).
2. I-26 is excluded from Figure 8.2, as it is a new indicator introduced in 2025 and there is no historical data with which to conduct a comparison.
3. Percentage increases indicate the percentage of economies that switched their responses from 'No' (or 'Planned') to 'Yes', whereas percentage decreases switched from 'Yes' to 'No' (or 'Planned'), based on the developments within the last three years.

Digital Citizen Engagement Index (DCEI). Compared to 2022, there has been an improvement in the focus on DCEI, stemming primarily from increased initiatives in government platforms to capture citizen feedback (13% of economies noted advancements), improved platforms for citizen participation in 10% of economies, and the establishment of new open government portals in about 12% of economies globally. This has not been without some regression, as evidenced by the maintenance and adoption challenges associated with open data portals in 19% of economies, and the decrease in the functionality of open government portals in 9% of economies. Additionally, only 31% of economies publish citizen engagement statistics, indicating a need for greater transparency in digital citizen engagement outcomes.

Figure 9: GTMI Digital Citizen Engagement Index, 2025



Source: World Bank data (average scores for 197 economies).
Notes: 1. For visual clarity, this figure displays internal indicators only, as internal indicators use categorical responses, while external indicators are measured on a continuous scale. Indicator I-27, not displayed in Figures 9.1 and 9.2, is the UN E-Participation Index (EPI).
2. Percentage increases indicate the percentage of economies that switched their responses from 'No' (or 'Planned') to 'Yes', whereas percentage decreases switched from 'Yes' to 'No' (or 'Planned'), based on the developments within the last three years.

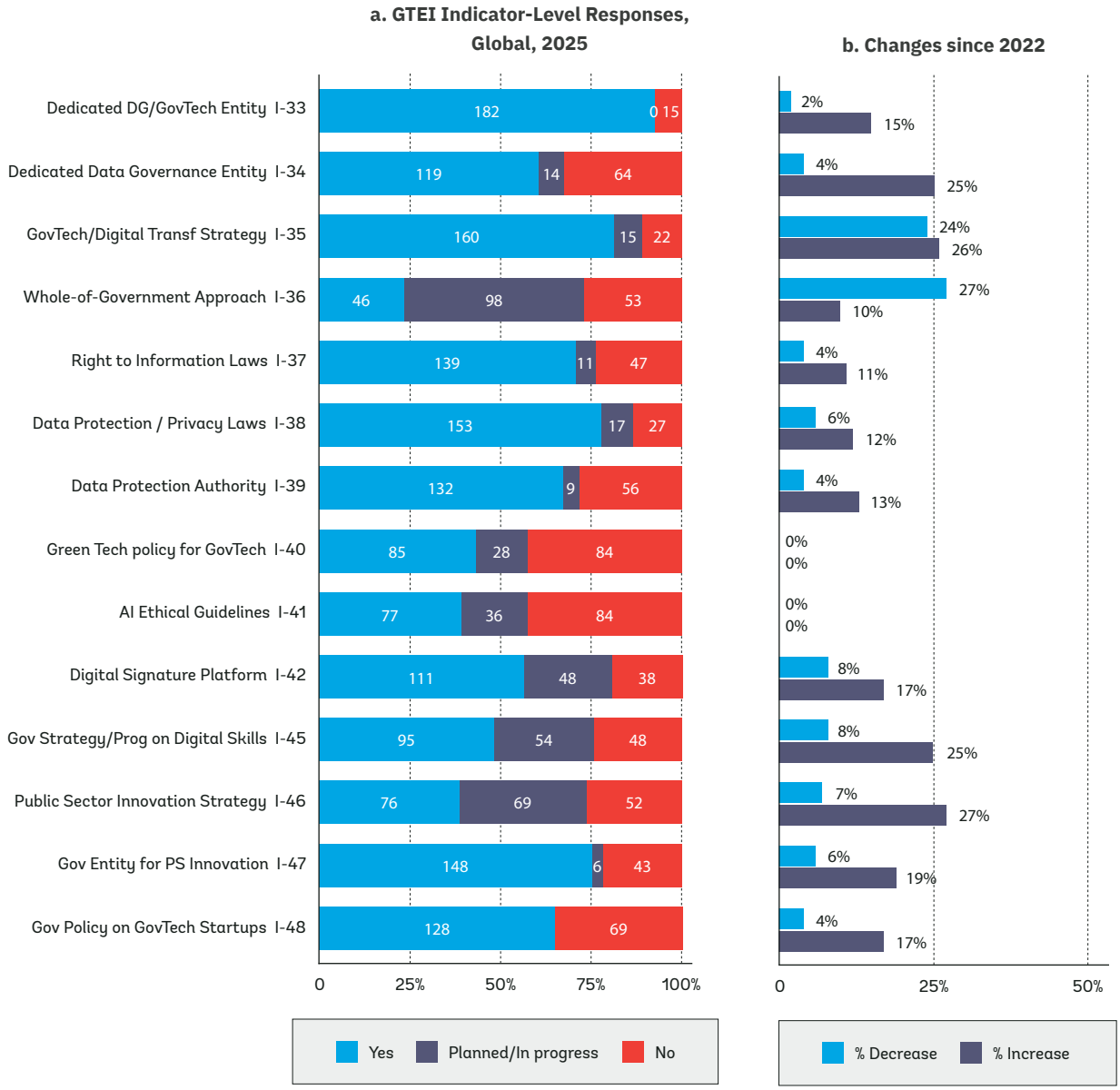
GovTech Enablers Index (GTEI). The GTMI 2025 shows overall progress in initiatives aimed at enhancing digital skills and boosting national innovation systems. Digital Skills Strategies/Programs showed a substantial increase, with 25% of economies reporting positive changes; yet, less than 50% of all economies have set up this type of initiative. Similarly, numerous countries have developed new Public Sector Innovation Strategies (26% increase), and 19% have created new Entities for Public Sector Innovation, bringing the total number of economies with such entities to approximately 75% globally. The total number of economies with digital signature platforms increased to 111, driven by 17% of economies reporting a positive change since 2022.

New dedicated data governance entities were also established in roughly 24% of economies, along with new Public Sector Innovation Entity and new Policies to promote GovTech Startups in around 17% of economies. These increases bring the total number of economies with Public Sector Innovation Entities to 148 (approximately 75% of all economies) and 128 with Policy for GovTech Startups (about 65%). There was also progress in key legislation, including new Right-to-Information (RTI) laws in 11% of economies. Additionally, approximately 12% of economies reported advancements in the adoption of new Data Protection laws.

The findings from two new indicators, Green Tech and the ethical use of AI, showed that about 42% and 45% of economies, respectively, have such policies in place, and about 15% are in the process of developing these policies. A more comprehensive definition of the adoption of a Whole-of-Government (WoG) approach was introduced in 2025.[7] With this change, only 46 economies, or 23% globally, have an institutionalize WoG approach.

7. An institutionalized WoG approach refers to economies that are using their government enterprise architecture, national interoperability framework and a shared data exchange platform (government service bus and APIs) effectively for government systems and services.

Figure 10: GTMI GovTech Enablers Index, 2025



Source: World Bank data (average scores for 197 economies).
Notes: 1. For visual clarity, this figure displays internal indicators only, as internal indicators use categorical responses, while external indicators are measured on a continuous scale. Not displayed in Figures 10.1 and 10.2 are indicators I-43 (ITU Global Cybersecurity Index or GCI) and I-44 (UN Human Capital Index or HCI).
2. I-40 and I-41 are excluded from Figure 10.2, as both are new indicators introduced in 2025.
3. Percentage increases indicate the percentage of economies that switched their responses from 'No' (or 'Planned') to 'Yes', whereas percentage decreases switched from 'Yes' to 'No' (or 'Planned'), based on the developments within the last three years.

Conclusions

- **Global GovTech progress remains unequal, widening the digital divide among income and regional groups.** To close these gaps, targeted support and international collaboration should focus on low-income and less developed regions, especially in Africa, to accelerate digital transformation.
- **Despite significant progress in adopting Government Cloud, Service Bus, Enterprise Architecture, and Interoperability Frameworks, it is essential to intensify efforts in these areas.** Almost 50% of economies have not implemented these critical systems and services, hampering their ability to improve effectiveness and efficiency.
- **Progress in digital ID and customs services contrasts with setbacks and gaps in deploying service portals in many economies.** Enhancing the scalability and sustainability of online service portals is crucial to ensure fair and comprehensive public service delivery.
- **Citizen engagement remains limited, mainly due to weak maintenance of open data and government portals, despite modest progress in feedback mechanisms.** Investing in strong digital infrastructure and institutionalizing citizen participation can improve transparency and civic trust.
- **Whole-of-government (WoG) adoption remains low, and many GovTech strategies are outdated, although national innovation systems and data governance frameworks are improving.** Governments should update their GovTech strategies to keep pace with rapidly evolving digital technologies and institutionalize the WoG approach to digital transformation to reduce costs caused by fragmented and duplicated systems.
- **Monitoring GovTech implementation is inconsistent and lacks standardization across economies.** Establishing clear reporting frameworks and performance metrics is essential for tracking progress, ensuring accountability, and supporting evidence-based decision-making.

Annex

The GTMI 2025 update saw a record number of participants, with over 1,000 public officials from 158 of 197 economies (80%) responding through a global online survey, compared to 135 respondents in 2022. For the remaining 39 economies, data was collected from the relevant publicly accessible government websites.

How is GTMI 2025 different from previous versions? The update maintains the 2022 methodology, using the same weights to permit reasonable comparison with the 2022 results, with minor adjustments made to accommodate three new key indicators. It features three major improvements: (1) Rigorous validation of all GTMI answers by the World Bank team benefited from generative AI tools like mAI,[8] ChatGPT, and Google AI Overview to improve accuracy and relevance of evidence provided; (2) Three new key indicators to reflect the trends in the adoption of policies for the ethical use of AI, and Green Tech, as well as the use of digital ID in online services[9]; and (3) Expanded sub-indicators to collect data on the utilization or uptake of GovTech.

How was the GTMI calculated? The GTMI is the average of the four GovTech area components. Each component is a weighted average consisting of multiple indicators at varying levels of detail. To calculate the GTMI, each indicator is scored, with more relevant indicators assigned a greater weight. These weighted scores are averaged within each GovTech area before they are combined and averaged to produce the final GTMI score. (See the 2022 GTMI report for all the technical details). The four focus areas are:

- **Core Government Systems Index (CGSI):** 17 key indicators capture information of information systems[10] and shared digital infrastructure[11] supporting a whole-of-government approach.
- **Public Service Delivery Index (PSDI):** 9 key indicators measure the maturity of online public service portals, with a focus on citizen-centric design and universal accessibility.
- **Digital Citizen Engagement Index (DCEI):** 6 key indicators measure aspects of public participation platforms, citizen feedback mechanisms, open data, and open government portals.
- **GovTech Enablers Index (GTEI):** 16 key indicators collect data on strategy, institutions, laws and regulations, as well as digital skills, innovation, and startup policies and programs.

8. mAI offers internal content for World Bank staff.
9. The GTMI 2025 replaced three external indicators from the Identification for Development (ID4D) dataset.
10. Key information systems supporting public financial management, tax administration, customs, human resources management, payroll, e-Procurement, debt management, and public investment management.
11. Government cloud, enterprise architecture, interoperability framework, and government service bus.

Table 1: 2025 GTMI key indicators

Ind	GTMI Key indicators	Points	Weight
	Core Government Systems Index (CGSI)		
I-1	Is there a shared cloud platform available for all government entities?	0 - 2	W1
I-2	Is there a government enterprise architecture framework?	0 - 2	W1
I-3	Is there a government interoperability framework?	0 - 2	W1
I-4	Is there a government service bus platform?	0 - 2	W1
I-5	Is there an operational FMIS in place to support core PFM functions?	0 - 2	W3
I-6	Is there a TSA supported by FMIS to automate payments and bank reconciliations?	0 - 2	W3
I-7	Is there a Tax Management Information System in place?	0 - 2	W3
I-8	Is there a Customs Management Information System in place?	0 - 2	W3
I-9	Is there a Human Resources Management Information System with self-service portal?	0 - 2	W3
I-10	Is there a Payroll System (MIS) linked with HRMIS?	0 - 2	W3
I-11	Is there a Social Insurance system providing pensions and other SI programs?	0 - 2	W1
I-12	Is there an e-Procurement portal?	0 - 2	W2
I-13	Is there a Debt Management System (DMS) in place? (Foreign and Domestic debt)	0 - 2	W3
I-14	Is there a Public Investment Management System (PIMS) in place?	0 - 2	W2
I-15	Is there a government Open Source Software (OSS) policy/action plan for public sector?	0 - 2	W2
I-16	UN Telecommunication Infrastructure Index (TII)	0 - 1	E1
I-17	Does government have a national strategy on disruptive / innovative technologies?	0 - 2	W2
	Public Service Delivery Index (PSDI)		
I-18	UN Online Service Index (OSI)	0 - 1	E1
I-19	Is there an online public service portal? (Also called 'One-Stop Shop' or similar)	0 - 2	W2
I-20	Is there a Tax online service portal?	0 - 2	W2
I-21	Is e-Filing available for tax and/or customs declarations?	0 - 2	W2
I-22	Are e-Payment services available?	0 - 2	W2
I-23	Is there a Customs online service portal (Single Window)?	0 - 3	W3
I-24	Is there a Social Insurance/Pension online service portal?	0 - 2	W2
I-25	Is there a Job portal?	0 - 2	W2
I-26	Is there a Digital ID (or equivalent) used for identification and online services?	0 / 1	W2

Table 2 continued...

Ind	GTMI Key indicators	Points	Weight
	Digital Citizen Engagement Index (DCEI)		
I-27	UN E-Participation Index (EPI)	0 - 1	E1
I-28	Is there an Open Government web site / portal?	0 / 1	W2
I-29	Is there an Open Data portal?	0 / 1	W2
I-30	Are there national platforms that allow citizens to participate in policy decision-making?	0 / 1	W1
I-31	Are there government platforms that allow citizens to provide feedback on service delivery?	0 / 1	W1
I-32	Does the government publish its citizen engagement statistics and performance regularly?	0 / 1	W2
	GovTech Enablers Index (GTEI)		
I-33	Is there a government entity focused on GovTech (digital transform, whole-of-government)?	0 - 2	W1
I-34	Is there a dedicated government entity in charge of data governance or data management?	0 - 2	W1
I-35	Is there a GovTech / digital transformation strategy?	0 - 3	W3
I-36	Is there a whole-of-government approach to public sector digital transformation?	0 - 2	W1
I-37	Are there RTI laws to make data/information available to the public online or digitally?	0 - 2	W3
I-38	Is there a data protection / privacy law?	0 - 2	W3
I-39	Is there a data protection authority?	0 - 2	W3
I-40	Is there a government policy to promote the integration of Green Technology in GovTech initiatives?	0 - 2	W2
I-41	Are there ethical guidelines in place for the adoption of Artificial Intelligence?	0 - 2	W2
I-42	Is there a digital signature regulation and PKI to support service delivery?	0 - 3	W3
I-43	ITU Global Cybersecurity Index (GCI)	0 - 1	E1
I-44	UN Human Capital Index (HCI)	0 - 1	E1
I-45	Is there a government strategy / program to improve digital skills in the public sector?	0 - 2	W1
I-46	Is there a strategy and/or program to improve public sector innovation?	0 - 2	W1
I-47	Is there a government entity focused on public sector innovation?	0 - 2	W1
I-48	Is there a government policy to support GovTech startups and private sector investments?	0 / 1	W2

Notes: 1. The 2025 GTMI is based on 48 key indicators, including 5 external indicators highlighted in red in the table above. The internal indicators were defined by the World Bank team and are collected through self-reported survey responses from 158 participating economies and publicly available data from 39 non-participating economies. The external indicators are based on sources external to the World Bank. These indicators include all three components of the United Nations (UN) e-Government Development Index (EGDI), namely the UN Telecommunication Infrastructure Index (TII), the UN Human Capital Index (HCI) and the UN Online Service Index (OSI). The GTMI external indicators also include the UN e-Participation Index (EPI) and the ITU's Global Cybersecurity Index (GCI).
2. Considering the Weight column, W1 refers to Level 1 key indicators, which measure newer and strategically important dimensions and therefore receive a higher weight. W2 and W3 both apply to Level 2 key indicators that assess more established digital platforms; however, W2 has a slightly higher weight than W3 due to differences in their scoring scales. E1 refers to external indicators and receives a high weight. All the details on the GTMI Methodology can be found in WBG GovTech Maturity Index 2022 Update: Trends in Public Sector Digital Transformation.
3. The weights in Blue represent new indicators (for I-26, I-40, and I-441) or changes to the weighting (I-23).

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