Global Future Councils

WORLD ECONOMIC FORUM

In collaboration with the Global Future Council on GovTech and Digital Public Infrastructure

The GovTech Compass: Ten Principles for the Responsible Implementation of GovTech and Digital Public Infrastructure

INSIGHT REPORT

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Foreword

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Over the past year, members of the Global Future Council on GovTech and Digital Public Infrastructure have examined a pressing question: why do promising digital reforms so often fall short of their potential in practice? Across diverse contexts, we reached a shared conclusion: governments are under growing pressure to digitalize, yet too many initiatives proceed without a common set of principles to guide decisions, align incentives and manage the trade-offs that determine whether GovTech and DPI deliver lasting public value.

This document was created in response to that need.

The urgency is clear. Digitalization is frequently driven by incentives that reward speed, efficiency and visible delivery – sometimes at the expense of inclusion, accountability and the lived realities of the citizens meant to benefit. Citizen-centred design can be seen as too slow or costly, leaving gaps that are rarely repaired after launch. Approaches labelled as “best practice” can work well for the digitally privileged while creating barriers for others, inadvertently or otherwise. Transparency may become performative if people and oversight bodies lack meaningful ways to question decisions, secure remedies or shape improvements. These are not inevitable outcomes of technology; they reflect choices about how digital transformation is designed, governed and sustained.

This report is the collective contribution of the Global Future Council on GovTech and Digital Public Infrastructure to a more responsible and more effective path. It offers 10 principles that serve as a practical compass for leaders navigating the complexity of GovTech and digital public infrastructure implementation – helping translate ambition into systems and services that work in the real world, across institutions and communities. These principles may manifest in different ways in different settings, but we believe they reflect a seam of useful underlying pragmatism.

Our council is committed to supporting governments and partners in applying these principles, sharing lessons across contexts and strengthening the ecosystem of practice around them. If digital government is to earn and sustain public trust, it must be built with people, not merely delivered to them – and guided by values that keep public value at the centre.

Executive summary

A digital compass – transforming GovTech and digital public infrastructure ambition into citizen-centred delivery at scale.

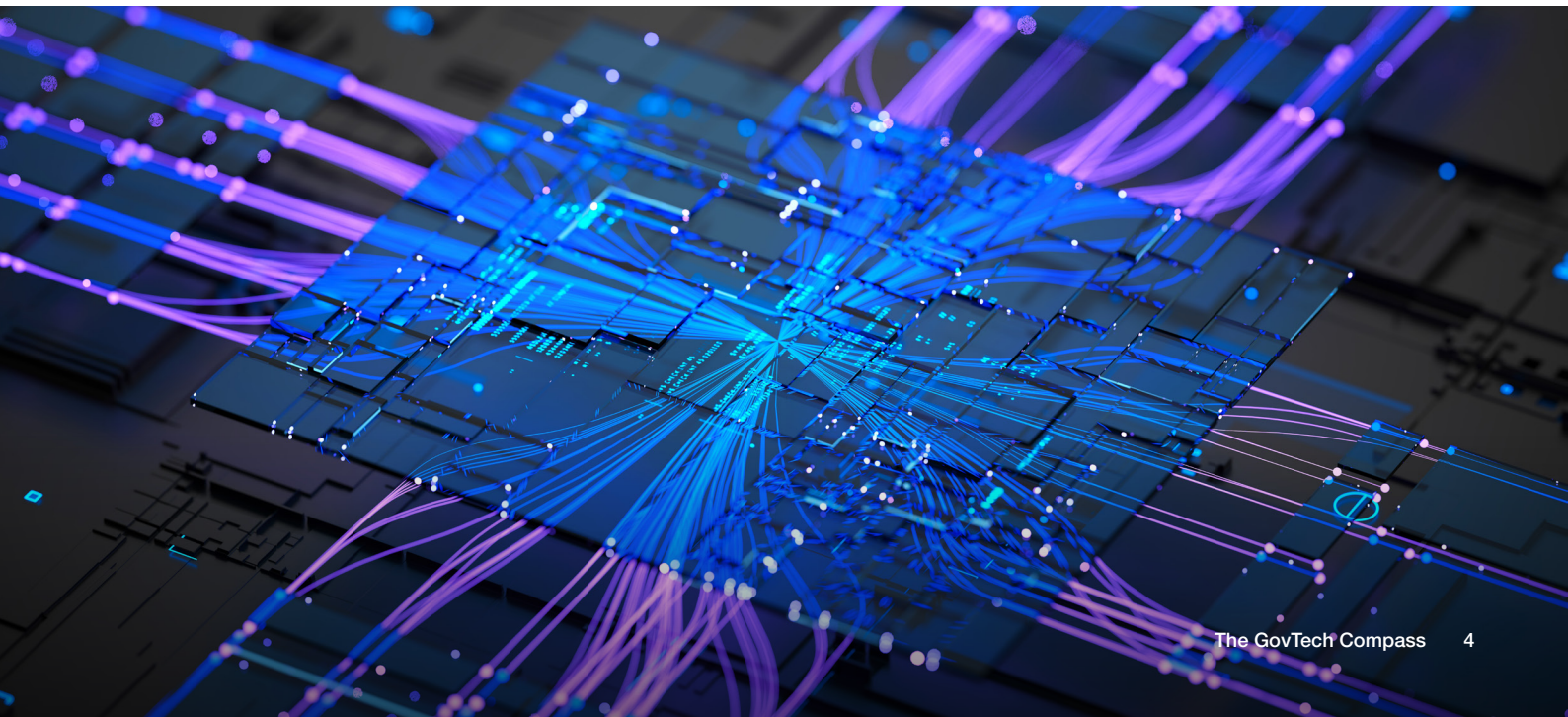
Governments worldwide are accelerating digitalization to strengthen public service delivery and transform how the state operates. When guided by clear principles and effective governance, GovTech (short for government technology) and digital public infrastructure (DPI) can improve service quality, reduce administrative burdens and increase access. When pursued without these safeguards, digitalization can exclude underserved groups, reduce transparency, increase dependency on vendors and erode public trust in digital transformation.

A central risk is that digitalization agendas are often shaped by incentives that prioritize speed and efficiency over legitimacy and user needs. Budget constraints, pressure to "keep up" with emerging technologies and expectations for rapid results can drive isolated implementation and technology-first decisions. This often produces systems that fail to reflect how people actually access services, do not function seamlessly across agencies and do not provide reliable pathways for those with limited connectivity, documentation, literacy or digital skills. Eventually – sometimes quite soon – these systems fail at scale.

This report addresses these common failures by setting out 10 principles to guide decision-making across the GovTech and DPI life cycle – from strategy and procurement to design, deployment and continuous improvement. The principles provide a shared reference point for governments and ecosystem partners to steer digital transformation towards citizen-centred outcomes, safeguard public value and strengthen accountability and inclusion in practice. They are intended to support leaders in navigating common trade-offs, aligning incentives and avoiding failure patterns that undermine trust, legitimacy and adoption.

The principles are designed for application. Each is operationalized through a maturity model that helps governments and ecosystem partners move from intent to implementation. For every principle, the framework summarizes what can go wrong when action is not taken, outlines foundational practices that provide a practical baseline for beginners on this journey and sets out actions for progressive excellence that more mature systems can pursue to strengthen outcomes over time.

Finally, the report clarifies how key stakeholders can uphold the principles in practice – including political leaders, government tech leaders, business leaders, development banks and donor organization leaders, civil society leaders, academic experts and citizens. Together, these elements support a more responsible GovTech and DPI ecosystem – enabling digitalization that delivers better public services while reinforcing public trust and long-term public value.



Introduction

Efficiency without legitimacy – the risks of unprincipled digitalization.

The problem to be addressed

Governments worldwide are investing in digital public infrastructure to strengthen government operations and public service delivery, yet these efforts risk being driven by efficiency gains at the expense of government legitimacy.

From digital identity systems that exclude the most vulnerable, to AI-driven welfare decisions that entrench bias, to data partnerships that privatize public value, the rush to digitalize governance is creating new forms of exclusion, opacity and concentrated power.

This isn't inevitable. The challenge isn't technology itself, but the absence of clear principles guiding its deployment. Without a shared framework, governments repeat costly mistakes, citizens lose trust and the promise of digital transformation becomes another driver of inequality.

A new compass is needed, one that is visionary yet practical, global yet adaptable and, above all, human-centred.

The approach

This framework establishes 10 principles to ground GovTech[1] and DPI[2] in ethical practice, inclusion, operational clarity and long-term accountability. These principles reflect the Global Future Council on GovTech and Digital Public Infrastructure's working group deliberations and a member survey undertaken to gather inputs for this report, informed by desk research and grounded in the council's collective experience of what works in digital governance.

This is not an aspirational statement of intent. To support responsible GovTech and DPI deployment, the framework is structured around a maturity model applied across 10 principles. For each principle, it clarifies what can go wrong when digitalization proceeds without clear safeguards and the risks such gaps can create. It then outlines foundational practices that governments should put in place to protect public value, followed by progressive excellence practices that represent more mature and resilient implementation. To ground the principles in practice, each section highlights illustrative examples from different contexts that demonstrate how these standards can be applied.

These principles are not an exhaustive or prescriptive checklist, but a practical compass to guide governments through the trade-offs inherent in digital transformation. Acknowledging the varying stages of GovTech maturity across countries – as reflected in the World Bank's GovTech Maturity Index (GTMI)[3] – the principles are intended to be adaptable to different countries' specific scale, institutional capacity and cultural context. What remains constant is the commitment to uphold the core principles that safeguard public value as digitalization advances.

FIGURE 1 **Maturity model**

Source: World Economic Forum Global Future Council on GovTech and Digital Public Infrastructure

1 The 10 principles

Guiding GovTech and DPI towards trusted, human-centred government – a new compass for the digital state.

The 10 principles offer a practical compass for governments on their digitalization journeys, helping them steer GovTech and DPI towards trusted, human-centred outcomes. They set out what is needed to engage the full ecosystem of stakeholders while strengthening accountability, transparency, inclusion and accessibility. Applied together, they support better decisions and more efficient public services that respond to real citizen needs and deliver lasting public value.

These principles are not intended as an exhaustive list, nor do they frame digital transformation as a zero-sum contest among stakeholders. Rather than positioning actors in opposition, they recognize that governments, businesses, civil society and citizens each have legitimate and complementary roles to play in complex multistakeholder systems. They aim to support better alignment, shared responsibility and more informed decision-making across the ecosystem – strengthening institutions and partnerships rather than casting suspicion or assigning blame.

Figure 2 shows how the principles can be grouped into three blocks based on their nature and function.

FIGURE 2 **Categorization of the 10 principles**

Legitimacy	Trust	Delivery
1 Citizen-first – design for people, then build the system	5 Accountability, transparency and informed trust	7 From digital maximalism to digital pragmatism
2 Inclusion and accessibility over digital concentration of power	6 Citizen data sovereignty through stewardship, not merely collection	8 From rigidity to resilience and learning
3 Collaboration and co-creation over top-down design		9 Evidence and dynamic adaptation
4 Prioritize public value for shared gain		10 Leadership commitment and change management over technical delivery

Source: World Economic Forum Global Future Council on GovTech and Digital Public Infrastructure

PRINCIPLE 1

Citizen-first – design for people, then build the system

Governance should start with citizens, not databases or software. GovTech and DPI should reflect citizens' lived experiences and service journeys, prioritizing usability, transparency, responsiveness and meaningful participation from design through to operation.

What happens if governments do not act?

Programmes are shaped by silos, legacy systems or vendor constraints. Adoption stalls, trust declines and governments spend heavily on platforms that deliver "efficiency" on paper but little value in practice.

Foundational practices

- Conduct user research with a representative cross-section of citizens early enough to shape requirements and priorities.
- Map and redesign key service journeys and workflows before technical build, focusing on the outcomes citizens need.
- Validate core assumptions through usability testing and pilots, adapting services based on evidence before scaling.
- Maintain clear channels for citizen feedback and issue resolution throughout operation, with named service owners.

Progressive excellence

- Embed citizen-journey metrics in policy, delivery and procurement decisions, including targets for usability and satisfaction.
- Establish citizen advisory boards or mechanisms that influence priorities and trade-offs rather than simply providing consultation.
- Align incentives, performance management (for individuals, projects and programmes) and vendor contracts with citizen experience and

Real-world application:
Estonia

Estonia's "once-only"[4] approach and digital ID reduce repeated paperwork and enable trusted, user-centric service journeys (including citizen visibility into data access).

PRINCIPLE 2

Inclusion and accessibility over digital concentration of power

Digital transformation should broaden access across sectors of the population, languages, devices and connectivity. Inclusion means engaging with people in their specific context, online and offline, so essential GovTech and DPI-enabled services should remain usable for diverse communities.

What happens if governments do not act?

Services assume access to smartphones and data and/or high literacy – and digitalization ends up entrenching inequality. Offline pathways decay, language barriers persist and progress metrics can mask exclusion while benefits are concentrated among the connected.

Foundational practices

- Include marginalized communities in research and prototyping early, focusing on genuine barriers to access and use.
- Ensure essential services function on widely available devices and in low-connectivity contexts, with offline alternatives for core services.
- Provide services in all official languages and other commonly used community languages relevant to the service.
- Test prototypes with users who face common access barriers – including disability, low literacy and limited connectivity – before scaling.
- Expand digital literacy and assisted support during service rollout.

Progressive excellence

- Assess and improve accessibility in line with recognized standards – such as the Web Content Accessibility Guidelines (WCAG) – across design, procurement and quality assurance.
- Use disaggregated indicators to track equity outcomes and close gaps across gender, ethnicity, geography, age, disability and other contexts.
- Co-create improvements with disability and inclusion organizations to go beyond compliance and strengthen real-world usability.

Real-world application:

Rwanda

Rwanda's Irembo portal[5] delivers more than 100 e-services and (per the World Bank[6]) is complemented by a nationwide network of Irembo authorized intermediaries, supporting access for citizens who might lack reliable internet or strong digital skills.

PRINCIPLE 3

Collaboration and co-creation over top-down design

Digital government works best as an ecosystem effort. Collaboration among government, citizens, business, civil society and academia strengthens legitimacy, innovation and resilience, and helps ensure GovTech and DPI solutions fit real needs.

What happens if governments do not act?

Solutions that do not respond to real needs become white elephant or vanity projects, alienating the communities they are meant to benefit. They fail because no single stakeholder has all the answers – resulting in public funds being wasted on top-down systems that end up being rejected by citizens.

Foundational practices

- Create the right mechanisms and incentives to ensure cross-level (national, regional and local) and cross-departmental (ministries, agencies, divisions) collaboration within government.
- Establish multistakeholder advisory groups with diverse representation – government, business, civil society, academia and citizens – for major GovTech and DPI initiatives.
- Conduct open consultations with published responses showing how feedback was incorporated.
- Create collaboration channels for good-practice exchange across governments and ecosystem partners.

Progressive excellence

- Create participatory design labs where citizens co-create GovTech and DPI with technologists and policy-makers.
- Use open calls and regulatory sandboxes to draw in private-sector innovation, test prototypes with users in real-world conditions, identify risks early and scale what works.
- Formalize roles for civil society watchdogs and independent experts in oversight and accountability mechanisms.

Real-world application:
Chile

Chile's Laboratorio de Gobierno[7] has (since 2015) institutionalized co-creation as a core practice for public innovation. This approach informed the Digital Government Strategy 2030 through a participatory process engaging 1,460 citizens and 272 stakeholders across nine dialogue sessions.[8]

PRINCIPLE 4

Prioritize public value for shared gain

GovTech and DPI should create value for, rather than extracting it from, society. Private-sector innovation is important when aligned with public goals, while governments remain stewards of data, standards and societal outcomes.

What happens if governments do not act?

Partnerships can create vendor lock-in or dependency, weaken sovereignty and enable monetization of citizen data. Governments pay more over time, lose control over critical infrastructure and erode confidence in digital government.

Foundational practices

- Adopt open standards, interoperable architectures and enforceable data portability in line with recognized frameworks (e.g. EU portability standards), supported by clear APIs and common data formats.
- Use contracts that enable flexibility, migration and oversight, and prohibit terms that restrict portability, independent audit or operational access.
- Apply vendor due diligence aligned with local law and regulatory standards, assessing security posture, conflicts of interest and demonstrated capacity to support reliable public service delivery.
- Develop DPI solutions and standards that establish an open, interoperable base layer – enabling innovation, fair competition and alignment between public value objectives and private-sector participation.

Progressive excellence

- Conduct independent public-benefit assessments and disclose value metrics for major partnerships, including rights, sovereignty and environmental impacts.
- Publish the core terms of major public–private partnerships and data-sharing agreements in the public interest, while respecting applicable confidentiality rules, including clear governance and accountability mechanisms.
- Use modular procurement and multivendor strategies to keep systems contestable and avoid vendor lock-in.
- Build sovereign capability to operate and evolve critical systems, including in-house skills, full documentation and credible transition plans.

Real-world application:
Brazil

Brazil's Central Bank-led Pix[9] is a public instant-payments infrastructure that is interoperable across institutions, enabling private innovation while keeping governance and public-value objectives in the public domain.

PRINCIPLE 5

Accountability, transparency and informed trust

Public trust arises from visibility and accountability. Systems must be explainable, auditable and governed under the rule of law – not dependent on unquestioning trust in institutions or code.

What happens if governments do not act?

Opaque governance scales mistakes and bias. Without human oversight and independent audit, harm is hard to detect or challenge, and government legitimacy can erode quickly.

Foundational practices

- Establish public oversight mechanisms for data and AI use in government.
- Maintain independent audit trails for automated decisions that affect rights or entitlements, enabling independent review and investigation.
- Embed explainability requirements into the design, procurement and deployment of AI systems.
- Ensure high-stakes decisions are contestable through human review, accessible appeals and timely redress mechanisms.
- Inform the public of significant failures, breaches and corrective actions, balancing transparency with security needs.
- Make sure contestability remains meaningful not only in reactive decisions but also in proactive or automated contexts where services, classifications or interventions occur without a prior citizen request.

Progressive excellence

- Publish real-time public performance and compliance dashboards for key systems, including reliability, incidents and governance indicators.
- Conduct regular third-party audits of high-risk systems, proactively publishing summaries of findings and remediation actions.
- Establish “stop or rollback” thresholds for high-risk systems (e.g. error rates, bias indicators or incident severity) with predefined escalation and suspension procedures.

Real-world application:
Denmark

Denmark’s Agency for Digital Government[10] explicitly works to ensure transparent digital administration and strong governance of core public ICT systems, reinforcing accountability and auditability and creating the basis for discerning, evidence-driven trust from citizens.

PRINCIPLE 6

Citizen data sovereignty through stewardship, not merely collection

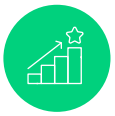
Data is a public asset that requires rights-based stewardship. Governments should protect privacy, define lawful access and use and enable citizens to control their information while still supporting responsible innovation and service delivery in GovTech and DPI. In parallel, governments must retain digital sovereignty at the national level – maintaining strategic control over critical infrastructure, standards and long-term system evolution.

What happens if governments do not act?

Weak safeguards enable surveillance, misuse and discriminatory profiling. Unchecked sharing and breaches undermine trust and sovereignty, and can create infrastructure that concentrates power and limits civic freedoms.

Foundational practices

- Enact and enforce data protection laws, with independent oversight and meaningful penalties for misuse or breaches.
- Set data sovereignty requirements so that sensitive citizen data is stored and processed under the country's legal jurisdiction.
- Apply privacy-by-design and cybersecurity-by-design, including data minimization, strong access controls, encryption, logging and documented risk assessments for each component.
- Develop secure and sovereign cloud strategies to ensure that citizen data is protected, resilient and legally safeguarded.
- Enable citizens to access, correct and delete personal data, with clear processes and service-level response timelines.
- Subject third-party data sharing to clear legislation, ethical review and public disclosure of purpose and safeguards.



Progressive excellence

- Use privacy-enhancing technologies for verification and data exchange, reducing exposure of personal information while enabling service delivery.
- Create data trusts or cooperatives where citizens collectively govern data use.
- Develop cross-border data exchange protocols that protect sovereignty while enabling cooperation.

Real-world application:
Switzerland

Switzerland's recent Federal Act on Data Protection[11] (in force since 1 September 2023) strengthens protections and rights around personal-data processing, supporting a rights-based approach to data stewardship.

PRINCIPLE 7

From digital maximalism to digital pragmatism

Not every problem requires a digital solution built from scratch. Before building new solutions, governments should exhaust the possibilities for using existing systems, improving manual processes or enabling analogue alternatives. Simplicity and restraint are virtues.

What happens if governments do not act?

Public funds are wasted on unnecessary or duplicative technology, while simpler, more effective solutions are overlooked – leading to fragmented systems, greater complexity and reduced interoperability.

Foundational practices

- Require an assessment of necessity and alternatives before approving new GovTech or DPI builds. Where possible, encourage use of existing base infrastructure.
- Map workflows end-to-end with all key stakeholders before digitalizing, avoiding ambiguous designs that miss real constraints and actors.
- Conduct cost–benefit analyses that include social, environmental and operational costs, not only financial return on investment (ROI).
- Decommission underused or duplicative systems and simplify processes before adding new layers of technology.

Progressive excellence

- Standardize reference architectures and interoperability patterns, so solutions remain modular and avoid bespoke, monolithic builds.
- Use outcome-based metrics to challenge complexity, rewarding reductions in steps, forms and systems, not only new launches.
- Design low-energy infrastructure and promote energy-efficient software and model development, especially for data and AI-intensive services.

Real-world application:

United Arab Emirates

Part of the UAE Digital Government Strategy 2025,[12] the UAE PASS[13] is a unified national digital identity and signature used across all emirates; agencies integrate the shared capability instead of building separate logins and e-signature tools, keeping new development focused on service-specific needs rather than reinventing infrastructure.

PRINCIPLE 8

From rigidity to resilience and learning

Governments must evolve continuously, learning from risk and even failure. GovTech and DPI solutions should be modular, secure and capable of adapting to resource constraints, crises and change. Risk avoidance is not resilience – learning from failure is.

What happens if governments do not act?

Brittle systems that collapse under stress are created, accumulating security vulnerabilities that could eventually prove catastrophic. Governments are trapped in unmaintainable technical debt, which can result in a significant share of IT budgets being spent on keeping obsolete systems running.

Foundational practices

- Pilot new systems at a small scale before full deployment and improve them through ongoing iterations.
- Build monitoring and incident management into operations, so failures are detected early and resolved with documented follow-up.
- Conduct post-implementation reviews that record failures and lessons, with clear owners and timelines for remediation.
- Establish contingency plans and fallback processes so essential services continue during outages, disruptions or system changes.
- Invest in continuous workforce development, including structured upskilling programmes and public–private partnerships to strengthen digital capabilities.

Progressive excellence

- Create safe-to-fail sandboxes with clear oversight to test innovations without putting essential services at risk.
- Publish lessons learned from failures and share practices across governments and other multistakeholder actors to build collective resilience.
- Regularly evaluate system architectures and update or decommission components as needed to reduce technical debt, strengthen security and maintain long-term adaptability.

Real-world application:

Japan

Japan's Regulatory Sandbox[14] explicitly enables time-bound, real-world trials of emerging technologies, helping governments establish baselines, measure outcomes and adapt rules and delivery models iteratively before scaling solutions.

PRINCIPLE 9

Evidence and dynamic adaptation

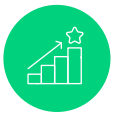
Policy and technology decisions should be data-driven and iterative. Measurement and knowledge sharing can be difficult and costly – but indispensable. Without measurable impact, success cannot be claimed.

What happens if governments do not act?

Failed programmes are scaled while effective ones are abandoned, repeating costly mistakes because outcomes are not measured, lessons are not learned and approaches that do not work risk being repeated.

Foundational practices

- Establish measurement frameworks with baseline data before launching major GovTech investments.
- Publish performance indicators with appropriate disaggregation and privacy safeguards, focusing on service quality and equity outcomes.
- Conduct independent post-launch evaluations and act on findings through clear improvement plans and accountability.



Progressive excellence

- Use continuous feedback loops combining user inputs and operational data to prioritize improvements and iterate services quickly.
- Monitor complaints, appeals and redress outcomes to identify recurring failure patterns and target fixes where harm or inequity is concentrated.
- Institutionalize cross-government learning and reuse, with shared playbooks and support to adapt proven approaches rather than rebuilding from scratch.

Real-world application:

Singapore

Singapore's Digital Government Blueprint[15] explicitly emphasizes evidence-based approaches and using shared "government tech stack" components (see Principle 7), enabling continuous measurement and gradual improvements rather than one-off deployments.

PRINCIPLE 10

Leadership commitment and change management over technical delivery

GovTech and DPI are institutional change platforms, not only technology projects. Sustained leadership commitment, clear ownership and change management help align policies, incentives, skills and operating models so systems are adopted and deliver public value.

What happens if governments do not act?

Initiatives become technical rollouts with weak sponsorship. Agencies resist change, adoption remains uneven and investments underdeliver, eroding confidence and political support for future reforms.

Foundational practices

- Secure visible leadership sponsorship and named senior ownership, with clear decision rights and explicit accountability to citizens for outcomes and public value delivered.
- Establish cross-government coordination to align priorities, standards, funding and implementation sequencing across institutions.
- Ensure change management occurs alongside delivery, so processes, roles, workforce readiness and operational transitions are addressed early.

Progressive excellence

- Invest in leadership development and change capability so senior officials can sponsor reform, unblock delivery and sustain momentum.
- Align budgets, incentives and performance metrics with adoption, service quality and public-value outcomes, not only project milestones.
- Embed continuous learning through feedback loops, operational metrics and structured reviews that inform iteration during rollout.

Real-world application:
Ukraine

Ukraine elevated digital reform[16] leadership to the top of government (appointing the Minister of Digital Transformation as First Deputy Prime Minister in July 2025[17]), reinforcing sustained sponsorship and enduring cross-government coordination and leadership.

2 Advancing the principles across the GovTech ecosystem

Aligning political will, delivery teams, partners and citizens for people-centred digital government.

This section bridges intent and action. It positions the framework as a practical compass for leaders across the GovTech and DPI ecosystem, helping them translate shared principles into concrete decisions that deliver public value. The principles are not owned by a single actor; they require coordinated action across political leadership, delivery teams, partners and society. The roles in Figure 3 outline how each stakeholder group contributes to applying the principles in practice, reflecting their distinct responsibilities, levers and influence over outcomes.

FIGURE 3 | **Stakeholder ecosystem and role mapping**

Source: World Economic Forum Global Future Council on GovTech and Digital Public Infrastructure

- **Political leaders (ministers/secretaries):** Provide sustained political sponsorship and policy direction to ensure the principles guide priorities, funding and cross-government decisions.
- **Government tech leaders (chief data officers/chief technology officers/chief information officers):** Translate the principles into practice by embedding them in system design, procurement, delivery and day-to-day operations.
- **Business leaders:** Partner to deliver solutions aligned with public value, interoperability and safeguards, supporting long-term government capability.
- **Civil society leaders:** Represent affected communities and provide independent scrutiny to strengthen inclusion, accountability and oversight in practice.
- **Development banks and donor organization leaders:** Ensure that the principles are systematically embedded within funding criteria, guiding the design, approval and evaluation of financed initiatives.
- **Academic experts:** Provide evidence, evaluation and technical insight to test assumptions, measure outcomes and improve implementation.
- **Citizens:** Shape services through feedback and participation, and exercise rights to access information, contest decisions and demand accountability from governments.

Conclusion

Digitalization is reshaping how governments operate, how people access public services and how rights are exercised in daily interactions with the state. The central question is not whether GovTech and digital public infrastructure are adopted, but whether their design and governance advance public value – fairness, inclusion, accountability and better outcomes – alongside efficiency. As digital capacity expands, governments may in some contexts assume more anticipatory functions. These can reconfigure administrative agency and therefore require clearer, more extensive legitimacy safeguards and accountability boundaries than were present earlier. In this context, technical choices have institutional consequences: they influence who can participate, who is protected and who can seek remedy when systems fail.

The 10 principles set out in this document are intended to strengthen decision-making under common constraints – limited capacity, fiscal pressure and rapid technological change – to reduce predictable and hence avoidable governance and delivery failures. They offer a shared reference point to support coherence across institutions, align incentives and partnerships and sustain reforms over time. Applied consistently, they help translate ambition into durable choices on standards, safeguards, accountability, inclusion and long-term capability.

The framework is designed to be used in practice. Its maturity model distinguishes foundational practices from progressive excellence, and highlights the consequences of weak governance and insufficient safeguards. Together, these elements are intended to inform practical decisions on sequencing, procurement and partnership requirements, capability investments and ongoing accountability throughout the life cycle of GovTech and DPI initiatives.

This is a high-level guide rather than a prescriptive blueprint. Implementation will need to reflect the country context, including institutional capacity, legal frameworks, service delivery models and digital maturity. The intention is to support adaptation without diluting the outcomes the principles are designed to protect.

Responsibility for delivery is shared across the ecosystem. Political leaders, government tech leaders, business leaders, development banks and donor organization leaders, civil society leaders, academic experts and citizens each have distinct levers to reinforce these principles in strategy, design, funding, procurement, oversight and participation. All stakeholders are encouraged to apply the principles within their mandates and to reinforce mutual accountability. Used collectively, they can help ensure GovTech and DPI strengthen public value – delivering services that meet citizens' needs, improving inclusion and transparency and supporting more capable and resilient institutions.

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