

# Building Next Generation Digital Government with a DPI & Services-First Approach

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# Reality Check

**Are Public Services  
Building Trust?**





# Three citizens. Three true stories.



**The password**



**The birthdate**

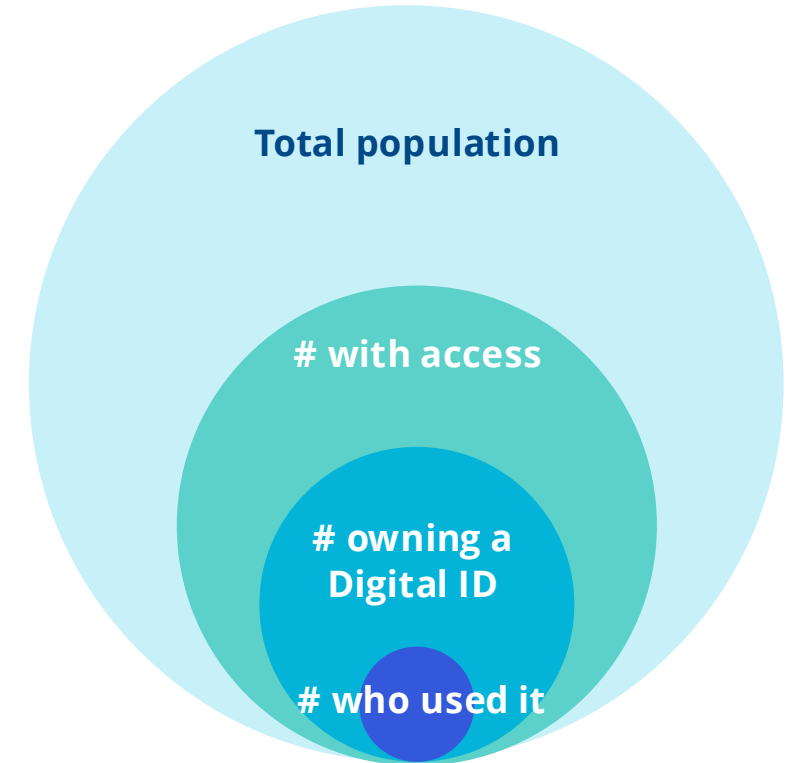


**The wedding**



# Why Technology Alone Is Not Enough

- 01 The next generation of digital government is mostly NOT about technology.**
- 02 It is not something you can just buy, configure, or deploy.**
- 03 It requires changes in mentality, strategy, and execution.**



ID4D Dataset 2025



# What Is "Next Generation Digital Government"?



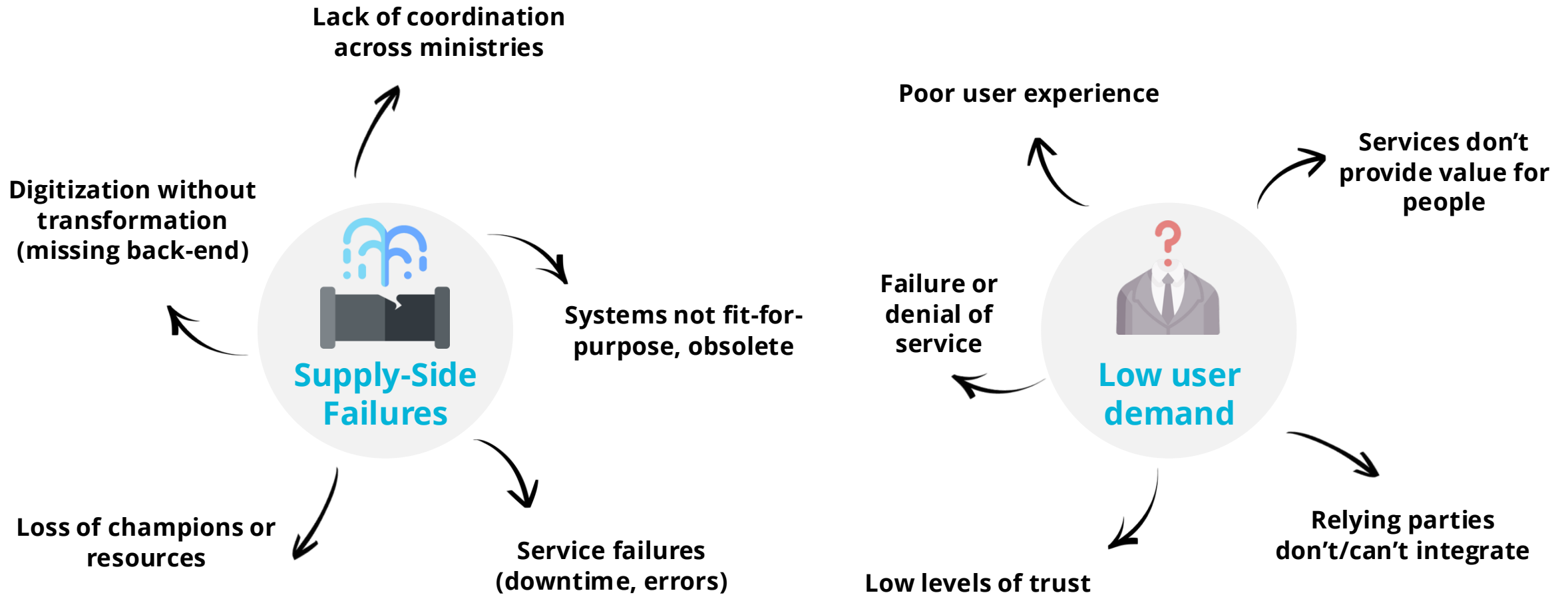
	Digital Public Infrastructure	Services First
What?	Creating foundational, digital building blocks for public benefit	A product-based, user-centric mindset for government services
Core principles	Re-use across sectors, interoperability, openness, inclusion, privacy-by-design, strong governance	Human-centered design, service transformation, continuous improvement
The question	What infrastructure does everyone need for service delivery?	What does this specific user actually need/want to do?
Risks mitigated	Every agency or business reinvents the wheel; failure to digitalize ecosystem	Services are digitized but not transformed; systems fail to meet needs

**DPI without Services-First** creates infrastructure that **nobody uses**.  
**Services-First without DPI** creates fragmented solutions that **cannot scale**.

**Why do digital  
government  
projects **fail?****



# How do digital government projects fail?





# **The Symptoms Are Easy to Spot**



**Low or declining adoption rates**



**Frequent downtime and poor performance**



**Political will and budget eroding over time**



**Technology becoming obsolete before it is fully deployed**



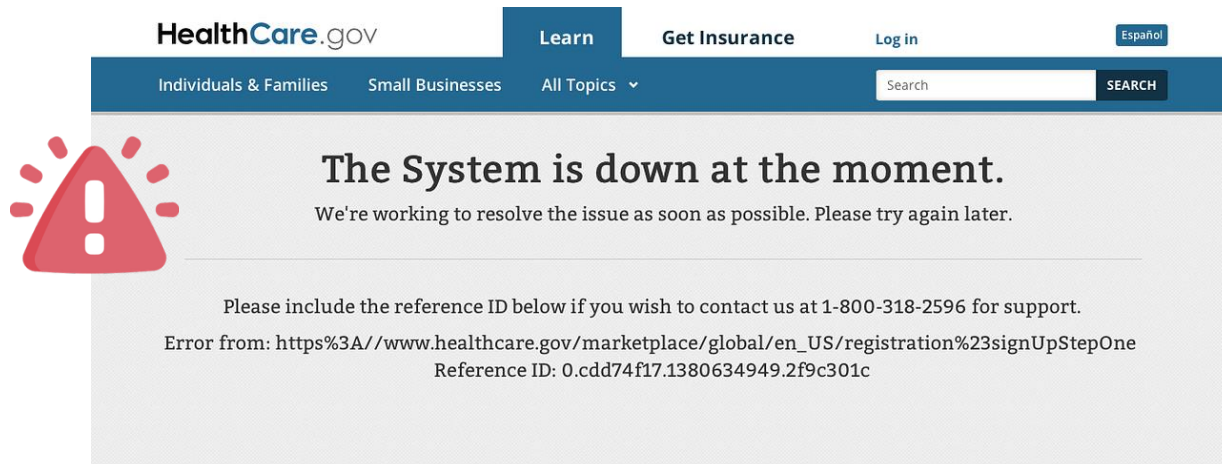
**Eroding public trust and bad press**



**Duplicative systems that waste taxpayer \$**



# Example of failure and response

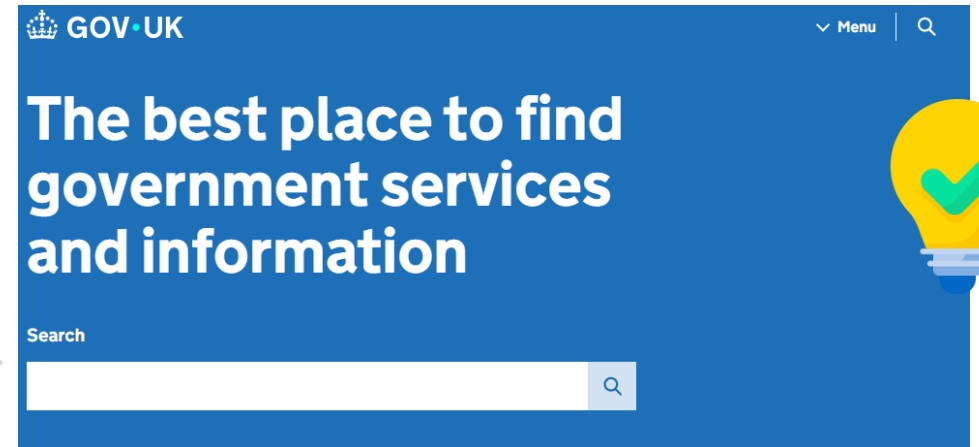


## US Obamacare Website

Launched with critical bugs; only 6 of an expected 50,000 enrolled on day one.

### Diagnosis:

- Poor coordination between policy and technical teams.
- Contract management failures, no single accountable owner.
- Continued on a failing path despite warning signs.



## UK Government Digital Service (GDS)

Founded after a decade of large IT failures and a parliamentary report: "Government and IT: A Recipe for Rip-offs."

### The shift:

- Central capability instead of vendor outsourcing.
- GOV.UK as one front door, not 1,000 sites.
- User needs first : "the strategy is delivery."

# Implementing Next Generation Digital Government: **5 Key Ingredients**



# Shifting mindsets, strategy, and execution



## Silos → DPI

Moving from digitalizing in service or sector to creating **building blocks** for re-use across government and private sector for the public benefit.



## Projects → Products

Building DPIs and services as outcomes-focused products—to be **continuously operated and improved**—not fixed-term, input-base projects.



## Institutions → Users

Re-orienting toward user-centric rather than institution-centric architecture by integrating **human-centered design, life-events services, and feedback loops**.



## Digitalization → Transformation

Focusing on transforming, rather than digitalizing services, including business-process **re-engineering** and **simplification**.



## Government → Ecosystem

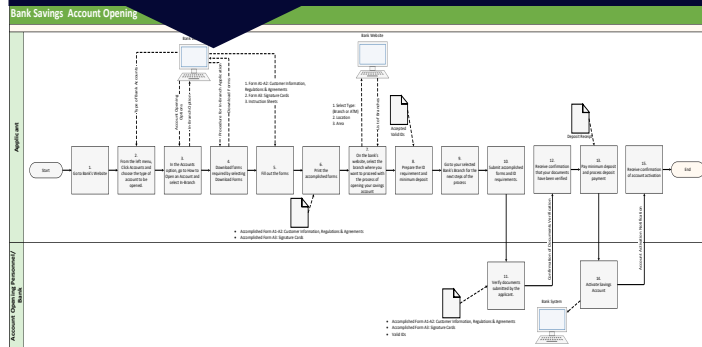
Government can operate DPIs/digital services and also **regulate** and **partner** with the private sector; digital gov systems are an opportunity to build **local firm capacity** to support operations.



# Tools and resources

## Time & Motion study

Method of observing and measuring the time taken and steps involved in a task to identify inefficiencies and estimate time & cost savings from digitalization.



## Use case report

Prioritize and analyze service use cases to identify where and how digital identity and authentication can deliver quick wins and inform longer-term investments.

Sector	Use case	Main challenges of sectoral initiative	Digital identity functionalities					
			Unique Identification	Checking Service	Data Sharing / Credentials	Digital Authentication	Electronic Signature	Level of Trust <sup>2</sup> (H/M/L)
Financial	Remote Onboarding (KYC)	Customer due diligence requires robust identity checks during the onboarding of new customers and opening of new accounts for existing customers. Additionally, other attributes required by regulators for AML/CFT reasons, such as residential address, must be collected for clients.		Y	Optional	Y	Optional	M / L
Financial	Credit registry	There is no reliable way to uniquely identify individual credit histories, leading to errors in determining creditworthiness and compromising financial institutions' trust in the credit registry.	Y	Y				M
	Access to	Since there is no unique personal identifier associated with bank accounts, there is no way to reliably associate an individual's financial accounts, bank accounts and other financial institutions. A future						



WORKING DRAFT

Understanding People's Perspectives on Identification: A Qualitative Research Toolkit

July 2020



## Qualitative study

Seeks to study how users engage with a system daily to guide its design, making it inclusive, user-focused, and tailored to their needs.



## Design labs

Work together to create priority public services using user-centered methods, transforming fragmented manual processes into digitally supported services through DPI



## Handout

**Scan to download** an executive brief + links to core World Bank resources to implement a DPI & services-first approach.





# DPI

Digital Public  
Infrastructure

Helping countries build  
safe, inclusive digital  
services at scale.