The Chandler Good Government Index (CGGI) is an annual index, built by government practitioners, for government practitioners, measuring the capabilities and outcomes of 113 governments around the world. The Index shows how investing in effective government capabilities is vital to securing positive outcomes for citizens and businesses.

The CGGI provides a practical tool for governance stakeholders to understand and benchmark government performance, and to foster honest conversations about opportunities for progress. It takes a practical and non-partisan view of governance. By focusing on state capabilities and performance, the Index does not prioritise any form of government over another. The CGGI is designed to be relevant and accessible to countries at different stages in their national development journeys.
In this year’s CGGI Report, we look at how governments, regardless of their circumstances or the political systems they are operating within, can govern effectively with an eye towards the future: to be better tomorrow than they are today. We look at how they have deepened their capacities and readied their countries for a changing world, in three broad ways that resonate with the capabilities measured by the CGGI.

First, we explore how countries have invested in the present and next generations of public servants. The skills and judgment to govern well takes time to develop. The government leaders and officials best able to help their countries thrive tomorrow need to be inducted and nurtured today. Technical abilities will be vital in a technologically saturated future. But so will interpersonal skills, a strong foundation of integrity, and a shared ethos of excellence in service of the public good—as governments face a trust deficit and an increasingly contentious sociopol(223,692),(776,907)
In 2024, the CGGI has been able to expand its coverage to include nine new countries: Bangladesh, Benin, Cameroon, Dominican Republic, Luxembourg, Malta, Paraguay, Saudi Arabia, and Slovakia. This brings our total country coverage to 113 countries, which represents more than 90% of the world’s population.

- **Bangladesh**: Known as the “Land of six seasons” and the eighth most populous country in the world, Bangladesh ranks 37th in the Long-Term Vision indicator.
- **Benin**: This country has the third-highest birth rate in the world. Benin ranks 8th in the Macroeconomic Environment indicator due to both its low inflation rate this past year and a relatively high employment rate.
- **Cameroon**: Known as “Africa in Miniature” for its geographical and cultural diversity, Cameroon ranks 36th in the Country Budget Surplus indicator.
- **Dominican Republic**: This Caribbean country’s GDP has been one of the region’s fastest growing over the past 50 years. It ranks 23rd in the Coordination indicator.
- **Luxembourg**: Luxembourg was one of the six founding countries of the European Economic Community (EEC) in 1957 and is the world’s only remaining sovereign grand duchy. It ranks number 1 in the Government Debt, Country Risk Premium and Attracting Investments indicators.
- **Malta**: This small island nation of just over half a million inhabitants makes the most of its EU membership and ranks 2nd in the International Trade indicator.
- **Paraguay**: This land-locked South American country boasts the world’s cleanest power grid, based on 100% hydroelectric power. It ranks 24th in the Strategic Prioritisation indicator.
- **Saudi Arabia**: Home to the world’s largest sand desert and one of the world’s largest oil producers, Saudi Arabia ranks 3rd in the indicators for both Long-Term Vision and Adaptability.
- **Slovakia**: This land-locked European country is known for its mountainous terrain and historic castles. Slovakia jumps straight into the CGGI to rank number 1 in the Income Distribution indicator.
Introducing Nine New Countries

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The Top 20 Countries

EXECUTIVE SUMMARY

For all the country rankings and the CGGI 2024 Annual Report visit: https://chandlergovernmentindex.com/
The Top 20 Countries

1. Singapore
2. Denmark
3. Finland
4. Switzerland
5. Norway
6. Sweden
7. Luxembourg
8. Germany
9. Netherlands
10. Ireland
11. United Kingdom
12. Canada
13. New Zealand
14. United Arab Emirates
15. Australia
16. Estonia
17. Austria
18. France
19. South Korea
20. South Korea
The 2021 to 2023 editions of the CGGI Report traced the arc of the COVID-19 pandemic and examined the governance capabilities countries needed to survive and thrive during and after the crisis. In 2024, however, the prevailing challenges countries confront seem only to have been compounded.

Good governance has become a more complex and precarious field than ever. At the same time, new opportunities and prospective ways of governing are emerging. We see the CGGI and this Report as contributing to a culture of learning, adaptation, and change—helping countries to understand where they stand as they navigate today’s uncertain world and prepare for tomorrow’s challenges.

This year, we examine how good governance relates to the challenges and opportunities countries are expected to face in coming years. What might a country’s overall CGGI score tell us about its ability to govern for the future? The breadth of government capabilities that the CGGI measures, and its geographical reach—113 countries, or more than 90% of the world population—allows us to shed light on these questions with some depth.

To do this, we consider the key domains that are of prime concern to governments, and which hold the potential for existential challenges, both now and in the future. Leaving aside the persistent threat of pandemics that have been covered in previous Reports, we focus our 2024 analysis on the following domains:

1. Geopolitical stability
2. Socio-economic development
3. Technological advancements
4. Environmental challenges
Geopolitical stability is fundamental to a nation’s security and the wellbeing of its citizens. It provides the necessary conditions for sustainable development, economic prosperity, effective governance, and positive engagement in the global community. In turn, these contribute to greater societal wellbeing and an environment in which people may rise.

In 2024, however, conflict is raging in Europe, the Middle East and elsewhere, and tensions are rising in Asia. Observers have warned that geopolitical risks are higher than at any point in recent history.

According to data from the Uppsala Conflict Data Program, there are now more active armed conflicts involving sovereign states, and displaced persons, than at any time since World War II. Is good governance associated with an orientation towards peace and stability, rather than conflict?

A strong relationship emerges when we compare countries’ CGGI overall scores with the Positive Peace Index, a political risk assessment tool developed by The Institute for Economics & Peace that analyses the necessary conditions for peace and for society to flourish. Good governments are shown to prioritise peace-building elements that allow their nations to fully function, thrive, and address the needs of citizens.
Good Government and Socio-Economic Development

Socio-economic development requires long-term coordinated efforts that build on a range of key elements and capabilities, as reflected in the pillars of the CGGI.

Every government wants to create a more prosperous and equitable society for its citizens. Beyond GDP, sustainable socio-economic development calls for governments working with businesses and investors to ensure a steady flow of resources, capital, and talent to their respective country. This is part of something we at the Chandler Institute of Governance term the “governance competition”.

This competition will remain a challenge for any country well into the future. The competition for global talent illustrates this well. INSEAD’s Global Talent Competitiveness Index (GTCI) measures how countries are competing globally for the talent they need to fuel innovation, economic growth, and overall competitiveness. So, to compete effectively, prudent governments put in place policies to “grow their own talent pools, attract talent from underrepresented and underprivileged domestic sources, as well as overseas and external sources, and to develop the means to retain these essential workers.”

Comparing the 2024 CGGI rankings with the 2023 GTCI rankings, another very strong relationship emerges. Good governments are good at managing talent: not just attracting the right people, but making the most of their contributions, and retaining their engagement and commitment over time. The GTCI 2023 Report also predicts that in the coming decade, the competition for talent will become fiercer still, and that, “talent competitiveness will gain even more importance as a critical element of competitiveness, innovation, and geopolitical soft power”.

Good Governments Grow, Attract, Retain, and Develop Talent

\[ r = 0.96 \]

Source: CGGI 2024; Global Talent Competitiveness Index 2023, INSEAD
The year 2023 was a watershed for artificial intelligence (AI), with the world, including governments, coming to realise the transformative potential—as well as unprecedented risks—of emerging AI technologies. In this rapidly evolving space, slow-moving governments are especially vulnerable.

Xiaolan Fu, Professor of Technology and International Development at the University of Oxford’s Department of International Development, has remarked that AI is a “milestone in human history”, but that the world’s poorest countries are ill-prepared. How ready then are governments around the world to meet the AI challenge?

This year’s countries’ CGGI rankings show a strong relationship with the Government AI Readiness Index, an effort by Oxford Insights to assess the AI readiness of 193 governments worldwide. The Index comprises 39 indicators reflecting the intersection of government strategy, its technology sector, and its data and infrastructure setup.

The World Economic Forum’s 2024 Global Risks Report, released earlier this year, asked global leaders to rank the risks most likely to present a material crisis on a global scale over the next decade. Their responses indicate that by 2034, environmental risks would be the most concerning, accounting for the top four risks by severity:

1. Extreme weather events
2. Critical change to Earth systems
3. Biodiversity loss and ecosystem collapse
4. Natural resource shortages
Climate shocks and environmental threats have long been on governments’ radar as existential, and they remain the most complex and intractable concerns for our planet. Worryingly, many of the countries most at risk of these nature-based challenges are also among the least prepared to effectively govern and manage them. The Notre Dame-Global Adaptation Country Index (ND-GAIN)\(^2\), which aims to help governments, businesses, and communities better prioritise investments in light of future global challenges, includes analysis of a country’s vulnerability to climate change and other environmental challenges, along with its readiness to improve resilience. Here, vulnerability means a country’s exposure, sensitivity, and capacity to adapt to the negative effects of climate change by considering six life-supporting sectors—food, water, health, ecosystem service, human habitat, and infrastructure. Readiness measures a country’s ability to leverage investments and convert them to adaptation actions by considering three components—economic readiness, governance readiness, and social readiness.

There is a very strong correlation between a government’s performance in the CGGI and its preparedness to adapt to climate-related threats. This paints a concerning picture for the future of the world’s most climate-vulnerable countries. It reiterates the urgent need for countries to address the governance issues that hinder efforts to head off or mitigate these and other anticipated risks.

It is our sincere hope that the CGGI, in describing and measuring the diverse capabilities underpinning sound governance, we can contribute to helping countries ready themselves to better govern for tomorrow, and to overcome the challenges facing us ahead.

![Good Governments Can Adapt To Environmental Threats](image)

Source: CGGI 2024; ND-GAIN Country Index 2023, University of Notre Dame Global Adaptation Initiative
Good government is the deciding factor in whether a nation succeeds. Strengthening government is an iterative, long-term endeavour which can take years and even decades to bear fruit.

In compiling the CGGI over the past four years, we have seen some countries and regions making discernible progress in building capabilities and delivering better outcomes over time. In this section we highlight some of these movements and go beneath the surface of the data to see what might be driving this momentum.1

Regional Reflections
We start by looking at how performance is unfolding at the regional level.2

Our first observation is that regional average CGGI scores fall into four distinct bands (see next page). In addition, we note that the average scores at the regional level have been relatively steady over time. This is intuitive, given that capabilities take time to develop.
A striking exception is the East Asia region, where the average score has been improving over the past four years.

Second, in the highest-scoring Band 1, both Western Europe and Australia & New Zealand show a small gradual decline in overall performance. Northern Europe is the only region in this high-performing cluster to show an overall improvement over the four-year period. At the lower end of the chart, both South Asia and Sub-Saharan Africa also exhibit declining performances.

East Asia at night from space: countries in this region have seen their average scores rise. 17 September 2018.
China and Mongolia have been the main drivers for the region’s performance improvements, whereas Japan’s and South Korea’s performance have been relatively stable, with South Korea slightly improving in rank. China’s scores in the Leadership & Foresight pillar have been especially significant, as shown shaded in the stacked bar chart below. It has also demonstrated clear improvements in the Attractive Marketplace pillar and the Helping People Rise pillar. Mongolia has had notable improvement in the Attractive Marketplace and the Financial Stewardship pillars.

Why is East Asia on the up?
The East Asia regional grouping comprises four countries: China, Japan, Mongolia, and South Korea.

Improvement in the East Asia region has been relatively broad-based. Between 2021 and 2024, the region—on average—has improved in five out of seven pillars with slight declines in the other two pillars. The improvement was particularly significant in two pillars, Attractive Marketplace and Leadership & Foresight, both of which have seen consistent year-on-year improvements.
Crunching Country Performance
In 2024, nine new countries have been added to the CGGI. One of these, **Luxembourg**, has gone straight into 7th place in the overall rankings. The addition of new countries partly explains why countries such as Japan have fallen out of the Top 20, and why other countries have fallen several places, particularly in the lower half of the table.

Nevertheless, when comparing country performance between 2021 and 2024, Index scores overall are remarkably stable, as shown below.

From this chart, we can also see a bifurcation in performance: the biggest improvers come almost entirely from the top half of countries in the CGGI rankings, whereas those countries that saw the largest declines came from the bottom half.

Put differently—it appears that the better performers are getting better, whereas the worst performers are slipping further. It is too early to tell if this will be a trend into the future—but if it does continue, it could worsen the disparity in the quality of governance across the world.

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**CGGI Overall Scores 2021 vs. 2024 and the Top 20 Movers**

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**Greece** gets the prize for the highest overall improvement in score over the four-year period. Its rank has also jumped from 50th to 41st. Scores improved across six pillars, with remarkable gains in the **Leadership & Foresight**, **Strong Institutions**, and **Attractive Marketplace** pillars. The country has made noteworthy advancements in building up diverse capabilities, as seen in indicators such as **Adaptability** and **Quality of Judiciary**, and in outcomes such as the **Social Mobility** indicator. The Economist magazine naming Greece as its “Country of the Year” for 2023, noting: “Greece shows that from the verge of collapse it is possible to enact tough, sensible economic reforms, rebuild the social contract, exhibit restrained patriotism—and still win elections.”

**The UAE** has made consistent year-on-year improvements across six CGGI pillars. It has made the best improvement in overall CGGI rank, jumping...
from 24th to 14th. This is particularly remarkable given the strong governance competition shown in the table (see page 33). UAE has made big improvements in four out of seven pillars: Leadership & Foresight, Strong Institutions, Financial Stewardship, and Global Influence & Reputation. The UAE has also made big strides in indicators that include Strategic Prioritisation, Implementation, and Nation Brand.

Uruguay has inched up the overall rankings from 33rd to 31st. But delving further we see how the country has in fact leapfrogged 20 places, from 27th to 7th, in the Leadership & Foresight pillar with impressive rises in the indicators for Long-Term Vision and Adaptability. It has also risen across the Attractive Marketplace pillar with improved Property Rights, Macroeconomic Environment, and Stable Business Regulations indicators.

Rounding out the group is Vietnam, with consistent year-on-year improvements in four pillars and an improvement in rankings from 58th to 50th. Much has been written in the media about the country’s increasingly Attractive Marketplace and this is supported with improved indicators for Property Rights and Stable Business Regulations, amongst others. Some of its strongest gains are in the Leadership & Foresight pillar with a jump in rankings from 61st to 28th. These capability gains are also translating into good outcomes for citizens with improvement in the indicators for Satisfaction with Public Services and Income Distribution.

In future, we look forward to seeing how CGGI time-series data can build up an even more nuanced and storied picture of governance “Top Performers and Rising Stars” across the globe.
The Chandler Good Government Index is a composite Index that measures the capabilities and effectiveness of governments. Our framework and dimensions (which we call pillars) of good governance are derived from interviews and research on what capabilities and characteristics are most important for a government to perform its duties and succeed.

The 35 indicators are made up of more than 50 metrics—of which almost 40% are quantitative data sources.

Metrics
The Index uses the most relevant metrics for each indicator, as determined by government and data experts, research on the pillars, and a set of selection criteria:

1. The metric must be distributed in a free-to-access form in the public domain and online. This supports replicability and widespread use.
2. The metric should as far as possible be actionable and measure some quality or capability of governance that government leaders and officers can act on to improve performance.
3. There must be a robust way to convert the data into a clear and relevant numerical format.
4. The metric must provide data points for a large enough range of countries.

Transformation & Normalisation
Each metric is normalised to a 0-1 scale using the distance-to-frontier method. The highest and lowest scores of each metric from the past four years are used for the normalisation. For 2024, the same normalisation process was used to re-calculate CGGI results for previous years (see CGGI website for recalculated results). Indicators that comprise more than one metric are weighted equally, rescaled, and aggregated again.

Data Aggregation & Ranking
The final score of the Index is aggregated using a simple average of all 35 indicators. This means that each indicator in the Index has an equal weighting. Finally, countries are ranked.

Imputation
This is a common step in many major global indices. Missing data from the metrics is imputed via several methods:

1. Looking for another indicator or study that measures a similar concept or theme.
2. Finding the average values of peer countries after filtering for geography and income.

CGGI Data Process
EXECUTIVE SUMMARY
Leadership and Foresight

Leadership makes a difference. What public sector leaders decide, do, or say impacts public trust in government. Good leaders create and sustain cultures of integrity, competence, and service. They have a clear sense of medium- and longer-term pathways for their government and country. They cultivate the foresight needed to anticipate emerging challenges and opportunities.

- **Ethical Leadership**
  The extent to which government leaders demonstrate integrity and credibility, through the control and prevention of the abuse of public power for private benefit

- **Adaptability**
  Responding to various trends and changes with appropriate strategies, policies, and actions

- **Long-Term Vision**
  The ability to develop and express the desired goals and destination for the nation over a longer period of time

- **Strategic Prioritisation**
  Developing longer-term plans and decision-making frameworks that focus on important goals and outcomes

- **Innovation**
  The capacity for learning, and the generation, adaptation, and application of ideas

Robust Laws and Policies

Effective and consistent laws and public policies are essential to a well-functioning and prosperous country. Laws set the rules of the game for social and economic activities. A consistent, principled, accessible, and transparent justice system engenders investor confidence and public trust. Good governments have robust policymaking processes that are balanced, inclusive, and effective.

- **Rule of Law**
  Whether laws are just and impartial, whether governments observe due process and are accountable to the laws, and whether justice is accessible to all

- **Transparency**
  The public availability and accessibility of government information

- **Quality of Judiciary**
  Whether courts of law are efficient and independent from external influence

- **Regulatory Governance**
  The ability of governments to establish clear and sound policies and regulations
Strong Institutions

Institutions, such as Ministries, public departments, and statutory agencies, are the cornerstones of a well-functioning government. Strong institutions are grounded in purpose, can coordinate and work effectively with others, analyse and act well on new information, and can translate plans and policies into concrete actions and programmes.

- **Coordination**
  The ability to balance interests and objectives, and to ensure that multiple government agencies act coherently and in a collaborative manner.

- **Implementation**
  The degree to which a government can execute its own policies and meet its policy objectives.

- **Data Capability**
  The ability to gather and use data, and to provide quality digital and online services.

- **Quality of Bureaucracy**
  The capability and performance of the civil service, regardless of political and policy changes.

Financial Stewardship

How governments acquire, allocate, and distribute public funds has far-reaching consequences for citizens and businesses. To sustain a country’s prosperity, governments must ensure sound and prudent management of public revenue and expenditure. Those that manage and account for their spending well, achieve better value for money. Good financial practices improve public trust in government. They also enhance confidence in a government’s ability to repay debt, lowering the cost of sovereign borrowing.

- **Government Debt**
  The ability of a government to manage its debt sustainably.

- **Country Budget Surplus**
  A government’s average revenue and expenditure position, based on its fiscal balance, over a five-year period.

- **Spending Efficiency**
  The extent to which public spending translates into outcomes and services with minimal wastage.

- **Country Risk Premium**
  The risk of investing in a country due to its sovereign debt repayment ability and economic governance.
Attractive Marketplace

Competitive and attractive markets are essential for a flourishing economy and thriving nation. To cultivate them, governments must be able to secure and protect property rights, encourage and support domestic and cross-border economic activity, develop economic infrastructure, and design sound and stable regulations. Attractive marketplaces create jobs, innovation, and opportunities.

Property Rights
The extent to which the legal rights to own and use physical and intellectual property are established and protected

Macroeconomic Environment
The maintenance of inflation and unemployment levels within optimal ranges, given the economic situation and needs

Attracting Investments
The ability to attract foreign direct investment (FDI)

Logistics Competence
The quality of logistics infrastructure and systems within a country

Stable Business Regulations
The stability of policies and regulations concerning business activities

Global Influence and Reputation

In a highly globalised world, a country depends on its international presence for trade, capital, information, opportunities, and international “space” to operate in. A government must effectively manage and safeguard its diplomatic networks, economic links, international partnerships, and country “brand”. While some countries may wield significant influence due to their size or strengths, others may benefit from their reputation as trusted and constructive global voices.

International Trade
The freedom, access, and capabilities to buy and sell goods and services beyond national borders

Passport Strength
The credibility of a nation’s passport, as measured by the number of visa-free arrangements that passport holders enjoy globally

International Diplomacy
The extent of a nation’s diplomatic representation and presence abroad

Nation Brand
The coherence of a country’s national tourism promotion, and its image and appeal to a variety of non-commercial stakeholders
Helping People Rise

Governments that use their capabilities to create conducive conditions for people from all walks of life to achieve their fullest potential are Helping People Rise. Good public outcomes mean enhanced opportunities and a better quality of life for people; these in turn improve trust in government. The CGGI measures outcomes that governments can have significant control over.

**Education**
Youth literacy rate, participation in employment, education or training, and years of schooling for the population

**Health**
How long a newborn child can expect to live, given current health and mortality expectations

**Satisfaction with Public Services**
Satisfaction with public transport, infrastructure, and education

**Personal Safety**
The state’s ability to protect its people from violent crime

**Environmental Performance**
The safety and sustainability of a nation’s ecosystems and environment

**Income Distribution**
The evenness of income distribution across the population

**Social Mobility**
The extent to which socio-economic circumstances at birth influence a person’s future status and prosperity

**Gender Gap**
The extent to which both women and men can participate in, and benefit from, educational and economic opportunities

**Non-Discrimination**
Freedom from discrimination, regardless of a person’s socio-economic status, ethnicity, gender, identity, or faith
Executive Summary

Practitioner Stories and Features in the 2024 CGGI Annual Report

Egypt: New Capital, New Culture of Governance
by Dr Saleh El-Sheikh, President of the Central Agency for Organization and Administration (CAOA), Egypt

Singapore: A New Way of Doing Health
by Dr Clive Tan, Assistant Chief for Integrated Care and Population Health, National Healthcare Group, Singapore

Preventing Leaders for Tomorrow’s World

Coordinating Excellence & Engineering Performance in Uganda
by Irene Bateebe, Permanent Secretary, Ministry of Energy and Mineral Development, Uganda

Botswana: Leading Financial Stewardship in Africa

AI × Governance: Catalysing the Future

Telling the Chilean Story
by Rossana Dresdner, Executive Director of Fundación Imagen de Chile

What Does It Take to Meet Public Expectations?
The CGGI Advisory Panel

Dr Reuben Abraham
CEO of Artha Global

Ms Elizabeth Anderson
Executive Director of the Mo Ibrahim Foundation

Dr Christian Bason
Founder, Transition Collective; Former CEO, Danish Design Center

Ms Nathalie Delapalme
CEO of the Mo Ibrahim Foundation

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CEO of the Mo Ibrahim Foundation

Mr Adrian Brown
Executive Director of the Centre for Public Impact

Dr Ed Olowo-Okere
Senior Advisor in the Equitable Growth, Finance, and Institutions (EFI) Vice Presidency at the World Bank

Dr Manuel Gerardo Flores Romero
Coordinator of the Regulatory Policy Programme in Latin America of the OECD

Prof Kent Weaver
Professor of Public Policy and Government at Georgetown University
The CGGI is designed to turn analysis into action.

The online version of the Index is a dynamic and engaging tool, which allows users to dive deeper into the data.

All 113 countries featured in the Index can be individually explored on the website, with breakdowns for all 35 indicators. Users can use the interactive features to compare countries, view ranking trends over the years, or to customise the Index by increasing or decreasing the weightage of selected indicators. The website also features country profiles and stories about governance, including contributions by government practitioners, insights pieces, and further resources.

[www.chandlergovernmentindex.com](http://www.chandlergovernmentindex.com)
Learn more, by exploring the CGGI Website
Scan the QR code to view website.
The Chandler Institute of Governance (CIG) is an international nonprofit organisation headquartered in Singapore. CIG supports in developing its leaders, strengthening its institutions, and building its public service capabilities. We do this through advisory partnerships, training programmes, a proprietary index that measures government performance, and knowledge products.

To learn more, please visit our website.

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